



THE REGIONAL MUNICIPALITY OF NIAGARA COUNCIL AGENDA

CL 15-2024

Thursday, October 24, 2024

6:30 p.m.

Council Chamber - In Person and Electronic Meeting

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

To view live stream meeting proceedings visit: niagararegion.ca/government/council

Pages

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT STATEMENT

3. SINGING OF 'O CANADA'

4. ADOPTION OF AGENDA

4.1 Addition of Items

4.2 Changes in Order of Items

5. DISCLOSURES OF PECUNIARY INTEREST

6. ANNUAL GENERAL MEETING OF THE NIAGARA REGIONAL HOUSING CORPORATION

Regional Council will be acting in its capacity as the sole class SM Member of the Corporation for the Annual General Meeting of the Niagara Regional Housing Corporation.

6.1 Call to Order and Confirmation of Quorum

6.2 Adoption of Agenda

6.3 Declarations of Conflict of Interest

6.4	<u>Adoption of Minutes</u> Annual General Meeting held October 19, 2023 (Excerpt from Regional Council Minutes CL 14-2023)	5 - 7
6.5	<u>Confirmation of Financial Statements and Auditor's Report</u>	8 - 53
6.6	<u>Appointment of Auditor for 2024 Fiscal Year</u>	54 - 58
6.7	<u>Ratification of 2023 Motions</u>	59 - 77
6.8	<u>Niagara Regional Housing Board Member Re-Appointments</u>	78 - 84
6.9	<u>Adjournment</u>	

7. PRESENTATIONS

- 7.1 Canadian Association of Municipal Administrators (CAMA) - Awards of Excellence Presentation
Award of Excellence Presentation - Collaboration with External Organizations Award to Niagara Region for the Niagara Region Transit Consolidation Project
- Bev Hendry, Immediate Past President, Canadian Association of Municipal Administrators

8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

9. DELEGATIONS

10. ADOPTION OF MINUTES

- | | | |
|------|-------------------------------------------------------------------|----------|
| 10.1 | <u>Council Minutes CL 14-2024</u>
Thursday, September 26, 2024 | 85 - 102 |
|------|-------------------------------------------------------------------|----------|

The above minutes are presented for errors and/or omissions only.

11. CORRESPONDENCE None.

12. ITEMS FOR CONSIDERATION None.

13. COMMITTEE REPORTS - OPEN SESSION

- | | | |
|------|-------------------------------------------------------------------------------|-----------|
| 13.1 | <u>Public Works Committee</u>
Minutes PWC 9-2024, Tuesday, October 8, 2024 | 103 - 159 |
|------|-------------------------------------------------------------------------------|-----------|

13.2	<u>Public Health and Social Services Committee</u> Minutes PHSSC 9-2024, Tuesday, October 8, 2024	160 - 200
13.3	<u>Corporate Services Committee</u> Minutes CSC 9-2024, Wednesday, October 9, 2024	201 - 278
13.4	<u>Planning and Economic Development Committee</u> Minutes PEDC 9-2024, Wednesday, October 9, 2024	279 - 386
13.5	<u>Budget Review Committee of the Whole</u> Minutes BRCOTW 3-2024, Thursday, October 17, 2024	

To be distributed.

14. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

15. MOTIONS

15.1	<u>Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign</u> In accordance with the notice requirements of Section 18.1(a) of Niagara Region's Procedural By-law, Councillor Ip provided a motion for consideration at the October 24, 2024, Council meeting respecting Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign.	387 - 388
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16. NOTICES OF MOTION

17. CLOSED SESSION

17.1	<u>Committee Reports - Closed Session</u>	
17.1.1	Corporate Services Committee - Closed Session Minutes CSC 9-2024, Wednesday, October 9, 2024	
17.1.2	Planning & Economic Development Committee - Closed Session Minutes PEDC 9-2024, Wednesday, October 9, 2024	

18. BUSINESS ARISING FROM CLOSED SESSION

19. BY-LAWS

19.1	<u>Bill 2024-66</u> A by-law to authorize the execution of a loan and grant agreement for the Green Municipal fund with the Federation of Canadian Municipalities and the Corporation of the City of St. Catharines. To be distributed.	
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19.2 Bill 2024-67

A by-law to authorize the execution of a loan and grant agreement for the Green Municipal fund with the Federation of Canadian Municipalities and the Corporation of the City of Welland.

To be distributed.

20. OTHER BUSINESS

21. ADJOURNMENT

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

3. ADOPTION OF AGENDA

3.1 Addition of Items

There were no items added to the agenda.

3.2 Changes in Order of Items

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

Moved by Councillor Witteveen

Seconded by Councillor Whalen

That Council Agenda CL 14-2023, **BE ADOPTED.**

Carried

4. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

At this point in the meeting, Regional Chair Bradley turned the Chair over to Councillor Zalepa, Chair, Niagara Regional Housing Board, to call the Annual General Meeting of the Niagara Regional Housing Corporation to order.

5. ANNUAL GENERAL MEETING OF THE NIAGARA REGIONAL HOUSING CORPORATION

5.1 Call to Order and Confirmation of Quorum

Councillor Zalepa, Niagara Regional Housing Board Chair, called the Niagara Regional Housing Annual General Meeting to order at 6:37 p.m. and confirmed that quorum for the meeting was achieved.

5.2 Adoption of Agenda

Moved by Councillor Rigby

Seconded by Councillor Davies

That the agenda for the Annual General Meeting of the Niagara Regional Housing Corporation **BE ADOPTED.**

Carried

5.3 Declarations of Conflict of Interest

There were no declarations of conflict of interest.

5.4 Adoption of Minutes

Annual General Meeting held August 25, 2022 (Excerpt from Regional Council Minutes CL 15-2022)

Moved by Councillor Whalen
Seconded by Councillor Insinna

That the Minutes of the August 25, 2022, Annual General Meeting of the Niagara Regional Housing Corporation, **BE ADOPTED**.

Carried

5.5 Confirmation of Financial Statements and Auditor's Report
Fiscal Period January 1, 2022 through December 31, 2022

Moved by Councillor Easton
Seconded by Councillor Grant

That the Financial Statements and Auditor's Report for the fiscal period of January 1, 2022, through December 31, 2022, as approved by the Board of Directors at their April 21, 2023, meeting, **BE CONFIRMED**.

Carried

5.6 Appointment of Auditor for 2023 Fiscal Year

Moved by Councillor Grant
Seconded by Councillor Whalen

That the firm of Deloitte LLP, Chartered Accounts, **BE RE-APPOINTED** as the Auditor for Niagara Regional Housing for the fiscal year of 2023.

Carried

5.7 Ratification of 2022 Motions

Moved by Councillor Witteveen
Seconded by Councillor Seaborn

That all acts, contracts, proceedings, appointments, elections, resolutions, special resolutions, by-laws and payments enacted, made, done and taken by the Directors and Officers of the Corporation since the last Annual General Meeting of Niagara Regional Housing on August 25, 2022, up to and including those of September 15, 2023, are hereby **RATIFIED** and **CONFIRMED**.

Carried

5.8 Niagara Regional Housing Board Member Re-Appointments

Moved by Councillor Insinna
Seconded by Councillor Grant

That Regional Council **RE-ELECTS** those Community Based Directors whose terms expire in 2023, specifically Betty Ann Baker, Betty-Lou Souter, David Mole and Drew Toth, to the Board of Directors for Niagara Regional Housing for a term ending on October 31, 2024.

Carried

5.9 Adjournment

Moved by Councillor Easton
Seconded by Councillor Grant

That the Annual General Meeting of the Niagara Regional Housing Corporation, **BE ADJOURNED**.

Carried

There being no further business, the Annual General Meeting of the Niagara Regional Housing Corporation adjourned at 6:41 p.m.

6. **PRESENTATIONS**

There were no presentations.

7. **CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS**

The Regional Chair provided an update respecting activities within the Region.

Following the Chair's report, Council members observed a moment of silence in memory of Niagara Emergency Medical Services Advanced Care Paramedic, Cheryl Kowalik.

8. **DELEGATIONS**

There were no delegations.

Subject: 2023 Draft Audited Financial Statements

Report to: Board of Directors of Niagara Regional Housing

Report date: Friday, April 19, 2024

Recommendations

1. That the draft audited financial statements of Niagara Regional Housing as attached in Appendix 1 to report 24-224-4.1, for the year ended December 31, 2023 **BE APPROVED**; and
2. That the audit findings report pertaining to the audited financial statements, attached as Appendix 2 to report 24-224-4.1, of Niagara Regional Housing for the year ended December 31, 2023 **BE RECEIVED** for information.
3. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented.
4. That this report **BE FORWARDED** to the Region's Audit Committee for information.

Key Facts

- The purpose of this report is to obtain approval for the 2023 draft audited financial statements of Niagara Regional Housing (Appendix 1 to report 24-224-4.1).
- The requirement for an annual audit is established in the Housing Services Act and the Corporations Act for non-profit corporations.
- Niagara Regional Housing received an unqualified audit opinion, which indicates that in Deloitte's opinion the financial information presented, in all material respects, is in accordance with Public Sector Accounting Standards (PSAS).
- Year-end funding surplus results were reported in report 24-223-5.4 in February 2024 and are consistent with the results reported in these audited financial statements adjusted for accrual accounting presentation required by PSAS.
- The 2023 financial statements include the adoption of the new Asset Retirement Obligations (ARO) PSAS accounting standard, which is the requirement to represent the legal obligations associated with the retirement of a tangible capital asset that result from its acquisition, construction, development, or normal use.
- As per Financial Reporting and Forecasting Policy (C-F-020), financial statements and/or schedules prepared for Agencies, Boards or Commissions (ABC) will be approved by the governing board of the ABC. Upon NRH Board approval, the NRH CEO and Treasurer will be authorized to sign the auditors' representation letter to

obtain the auditors' signed final report. The approved schedule will then be forwarded to Audit Committee for information.

Financial Considerations

The draft financial statements have been prepared in compliance with legislation and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board of Chartered Professional Accountants of Canada.

This report is presenting historical financial information. Niagara Regional Housing's budget is prepared and reported on a quarterly basis, whereas the audited financial statements are prepared using PSAS. Appendix 3 to report 24-224-4.1 reconciles the surplus per the audited Statement of Operations to the funding surplus based on the budget approach.

The 2023 financial statements include the adoption of the new ARO accounting standard, which is a new standard establishing guidance on the accounting and reporting of legal obligations associated with the retirement of tangible capital assets. This new PSAS standard has been applied by NRH on a prospective basis as of January 1, 2023. The ARO recognized is primarily associated with abatement activities due to asbestos in NRH owned buildings and is described in note 6 to the financial statements attached as Appendix 2 to report 24-224-4.1. While the new PSAS standard requires that the ARO be reported in the NRH financial statements, the estimated cost of the associated abatement activities at retirement is an unfunded liability and has already been considered in the long-term capital program for NRH owned units and does not have any immediate budget implications.

Analysis

The draft financial statements of Niagara Regional Housing for the year ended December 31, 2023, attached in Appendix 1 to report 24-224-4.1, have been audited in accordance with Canadian PSAS. The external auditor (Deloitte) has indicated that in their opinion, the financial statements present fairly, in all material respects, the statement of financial position of Niagara Regional Housing as at December 31, 2023 and the statements of operations and accumulated surplus, changes in net debt, and cash flows for the year then ended. In addition, Deloitte's audit findings report for the year ended December 31, 2023 is attached in Appendix 2 to report 24-224-4.1.

The financial statements are prepared using PSAS, making them comparable to other public sector organizations in Canada.

Alternatives Reviewed

The requirement for an annual audit is established in the Housing Services Act and the Corporations Act for non-profit corporations and therefore no other alternatives are available.

Relationship to NRH and/or Council Strategic Priorities

Providing formal financial reporting to the NRH Board, Council and the public supports the Council Strategic Priority of Effective Region.

Other Pertinent Reports

24-223-5.4	2023 Year-End Transfer Report
CSD 10-2024	2023 Year-End Results and Transfer Report



Submitted by:
Cameron Banach
Chief Executive Officer



Approved by:
Gary Zalepa
Chair

This report was prepared by Sara Mota, Program Financial Specialist, in consultation with Donovan D'Amboise, Associate Director, Reporting and Analysis.

Appendices

Appendix 1	Draft 2023 Audited Financial Statements
Appendix 2	2023 Deloitte Audit Findings Report
Appendix 3	2023 Surplus Reconciliation

Financial Statements of Niagara Regional Housing

Year ended December 31, 2023

Draft

Niagara Regional Housing

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Draft

Independent Auditor's Report

To the Board of Directors of Niagara Regional Housing

Opinion

We have audited the financial statements of Niagara Regional Housing (the "Organization"), which comprise the statement of financial position as at December 31, 2023, the statements of operations, change in net debt and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2023, and the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

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 Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements 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.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are 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 these financial statements.

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 financial statements, 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 Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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
[Date]

Niagara Regional Housing

Statement of Financial Position

As at December 31, 2023

	2023	2022
FINANCIAL ASSETS		
Cash	\$ 2,639,791	\$ 4,762,916
Accounts receivable	4,762,521	6,353,597
Due from Niagara Region	18,167,232	3,778,005
Total financial assets	25,569,544	14,894,518
FINANCIAL LIABILITIES		
Deferred revenue (note 4)	12,490,077	3,191,535
Mortgages and debentures (note 5)	33,252,693	38,761,565
Asset retirement obligations (note 6)	5,047,147	-
	50,789,917	41,953,100
Net debt	(25,220,373)	(27,058,582)
NON-FINANCIAL ASSETS		
Tangible capital assets (note 7)	191,299,899	173,029,706
Prepaid expenses and deposits	58,878	-
	191,358,777	173,029,706
Commitments (note 9)		
Accumulated surplus (note 8)	\$ 166,138,404	\$ 145,971,124

The accompanying notes to the financial statements are an integral part of this financial statement.

Niagara Regional Housing

Statement of Operations

For the year ended December 31, 2023

	2023 Budget (note 10)	2023 Actual	2022 Actual
REVENUES			
Rental revenue	\$ 17,875,905	\$ 18,615,058	\$ 17,635,059
Subsidies			
Niagara Region	34,231,142	34,405,578	19,785,599
Federal and Provincial Government	11,575,505	11,575,505	9,321,321
Investment income	54,000	368,792	273,394
Contributed tangible capital assets	5,308,950	5,308,950	-
Development charge revenue	582,465	582,465	2,544,112
Sundry revenue	227,843	287,926	400,048
	69,855,810	71,144,274	49,959,533
Transferred to Niagara Region and reserves	(6,338,117)	(6,738,117)	(3,342,156)
	63,517,693	64,406,157	46,617,377
EXPENSES			
Property taxes	5,908,977	6,342,161	5,752,202
Support services – Niagara Region	8,178,150	7,998,145	4,977,762
Amortization	11,965,464	11,965,464	9,885,445
Accretion (Note 6)	158,869	158,869	-
Bad debts	161,000	270,558	218,812
Wages, salaries and benefits	365,300	373,602	346,268
Utilities	5,638,020	5,448,356	5,118,812
Materials and services	6,795,869	7,868,620	7,802,076
Interest on debenture and mortgage payments	877,496	877,528	958,195
Debenture payments (note 9)	1,215,971	1,215,971	1,215,971
Administration	1,826,477	1,461,389	738,300
Supplies and equipment	201,500	195,684	196,865
Government land lease	57,320	62,530	57,320
	43,350,413	44,238,877	37,268,028
Annual surplus	20,167,280	20,167,280	9,349,349
Accumulated surplus, beginning of year	145,971,124	145,971,124	136,621,775
Accumulated surplus, end of year	\$166,138,404	\$166,138,404	\$145,971,124

The accompanying notes to the financial statements are an integral part of this financial statement.

Niagara Regional Housing

Statement of Change in Net Debt

For the year ended December 31, 2023

	2023 Budget (note 10)	2023 Actual	2022 Actual
Annual surplus	\$ 19,426,620	\$ 20,167,280	\$ 9,349,349
Acquisition of tangible capital assets, net of disposals	(30,235,657)	(30,235,657)	(18,431,271)
Amortization of tangible capital assets	11,965,464	11,965,464	9,885,445
Change in prepaid expenses	-	(58,878)	161,196
Change in net debt	1,156,427	1,838,209	964,719
Net debt, beginning of year	(27,058,582)	(27,058,582)	(28,023,301)
Net debt, end of year	\$ (25,902,155)	\$ (25,220,373)	\$ (27,058,582)

The accompanying notes to the financial statements are an integral part of this financial statement.

Niagara Regional Housing

Statement of Changes in Cash Flows

For the year ended December 31, 2023

	2023	2022
OPERATING ACTIVITIES		
Annual surplus	\$ 20,167,280	\$ 9,349,349
Items not involving cash:		
Amortization of tangible capital assets	11,965,464	9,885,445
Contributed tangible capital assets	(5,308,950)	-
Accretion expense	158,869	-
Change in non-cash assets and liabilities:		
Accounts receivable	1,591,076	(1,712,453)
Deferred revenue	9,298,542	(7,631,583)
Prepaid expenses	(58,878)	161,196
Net change in cash from operating activities	37,813,403	10,051,954
CAPITAL ACTIVITY		
Cash used to acquire tangible capital assets	(20,038,429)	(18,431,271)
Net change in cash from capital activity	(20,038,429)	(18,431,271)
INVESTING ACTIVITY		
Change in investments	-	6,494,186
Net change in cash from investing activity	-	6,494,186
FINANCING ACTIVITIES		
Mortgages and debentures issued	-	2,302,506
Mortgage and debenture repayments	(5,508,872)	(5,416,140)
Change in due from Niagara Region	(14,389,227)	(483,733)
Net change in cash from financing activities	(19,898,099)	(3,597,367)
Net change in cash	(2,123,125)	(5,482,498)
Cash, beginning of year	4,762,916	10,245,414
Cash, end of year	\$ 2,639,791	\$ 4,762,916
Cash paid for interest	\$ 877,528	\$ 958,195

The accompanying notes to the financial statements are an integral part of this financial statement.

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

1. Description of operations

Niagara Regional Housing (the “Corporation” or “NRH”) was incorporated on December 17, 2001 under the laws of the Province of Ontario to perform all the duties and powers of an administrator under Section 15 of the Social Housing Reform Act.

On May 30, 2021, the Corporation transferred Program Manager responsibilities back to the Regional Municipality of Niagara (“Niagara Region”). NRH continues to be responsible for duties including, but not limited to, ownership and management of a real estate portfolio consisting of 3,072 apartments and houses and the power to purchase, construct or make alterations to a housing project.

2. Significant accounting policies

The financial statements of NRH are prepared by management in accordance with Canadian public sector accounting standards (“PSAS”) as recommended by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada (“CPA Canada”). Significant accounting policies adopted by the Corporation are as follows:

Accrued basis of accounting

The Corporation follows the accrual method of accounting for revenues and expenses. Rental revenue is recognized at the time the service is provided. Other revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services.

Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

2. Significant accounting policies (continued)

Tangible capital assets

Tangible capital assets ("TCA") are recorded at cost which include amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, are amortized on a straight-line basis over their estimated useful lives as follows:

Land Improvements	5 – 50 years
Buildings	5 – 40 years
Equipment	15 years

One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Work in progress assets are not amortized until the asset is available for productive use.

Asset retirement obligations

Asset Retirement Obligations ("ARO") represent the legal obligations associated with the retirement of a tangible capital asset that result from its acquisition, construction, development, or normal use. The tangible assets include but are not limited to assets in productive use, assets no longer in productive use, and leased tangible capital assets.

The liability associated with an asset retirement obligation is measured with reference to the best estimate of the amount required to ultimately remediate the liability at the financial statement date to the extent that all recognition criteria are met. Asset retirement obligations are only recognized when there is a legal obligation for NRH to incur costs in relation to a specific TCA, when the past transaction or event causing the liability has already occurred, when economic benefits will need to be given up in order to remediate the liability and when a reasonable estimate of such amount can be made. The best estimate of the liability includes all costs directly attributable to the remediation of the asset retirement obligation, based on the most reliable information that is available as at the applicable reporting date. Where cash flows are expected over future periods, the liability is recognized using a present value technique.

When a liability for an asset retirement obligation is initially recognized, a corresponding adjustment to the related tangible capital asset is also recognized for underlying assets that have been recorded and reported within the TCA values presented in the financial statements. Through the passage of time in subsequent reporting periods, the carrying value of the liability is adjusted to reflect accretion expenses incurred in the current period. This expense ensures that the time value of

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

2. Significant accounting policies (continued)

money is considered when recognizing outstanding liabilities at each reporting date. The capitalized asset retirement cost within tangible capital assets is also simultaneously depreciated on the same basis as the underlying asset to which it relates. In circumstances when the underlying asset is fully depreciated, the ARO will be amortized over the estimated future life until the cash disbursement is made in the future to settle the obligation.

At remediation, NRH derecognizes the liability that was established. In some circumstances, gains or losses may be incurred upon settlement related to the ongoing measurement of the liability and corresponding estimates that were made and are recognized in the statement of operations.

Interest capitalization

The Corporation's tangible capital asset policy does not allow for the capitalization of interest costs associated with the acquisition or construction of a tangible capital asset.

Leases

Leases are classified as operating or capital leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

Investments

Investments consist of guaranteed investment certificates and bonds, and are stated at amortized cost.

Government transfers

Government transfers are recognized as revenue in the financial statements when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except, when and to the extent that, stipulations by the transferor give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

2. Significant accounting policies (continued)

Use of estimates

The preparation of financial statements in conformity with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Amounts requiring significant estimates include accrued liabilities and useful lives of tangible capital assets. Actual results could differ from these estimates.

3. Adoption of Public Sector Accounting Standards

PS 3450 Financial Instruments

PS 3450 Financial Instruments establishes accounting and reporting requirements for all types of financial instruments including derivatives. The standard requires fair value measurement of derivatives and portfolio investments in equity instruments that are quoted in an active market. All other financial instruments will generally be measured at cost or amortized cost. Unrealized gains and losses arising from changes in fair value are presented in the Statement of Remeasurement Gains and Losses.

Establishing fair value

The fair value of guarantees and letters of credit are based on fees currently charged for similar agreements or on the estimated cost to terminate them or otherwise settle the obligations with the counterparties at the reported borrowing date. In situations in which there is no market for these guarantees, and they were issued without explicit costs, it is not practicable to determine their fair value with sufficient reliability (if applicable).

Fair value hierarchy

The following provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which fair value is observable:

Level 1 – fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

3. Adoption of Public Sector Accounting Standards (continued)

Level 2 – fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and

Level 3 – fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value hierarchy requires the use of observable market inputs whenever such inputs exist.

A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

As the remeasurement gain (loss) resulting from the adoption of the above accounting standards is nominal to the financial statements of NRH, a Statement of Remeasurement Gains and Losses has not been prepared.

PS 3280 Asset Retirement Obligations

PS 3280 Asset Retirement Obligations, is a new standard establishing guidance on the accounting and reporting of legal obligations associated with the retirement of tangible capital assets controlled by a government or government organization. A liability for a retirement obligation can apply to tangible capital assets either in productive use or no longer in productive use.

This adoption of policy has been applied on a prospective basis with no restatement of prior period comparative amounts. The adoption of accounting policy has impacted NRH's consolidated financial statements on January 1, 2023 by increasing the following balances:

	<u>2023</u>
Asset retirement obligations	\$ 4,888,277
Tangible capital assets	\$ 4,888,277

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

4. Deferred revenue

Deferred revenues reported on the statement of financial position is made up of the following:

	2023	2022
Canada Mortgage and Housing Corporation	11,950,217	2,850,948
Other	539,860	340,587
Balance, end of year	\$ 12,490,077	\$ 3,191,535

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Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

5. Mortgages and debentures

Amounts consist of mortgages secured by the income producing properties of the Corporation. As at December 31, 2023 the unpaid balances of these mortgages and debentures are as follows:

	2023	2022
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 1.40% to 3.75% due in 2023	-	\$249,127
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 1.20% to 3.30% due in 2024	281,198	\$553,804
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 1.15% to 2.80% due in 2025	635,000	\$940,000
Debenture for Niagara Regional Housing capital program bearing interest at 2.25% due in 2025	238,131	\$353,261
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 1.20% to 2.40% due in 2026	1,784,405	\$2,354,883
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 1.20% to 2.45% due in 2027	721,009	\$891,957
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 2.05% to 3.15% due in 2028	3,611,000	4,274,000
Ontario Infrastructure and Lands Corporation amortization debenture for Niagara Regional Housing capital program bearing interest at 3.74% due in 2042	3,389,622	\$3,510,282
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 2.00% to 2.40% due in 2029	9,489,138	10,946,524

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

5. Mortgages and debentures (continued)

	2023	2022
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 0.6% to 1.6% due in 2030	2,423,510	\$2,714,690
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 0.4% to 2.1% due in 2031	6,630,000	7,415,000
Mortgage payable, secured by a rental property, a general assignment for rent and a chattel mortgage, interest at a rate of 2.66%, due in 2024	1,946,224	2,255,530
Debenture for Niagara Regional Housing capital program bearing interest at rates ranging from 3.4% to 4.2% due in 2032	2,103,456	2,302,507
	\$ 33,252,693	\$38,761,565

The annual principal payments are as follows:

Year	Amount
2024	\$ 6,993,513
2025	4,884,136
2026	4,592,267
2027	4,072,629
2028	3,975,139
Thereafter	8,735,009
Total principal payments	\$ 33,252,693

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

6. Asset Retirement Obligations

Asbestos

NRH owns buildings which contain asbestos, and therefore, NRH is legally required to perform abatement activities upon renovation or demolition of these assets. Abatement activities include handling and disposing of the asbestos in a prescribed manner when it is disturbed. Undiscounted future cash flows expected are an abatement cost between 2027 and 2059 of \$5,020,582. The estimated total liability of \$4,812,587 (2022- \$nil) is based on the sum of discounted future cash flows for abatement activities using a discount rate of 3.25% and assuming annual inflation of 1.75%. The Region has not designated funds for settling the abatement activities.

	2023	2022
Balance, beginning of year	\$4,661,101	\$ -
Accretion expense	\$ 151,486	\$ -
Balance, end of year	\$4,812,587	\$-

Lease

NRH entered into a lease agreement, expiring March 31, 2041, for land on which a 40-unit apartment building was built. Although NRH is not expecting to terminate the lease, upon termination, NRH must sever and remove all structures from the land. If NRH were to terminate the lease, undiscounted future cash flows expected are a demolition cost in 2041 of \$300,000. The estimated total liability of \$234,560 (2022- \$nil) is based on the sum of discounted future cash flows for abatement activities using a discount rate of 3.25% and assuming annual inflation of 1.75%. The Region has not designated funds for settling the abatement activities.

	2023	2022
Balance, beginning of year	\$227,177	\$ -
Accretion expense	\$ 7,383	\$ -
Balance, end of year	\$234,560	\$-

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

7. Tangible capital assets

	2023					
	Land	Land Improvements	Building	Equipment	Work in progress	Total
Cost						
Balance, beginning of year	\$42,731,007	\$11,278,974	\$217,494,530	\$5,695,293	\$11,330,374	\$288,530,178
Additions	6,362,336	2,155,388	19,875,444	468,542	(3,514,330)	25,347,380
Asset retirement obligations	-	-	4,888,277	-	-	4,888,277
Disposals	-	(448,645)	-	(598,305)	-	(1,046,950)
Balance, end of year	\$49,093,343	\$12,985,717	\$242,258,251	\$5,565,530	\$7,816,044	\$317,718,885
Accumulated Amortization						
Balance, beginning of year	-	\$3,257,697	\$109,577,711	\$2,665,064	-	\$115,500,472
Disposals	-	(448,645)	-	(598,305)	-	(1,046,950)
Amortization expense	-	585,259	11,005,712	374,493	-	11,965,464
Balance, end of year	-	\$3,394,311	\$120,583,423	\$2,441,252	-	\$126,418,986
Net Book Value, end of year	\$49,093,343	\$9,591,406	\$121,674,828	\$3,124,278	\$7,816,044	\$191,299,899

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

7. Tangible capital assets (continued)

	2022					
	Land	Land Improvements	Building	Equipment	Work in progress	Total
Cost						
Balance, beginning of year	\$42,633,005	\$9,725,065	\$190,351,298	\$4,265,065	\$23,124,474	\$270,098,907
Additions	98,002	1,553,909	27,143,232	1,430,228	(11,794,100)	\$18,431,271
Disposals	-	-	-	-	-	-
Balance, end of year	\$42,731,007	\$11,278,974	\$217,494,530	\$5,695,293	\$11,330,374	\$288,530,178
Accumulated Amortization						
Balance, beginning of year	-	\$2,757,431	\$100,533,360	\$2,324,236	-	\$105,615,027
Disposals	-	-	-	-	-	-
Amortization expense	-	500,266	9,044,351	340,828	-	9,885,445
Balance, end of year	-	\$3,257,697	\$109,577,711	\$2,665,064	-	\$115,500,472
Net Book Value, end of year	\$42,731,007	\$8,021,277	\$107,916,819	\$3,030,229	\$11,330,374	\$173,029,706

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

7. Tangible capital assets (continued)

Assets under construction

Assets under construction at December 31, 2023 valued at \$7,816,044 (2022 - \$11,330,374) have not been amortized. Amortization of these assets will commence when the asset is put into service.

Contributed tangible capital assets

Contributed capital assets have been recognized at fair market value at the date of contribution.

Tangible capital assets disclosed at nominal values

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value. Land is the only category where nominal values were assigned.

Write-down of tangible capital assets

The write-down of tangible capital assets during the year was \$nil (2022 - \$nil).

8. Accumulated Surplus

Accumulated surplus consists of individual fund surplus as follows:

	2023	2022
Invested in tangible capital assets	\$ 158,047,206	\$ 134,268,141
Capital fund: Unexpended capital financing	12,985,623	11,550,261
Operating fund	152,722	152,722
Unfunded Asset Retirement Obligation	(5,047,147)	-
Total accumulated surplus	\$ 166,138,404	\$ 145,971,124

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

9. Commitments

The Corporation is committed to paying principal and interest payments on provincial debentures issued to finance the properties owned and operated by the Corporation. These debentures amount to \$1,805,838 (2022 - \$2,845,149) and payments during the year of \$1,215,971 (2022 – \$1,215,971) have been charged to current operations.

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Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

10. Budget data

The budget data presented in these financial statements is based upon the 2023 operating and capital budgets approved by the NRH Board on December 9, 2022. Budgets established for tangible capital asset acquisitions are on a project-oriented basis, the costs of which may be carried out over one or more years. Where amounts were budgeted for on a project-oriented basis, the budget amounts used on actual projects that took place during the year to reflect the same basis of accounting that was used to report the actual results.

The chart below reconciles the approved budget to the budget figures reported in these financial statements, in accordance with PSAS.

	Budget Amount
REVENUES	
Operating	
Approved Operating Revenue	\$ 38,255,002
Capital	31,600,808
<u>Less:</u>	
Surplus transferred to Niagara Region and transferred to reserves	(6,338,117)
Total revenue	63,517,693
EXPENSES	
Operating	
Approved Operating Expenses	38,255,002
<u>Add:</u>	
Amortization	11,965,464
Accretion	158,869
Expenditures included in capital fund	1,068,995
<u>Less:</u>	
Transfers to reserves	(2,589,045)
Transfers to capital	-
Debt principal payments	(5,508,872)
Total expenses	43,350,413
Annual surplus	\$ 20,167,280

Niagara Regional Housing

Notes to the Financial Statements

For the year ended December 31, 2023

11. Risks

Credit risk

The Corporation is subject to credit risks from its tenants as a result of counterparty default. This risk is mitigated by prudent monitoring procedures.

Interest rate risk

The Corporation is subject to interest rate fluctuations on its mortgages and long term debt. The Corporation current does not use any hedging strategies to mitigate this interest rate exposure.

12. Comparative Figures

Certain prior year figures have been reclassified to conform to the financial statement presentation adopted in the current year.

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Niagara Regional Housing

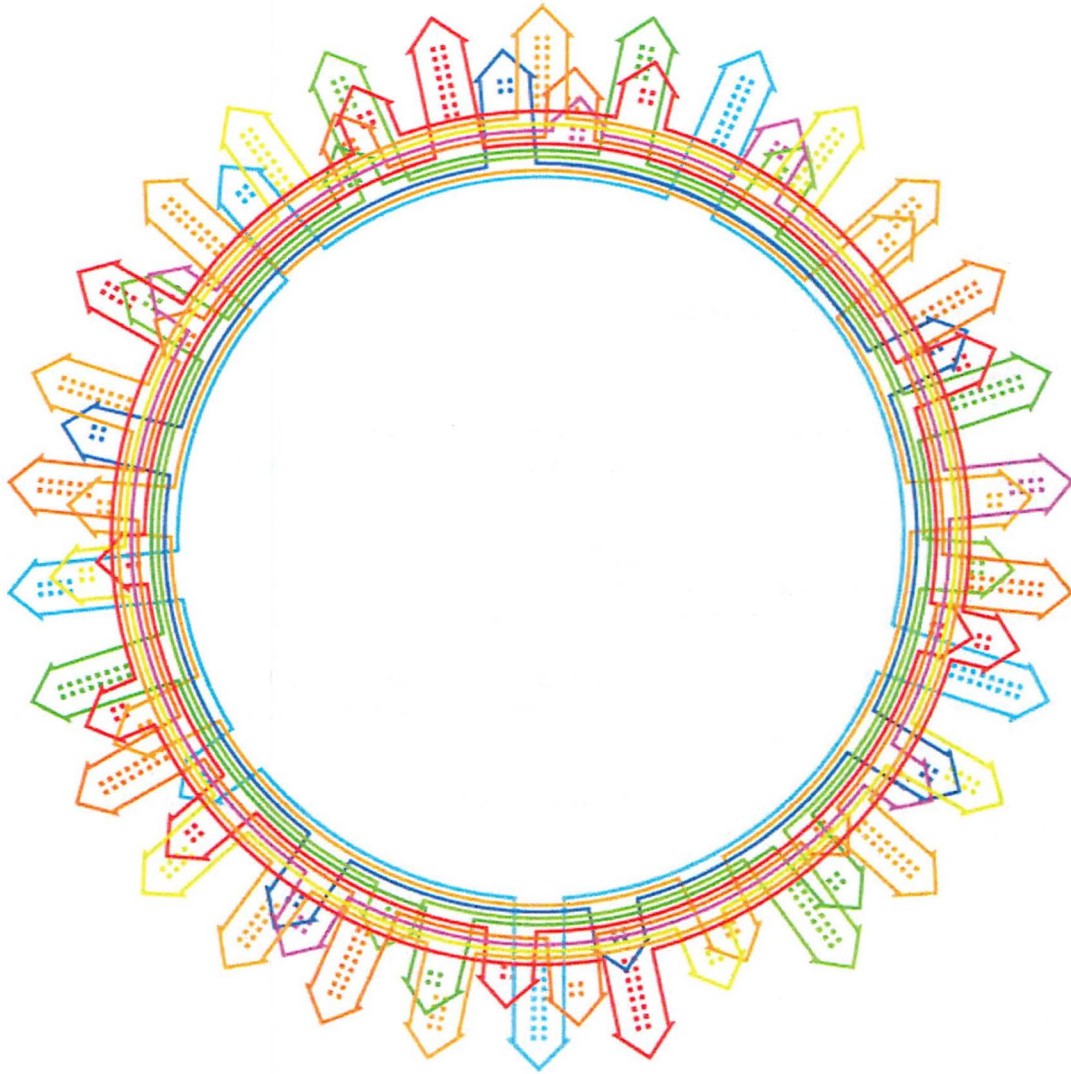
Schedule of Financial Activities – Operating Fund

For the year ended December 31, 2023

This schedule is an operating statement that reflects the results of operations that flow through the Operating Fund and therefore exclude capital activities.

	2023 Budget	2023 Actual	2022 Actual
REVENUES			
Rental revenue	\$17,875,905	\$18,615,058	\$17,635,059
Subsidies			
Niagara Region	18,881,283	18,771,060	16,115,971
Federal and Provincial Government	1,215,971	1,215,971	814,091
Investment income	54,000	368,792	273,394
Sundry revenue	227,843	287,926	330,298
	38,255,002	39,258,807	35,168,813
EXPENSES			
Property taxes	5,882,384	6,315,568	5,718,959
Support services – Niagara Region	8,178,150	7,998,145	4,977,762
Bad debts	161,000	270,558	218,812
Wages, salaries and benefits	365,300	373,602	346,268
Utilities	5,638,020	5,448,356	5,103,051
Materials and services	6,765,953	7,838,703	7,856,036
Interest on debenture and mortgage payments	877,496	877,528	958,195
Debenture payments (note 7)	1,215,971	1,215,971	1,215,971
Administration	836,343	471,257	410,415
Supplies and equipment	179,148	173,332	174,336
Government land lease	57,320	62,530	57,320
	30,157,085	31,045,550	27,037,125
Annual surplus	8,097,917	8,213,257	8,131,688
FINANCING AND TRANSFERS			
Transfer to reserves	(2,589,045)	(2,989,045)	(3,331,077)
Transfer to/from Niagara Region	-	284,660	620,629
Transfer to capital	-	-	(5,100)
Debt principal payments	(5,508,872)	(5,508,872)	(5,416,140)
	(8,097,917)	(8,213,257)	(8,131,688)
Operating fund balance, end of year	\$ -	\$ -	\$ -

The accompanying notes to the financial statements are an integral part of this financial statement.



Niagara Regional Housing
Report to the Board of Directors on
the 2023 audit

April 10, 2024

Members of the Board of Directors
Niagara Regional Housing
1815 Sir Isaac Brock Way
Thorold ON L2V 3Z3

Report on audited annual financial statements

Dear Board Members:

We are pleased to submit this report on the status of our audit of Niagara Regional Housing (the "Organization") for the 2023 fiscal year. This report summarizes the scope of our audit, our findings and reviews certain other matters that we believe to be of interest to you.

As agreed in our master service agreement dated December 11, 2023, we have performed an audit of the financial statements of Niagara Regional Housing as at and for the year ended December 31, 2023, in accordance with Canadian generally accepted auditing standards ("Canadian GAAS").

This report is intended solely for the information and use of the Board of Directors (the "Board"), management and others within the Organization and is not intended to be, and should not be, used by anyone other than these specified parties.

We look forward to discussing this report summarizing the outcome of our audit with you and answering any questions you may have.

Yours truly,



Chartered Professional Accountants
Licensed Public Accountants

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Executive summary



Audit scope and terms of engagement

We have been asked to perform an audit of the Organization's financial statements (the "financial statements") in accordance with Canadian Public Sector Accounting Standards ("PSAS") as at and for the year ended December 31, 2023. Our audit was conducted in accordance with Canadian generally accepted auditing standards ("Canadian GAAS").

The terms and conditions of our engagement are described in the master service agreement dated December 11, 2023.

We have developed appropriate safeguards and procedures to eliminate threats to our independence or to reduce them to an acceptable level.



Audit risks

- 1 Revenue and deferred revenue
- 2 Management override of controls
- 3 Adoption of new PSAS accounting standards



Uncorrected misstatements

We are responsible for providing reasonable assurance that your financial statements as a whole are free from material misstatement.

Materiality was determined on the basis of total operating expenses.

We are required to inform the Board of Directors of any uncorrected misstatements identified in our audit that are greater than a clearly trivial amount of 5% of materiality, and any misstatements that are, in our judgment, qualitatively material.

In accordance with Canadian GAAS, we request that all misstatements be corrected. There are no uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented to report.



Outstanding Matters & Next Steps

Completion of our subsequent events procedures

Receipt of signed Management's representation letter



Going concern

Management has completed its assessment of the ability of the Organization to continue as a going concern and in making its assessment did not identify any material uncertainties related to events or conditions that may cast significant doubt upon the Organization's ability to continue as a going concern. We agree with management's assessment.



Results

No restrictions have been placed on the scope of our audit. We intend to issue an unmodified audit report on the financial statements of the Organization for the year ended December 31, 2023 once the outstanding items referred to above are completed satisfactorily and the financial statements are approved by the Board.

Audit risks

The audit risks identified as part of our risk assessment, together with our planned responses and conclusions, are described below.

Revenue and deferred revenue*

Audit risk	Our audit response	Audit results
Determine completeness of revenue sources. Determine that deferred revenue recorded in the prior year has been recognized appropriately as income when the conditions for revenue recognition have been met. Determine that contributions received for specific purposes are reported as intended.	<ul style="list-style-type: none"> Obtain confirmation of revenue from various government and other funders; review reconciliations to account balances. Review funds received during the year to determine if they should be recorded as revenue, deferred revenue or deferred capital contributions. Obtain funding agreements to determine if any restrictions are placed on contributions received and determine if appropriately recorded in the general ledger accounts. 	We obtained sufficient audit evidence to conclude that there were no material misstatements.

Management override of controls*

Audit risk	Our audit response	Audit results
Assurance standards include the presumption of a significant risk of management override of controls. Management is in a unique position to override internal controls, which could allow manipulation of the accounting records that could result in financial statements that are materially misstated.	<ul style="list-style-type: none"> We engaged in periodic fraud discussions with certain members of senior management and others We tested a sample of journal entries made throughout the period, and adjustments made at the end of the reporting period. We evaluated the business rationale for any significant unusual transactions. We determined whether the judgements and decisions related to management estimates indicate a possible bias, which included performing retrospective analysis of significant accounting estimates. 	We obtained sufficient audit evidence to conclude that there were no material misstatements.

Adoption of new PSAS accounting standards

Audit risk	Our audit response	Audit results
<p>In fiscal 2023, two new accounting standards, PS 3280 Asset Retirement Obligations ("ARO"), and PS 3450 Financial Instruments, came into effect. The Organization has been preparing for the adoption of both standards, including development of accounting policies, information gathering from various Organization departments, engagement of external consultants (where needed) to assist with valuation, and development of go-forward processes for policy maintenance.</p>	<ul style="list-style-type: none"> • We held discussions with management on the implementation plan for the new standards. • Through the implementation and information gathering process, we connected with management to monitor status and ensure implementation decisions are reasonable and judgements are properly documented and substantiated. We provided input as requested by management and did an initial review of management's memo over the PS 3280 implementation approach and process. • We worked with management to review the disclosure of the first time adoption in the financial statements, including introduction of new accounting policy notes and financial statements presentation. • We performed audit procedures to test the completeness, existence, and accuracy of ARO liabilities recorded by testing a sample of inputs and assertions made by management and cross-referencing ARO liabilities to fixed asset registers. 	<p>We obtained sufficient audit evidence to conclude that there were no material misstatements.</p>

* These areas have been identified as areas of significant risk.

Significant accounting policies, judgments and estimates

The accounting policies described below are those that are most important and representative of the Organization's financial condition and financial performance.

In the course of our audit of the financial statements, we considered the qualitative aspects of the financial reporting process, including items that have a significant impact on the relevance, reliability, comparability and understandability of the information included in the financial statements.

The significant accounting policies of the Organization are disclosed in Note 2 to the financial statements.

In our judgment, the significant accounting practices and policies, selected and applied by management are, in all material respects, acceptable under PSAS and are appropriate to the particular circumstances of the Organization.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. These judgments are normally based on knowledge and experience about past and current events, assumptions about future events and interpretations of the financial reporting standards.

During the year ended December 31, 2023, management advised us that there were no significant changes in accounting estimates or in judgments relating to the application of the accounting policies.

The Organization adopted two new accounting standards during 2023, regarding financial instruments and asset retirement obligations. The adoption of the financial instruments standard did not have an impact on the Organization's financial statements. The Organization adopted the asset retirement obligations standard prospectively, and the related adjustment has been reflected in the financial statements as at December 31, 2023.

In our judgment, the significant accounting estimates made by management are, in all material respects, free of possible management bias and of material misstatement. The disclosure in the financial statements around estimation uncertainty is in accordance with PSAS and is appropriate to the particular circumstances of the Organization.

Appendix 1 – Communication requirements and other reportable matters

Required communication	Reference	Refer to this report or document described below
Audit service plan		
1. Our responsibilities under Canadian GAAS, including forming and expressing an opinion on the financial statements	CAS ¹ 260.14	Refer to our master service agreement dated December 11, 2023.
2. An overview of the overall audit strategy, addressing: <ul style="list-style-type: none"> a. Timing of the audit b. Significant risks, including fraud risks 	CAS 260.15	Refer to our master service agreement dated December 11, 2023.
3. Significant transactions outside of the normal course of business, including related party transactions	CAS 260 App. 2, CAS 550.27	None.
Enquiries of those charged with governance		
4. How those charged with governance exercise oversight over management's process for identifying and responding to the risk of fraud and the internal control that management has established to mitigate these risks	CAS 240.21	We are not aware of any fraudulent events.
5. Any known suspected or alleged fraud affecting the Organization	CAS 240.22	None noted.
6. Whether the Organization is in compliance with laws and regulations	CAS 250.15	No concerns noted.
Year end communication		
7. Modification to our audit plan and strategy	CAS 260.A26	None.
8. Fraud or possible fraud identified through the audit process	CAS 240.40-.42	We are not aware of any fraudulent events.
9. Significant accounting policies, practices, unusual transactions, and our related conclusions	CAS 260.16 a.	See page 5 of this report.

¹ CAS: Canadian Auditing Standards – CAS are issued by the Auditing and Assurance Standards Board of CPA Canada

Required communication	Reference	Refer to this report or document described below
10. Alternative treatments for accounting policies and practices that have been discussed with management during the current audit period	CAS 260.16 a.	None
11. Matters related to going concern	CAS 570.25	We concluded that there was no substantial doubt about the Organization's ability to continue as a going concern.
12. Management judgments and accounting estimates	CAS 260.16 a.	See page 5 of this report.
13. Significant difficulties, if any, encountered during the audit	CAS 260.16 b.	No significant difficulties to report.
14. Material written communications between management and us, including management representation letters	CAS 260.16 c.	Refer to our master service agreement dated December 11, 2023 and Draft management representation letter included as Appendix 2.
15. Circumstances that affect the form and the content of the auditor's report	CAS 260.16.d.	None.
16. Modifications to our opinion(s)	CAS 260.A21	None.
17. Our views of significant accounting or auditing matters for which management consulted with other accountants and about which we have concerns	CAS 260.A22	No such consultations noted.
18. Significant matters discussed with management	CAS 260.A.22	None.
19. Matters involving non-compliance with laws and regulations that come to our attention, unless prohibited by law or regulation, including Illegal or possibly illegal acts that come to our attention	CAS 250.23	We are not aware of any illegal acts or matters involving non-compliance with laws and regulations.
20. Significant deficiencies in internal control, if any, identified by us in the conduct of the audit of the financial statements	CAS 265	No significant deficiencies to report.
21. Uncorrected misstatements and disclosure items	CAS 450.12-13	In accordance with Canadian GAAS, we request that all misstatements be corrected. No uncorrected misstatements or uncorrected disclosure to report.
Other reportable matters		
22. Any significant matters arising during the audit in connection with the Organization's related parties	CAS 550.27	None noted.

Appendix 2 – Draft management representation letter

[Date]

Trevor Ferguson
Deloitte LLP
5500 North Service Road, Suite 700
Burlington ON L7L 6W6

Subject: Financial statements of Niagara Regional Housing for the year ended December 31, 2023

Dear Mr. Ferguson:

This representation letter is provided in connection with the audit by Deloitte LLP (“Deloitte” or “you”) of the financial statements of Niagara Regional Housing (the “Organization” or “we” or “us”) as of and for the year ended December 31, 2023, the notes to the financial statements and a summary of significant accounting policies (the “Financial Statements”) for the purpose of expressing an opinion as to whether the Financial Statements present fairly, in all material respects, the financial position, results of operations, and cash flows of the Organization in accordance with Public Sector Accounting Standards (“PSAS”).

Certain representations in this letter are described as being limited to matters that are material. Items are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial statements

1. We have fulfilled our responsibilities as set out in the terms of the Master Services Agreement between the Organization and Deloitte dated December 11, 2023 for the preparation of the Financial Statements in accordance with PSAS. In particular, the Financial Statements are fairly presented, in all material respects, and present the financial position of the Organization as at December 31, 2023 and the results of its operations and cash flows for the year then ended in accordance with PSAS.

2. Significant assumptions used in making estimates, including those measured at fair value, are reasonable.

In preparing the Financial Statements in accordance with PSAS, management makes judgments and assumptions about the future and uses estimates. The completeness and appropriateness of the disclosures related to estimates are in accordance with PSAS. The Organization has appropriately disclosed in the Financial Statements the nature of measurement uncertainties that are material, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the Financial Statements.

The measurement methods, including the related assumptions and models, used in determining the estimates, including fair value, were appropriate, reasonable and consistently applied in accordance with PSAS and appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the entity. No events have occurred subsequent to December 31, 2023 that require adjustment to the estimates and disclosures included in the Financial Statements.

There are no changes in management's method of determining significant estimates in the current year.

3. We have determined that the Financial Statements are complete as of the date of this letter as this is the date when there are no changes to the Financial Statements (including disclosures) planned or expected. The Financial Statements have been approved in accordance with our process to finalize financial statements.
4. We have completed our review of events after December 31, 2023 and up to the date of this letter.
5. The Financial Statements are free of material errors and omissions.

Internal controls

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
7. We have disclosed to you all known deficiencies in the design or operation of internal control over financial reporting identified as part of our evaluation, including separately disclosing to you all such deficiencies that we believe to be significant deficiencies in internal control over financial reporting.

Information provided

8. We have provided you with:
 - a. Access to all information of which we are aware that is relevant to the preparation of the Financial Statements, such as records, documentation and other matters.
 - b. All relevant information as well as additional information that you have requested from us for the purpose of the audit;
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence; and,
 - d. All minutes of the meetings of directors and committees of directors, or summaries of actions of recent meetings for which minutes have not yet been prepared. All significant board and committee actions are included in the summaries.
9. We have disclosed to you the results of our assessment of the risk that the Financial Statements may be materially misstated as a result of fraud.
10. We have no knowledge of any information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
 - a. Management;
 - b. Employees who have significant roles in internal control; or
 - c. Others where the fraud could have a material effect on the Financial Statements.

11. We have no knowledge of any information in relation to allegations of actual, suspected or alleged fraud, or illegal or suspected illegal acts affecting the Organization.
12. There have been no communications with regulatory agencies concerning actual or potential noncompliance with or deficiencies in financial reporting practices. There are also no known or possible instances of non-compliance with the requirements of regulatory or governmental authorities.
13. We have disclosed to you the identities of the entity's related parties and all the related party relationships and transactions of which we are aware, including guarantees, non-monetary transactions and transactions for no consideration.

Independence matters

For purposes of the following paragraphs, "Deloitte" shall mean Deloitte LLP and Deloitte Touche Tohmatsu Limited, including related member firms and affiliates.

14. Prior to the Organization having any substantive employment conversations with a former or current Deloitte engagement team member, the Organization has held discussions with Deloitte and obtained approval from the Board of Directors.

Other matters

Except where otherwise stated below, immaterial matters less than \$400,000 collectively are not considered to be exceptions that require disclosure for the purpose of the following representations. This amount is not necessarily indicative of amounts that would require adjustment to or disclosure in the Financial Statements.

15. All transactions have been properly recorded in the accounting records and are reflected in the Financial Statements.
16. The Organization has identified all related parties in accordance with Section PS 2200, *Related Party Disclosures* ("PS 2200"). Management has made the appropriate disclosures with respect to its related party transactions in accordance with PS 2200. This assessment is based on all relevant factors, including those listed in paragraph 16 of PS 2200.
17. There are no instances of identified or suspected noncompliance with laws and regulations.
18. We have disclosed to you all known, actual or possible litigation and claims, whether or not they have been discussed with our lawyers, whose effects should be considered when preparing the Financial Statements. As appropriate, these items have been disclosed and accounted for in the Financial Statements in accordance with PSAS.
19. All events subsequent to the date of the Financial Statements and for which PSAS requires adjustment or disclosure have been adjusted or disclosed. Accounting estimates and disclosures included in the Financial Statements that are impacted by subsequent events have been appropriately adjusted.
20. We have disclosed to you all liabilities, provisions, contingent liabilities and contingent assets, including those associated with guarantees, whether written or oral, and they are appropriately reflected in the Financial Statements.
21. We have disclosed to you, and the Organization has complied with all aspects of contractual agreements that could have a material effect on the Financial Statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

22. The Organization has satisfactory title to and control over all assets, and there are no liens or encumbrances on such assets. We have disclosed to you and in the Financial Statements all assets that have been pledged as collateral.

Plans or intentions affecting carrying value/classification of assets and liabilities

23. We have disclosed to you all plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the Financial Statements.

Fair value

24. With regard to the fair value measurements and disclosures of certain assets and liabilities, we believe that:
- a. The completeness and adequacy of the disclosures related to fair values are in accordance with PSAS.
 - b. No events have occurred subsequent to December 31, 2023 that require adjustment to the fair value measurements and disclosures included in the Financial Statements.
 - c. They appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the Organization when relevant to the use of fair value measurements or disclosures.

Loans and receivables

25. The Organization is responsible for determining and maintaining the adequacy of the allowance for doubtful loans and accounts receivable, as well as estimates used to determine such amounts. Management believes the allowances are adequate to absorb currently estimated bad debts in the account balances.
26. We have identified to you all forgivable loans and loans with concessionary terms and have appropriately reflected these instruments in the financial statements.

Employee future benefits

27. Employee future benefit costs, assets, and obligations, as applicable, have been properly recorded and adequately disclosed in the Financial Statements including those arising under termination arrangements.

Accounting policies

28. The accounting policies selected and application of those policies are appropriate.

Various matters

29. The following have been properly recorded and, when appropriate, adequately disclosed and presented in the Financial Statements:
- a. losses arising from sale and purchase commitments;
 - b. agreements to buy back assets previously sold;
 - c. provisions for future removal and site restoration costs;
 - d. financial instruments with significant individual or group concentration of credit risk, and related maximum credit risk exposure;
 - e. arrangements with financial institutions involving compensating balances or other arrangements involving restriction on cash balances and line-of-credit or similar arrangements;
 - f. all impaired loans receivable;

- g. loans that have been restructured to provide a reduction or deferral of interest or principal payments because of borrower financial difficulties.

Asset retirement obligations

- 30. The Organization has made the accounting policy choice to apply CPA Canada Public Sector Accounting Handbook Section PS 3280, *Asset Retirement Obligations* using prospective application in accordance with paragraphs PS 3280.72-73. For asset retirement obligations associated with tangible capital assets in productive use, the entity has increased the carrying amount of the related tangible capital asset (including those that have been fully amortized) by the same amount as the liability as at December 31, 2023. For asset retirement obligations associated with tangible capital assets no longer in productive use, the Organization has recognized an expense of the same amount as the liability.

Financial instruments

- 31. The Organization has made the accounting policy choice to apply CPA Canada Public Sector Accounting Handbook Section PS 3450, Financial Instruments. Management does not believe there was an impact to the Organization as a result of the implementation.

Yours truly,

Niagara Regional Housing

Cam Banach
Chief Executive Officer

April 19, 2024

Trevor Ferguson
Deloitte LLP
5500 North Service Road, Suite 700
Burlington, ON L7L 6W6

**Subject: Financial statements of Niagara Regional Housing for the year ended
December 31, 2023**

Dear Mr. Ferguson:

This representation letter is provided in connection with the audit by Deloitte LLP ("Deloitte" or "you") of the financial statements of Niagara Regional Housing (the "Organization" or "we" or "us") as of and for the year ended December 31, 2023, the notes to the financial statements and a summary of significant accounting policies (the "Financial Statements") for the purpose of expressing an opinion as to whether the Financial Statements present fairly, in all material respects, the financial position, results of operations, and cash flows of the Organization in accordance with Public Sector Accounting Standards ("PSAS").

Certain representations in this letter are described as being limited to matters that are material. Items are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial statements

1. We have fulfilled our responsibilities as set out in the terms of the Master Services Agreement between the Organization and Deloitte dated December 11, 2023 for the preparation of the Financial Statements in accordance with PSAS. In particular, the Financial Statements are fairly presented, in all material respects, and present the financial position of the Organization as at December 31, 2023 and the results of its operations and cash flows for the year then ended in accordance with PSAS.
2. Significant assumptions used in making estimates, including those measured at fair value, are reasonable.

In preparing the Financial Statements in accordance with PSAS, management makes judgments and assumptions about the future and uses estimates. The completeness and appropriateness of the disclosures related to estimates are in accordance with PSAS. The Organization has appropriately disclosed in the Financial Statements the nature of measurement uncertainties that are material, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the Financial Statements.

The measurement methods, including the related assumptions and models, used in determining the estimates, including fair value, were appropriate, reasonable and consistently applied in accordance with PSAS and appropriately reflect management's intent and ability to carry out specific courses of action on behalf of the entity. No events have occurred subsequent to December 31, 2023 that require adjustment to the estimates and disclosures included in the Financial Statements.

There are no changes in management's method of determining significant estimates in the current year.

3. We have determined that the Financial Statements are complete as of the date of this letter as this is the date when there are no changes to the Financial Statements (including disclosures) planned or expected. The Financial Statements have been approved in accordance with our process to finalize financial statements.
4. We have completed our review of events after December 31, 2023 and up to the date of this letter.
5. The Financial Statements are free of material errors and omissions.

Internal controls

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
7. We have disclosed to you all known deficiencies in the design or operation of internal control over financial reporting identified as part of our evaluation, including separately disclosing to you all such deficiencies that we believe to be significant deficiencies in internal control over financial reporting.

Information provided

8. We have provided you with:
 - a. Access to all information of which we are aware that is relevant to the preparation of the Financial Statements, such as records, documentation and other matters.
 - b. All relevant information as well as additional information that you have requested from us for the purpose of the audit;
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence; and,
 - d. All minutes of the meetings of directors and committees of directors, or summaries of actions of recent meetings for which minutes have not yet been prepared. All significant board and committee actions are included in the summaries.
9. We have disclosed to you the results of our assessment of the risk that the Financial Statements may be materially misstated as a result of fraud.
10. We have no knowledge of any information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
 - a. Management;
 - b. Employees who have significant roles in internal control; or
 - c. Others where the fraud could have a material effect on the Financial Statements.
11. We have no knowledge of any information in relation to allegations of actual, suspected or alleged fraud, or illegal or suspected illegal acts affecting the Organization.
12. There have been no communications with regulatory agencies concerning actual or potential noncompliance with or deficiencies in financial reporting practices. There are also no known or possible instances of non-compliance with the requirements of regulatory or governmental authorities.
13. We have disclosed to you the identities of the entity's related parties and all the related party relationships and transactions of which we are aware, including guarantees, non-monetary transactions and transactions for no consideration.

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For purposes of the following paragraphs, "Deloitte" shall mean Deloitte LLP and Deloitte Touche Tohmatsu Limited, including related member firms and affiliates.

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21. We have disclosed to you, and the Organization has complied with all aspects of contractual agreements that could have a material effect on the Financial Statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
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28. The accounting policies selected and application of those policies are appropriate.

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29. The following have been properly recorded and, when appropriate, adequately disclosed and presented in the Financial Statements:
- a. losses arising from sale and purchase commitments;
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 - c. provisions for future removal and site restoration costs;
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 - e. arrangements with financial institutions involving compensating balances or other arrangements involving restriction on cash balances and line-of-credit or similar arrangements;
 - f. all impaired loans receivable;
 - g. loans that have been restructured to provide a reduction or deferral of interest or principal payments because of borrower financial difficulties.

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Financial instruments

31. The Organization has made the accounting policy choice to apply CPA Canada Public Sector Accounting Handbook Section PS 3450, Financial Instruments. Management does not believe there was an impact to the Organization as a result of the implementation.

Yours truly,

Niagara Regional Housing



Cameron Banach
Chief Executive Officer

Subject: Appointment of Auditors

Report to: Audit Committee

Report date: Monday, September 16, 2024

Recommendations

1. That KPMG **BE APPOINTED** as the Niagara Region's (the Region) external auditor for the five-year term starting with the financial reporting for the calendar year ending December 31, 2024, until the fiscal year ending March 31, 2029, with the option to renew with Audit Committee approval until the fiscal year ending March 31, 2032.

Key Facts

- The requirement for an annual audit of the Region's consolidated financial statements is established in section 294 of the Municipal Act.
- The Municipal Act (Section 296) requires a municipality to appoint an auditor for a term not exceeding five years.
- The current contract with Deloitte expires with the fiscal year ending March 31, 2024.
- A competitive procurement process was undertaken for the Region's external audit services – a process that supports the recommendation in this report.
- The option to renew until the fiscal year ending March 31, 2032, would align the timing of appointment of auditors within the middle of a term of Audit Committee.

Financial Considerations

The fee proposal put forward by KPMG is \$863,070 plus HST for the five-year term based on the known audits documented in the request for proposal. The 2024/2025 fee is within the 2024 approved budget.

Table 1: Audit Fee Summary for Initial Term

Actual 2023/24	Audit Fees Proposed by KPMG 2024/25	Audit Fees Proposed by KPMG 2025/26	Audit Fees Proposed by KPMG 2026/27	Audit Fees Proposed by KPMG 2027/28	Audit Fees Proposed by KPMG 2028/29	Total
\$198,000	\$168,400	\$168,400	\$171,880	\$175,400	\$178,990	\$863,070

The fee proposal put forward by KPMG is \$554,400 plus HST for the optional three-year term based on the known audits documented in the request for proposal.

Table 2: Audit Fee Summary for Optional Renewal Term

Audit Fees Proposed by KPMG 2029/30	Audit Fees Proposed by KPMG 2030/31	Audit Fees Proposed by KPMG 2031/32	Total
\$181,900	\$184,800	\$187,700	\$554,400

Analysis

Competitive Procurement Process

The following was the process and timeline for the external audit services Request for Proposal (RFP):

Table 3: External Auditor RFP Timeline

Task	Timeframe
RFP opened	June 12
RFP closed	July 15
RFP responses reviewed	July 16 - 30
Oral presentations	August 13
Recommendation to Audit Committee	September 16

In total, the Region received two proposal submissions, both of which met the benchmark set out in the evaluation criteria. The initial evaluation of the RFP was based on a technical proposal, where both firms exceeded the minimum threshold of 70% and moved onto the second stage of evaluation which was a presentation. Through the presentation, both firms demonstrated strong municipal expertise and experience, strong audit approaches, and proposed qualified audit management teams. Both are national firms with the ability to provide the Region with a range of services as needed. The final stage of the evaluation was to review the fee proposal which resulted in KPMG's contract amount being lower as seen in Table 4.

Table 4: Proponent Evaluation Summary

Proponent	Subtotal Contract Amount
KPMG	\$1,417,470
Deloitte	\$1,911,196

Corporate Considerations

The evaluation of external audit submissions included members from corporate services finance as well as representation from internal audit, enterprise resource planning (ERP) and Emergency Medical Services (EMS). The external audit of Canada Summer Games (CSG) Consortium was included as a component of the RFP. CSG Consortium management are supportive of the outcome of the RFP and the recommendation that KPMG be appointed the external auditors.

The transition plan to move to KPMG as external auditors will require support from Region staff. The transition plan is expected to begin in late September 2024 and includes communication with the predecessor auditor, meetings for KPMG to gain an understanding of important topics at the Region, a risk assessment and preparation of an audit plan.

Included in this award are various financial and/or compliance audits where funding bodies as well as boards overseeing Niagara Regional Police Services and Niagara Regional Housing require an independent report and management letter if applicable.

By recommending an initial five-year contract, in line with the Municipal Act section 296, and if recommended in 2029, the optional extension of three-years, the end of KPMG's audit term would be fiscal March 31, 2032. This will allow the timing to appoint new auditors to coincide with mid council term of 2031 to 2034, when the committee is well established and versed in its mandate.

Public and/or service Users

Independent financial and compliance audits are performed specifically for the purposes of providing assurance that financial statements/schedules present fairly in all material respects and that there is adherence to terms set out in agreements. As such, audits are key components of the Region's overall system of control over the reliability of financial reporting.

Alternatives Reviewed

Competitive procurement process has been undertaken, therefore no alternatives to review.

Relationship to Council Strategic Priorities

Council Strategic Priority: Effective Region

Objective 1.3 – Deliver fiscally-responsible and sustainable core services.

Other Pertinent Reports

None.

Prepared by:

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

Recommended by:

Dan Carnegie
Acting Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Jeffrey Mulligan, Procurement Manager.

Niagara Regional Housing

1815 Sir Isaac Brock Way, PO Box 344, Thorold, ON L2V 3Z3
Telephone: 905-682-9201 Toll-free: 1-800-232-3292
Main Fax: 905-687-4844 Contractor Fax: 905-682-8301
nrh.ca

MEMORANDUM

Date: September 20, 2024
To: Niagara Regional Housing Board of Directors
From: Cameron Banach, CEO of NRH / Director Housing Services
Subject: NRH Board of Directors Record of Motions

Attached you will find the Niagara Regional Housing Board Motions carried between September 15, 2023 and August 8, 2024.

It is hereby requested:

THAT, all acts, contracts, proceedings, appointments, elections, resolutions, special resolutions, by-laws and payments enacted, made, done and taken by the Directors and Officers of the Corporation since the last Annual General Meeting of Niagara Regional Housing on October 19, 2023 up to and including those of the present day, October 7, 2024, are hereby RATIFIED and CONFIRMED.

NIAGARA REGIONAL HOUSING
September 2023 – August 2024
Record of Motions

Relating to Governance, Operations, Policy & Procedure

Motion # Meeting# / Agenda#	Motion	Date
#217 – 2023 217-1. Adoption of Agenda	<p><i>Moved by T. Insinna Seconded by B. Souter</i></p> <p><i>That the agenda be ADOPTED as revised, lifting Item 5.7. Proposed 2024 Capital Budget for discussion after Item 2.1. 2024 Capital Budget Submission presentation.</i></p> <p><i>That the agenda be ADOPTED as revised.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Sept. 15, 2023
#217 – 2023 217-2.1. 2024 Capital Budget Submission	<p><i>Moved by B. Baker Seconded by T. Insinna</i></p> <p><i>Recommendations</i></p> <p>1) That the Niagara Regional Housing (NRH) Board of Directors APPROVE the proposed NRH 2024 gross capital budget submission of \$31,096,100 as presented in Appendix 1; and</p> <p>2) That this report BE REFERRED to the Budget Review Committee of the Whole (BRCOTW) meeting on October 12, 2023 for consideration as part of the 2024 capital budget deliberations.</p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the proposed NRH 2024 Gross Capital Budget Submission and directs staff to REFER the report to the Budget Review Committee of the Whole (BRCOTW) meeting on October 12, 2023.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Sept. 15, 2023
#217 – 2023 217-3.0. Correspondence	<p><i>Moved by T. Insinna Seconded by B. Baker</i></p> <p><i>That the Niagara Regional Housing Board of Directors Does RECEIVE COM 26-2023 and CSD 38-2023 and letters from A. Norio, Regional Clerk to LAM's for INFORMATION.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Sept. 15, 2023
#217 – 2023 Consent Items 217-4.1. 217-4.1.1. 217-4.2. Victoria Ave, York St.,	<p><i>Moved by L. Villella Seconded by G. Zalepa</i></p> <p><i>That the following items be RECEIVED and/or APPROVED as stated:</i></p> <p>Minutes of the June 19, 2023 Meeting</p> <p>Minutes of the June 26, 2023 Meeting</p> <p>4.2.1. York St Budget Tracking 4.2.2. York St Planning/Construction Report #16 4.2.3. Crescent Rd Budget Tracking</p>	Sept. 15, 2023

Motion # Meeting# / Agenda#	Motion	Page 2 Date
<p>Crescent Ave</p> <p>217-4.3.</p> <p>217-4.4.</p> <p>217-4.5.</p> <p>217-4.6.</p> <p>217-4.7.</p> <p>217-4.8.</p> <p>217-4.9.</p>	<p>4.2.4. Crescent Rd Planning/Construction Report #15</p> <p>4.2.5. Victoria St Heritage Planning/Construction Report #8</p> <p>Q2 Financial Update, Appendix 1 & Appendix 2</p> <p>Tenant Advisory Committee Meeting Minutes of July 5, 2023</p> <p>Strat Plan 2023-2027</p> <p>NRH Q2 Report</p> <p>NRH Board Scholarship Award Memo</p> <p>Ratification of NRH Board Motions Memo & Appendix 1 Record of Motions Sept. 2022 to June 2023</p> <p>NRH Community Director Board Re-appointment Report</p> <p style="text-align: right;"><i>CARRIED</i></p>	
<p>#217 – 2023</p> <p>217-5. New Development Strategies & Funding Opportunities & Master Plan Update Haney St, Geneva St, Summer St & Insurance Renewal</p>	<p><i>Moved by B. Souter</i> <i>Seconded by B. Baker</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the New Development Strategies, Master Plan, Haney Street Port Colborne, Geneva Street, Summer Street and Insurance Renewal verbal updates for INFORMATION.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	<p>Sept. 15, 2023</p>
<p>#217 – 2023</p> <p>217-6 Closed Session</p>	<p>6.1. <i>Acquisition of Property - Amendment</i></p> <p><i>With the exception of C. Banach, A. Jugley, D. Woiceshyn, S. Mota and G. Nichols, all staff left the meeting</i></p> <p><i>Moved by T. Insinna</i> <i>Seconded by G. Zalepa</i></p> <p><i>That the Niagara Regional Housing Board of Directors DOES NOW MOVE into Closed Session for the purposes of receiving information of a confidential nature respecting: A proposed or pending acquisition or disposition of land by the municipality or local board s. 239(2) of the Municipal Act.</i></p> <p style="text-align: right;"><i>CARRIED</i></p> <p><i>That the NRH Board of Directors APPROVES the information contained in the report respecting an acquisition of property and directs staff to AMEND the report as set out in the amendment memo.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	<p>Sept. 15, 2023</p>

Motion # Meeting# / Agenda#	Motion	Page 3 Date
	<p><i>Moved by B. G. Zalepa Seconded by B. Souter</i></p> <p><i>That the NRH Board of Directors RISE with the reports.</i></p> <p><i>CARRIED</i></p> <p><i>Moved by G. Zalepa Seconded by B. Souter</i></p>	
#218 – 2023 218-1 Adoption of Agenda	<p><i>Moved by B. Souter Seconded by T. Insinna</i></p> <p><i>That the agenda be ADOPTED.</i></p> <p><i>CARRIED</i></p>	Oct. 13, 2023
#218 – 2023 218-2 Single Source Emergency Shelter	<p>2.1. Acquisition of Temporary Modular Shelter</p> <p>C. Banach presented the Acquisition of Temporary Modular Shelter report to the Board. He advised that the shelter would have separate sleeping quarters, kitchen and office. A budget adjustment in the Capital Budget has already been made and approval is requested for the single sourcing of modular trailers. It was requested that the following recommendations be made:</p> <p><i>Recommendations</i></p> <p>Staff Recommend that the Board of Directors APPROVE the following:</p> <ol style="list-style-type: none"> 1. That Niagara Regional Housing Board of Directors approve the single sourcing of modular trailers to be used as a temporary shelter, to support an estimated 50 clients in St. Catharines for a period of two to three years, while a permanent site is established; 2. That Niagara Regional Housing is hereby authorized to enter into all such agreements as may be necessary to acquire, in the name of Niagara Regional Housing, the modular shelter units and necessary subcontracts for installation and servicing to establish the temporary emergency shelter site in St. Catharines and the Chief Executive Officer is authorized to execute all such agreements; 3. That this report be FORWARDED to Niagara Region Public Health and Social Services Committee for information at the meeting of November 7, 2023. <p><i>Moved by T. Insinna Seconded by M. Siscoe</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the Acquisition of Temporary Modular Shelter and directs staff to FORWARD the report to the Public Health and Social Services Committee (PHSSC)</i></p>	

Motion # Meeting# / Agenda#	Motion	Page 4 Date
	<p><i>meeting on November 7, 2023 for information.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	
#219 – 2023 219-1 Adoption of Agenda	<p><i>Moved by B. Souter Seconded by B. Baker</i></p> <p><i>That the agenda be ADOPTED as revised, lifting Item 3.1. Proposed NRH 2024 Operating Budget presentation and Item 5.7. Proposed NRH 2024 Operating Budget Report before Item 2. Welcome Back to Community Directors.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Oct. 20, 2023
#219 – 2023 219-3 Presentation	<p>3.1. Proposed NRH 2024 Operating Budget Presentation</p> <p>S. Mota presented the 2024 Operating Budget presentation to the Board. It was requested that the following recommendations be made of Item 5.7, Proposed NRH 2024 Operating Budget Submission:</p> <p>Recommendations</p> <p>3) That the Niagara Regional Housing (NRH) Board of Directors APPROVE the proposed NRH 2024 gross operating budget of \$23,982,132 and the net levy budget of \$4,412,374, for an increase of \$854,719 or 24.0% over the 2023 net levy budget; and</p> <p>4) That this report BE REFERRED to the Budget Review Committee of the Whole (BRCOTW) meeting on November 23, 2023 for consideration as part of the 2024 operating budget deliberations.</p> <p><i>Moved by B. Baker Seconded by B. Souter</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the proposed NRH 2024 Gross Operating Budget Submission and directs staff to REFER the report to the Budget Review Committee of the Whole (BRCOTW) meeting on November 23, 2023.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Oct. 20, 2023
#219 – 2023 Consent Items 219-4.1. 219-4.2. Victoria Ave, York St., Crescent Ave 219-4.3. 219-4.4.	<p><i>Moved by B. Baker Seconded by B. Souter</i></p> <p><i>That the following items be RECEIVED and/or APPROVED as stated:</i></p> <p>Minutes of the September 15, 2023 Meeting</p> <p>4.2.1. York St Budget Tracking 4.2.2. Crescent Rd Budget Tracking 4.2.3. Crescent Rd Planning/Construction Report #16 4.2.4. Victoria St Budget Tracking 4.2.5. Summer St Budget Tracking</p> <p>Development Committee Meeting Minutes of September 13, 2023</p> <p>Proposed 2024 NRH Board of Directors Meeting Calendar</p>	Oct. 20, 2023

Motion # Meeting# / Agenda#	Motion	Page 5 Date
	<i>CARRIED</i>	
#219 – 2023 Discussion Items New Development Strategies; Master Plan Update; Haney St Port Colborne; Geneva St; 2022 NRH Annual Report Video; National Housing Day	<p><i>Moved by L. Villella Seconded by B. Souter</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the New Development Strategies, Master Plan, Haney Street Port Colborne, Geneva Street, 2022 NRH Annual Report Video and National Housing Day verbal updates for INFORMATION.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Oct. 20, 2023
#219 – 2023 219-6 Closed Session	<p><i>6.1. Victoria Avenue, Niagara Falls / Building Naming (verbal)</i></p> <p><i>With the exception of C. Banach, A. Jugley and G. Nichols, all staff left the meeting</i></p> <p><i>Moved by L. Villella Seconded by B. Baker</i></p> <p><i>That the Niagara Regional Housing Board of Directors DOES NOW MOVE into Closed Session for the purposes of receiving information of a confidential nature respecting: A proposed or pending acquisition or disposition of land by the municipality or local board s. 239(2) of the Municipal Act.</i></p> <p style="text-align: right;"><i>CARRIED</i></p> <p><i>That the NRH Board of Directors APPROVES the information contained in the verbal report respecting the naming of the Victoria Avenue Bridge Housing site and directs staff to proceed with the renaming of the building.</i></p> <p style="text-align: right;"><i>CARRIED</i></p> <p><i>Moved by L. Villella Seconded by B. Souter</i></p> <p><i>That the NRH Board of Directors RISE with the reports.</i></p> <p style="text-align: right;"><i>CARRIED</i></p> <p><i>Moved by L. Villella Seconded by D. Mole</i></p>	Oct. 20, 2023
#220 – 2023 220-1 Adoption of Agenda	<p><i>Moved by B. Souter Seconded by D. Mole</i></p> <p><i>That the agenda be ADOPTED.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Nov. 17, 2023
#220 – 2023	<i>Moved by B. Souter</i>	Nov. 17, 2023

Motion # Meeting# / Agenda#	Motion	Page 6 Date
<p>Consent Items</p> <p>220-2.1. 220-2.1.1.</p> <p>220-2.2.1. Victoria Ave, York St., Crescent Ave, Summer St</p> <p>220-2.3.</p> <p>220-2.4.</p>	<p><i>Seconded by D. Mole</i></p> <p><i>That the following items be RECEIVED and/or APPROVED as stated:</i></p> <p>Minutes of the October 13, 2023 meeting Minutes of the October 20, 2023 meeting</p> <p>2.2.1. York Street Budget Tracking 2.2.2. Crescent Rd Budget Tracking 2.2.3. Crescent Rd Planning/Construction Report 2.2.4. Victoria St Heritage Budget Tracking 2.2.5. Victoria St Heritage Planning/Construction Report 2.2.6. Summer St Budget Tracking 2.2.7. Summer St Planning/Construction Report</p> <p>Q3 Financial update with appendices</p> <p>NRH Q3 Report</p> <p><i>CARRIED</i></p>	
<p>#220 – 2023</p> <p>220-3.0.</p> <p>Discussion Items New Development Strategies; Master Plan Update; Haney St Port Colborne; Geneva St</p>	<p><i>Moved by B. Souter Seconded by D. Mole</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the New Development Strategies, Master Plan, Haney Street Port Colborne and Geneva Street verbal updates for INFORMATION.</i></p> <p><i>CARRIED</i></p>	<p>Nov. 17, 2023</p>
<p>#220 – 2023</p> <p>220-3.5.</p> <p>Acquisition of Property Amendment Memo Geneva St</p>	<p><i>Moved by D. Mole Seconded by B. Souter</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the amendment to the Geneva Street acquisition of property.</i></p> <p><i>CARRIED</i></p>	<p>Nov. 17, 2023</p>
<p>#220 – 2023</p> <p>220-3.6.</p> <p>Acquisition of Property Amendment Memo Riordon St</p>	<p><i>Moved by B. Souter Seconded by D. Mole</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the amendment to the Riordon Street acquisition of property.</i></p> <p><i>CARRIED</i></p>	<p>Nov. 17, 2023</p>
<p>#221- 2023</p> <p>221-1 Adoption of Agenda</p>	<p><i>That the agenda be ADOPTED.</i></p> <p><i>Moved by M. Siscoe Seconded by B. Souter</i></p> <p><i>CARRIED</i></p>	<p>Nov. 29, 2023</p>

Motion # Meeting# / Agenda#	Motion	Page 7 Date
#221 – 2023 221-2.1. 320 Geneva St Resolution	<p>Recommendations</p> <p>Staff recommend that the Board of Directors APPROVE the following:</p> <p>1. That, as part of the acquisition of the property municipally known as 320 Geneva Street, St. Catharines, the Chief Executive Officer be authorized to enter into an off-title agreement with the City of St. Catharines on the following terms:</p> <ul style="list-style-type: none"> a. NRH will undertake to complete Phases 1 and 2 of the project within 4 years of the acquisition of the property by NRH, subject to reasonable extensions; b. If NRH fails to complete Phases 1 and 2 within reasonable timelines, as such may be extended from time to time, NRH will pay the City \$4.0 mil., representing the fair market value of the donated lands minus the estimated costs of environmental clean-up; c. The amount payable by NRH to the City for failure to complete Phases 1 and 2 of the project will be progressively reduced as the project achieves major construction milestones. <p><i>Moved by B. Baker Seconded by D. Mole</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the resolution regarding 320 Geneva Street, St. Catharines, ON.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Nov. 29, 2023
#222 – 2024 222-1. Executive Committee Appointments	<p><i>Moved by M. Siscoe Seconded by D. Toth</i></p> <p><i>That the Executive Committee Appointments be DEFERRED to the February 16, 2024 NRH Board of Directors meeting.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Jan. 19, 2024
#222 – 2024 222-2. Adoption of Agenda	<p><i>Moved by M. Siscoe Seconded by B. Souter</i></p> <p><i>That the agenda be ADOPTED.</i></p> <p>No conflicts of interest were declared.</p> <p style="text-align: right;"><i>CARRIED</i></p>	Jan. 19, 2024
#222 - 2024 222-3. Diversity Equity and Inclusion Presentation	<p><i>Moved by B. J. Jordan Seconded by D. Toth</i></p> <p><i>That the Niagara Regional Housing Board of Directors RECEIVES the Niagara Region Diversity Equity & Inclusion Presentation for information.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Jan. 19, 2024
#222 – 2024	<i>Moved by D. Toth</i>	Jan. 19, 2024

Motion # Meeting# / Agenda#	Motion	Page 8 Date
222-4.1. Correspondence	<p><i>Seconded by M. Siscoe</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the Brock Through Their Eyes news article for INFORMATION.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	
#222 -2024 Consent Items 222-5.1 222-5.1.1. 222-5.2. 222-5.2.1 Victoria Ave, York St., Crescent Ave, Summer St, Riordon St, Geneva St Development 222-5.3. 222-5.4.	<p><i>Moved by J. Jordan</i> <i>Seconded by D. Toth</i></p> <p>That the following items be RECEIVED and/or APPROVED as stated:</p> <p>Minutes of the November 17, 2023 Meeting Minutes of the November 29, 2023</p> <p>Development Chart Updates</p> <p>5.2.1. Crescent Rd Budget Tracking 5.2.2. Crescent Rd Planning/Construction Report #17 5.2.3. Victoria Ave Heritage Budget Tracking 5.2.4. Victoria Ave Heritage Planning/Construction Report #10 5.2.5. Summer Street Budget Tracking 5.2.6. Summer St Planning/Construction Report #2 5.2.7. Riordon St Budget Tracking 5.2.8. Riordon St Planning/Construction Report #1 5.2.9. Geneva St Budget Tracking 5.2.10. Geneva St Planning/Construction Report #1</p> <p>NRH Holiday Programs Update</p> <p>NRH Owned Units 2023-2027 Business Plan</p> <p style="text-align: right;"><i>CARRIED</i></p>	Jan. 19, 2024
#222 – 2024 222-6. New Development Strategies & Funding Opportunities, Master Plan & Haney St Update	<p><i>Moved by M. Siscoe</i> <i>Seconded by D. Toth</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the New Development Strategies, Master Plan and Haney Street Port Colborne verbal updates for INFORMATION.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Jan. 19, 2024
#223 – 2024 223-1. Adoption of Agenda	<p><i>Moved by T. Insinna</i> <i>Seconded by B. Souter</i></p> <p><i>That the agenda be ADOPTED.</i></p> <p>No conflicts of interest were declared</p> <p style="text-align: right;"><i>CARRIED</i></p>	Feb. 16, 2024
#223 - 2024	<i>Moved by B. Souter</i>	Feb. 16, 2024

Motion # Meeting# / Agenda#	Motion	Page 9 Date
223-2. Faith Welland Presentation	<p><i>Seconded by L. Villella</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the Faith Welland Program Presentation for INFORMATION.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	
#223 – 2024 223-3. Executive Committee Appointments	<p><i>Moved by D. Mole</i> <i>Seconded by M. Siscoe</i></p> <p>That Nominations for the Office of Chair be CLOSED</p> <p>The CEO announced that G. Zalepa was the successful candidate.</p> <p style="text-align: right;"><i>CARRIED</i></p> <p><i>Moved by T. Insinna</i> <i>Seconded by B. Baker</i></p> <p><i>That nominations for the office of Vice-Chair be CLOSED.</i></p> <p style="text-align: right;"><i>CARRIED</i></p> <p>Chair Zalepa announced that L. Villella was the successful candidate.</p> <p><i>Moved by T. Insinna</i> <i>Seconded by B. Baker</i></p> <p><i>That nominations for the office of Secretary be CLOSED.</i></p> <p style="text-align: right;"><i>CARRIED</i></p> <p><i>Chair Zalepa announced that J. Jordan was the successful candidate.</i></p> <p><i>Moved by G. Zalepa</i> <i>Seconded by J. Jordan</i></p> <p><i>That nominations for the office of Treasurer be CLOSED.</i></p> <p style="text-align: right;"><i>CARRIED</i></p> <p><i>Chair Zalepa announced that T. Insinna was the successful candidate.</i></p>	Feb. 16, 2024
#223 – 2024 Consent Items 223-4.1. 223-4.2. 223-4.2. Victoria Ave, York St., Crescent Ave, Summer St, Haney St	<p><i>Moved by J. Jordan</i> <i>Seconded by B. Baker</i></p> <p>That the following items be RECEIVED and/or APPROVED as stated:</p> <p>Minutes of the January 19, 2024 Meeting</p> <p>Development Chart Updates</p> <p>4.2.1. Crescent Rd Budget Tracking 4.2.2. Crescent Rd Planning/Construction Report #20 4.2.3. Victoria Ave Heritage Budget Tracking 4.2.4. Victoria Ave Heritage Planning/Construction Report #13 4.2.5. Summer Street Budget Tracking 4.2.6. Summer St Planning/Construction Report #4</p>	Feb. 16, 2024

Motion # Meeting# / Agenda#	Motion	Page 10 Date
Development 223-4.3.	4.2.7. Riordon St Budget Tracking 4.2.8. Riordon St Planning/Construction Report #2 4.2.9. Geneva St Budget Tracking 4.2.10. Geneva St Planning/Construction Report #2 4.2.11. Port Cares Planning/Construction Report #1 NRH Q4 Report CARRIED	
#223 – 2024 223-5. New Development Strategies & Funding Opportunities, Master Plan & Haney St Update	<i>Moved by B. Souter</i> <i>Seconded by T. Insinna</i> <i>That the Niagara Regional Housing Board of Directors does RECEIVE the New Development Strategies, Master Plan and Haney Street Port Colborne and Denistoun Street Welland verbal updates for INFORMATION.</i> CARRIED	Feb. 16, 2024
#223 – 2024 223-5.4. Year End Transfer Report/Surplus	<i>Year End Transfer Report/Surplus</i> Recommendations 1. That the unaudited summarized results of Niagara Regional Housing (NRH), as detailed in Appendix 1 to report 24-223-5.4, BE RECEIVED for information; 2. That NRH request a transfer of \$464,372 from the Niagara Region's year-end surplus to fund the NRH year-end operating deficit, to be addressed through the Niagara Region's consolidated levy year-end transfer report, BE APPROVED; and 3. That this report BE FORWARDED to the March 6, 2024 Corporate Services Committee (CSC) meeting. <i>Moved by B. Souter</i> <i>Seconded by B. Baker</i> <i>That the NRH Board of Directors does RECEIVE and APPROVE the 2023 Year End Transfer Report, and directs staff to FORWARD the report to the March 6, 2024 Corporate Services Committee (CSC) meeting.</i> CARRIED	Feb. 16, 2024
Spec 1 – 2024 Spec 1-1. Adoption of Agenda	<i>That the agenda be ADOPTED</i> <i>Moved by D. Toth</i> <i>Seconded by T. Insinna</i> No conflicts of interest were declared CARRIED	Mar. 15, 2024
Spec 1 – 2024	<i>Moved by T. Insinna</i>	Mar. 15, 2024

Motion # Meeting# / Agenda#	Motion	Page 11 Date
Spec 1 – 2.1. Single Source Plumbing Work/Beamsville	<p><i>Seconded by B. Baker</i></p> <p>Recommendations</p> <p>Staff Recommend that the Board of Directors APPROVE the following:</p> <ol style="list-style-type: none"> 1. That Niagara Regional Housing Board of Directors approve the single sourcing of emergency interior sewer work at 4278 Queen Street in Beamsville, due to the inherent disruption to the community; 2. That Niagara Regional Housing Board is hereby authorized to enter into all such agreements as may be necessary to remediate the emergency interior sewer work, in the name of Niagara Regional Housing, and the Chief Executive Officer is authorized to execute all such agreements; 3. That this report be FORWARDED to Niagara Region Public Health and Social Services Committee for information at the meeting of April 9, 2024. <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the Single Source Emergency Work – 4278 Queen Street, Beamsville, ON report and APPROVES all recommendations requested, including the single sourcing of emergency sewer work, authorizing NRH to enter into all such agreements necessary to remediate the interior sewer work, authorizes the CEO of NRH to execute all such agreements and directs staff to FORWARD this report to the Public Health and Social Services Committee (PHSSC) meeting on April 9, 2024 for information.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	
Spec 1 – 2024 Spec 1 - 3.1. Single Source Subcontractors for Servicing Temporary Wash Car	<p><i>Moved by B. Baker</i> <i>Seconded by T. Insinna</i></p> <p>Recommendations</p> <p>Staff Recommend that the Board of Directors APPROVE the following:</p> <ol style="list-style-type: none"> 1. That Niagara Regional Housing Board of Directors approve the single sourcing of subcontractors for the servicing of the temporary wash car at 5925 Summer Street, Niagara Falls; 2. That Niagara Regional Housing Board is hereby authorized to enter into all such agreements as may be necessary to service the temporary wash car at 5925 Summer Street, Niagara Falls, in the name of Niagara Regional Housing, and the Chief Executive Officer is authorized to execute all such agreements. <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the Single Source Necessary Subcontractors for Servicing Temporary Wash Car – 5925 Summer Street, Niagara Falls, ON report and APPROVES all recommendations requested, including the single sourcing of subcontractors for the servicing of the temporary wash car at 5925 Summer Street, Niagara Falls, authorizing NRH to enter into all such agreements necessary to service the temporary wash car at 5925 Summer Street, Niagara Falls and authorizes the CEO of NRH to execute all such agreements.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Mar. 15, 2024
#224 – 2024	That the agenda be ADOPTED as revised, lifting Item 4.1. Annual Audited	Apr. 19, 2024

Motion # Meeting# / Agenda#	Motion	Page 12 Date
224-1. Adoption of Agenda	<p>Financial Statements to follow Item 2.1. Presentation of the Annual Audited Financial Statements.</p> <p><i>Moved by D. Toth</i> <i>Seconded by T. Insinna</i></p> <p>No conflicts of interest were declared</p> <p style="text-align: right;"><i>CARRIED</i></p>	
#224 -2024 224-2. Presentations	<p><i>2.1. NRH Draft Annual Audited Financial Statements</i></p> <p><i>Moved by D. Toth</i> <i>Seconded by B. Souter</i></p> <p><i>That the NRH Board of Directors does RECEIVE the NRH Draft Annual Audited Financial Statements Presentation for information</i></p> <p style="text-align: right;"><i>CARRIED</i></p> <p>It was also requested:</p> <p>Recommendations</p> <p>1. That the draft audited financial statements of Niagara Regional Housing as attached in Appendix 1 to report 24-224-4.1, for the year ended December 31, 2023 BE APPROVED; and</p> <p>2. That the audit findings report pertaining to the audited financial statements, attached as Appendix 2 to report 24-224-4.1, of Niagara Regional Housing for the year ended December 31, 2023 BE RECEIVED for information.</p> <p>3. That staff BE DIRECTED to co-ordinate with the auditors to finalize the statements as presented.</p> <p>4. That this report BE FORWARDED to the Region's Audit Committee for information.</p> <p><i>Moved by D. Toth</i> <i>Seconded by B. Souter</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the 2023 Draft Audited Financial statements as attached in Appendix 1, that the audit findings report be RECEIVED for information as attached in Appendix 2, that staff are DIRECTED to coordinate with the auditors to finalized the statements as presented and to FORWARD the report to the Region's Audit Committee for INFORMATION.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	Apr. 19, 2024
#224 – 2024 Consent Items 224-3.1. 224-3.1.1. 224-3.2.	<p><i>Moved by B. Baker</i> <i>Seconded by B. Souter</i></p> <p>That the following items be RECEIVED and/or APPROVED as stated:</p> <p>Minutes of the February 16, 2024 Meeting Minutes of the March 14, 2024 Meeting</p> <p>Development Chart Updates</p>	Apr. 19, 2024

Motion # Meeting# / Agenda#	Motion	Date
224-3.2. Victoria Ave, York St., Crescent Ave, Summer St, Haney St Development	3.2.1. Crescent Rd Budget Tracking 3.2.2. Crescent Rd Planning/Construction Report #21 3.2.3. Victoria Ave Heritage Budget Tracking 3.2.4. Victoria Ave Heritage Planning/Construction Report #14 3.2.5. Summer Street Budget Tracking 3.2.6. Summer St Planning/Construction Report #5 3.2.7. Riordon St Budget Tracking 3.2.8. Geneva St Budget Tracking 3.2.9. Geneva St Planning/Construction Report #3 3.2.10. Port Cares Planning/Construction Report #12	
224-3.3.	NRH Q1 Report	
224-3.4.	Urgent Service Manager Notification Niagara	
	CARRIED	
#224 – 2024	<i>Moved by B. Souter Seconded by D. Toth</i>	Apr. 19, 2024
224-4. Master Plan & Haney St Update	That the NRH Board of Directors does RECEIVE the Master Plan verbal report for information. CARRIED <i>Moved by D. Toth Seconded by T. Insinna</i> That the Niagara Regional Housing Board of Directors does RECEIVE the Haney Street Port Colborne and Denistoun Street Welland verbal updates for INFORMATION. CARRIED	
#224 – 2024		Apr. 19, 2024
224-4.4 Letter to the Office of the Ombudsman of Ontario, re: LTB delays	That the Niagara Regional Housing Board of Directors does ENDORSE the updated Letter to Office of the Ombudsman of Ontario, does direct staff to FORWARD the letter to the Ombudsman of Ontario and Local Area MPP's and does direct staff to FORWARD the letter to the May 7, 2024 PHSSC meeting for INFORMATION.	
#225 – 2024	<i>Moved by T. Insinna Seconded by J. Jordan</i>	June 21, 2024
225-1. Adoption of Agenda	That the agenda be ADOPTED. No conflicts of interest were declared CARRIED	
#225 – 2024	<i>Moved by T. Insinna Seconded by J. Jordan</i>	June 21, 2024
Consent Items	That the following items be RECEIVED and/or APPROVED as stated:	
225-2.1.	Minutes of the April 19, 2024 Meeting	

Motion # Meeting# / Agenda#	Motion	Page 14 Date
<p>225-2.2.</p> <p>225-2.2. Victoria Ave, Crescent Ave, Summer St, Riordon St, Geneva St, Port Cares Development</p> <p>225-2.3</p> <p>225-2.4</p> <p>225-2.5.</p> <p>225-2.6.</p>	<p>Development Chart Updates</p> <p>2.2.1. Crescent Rd Budget Tracking 2.2.2. Crescent Rd Planning/Construction Report #22 2.2.3. Victoria Ave Heritage Budget Tracking 2.2.4. Victoria Ave Heritage Planning/Construction Report #15 2.2.5. Summer Street Budget Tracking 2.2.6. Summer St Planning/Construction Report #6 2.2.7. Riordon St Budget Tracking 2.2.8. Geneva St Budget Tracking 2.2.9. Geneva St Planning/Construction Report #4 2.2.10. Port Cares Planning/Construction Report</p> <p>Q1 Financial Report</p> <p>Tenant Advisory Committee Minutes of March 20, 2024</p> <p>2025 Market Rents</p> <p>NRH Scholarship Update</p> <p style="text-align: right;">CARRIED</p>	
<p>#225 – 2024</p> <p>225-3.1. Write-off Report</p>	<p><i>Moved by B. Baker</i> <i>Seconded by D. Mole</i></p> <p>It is requested that:</p> <p>Recommendations</p> <p>1. That the 2023 write-off of Uncollectible Accounts Receivable, pursuant to the write-off policy, in the amount of \$223,072 BE APPROVED as follows:</p> <ul style="list-style-type: none"> • \$21,819 early write-offs (deported, deceased and bankrupt), and • \$201,253 for those former tenant accounts that have been in collection for more than two (2) years and have had no activity since December 31, 2021. <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the 2023 Write-off of Uncollectible Accounts Receivable report. Staff was also DIRECTED to add mitigation steps taken and what resources are utilized to mitigate arrears to the Annual Report.</i></p> <p style="text-align: right;">CARRIED</p>	<p>June 21, 2024</p>
<p>#225 – 2024</p> <p>Development Updates</p> <p>225-3.2. Master Plan,</p> <p>225-3.3.</p>	<p>Development Updates (verbal)</p> <p><i>Moved by T. Insinna</i> <i>Seconded by J. Jordan</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the Master Plan, verbal update for INFORMATION.</i></p> <p style="text-align: right;">CARRIED</p> <p><i>Moved by D. Toth</i></p>	<p>June 21, 2024</p>

Motion # Meeting# / Agenda#	Motion	Page 15 Date
<p>Haney St,</p> <p>225-3.4. Denistoun St</p>	<p><i>Seconded by T. Insinna</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the Haney Street Port Colborne verbal update for INFORMATION.</i></p> <p><i>CARRIED</i></p> <p><i>Moved by D. Mole</i> <i>Seconded by B. Baker</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the Denistoun Street Welland verbal update for INFORMATION.</i></p> <p><i>CARRIED</i></p>	
<p>#225 – 2024</p> <p>225-3.5.</p>	<p>Memo – NRH Appointment of Third Party for RBC Wire Transfers</p> <p><i>Moved by L. Villella</i> <i>Seconded by T. Insinna</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the NRH Appointment of Third Party for RBC Wire Transfers memo.</i></p> <p><i>CARRIED</i></p>	<p>June 21, 2024</p>
<p>#225 – 2024</p> <p>225-3.6.</p>	<p>Memo – Social Non-Profit Housing Mortgage Renewal</p> <p><i>Moved by T. Insinna</i> <i>Seconded by D. Mole</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the Social Non-Profit Housing Mortgage Renewal.</i></p> <p><i>CARRIED</i></p>	<p>June 21, 2024</p>
<p>#225 – 2024</p> <p>225-3.7.</p>	<p>Memo – Affordable Housing Funding Opportunities</p> <p><i>Moved by J. Jordan</i> <i>Seconded by B. Baker</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the Affordable Housing Funding Opportunities memo for INFORMATION and DIRECTS staff to share the memo with other municipalities for information.</i></p> <p><i>CARRIED</i></p>	<p>June 21, 2024</p>
<p>#225 – 2024</p> <p>225-3.8.</p>	<p>Appeal Committee Discussion (verbal)</p> <p><i>Moved by T. Insinna</i> <i>Seconded by D. Mole</i></p> <p><i>That the Niagara Regional Housing Board of Directors does RECEIVE the Appeal Committee Discussion verbal update.</i></p> <p><i>CARRIED</i></p>	<p>June 21, 2024</p>
<p>#225 – 2024</p>	<p>With the exception of C. Banach and G. Nichols, all staff left the meeting</p>	<p>June 21, 2024</p>

Motion # Meeting# / Agenda#	Motion	Page 16 Date
<p>225-5.1. Closed Session – Legal Update</p>	<p><i>Moved by L. Villella Seconded by T. Insinna</i></p> <p><i>That the NRH Board of Directors DOES NOW MOVE into Closed Session for the purposes of receiving information of a confidential nature respecting: Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board s. 239(2) of the Municipal Act.</i></p> <p style="text-align: right;">CARRIED</p> <p><i>Moved by L. Villella Seconded by T. Insinna</i></p> <p><i>That the NRH Board of Directors RECEIVES this report respecting: Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board s. 239(2) of the Municipal Act.</i></p> <p style="text-align: right;">CARRIED</p> <p><i>Moved by D. Mole Seconded by L. Villella</i></p> <p><i>That the NRH Board of Directors RISE with the report.</i></p> <p style="text-align: right;">CARRIED</p>	
<p>Spec 2 – 2024</p> <p>Spec 1-1. Adoption of Agenda</p>	<p><i>That the agenda be ADOPTED</i></p> <p><i>Moved by B. Souter Seconded by L. Villella</i></p> <p>No conflicts of interest were declared</p> <p style="text-align: right;">CARRIED</p>	<p>August 8, 2024</p>
<p>Spec 2 – 2024</p> <p>Spec 2 - 2.1. Proposed NRH 2025 Capital Budget Submission</p>	<p>It was requested that:</p> <p>Recommendations</p> <p>5) That the Niagara Regional Housing (NRH) Board of Directors APPROVE the proposed NRH 2025 gross capital budget submission of \$17,340,400 as presented in Appendix 1; and</p> <p>6) That this report BE REFERRED to the Budget Review Committee of the Whole (BRCOTW) meeting on September 12, 2024, for consideration as part of the 2025 capital budget deliberations.</p> <p><i>Moved by B. Souter Seconded by B. Baker</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the Proposed NRH 2025 Gross Capital Budget Submission and does DIRECT staff to REFER the report to the Budget Review Committee of the Whole meeting on September 12, 2024 for consideration.</i></p> <p style="text-align: right;">CARRIED</p>	<p>August 8, 2024</p>

Motion # Meeting# / Agenda#	Motion	Page 17 Date
<p>Spec 2 – 2024</p> <p>Spec 2 - 3.1. Delegation of Authority / Gale Cres</p> <p>Spec 2 - 3.2. Delegation of Authority / Buchanan Ave</p>	<p>Therefore it is requested that:</p> <p>Recommendations</p> <p>Staff Recommend that the Board of Directors APPROVE the following:</p> <ol style="list-style-type: none"> 1. That the Niagara Regional Housing Board (NRH) of Directors APPROVES the DELEGATION of all Board authority to the NRH Chief Executive Officer for site plan approval, transfer of land and associated documents relating to 15 Gale Crescent, St. Catharines, ON. <p>Therefore it is requested that:</p> <p>Recommendations</p> <p>Staff Recommend that the Board of Directors APPROVE the following:</p> <ol style="list-style-type: none"> 1. That the Niagara Regional Housing Board (NRH) of Directors APPROVES the DELEGATION of all Board authority to the NRH Chief Executive Officer regarding a fence variance agreement relating to 5528 Buchanan Avenue, Niagara Falls as specified in the attached document. <p><i>Moved by M. Siscoe Seconded by B. Souter</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the Delegation of all Board authority to the NRH Chief Executive Officer for site plan approval, transfer of land and associated documents relating to 15 Gale Crescent, St. Catharines, ON and the fence variance agreement for 5528 Buchanan Avenue, Niagara Falls.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	<p>August 8, 2024</p>
<p>Spec 2 – 2024</p> <p>Spec 2 - 4.1. Acquisition of Modular South Niagara Shelter</p>	<p>It was requested that:</p> <p>Recommendations</p> <p>Staff Recommend that the Board of Directors APPROVE the following:</p> <ol style="list-style-type: none"> 1. That Niagara Regional Housing (NRH) Board of Directors approve, through a single source procurement process, the purchase of modular trailers to be used as an emergency shelter, situated in Welland, to support an estimated 50 clients in South Niagara; 2. That Niagara Regional Housing is hereby authorized to enter into a lease agreement with the City of Welland for a Municipally owned property (the property at 851 Ontario Road) for a term an initial term of up to 5 years, with additional opportunities to renew, as negotiated, and that the Chief Executive Officer be authorized to execute all necessary agreements associated with the lease of the land; 3. That Niagara Regional Housing is hereby authorized to enter into all such agreements as may be necessary to acquire, in the name of Niagara Regional Housing, the modular shelter units and necessary subcontracts for installation and servicing to establish the emergency shelter site in Welland and the Chief Executive Officer is authorized to execute all such agreements; 4. That a capital budget adjustment in the amount of \$2,840,400 gross BE 	<p>August 8, 2024</p>

Motion # Meeting# / Agenda#	Motion	Page 18 Date
	<p>APPROVED (and INITIATED) for the South Niagara Emergency Shelter Project and that the project BE FUNDED through Capital Variance Project - Levy funding transferred from the Niagara Region;</p> <p>5. That this report BE FORWARDED to Regional Council for information at the August 29, 2024 meeting, where the necessary capital funding report and associated recommendations through a Regional staff report are to be considered.</p> <p><i>Moved by B. Baker</i> <i>Seconded by M. Siscoe</i></p> <p><i>That the Niagara Regional Housing Board of Directors does APPROVE the single sourcing purchase of modular trailers to be used as an emergency shelter in South Niagara, that NRH is authorized to enter into a lease agreement with the City of Welland for property at 851 Ontario Street and that the CEO is authorized to execute all necessary agreements associated with the lease of the land, that NRH is authorized to enter into all such agreements to acquire in the name of NRH the modular shelter units and subcontracts for installation and servicing the shelter site in Welland, that the capital budget adjustment be APPROVED and INITIATED for the South Niagara Shelter Project and that the project be FUNDED through capital variance project – levy funding transferred from the Niagara Region and that this report be FORWARDED to Regional Council for Information on August 29, 2024.</i></p> <p style="text-align: right;"><i>CARRIED</i></p>	

REPORT TO: Board of Directors of Niagara Regional Housing

SUBJECT: 2024 Reappointment of Community Members

RECOMMENDATION

That the Niagara Regional Housing (NRH) Board reviews the performance of its Community Members and **RECOMMENDS** to Council for **APPROVAL**, the reappointment of those Members whose terms expire in 2024, specifically that Betty Ann Baker, Betty-Lou Souter, David Mole and Drew Toth be **REAPPOINTED** for a term ending on October 31, 2025.

PURPOSE OF THE REPORT

To seek Board recommendation on the reappointment of Members following the rotation schedule as approved.

2020	2021	2022	2023	2024	2025	2026	2027
4 Community Directors Retire 3 in March 1 in June Appoint all to Oct. 31 2021	4 Community Directors Retire Appoint for 2 Years to 2023 Nov 1 2021- Oct 31 2023	Election Year 5 Councillor Directors Retire Nov 30 2022 Appoint for 4 years to 2026 Dec 2022- Nov 30 2026	4 Community Directors Retire Appoint for 1 year Nov 1 2023- Oct 31 2024	4 Community Directors Retire Appoint for 1 year Nov 1 2024- Oct 31 2025	4 Community Directors Retire Appoint for 2 Years to 2027 Nov 1 2025- Oct 31 2027	Election Year 5 Councillor Directors Retire Nov 30, 2026 Appoint for 4 years to 2030 Dec 2026- Nov 30 2030	4 Community Directors Retire Appoint for 1 year Nov 1 2027- Oct 31 2028

KEY FACTS

- Continuity and knowledge of housing legislation and how changes effect housing, will be extremely important:
 - Uncertainties regarding the Provincial Community Housing Renewal Plan
 - Advocating for sustainable affordable housing

REPORT

NRH's By-Law #1, Section 3.03, Appointment and Election of Directors, indicates that the four elected Directors may serve multiple one year terms ending October 31 provided they not be elected for more than twelve consecutive one year terms. In the year immediately prior to the year of holding of municipal elections, at which date the four Elected Directors shall be elected for a two year term ending October 31, in the year following the holding of a municipal election.

Term dates for the Community Directors are provided below:

DIRECTOR	Area	Date Appointed to End of Current Term	Service to October 31, 2024	Eligible to Serve After October 31, 2024
Betty Ann Baker	Welland/Region	Nov. 1, 2023 – October 31, 2024 Feb. 16, 2018 - October 31, 2023	1 yr. 5 yr. 8 months	5 yr. 4 months
Betty-Lou Souter	St. Catharines/Region	Nov. 1, 2023 – October 31, 2024 June 15, 2018 - October 31, 2023	1 yr. 5 yr. 4 months	5 yr. 8 months
David Mole	St. Catharines/Region	Nov. 1, 2023 – October 31, 2024 Nov. 18, 2021 – October 31, 2023	1 yr. 1 yr. 11 months	9 yr. 1 month
Drew Toth	Thorold / Region	Nov. 1, 2023 – October 31, 2024 Nov. 18, 2021 – October 31, 2023	1 yr. 1 yr. 11 months	9 yr. 1 month

Bios for these Members are attached in Appendix 1.

According to Appendix B, Reappointment Process, the Board reviews performance to determine if it wishes to recommend Members for reappointment. Results are made known to the respective Members. Those interested in reappointment would then submit an Expression of Interest to the Clerk's office.

Evaluation Criteria

The Board approved evaluation criteria for assessing performance:

1. Meeting attendance

80% attendance at all meetings with exceptions recognized for illness, family matters, vacations and meetings held outside regular schedule.

2. Duration

In attendance for the entire meeting with exceptions recognized for meetings running past scheduled end time.

3. Contribution to other committees

Consideration should be given if the member in question participates on any of the Board committees. It was agreed that this should be provided for information purposes only.

4. Active participation

The member should contribute to each meeting through discussion and questions.

5. Visionary

Although difficult to measure, consideration should be given to a member who is visionary and can add to discussions that move the Board and the Corporation forward.

To assist the Board in its assessment of member reappointment, the attendance for the Directors seeking reappointment for the one year term expiring on October 31, 2024, are included in the chart below:

October 2023 to August 2024

Director	Board Meeting Actual Attendance	Board Meeting Adjusted Attendance	Committee Membership
Betty Ann Baker	80%	100%	<ul style="list-style-type: none"> • Appeal Committee • Provider Advisory Committee
Betty-Lou Souter	80%	100%	<ul style="list-style-type: none"> • Appeal Committee • Development Committee
David Mole	60%	90%	<ul style="list-style-type: none"> • Appeal Committee • Tenant Advisory Committee
Drew Toth	80%	100%	<ul style="list-style-type: none"> • Appeal Committee • Development Committee

Please assess the performance of the perspective re-appointees based on the evaluation criteria. An email vote will be taken at the Board meeting. The perspective appointees do not vote for themselves.

Submitted by:



Cameron Banach
Chief Executive Officer

Approved by:



Gary Zalepa
Chair

Appendices

Appendix 1 – Member Bios

Appendix 2 – Process for Reappointments of NRH Directors

Appendix 1

MEMBER BIOS

Betty Ann Baker

A resident of Welland, Betty Ann Baker is the Executive Director of Niagara Peninsula Homes, which she helped create in 1981, and has been involved in the development of over 2,700 units of co-op and non-profit housing in Niagara and Hamilton.

Ms. Baker also contributed to the creation of Niagara Regional Housing (NRH) and became a director of the first Board of NRH in 2002. During her 43 years in the housing sector, Ms. Baker also served as Chair of the former Coordinated Housing Access Niagara (CHAN), Chair of the Niagara Housing Authority, and on the Niagara College Board of Governors.

Betty Ann Baker is the recipient of the CMHC award recognizing involvement in the Co-op Housing Sector and awarded the 2008 Business Woman of the Year. Ms. Baker was also recognized as one of Chatelaine's Women of the Year in 2000 for her work with Niagara Presents, Niagara Women's Enterprise Centre, and Niagara Peninsula Homes.

Betty-Lou Souter

As Chief Executive Officer of Community Care, St. Catharines & Thorold, Betty Lou provides oversight to the 20 integrated programs and services that support the less advantaged on their journey to independence and self sufficiency including but not limited to food and shelter security, money management and other related life skills.

She is a committed and dedicated volunteer with more than 40 years of experience in the voluntary sector and was one of 11 Ontarians who received the Ontario Medal for Good Citizenship in 2011.

Betty-Lou currently serves as chair of the Hotel Dieu Shaver Board of Directors and is Vice Chair of the Board of Family and Children's Services.

Recipient of an Honourary Doctorate in 2015 from Brock (LLD), an Honourary Bachelor of Applied Studies in 2019 from Niagara College (BAS) and a Lifetime Achievement Award from WIN (Inspirational Women in Niagara) in 2018.

David Mole

Committed to better understanding the insecurities of our times - *housing, health, food, cost of living, mental health and addictions*, David has spent the last decade working throughout Niagara for a number of health and social service agencies including Niagara Health, Community Addiction Services of Niagara (CASON), the Canadian Mental Health Association of Niagara, Niagara College, and St. Joseph's Healthcare.

Particularly interested in supporting those in crisis and struggling with the phenomena known as "*deaths of despair*" - preventable overdoses, suicide, and chronic homelessness, David worked on the Crisis Outreach and Support Team (COAST), a unique partnership with Niagara Regional Police Service and CMHA and is currently supporting older adults/seniors in need via the Niagara's Senior Mental Health Outreach Program (SMHO), Geriatric Psychiatry with St. Joe's.

Father to Thor & Loki, two very spirited miniature, long-haired Daschunds, and husband to Jessica, an ER RN, David is committed to ending homelessness in Niagara and working to make housing an affordable and realistic dream again.

Drew Toth

As Founder and Chief Development Officer, Drew Toth works with engineers, planners, investors, to oversee projects from vision to reality. Toth has a keen eye for finding suitable development opportunities and works alongside other seasoned professionals to convert raw land into site-plan approved land that often aims for its highest and best use.

Toth has been involved in various aspects of real estate, including forced asset appreciation, sales, investment, education, building and development. In the 15 years he's been actively involved in real estate, he has built a great reputation of trust and integrity with his colleagues, investors and clients. Drew embraces a New Urbanist philosophy believing that better-designed communities enhance its citizens' lives. Intensification, preserving green space, diversity, inclusivity, improving walkability and creating new opportunities are some of the common themes you'll encounter with Drew's various projects.

Toth is a lifelong Niagara resident. Toth was the Executive Director at Southridge Shelter, leading a team to help to guide those experiencing homelessness into a better life through programing, advocacy, and the provision of basic needs.

Drew's continued commitment to community involvement is demonstrated in his ongoing dedication to community initiatives and actions: Quest Community Health Clinic, HCRA/Tarion Vendor and Builder, member of the Innovative Affordable Housing Committee and Niagara Region, member of Welland's Affordable Task Force, ongoing partnership with local Home for Good programs and 2023 Net Zero Certified Builder.

Appendix 2

Process for Reappointments of NRH Directors:

- 1) The Chair of the NRH Board contacts the NRH Directors who are up for reappointment to see if they would like to renew for another term.
- 2) The Board reviews the performance of each Director who is being considered for re-appointment and based on this review the Board determines whether they can support that particular Director for reappointment.
- 3) The results of the Board's voting are provided to the Chair who then advises each Director of the results.
- 4) The successful Directors then submit an Expression of Interest letter to Clerk's Office for reappointment.
- 5) The Chair provides the Clerk's office with a list of the recommended reappointments.
- 6) A report is submitted to Regional Council to approve the reappointment of the recommended Directors for Membership.
- 7) The approved reappointments are announced publicly at Regional Council.
- 8) The Clerk's Office then contacts the Chair with the Council decision and the need for a Members' meeting.
- 9) The Clerk advises each Director of their successful or unsuccessful reappointment.
- 10) A Members meeting is held and a formal vote taken to approve the reappointment.

**THE REGIONAL MUNICIPALITY OF NIAGARA
PROCEEDINGS OF COUNCIL
MINUTES**

CL 14-2024

Thursday, September 26, 2024

**Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Council: Bradley (Regional Chair), Bateman, Champion*, Chiocchio, Craitor*, Davies*, Diodati, Easton, Foster, Ganann, Grant, Heit, Huson, Insinna, Ip, Jordan*, Junkin*, Morocco, Redekop*, Rigby, Secord, Siscoe, Sorrento, Villella, Whalen*, Zalepa*

Absent/Regrets: Gale, Kaiser, Seaborn, Steele, Ugulini, Witteveen

Staff: E. Acs, Manager, Community Planning*, K. Ahmad, Manager, Urban Design*, D. Barnhart, Chief of Staff, Governance*, A. Basic, Legislative Coordinator, B. Brens, Associate Director, Budget Planning & Strategy, D. Carnegie, Deputy Chief Administrative Officer, D. Gibbs, Director, Legal & Court Services*, G. Guthrie, Associate Director, Transportation Engineering, B. Hutchings, Manager, Revenue Planning & Strategy, A. Jugley, Commissioner, Community Services, S. Kearns, Public Health Chief of Staff*, S. Klair, Director, Childrens Services*, P. Lambert, Director, Water Wastewater Services, K. Lotimer, Deputy Clerk, D. Morreale, Director, Growth Management & Planning*, A.-M. Norio, Regional Clerk, S. Norman, Senior Planner*, E. Prpic, Associate Director, Waste Disposal Operations & Engineering*, T. Ricketts, Commissioner, Public Works, M. Sergi, Commissioner, Growth Strategy & Economic Development, G. Spezza, Director, Economic Development, A. Stea, Director, Community & Long-Range Planning, F. Tassone, Director, Transportation Services, R. Tripp, Chief Administrative Officer, D. Turner, Manager, Strategic Growth Services*

* indicates participants who attended the meeting electronically,
all others participated in person

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:35 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Ganann read the Land Acknowledgment Statement.

3. **SINGING OF 'O CANADA'**

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

4. **ADOPTION OF AGENDA**

4.1 **Addition of Items**

Moved by Councillor Heit
Seconded by Councillor Siscoe

That Bruce Williamson, Councillor, City of St. Catharines, and Sam Baio, resident, City of St. Catharines, **BE PERMITTED** to appear before Council as individual delegates, respecting Update Regarding Regional Road 87 Reconstruction in Port Dalhousie (Minute Item 7.2, Minutes PWC 8-2024 (Agenda Item 12.2)).

Carried

Moved by Councillor Grant
Seconded by Councillor Bateman

That Herb Sawatzky, resident, Town of Pelham, **BE PERMITTED** to appear before Council as a delegate respecting City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs (Minute Item 7.2, Minutes COTW 4-2024 (Agenda Item 12.1)).

Carried

Moved by Councillor Bateman
Seconded by Councillor Siscoe

That the following individuals **BE PERMITTED** to appear before Council as individual delegates:

Jeff Hurst and Diane Simsovic, respecting Update Regarding Regional Road 87 Reconstruction in Port Dalhousie; and

Dennis Edell, Coalition for a Better St. Catharines, respecting City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs.

The Regional Chair informed Council that the motion would require an affirmative vote of two-thirds of the members present to pass.

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

Carried

4.2 Changes in Order of Items

Moved by Councillor Sorrento
Seconded by Councillor Ip

That the order of the agenda **BE AMENDED** to move Minute Item 7.2 of Minutes PWC 8-2022 (Agenda Item 12.2), Report PW 28-2024 respecting Update Regarding Regional Road 87 Reconstruction in Port Dalhousie, to immediately following the delegations respecting this matter (Agenda Items 8.1.1 to 8.1.9).

Carried

Moved by Councillor Insinna
Seconded by Councillor Foster

That Council Agenda CL 14-2024, **BE ADOPTED**, as amended.

Carried

5. **DISCLOSURES OF PECUNIARY INTEREST**

Councillor Morocco declared a conflict with respect to Report PDS-C 27-2024 (Minute Item 7, Minutes COTW 4-2024 (Agenda Item 12.1)) respecting Smarter Niagara Incentive Program and Smart Growth Program Expiry Background, Correspondence Item COTW-C 2-2024 (Minute Item 7.2, Minutes COTW 4-2024 (Agenda Item 12.1)) respecting City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs and Memorandum COTW-C 3-2024 (Minute Item 7, Minutes COTW 4-2024 (Agenda Item 12.1)) respecting Projects Interested in Expiring Smarter Niagara Incentive Program TIG/BTIG and Smart Growth Programs, as she has a business client who is currently involved in the process of applying for a Brownfield Smart Growth Incentive; therefore, she did not participate in any discussion or vote on these matters.

6. **PRESENTATIONS**

There were no presentations.

7. **CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS**

The Regional Chair provided an update respecting activities within the Region.

8. DELEGATIONS

8.1 Update Regarding Regional Road 87 Reconstruction in Port Dalhousie (Minute Item 7.2, Minutes PWC 8-2024 (Agenda Item 12.2))

8.1.1 Hank Beekhuis, President, Port Dalhousie Conservancy

Hank Beekhuis, President, Port Dalhousie Conservancy, appeared before Council in support of the motion passed at the Public Works Committee meeting to not proceed with the reconstruction of Regional Road 87 in Port Dalhousie.

8.1.2 Carlos Garcia, Councillor, City of St. Catharines

Carlos Garcia, Councillor, City of St. Catharines, appeared before Council, to request that Councillors support the motion passed at the Public Works Committee meeting to not proceed with the reconstruction of Regional Road 87, and expressed concerns with the removal of 34 current on-street parking spots included in the reconstruction plan.

8.1.3 Jeff Mackie, Resident, City of St. Catharines

Jeff Mackie, resident, City of St. Catharines, appeared before Council to request that Niagara Region move forward with the reconstruction of Regional Road 87, as it provides options that are crucial for the long-term viability of Port Dalhousie's commercial core.

8.1.4 Wendy Wing, Rankin Construction Inc.

Wendy Wing, Vice-President, Rankin Construction Inc., appeared before Council in support of the reconstruction plan for Regional Road 87 in Port Dalhousie.

8.1.5 Wolfgang Guembel, Resident, City of St. Catharines

This delegation request was withdrawn.

8.1.6 Jonathan Belgrave, Resident, City of St. Catharines

Jonathan Belgrave, resident, City of St. Catharines, appeared before Council in support of the proposed reconstruction plan for Regional Road 87 in Port Dalhousie, and highlighted the active transportation benefits of the plan.

8.1.7 Caleb Ratzlaff, Resident, City of St. Catharines

Caleb Ratzlaff, resident, City of St. Catharines, appeared before Council in support of the proposed plan for the reconstruction of Regional Road 87, and expressed that cancelling the project would not be a fiscally responsible decision.

8.1.8 Bruce Williamson, Councillor, City of St. Catharines

Bruce Williamson, Councillor, City of St. Catharines, appeared before Council, in support of the motion passed at the Public Works Committee, to not proceed with the proposed reconstruction plan of Regional Road 87.

8.1.9 Sam Baio, Resident, City of St. Catharines

Sam Baio, resident, City of St. Catharines, appeared before Council, in support of the motion passed at the Public Works Committee, to not proceed with the reconstruction of Regional Road 87, citing safety concerns of the proposed plan.

8.1.10 Requests Received After the Deadline

8.1.10.1 Jeff Hurst, Resident, City of St. Catharines

Jeff Hurst, resident, City of St. Catharines, appeared before Council in support of the proposed plan for the reconstruction of Regional Road 87 in Port Dalhousie.

8.1.10.2 Diane Simsovic, Resident, City of St. Catharines

Diane Simsovic, resident, City of St. Catharines, appeared before Council, in opposition of the proposed reconstruction plan for Regional Road 87 and requested that Councillors support the motion passed by the Public Works Committee to not proceed with the proposed reconstruction.

12. COMMITTEE REPORTS - OPEN SESSION

12.2 Public Works Committee

**12.2.1 Minutes PWC 8-2024, Minute Item 7.2 respecting Update
Regarding Regional Road 87 Reconstruction in Port Dalhousie**

The motion contained in Minute Item 7.2 was considered separately
as follows:

1. That Report PW 28-2024, dated September 10, 2024,
respecting Update Regarding Regional Road 87 Reconstruction
in Port Dalhousie, **BE RECEIVED**; and
2. That staff **DO NOT PROCEED** with Reconstruction of Regional
Road 87 in Port Dalhousie as outlined in the Environmental
Assessment and **CONTINUE** with regular maintenance.

Clauses 1 and 2 were considered separately.

The Regional Chair called the vote on clause 1 of the motion.

Recorded Vote:

Yes (25): Bateman, Campion, Chiocchio, Craitor, Davies, Diodati,
Easton, Foster, Ganann, Grant, Heit, Huson, Insinna, Ip, Jordan,
Junkin, Morocco, Redekop, Rigby, Secord, Siscoe, Sorrento,
Villella, Whalen, Zalepa.

No (0).

Carried

The Regional Chair called the vote on clause 2 of the motion.

Recorded Vote:

Yes (17): Campion, Chiocchio, Davies, Diodati, Easton, Ganann,
Grant, Heit, Huson, Insinna, Jordan, Junkin, Morocco, Redekop,
Secord, Siscoe, Villella.

No (8): Bateman, Craitor, Foster, Ip, Rigby, Sorrento, Whalen,
Zalepa.

Carried

8. DELEGATIONS

8.2 City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs (Minute Item 7.2, Minutes COTW 4-2024 (Agenda Item 12.1))

8.2.1 Herb Sawatzky, Resident, Town of Pelham

Herb Sawatzky, resident, Town of Pelham, appeared before Council in opposition to the motion respecting the extension of the Region's Incentive programs and suggested that tax money used to support these incentive programs be used for shelters for the homeless, affordability and infrastructure improvements.

8.2.2 Requests Received After the Deadline

8.2.2.1 Dennis Edell, Coalition for a Better St. Catharines

Denis Edell, Coalition for a Better St. Catharines, appeared before Council to encourage Councillors to vote against extending the Region's Incentive Grant Programs, and expressed that they are a poor use of taxpayer money.

9. ADOPTION OF MINUTES

Moved by Councillor Campion
Seconded by Councillor Grant

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

Open and Closed Session Minutes CL 12-2024, Thursday, August 29, 2024
(Special Meeting)

Open Session Minutes CL 13-2024, Thursday, August 29, 2024 (Regular Meeting)

Carried

10. CORRESPONDENCE

Moved by Councillor Ip
Seconded by Councillor Grant

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

CL-C 79-2024

City of Port Colborne Council Motion – Request for Extensions to Niagara Region Incentive Programs

CHR 6-2024

Proposed Timelines for the Chief Administrative Officer's Performance Appraisal

CL-C 88-2024

City of Niagara Falls Council Motion – Request for Extensions to Niagara Region Incentive Programs

CL-C 90-2024

Letter from Coalition for a Better St. Catharines - Extension of the Region's Community Improvement Plan Matching Grant Programs

CL-C 91-2024

City of St. Catharines Motion - Reconstruction of Regional Road 87

CL-C 92-2024

Letter from Q9 Planning + Design - Request for Extensions to Niagara Region Incentive Programs

CL-C 93-2024

Town of Fort Erie Motion - City of Welland Resolution – Endorse and Promote the Solve the Crisis Project

CL-C 95-2024

Appointment of By-law Officers for the Enforcement of the Sewer Use By-law No. 2024-51

CL-C 96-2024

An email from J. Medeiros, Portside Social Bar & Kitchen, City of St. Catharines, respecting Regional Road 87 Reconstruction in Port Dalhousie

CL-C 98-2024

An email from C. MacIsaac, Resident, City of St. Catharines, respecting Regional Road 87 Reconstruction in Port Dalhousie

Carried

11. ITEMS FOR CONSIDERATION

There were no items for consideration.

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Committee of the Whole

Minutes COTW 4-2024, Thursday, September 5, 2024

Moved by Councillor Diodati

Seconded by Councillor Huson

That Minutes COTW 4-2024 being the Open Session minutes of the Committee of the Whole meeting held on Thursday, September 5, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

12.1.1 Minutes COTW 4-2024, Minute Item 7.2 respecting City of St. Catharines Council - Request for Extensions to Niagara Region Incentive Programs

The motion contained in Minute Item 7.2 was considered separately as follows:

1. That Correspondence Item COTW-C 2-2024, dated September 5, 2024, respecting City of St. Catharines Council – Request for Extensions to Niagara Region Incentive Programs, **BE RECEIVED**;
2. That the Smart Growth Regional Development Charges Reduction Program expiration deadline **BE EXTENDED** for a period of three years until October 1st, 2027;
3. That the Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant and Brownfield Tax Increment Grant expiration deadline **BE EXTENDED** for a period of three years until October 1st, 2027; and
4. That staff **BE DIRECTED** to collaborate with the local area municipalities on a new incentive program that takes into account current market conditions and the enhanced housing mandate from Provincial and Federal governments.

Moved by Councillor Siscoe
Seconded by Councillor Diodati

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

1. That Correspondence Item COTW-C 2-2024, dated September 5, 2024, respecting City of St. Catharines Council – Request for Extensions to Niagara Region Incentive Programs, **BE RECEIVED**;
2. That the Smart Growth Regional Development Charges Reduction Program expiration deadline **BE EXTENDED** for a period of ~~three years~~ **eighteen months** until ~~October 1st, 2027~~ **April 1, 2026**;
3. That the Smarter Niagara Incentive Program Property Rehabilitation and Revitalization Tax Increment Grant and Brownfield Tax Increment Grant expiration deadline **BE EXTENDED** for a period of ~~three years~~ **eighteen months** until ~~October 1st, 2027~~ **April 1, 2026**;
4. That staff **BE DIRECTED** to collaborate with the local area municipalities on a new incentive program that takes into account current market conditions and the enhanced housing mandate from Provincial and Federal governments **and that the results of that collaboration be reported to Council no later than January 1, 2026, so that ample time is left for Council discussion before the sunset of the above programs.**

The following friendly **amendment** was accepted by the Regional Chair, and the mover and seconder of the motion, so Clause 4 reads as follows:

4. That staff **BE DIRECTED** to **retain a consultant and** collaborate with the local area municipalities on a new incentive program that takes into account current market conditions and the enhanced housing mandate from Provincial and Federal governments and that the results of that **consultation and** collaboration be reported to Council no later than January 1, 2026, so that ample time is left for Council discussion before the sunset of the above programs.

Moved by Councillor Sorrento
Seconded by Councillor Foster

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

Carried

Moved by Councillor Zalepa
Seconded by Councillor Bateman

That the proposed motion **BE REFERRED** to the Budget Review Committee of the Whole meeting on October 17, 2024; and

That the programs expiration deadline **BE EXTENDED** until October 31, 2024.

Recorded Vote:

Yes (3): Bateman, Heit, Zalepa.

No (18): Campion, Chiocchio, Craitor, Davies, Diodati, Easton, Foster, Ganann, Grant, Huson, Insinna, Jordan, Rigby, Secord, Siscoe, Sorrento, Villella, Whalen.

Defeated

The Regional Chair called the vote on the amendment to the original motion.

Recorded Vote:

Yes (16): Campion, Chiocchio, Craitor, Davies, Diodati, Easton, Foster, Ganann, Grant, Huson, Jordan, Rigby, Secord, Siscoe, Sorrento, Whalen.

No (5): Bateman, Heit, Insinna, Villella, Zalepa.

Carried

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

Carried

Councillor Information Request(s):

Consider incorporating timeframes in future incentive grant program reviews. Councillor Insinna.

Provide regular financial updates regarding the incentive programs and budget implications. Councillor Foster.

12.1.2 Balance of Recommendations from Committee of the Whole

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

Carried

12.2 Public Works Committee

Minutes PWC 8-2024, Tuesday, September 10, 2024

Moved by Councillor Insinna
Seconded by Councillor Siscoe

That Minutes PWC 8-2024 being the Open Session minutes of the Public Works Committee meeting held on Tuesday, September 10, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**, save and except Minute Item 7.2.

12.2.2 Minutes PW 8-2024, Minute Item 7.1 respecting Hauled Sewage Rate Setting

The motion contained in Minute Item 7.1 was considered separately as follows:

That Report PW 26-2024, dated September 10, 2024, respecting Hauled Sewage Rate Setting, **BE RECEIVED**.

Moved by Councillor Zalepa
Seconded by Councillor Villella

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

That Report PW 26-2024, dated September 10, 2024, respecting Hauled Sewage Rate Setting, **BE RECEIVED; and**

That additional information BE PROVIDED with respect to the calculations of the operational and maintenance (O&M) costs, the capital costs and the growth-related capital costs, for both low concentration and high concentration, used in the weighted pollutant concentration method, to be included as part of the consultation process.

Carried

Moved by Councillor Heit
Seconded by Councillor Morocco

That the rules of procedure **BE SUSPENDED** to permit Council to extend this meeting's curfew until business is completed.

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

Carried

12.2.3 Balance of Recommendations from the Public Works Committee

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

Carried

12.3 Public Health and Social Services Committee

Minutes PHSSC 8-2024, Tuesday, September 10, 2024

Moved by Councillor Chiocchio
Seconded by Councillor Morocco

That Minutes PHSSC 8-2024 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, September 10, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.4 Corporate Services Committee

Minutes CSC 8-2024, Wednesday, September 11, 2024

Moved by Councillor Whalen
Seconded by Councillor Heit

That Minutes CSC 8-2024 being the Open and Closed Session minutes of the Corporate Services Committee meeting held on Wednesday, September 11, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.5 Planning and Economic Development Committee

Minutes PEDC 8-2024, Wednesday, September 11, 2024

Moved by Councillor Huson
Seconded by Councillor Davies

That Minutes PEDC 8-2024 being the Open Session minutes of the Planning and Economic Development Committee meeting held on Wednesday, September 11, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.6 Budget Review Committee of the Whole
Minutes BRCOTW 2-2024, Thursday, September 12, 2024

Moved by Councillor Whalen
Seconded by Councillor Ganann

That Minutes BRCOTW 2-2024 being the Open Session minutes of the Budget Review Committee of the Whole meeting held on Thursday, September 12, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.7 Audit Committee
Minutes AC 3-2024, Monday, September 16, 2024

Moved by Councillor Whalen
Seconded by Councillor Rigby

That Minutes AC 3-2024 being the Open Session minutes of the Audit Committee meeting held on Monday, September 16, 2024, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

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

There were no Chief Administrative Officer's reports.

14. **MOTIONS**

14.1 Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign

This motion will be brought forward for consideration at the Regional Council meeting being held on October 24, 2024.

14.2 Municipal Codes of Conduct

Moved by Councillor Bateman
Seconded by Councillor Huson

WHEREAS on August 17, 2023, Regional Council supported the recommendations made by AMO that:

- a) Codes of Conduct should be updated to include workplace safety and harassment policies;

- b) Codes of Conduct should have an escalating enforcement mechanism through administrative monetary penalties that recognize local circumstances;
- c) Integrity Commissioners should have better, standardized training to improve consistency of decisions across the province;
- d) In the most egregious cases, such as harassment or assault, municipalities should be able to apply to a judge to remove a sitting member if recommended by an Integrity Commissioner;
- e) A member removed under this process should be unable to sit in another election during the term of office removed and the subsequent term;

WHEREAS Regional Council urged the Ontario Government to table and pass legislation to make these changes as soon as possible;

WHEREAS Bill 207, Municipal Accountability and Integrity Act, 2024, has been introduced that provides changes from the proposed Bill 5 which failed upon second reading including:

- a) Instead of municipalities hiring their own Integrity Commissioner (who then investigates them) an Integrity Commissioner Provincial Board would be established;
- b) Councils can no longer ignore an Integrity Commissioner recommendation that removal be elevated to the courts - it would go direct from an Integrity Commissioner to judicial review in instances of recommended removal;
- c) Adherence to anti-discrimination policies in addition to violence and harassment policies;
- d) Trauma-informed design;
- e) Protections for people who come forward; and
- f) A duty to report.

NOW THEREFORE BE IT RESOLVED:

1. That Niagara Regional Council **SUPPORTS** the call of the Association of Municipalities of Ontario (AMO) for the Government of Ontario to introduce legislation to strengthen municipal Codes of Conduct and compliance with them in consultation with municipal governments;

2. That the legislation **ENCOMPASSES** the Association of Municipalities of Ontario's recommendations for:
 - a) Updating municipal Codes of Conduct to account for workplace safety and harassment;
 - b) Creating a flexible administrative penalty regime, adapted to the local economic and financial circumstances of municipalities across Ontario;
 - c) Increasing training of municipal Integrity Commissioners to enhance consistency of investigations and recommendations across the province;
 - d) Allowing municipalities to apply to a member of the judiciary to remove a sitting member if recommended through the report of a municipal Integrity Commissioner; and
 - e) Prohibit a member so removed from sitting for election in the term of removal and the subsequent term of office; and
3. That a copy of this resolution **BE FORWARDED** to the President of the Association of Municipalities of Ontario, Robin Jones; Premier of Ontario, Doug Ford; Minister Paul Calandra, Member of Provincial Parliament, Jeff Burch; Member of Parliament, Wayne Gates; Member of Provincial Parliament, Jennie Stevens; Member of Provincial Parliament Sam Oosterhoff and all local area municipalities.

The Regional Chair called the vote on the motion. The vote resulted in a tie. The Regional Chair voted in favour of the motion; therefore, the motion was declared,

Carried

15. NOTICES OF MOTION

There were no notices of motion.

16. CLOSED SESSION

Council did not resolve into closed session.

17. BUSINESS ARISING FROM CLOSED SESSION

Council did not resolve into closed session.

18. BY-LAWS

Moved by Councillor Grant
Seconded by Councillor Secord

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

Bill 2024-54

A by-law to amend By-Law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways (Parking Prohibition on Regional Road 3 (Lakeshore Road) in the Township of Wainfleet).

Bill 2024-55

A by-law to amend By-law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways (Parking Prohibition on Regional Road 27 (Riverside Drive) in the City of Welland).

Bill 2024-56

A by-law to amend By-law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways – (Stopping Prohibition on Regional Road 43 Bridge Street in the City of Niagara Falls).

Bill 2024-57

A by-law to amend By-law 89-2000 being A By-law to Provide for the Regulation of Traffic on Regional Highways – (Speed Limit Reduction on Regional Road 54 Prince Charles Drive in the City of Welland).

Bill 2024-58

A by-law to amend By-law 89-2000 being a By-law to Provide for the Regulation of Traffic on Regional Highways – (Speed Limit Reduction on Regional Road 529 Effingham Street in the Town of Pelham).

Bill 2024-59

A by-law to appoint By-law Enforcement Officers for the purpose of enforcing the Sewer Use By-law By-law No. 2024-51 and to repeal By-law 2023-74.

Bill 2024-60

A by-law to authorize the borrowing upon amortizing debentures in the principal amount of \$7,500,000.00 for a capital work of The Corporation of the City of Niagara Falls.

Bill 2024-61

A by-law to authorize the borrowing upon serial debentures in the principal amount of \$5,000,000.00 for a capital work of The Regional Municipality of Niagara.

Bill 2024-62

A by-law to authorize the borrowing upon serial debentures in the principal amount of \$55,299.403.00 for a capital work of The Regional Municipality of Niagara.

Bill 2024-63

A by-law to authorize the borrowing upon amortizing debentures in the principal amount of \$5,054,825.00 for a capital work of The Corporation of the Town of Lincoln.

Bill 2024-64

A by-law to provide for the adoption of Amendment No. 4 to the Official Plan for The Regional Municipality of Niagara to permit the Law Quarry Extension in the Township of Wainfleet.

Bill 2024-65

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held September 26, 2024.

Carried

19. OTHER BUSINESS

There were no items of other business.

20. ADJOURNMENT

There being no further business, the meeting adjourned at 11:12 p.m.

Jim Bradley
Regional Chair

Kelly Lotimer
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Minute Item No. 6.1

PW 30-2024

Award of Contract 2024-T-148 – Supply and Delivery of 12 Dump Trucks with Winter Control Equipment

That Report PW 30-2024, dated October 8, 2024, respecting Award of Contract 2024-T-148 – Supply and Delivery of 12 Dump Trucks with Winter Control Equipment, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2024-T-148 – Supply and Delivery of 12 Dump Trucks with Winter Control Equipment, **BE AWARDED** to the lowest compliant bidder, Rush Truck Centres of Canada, at their bid price of \$6,739,382 (including 13% HST).

Minute Item No. 7.1

PW 31-2024

Biosolids Master Plan Update

That Report PW 31-2024, dated October 8, 2024, respecting Biosolids Master Plan Update, **BE RECEIVED** for information.

Minute Item No. 8.1

Hauled Sewage Rate Setting

That the presentation provided by Tom Richardson, Sullivan Mahoney LLP, appeared on behalf of 1218691 Ontario Inc. (S.C. Watson), **BE RECEIVED**; and

That staff **PROVIDE** the information requested by the delegate including details of the review process undertaken to determine the rates for the treatment of hauled waste and the financial information utilized to justify the proposed fee increase.

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

PWC 9-2024

Tuesday, October 8, 2024

**Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bateman, Diodati*, Easton*, Foster, Grant*, Heit, Huson, Junkin*, Rigby, Seaborn*, Siscoe*, Ugulini, Villella, Witteveen (Committee Chair), Zalepa*

Other Councillors: Craitor* Ganann*

Absent/Regrets: Bradley (Regional Chair), Chiocchio, Gale, Insinna (Committee Vice-Chair), Morocco, Sorrento, Steele

Staff: D. Carnegie, Acting Commissioner/Treasurer, Corporate Services*, R. Daw, Associate Director, Wastewater Operations, Maintenance & Laboratory Services, D. Gibbs, Director, Legal & Court Services*, C. Habermebl, Director, Waste Management Services, R. Hill, Legislative Assistant, R. Muzzell, Manager, Program Financial Support*, M. Iafrate, Financial & Special Projects Consultant, A.-M. Norio, Regional Clerk, J. Oatley, Manager, Wastewater Quality & Compliance, T. Ricketts, Commissioner, Public Works, M. Sergi, Deputy Chief Administrative Officer, J. Spratt, Legislative Coordinator, M. Steele, Associate Director, Reporting and Analysis, F. Tassone, Director, Transportation Services

* indicates members who participated electronically, all other members participated in person

1. CALL TO ORDER

Committee Chair Witteveen called the meeting to order at 9:30 a.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Committee Chair Witteveen read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. **PRESENTATIONS**

There were no presentations.

5. **DELEGATIONS**

Moved by Councillor Ugolini
Seconded by Councillor Heit

That Tom Richardson, Sullivan Mahoney LLP, **BE PERMITTED** to appear before Committee respecting Hauled Sewage Rate Setting.

Carried

5.1 **Hauled Sewage Rate Setting**

5.1.1 Tom Richardson, Sullivan Mahoney LLP, on behalf of 1218691 Ontario Inc. (S.C. Watson)

Tom Richardson, Sullivan Mahoney LLP, appeared on behalf of 1218691 Ontario Inc. (S.C. Watson) respecting the new Hauled Sewage Rate Review currently being undertaken, and requested that information be provided regarding the questions raised in the presentation, that a proper review of the rates for the treatment of hauled waste be undertaken, and the financial information utilized to justify the fee increase currently being proposed is shared.

6. **ITEMS FOR CONSIDERATION**

6.1 **PW 30-2024**

Award of Contract 2024-T-148 – Supply and Delivery of 12 Dump Trucks with Winter Control Equipment

Moved by Councillor Huson
Seconded by Councillor Bateman

That Report PW 30-2024, dated October 8, 2024, respecting Award of Contract 2024-T-148 – Supply and Delivery of 12 Dump Trucks with Winter Control Equipment, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2024-T-148 – Supply and Delivery of 12 Dump Trucks with Winter Control Equipment, **BE AWARDED** to the lowest compliant bidder, Rush Truck Centres of Canada, at their bid price of \$6,739,382 (including 13% HST).

Carried

Councillor Information Request(s):

If possible, provide information respecting the contractor employee agreements including unionization, wage band, and benefits. Councillor Bateman.

7. CONSENT ITEMS FOR INFORMATION

7.1 PW 31-2024

Biosolids Master Plan Update

Chris Hamel, Senior Vice President, Regional Operations Manager, GEI Consultants, provided information respecting the Biosolids Master Plan Update. Topics of the presentation included:

- Master Plan Objectives
- Overview of Existing System
- Evaluation Approach
 - Screen Long List of Biosolids Treatment Technologies and Biosolids End Use Markets
 - Develop Alternative Biosolids Management Strategies
 - Detailed Evaluation - Criteria, Results and Cost
- Overview of Proposed Biosolids Program
- Recommendations and Implementation
- Garner Road Biosolids Facility Upgrades
- Recommended Capital Program
- Service Delivery and Contract Review

Moved by Councillor Rigby

Seconded by Councillor Foster

That Report PW 31-2024, dated October 8, 2024, respecting Biosolids Master Plan Update, **BE RECEIVED** for information.

Carried

8. OTHER BUSINESS

8.1 Hauled Sewage Rate Setting

Moved by Councillor Heit

Seconded by Councillor Zalepa

That the presentation provided by Tom Richardson, Sullivan Mahoney LLP, appeared on behalf of 1218691 Ontario Inc. (S.C. Watson), **BE RECEIVED**; and

That staff **PROVIDE** the information requested by the delegate including details of the review process undertaken to determine the rates for the treatment of hauled waste and the financial information utilized to justify the proposed fee increase.

Carried

9. NEXT MEETING

The next meeting will be held on Tuesday, November 5, 2024, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 11:09 a.m.

Councillor Witteveen
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

From: [Niagara Region Website](#)
To: [Clerks](#)
Subject: Online Form - Request to Speak at a Standing Committee or Regional Council
Date: September 26, 2024 1:34:06 PM

Request to Speak at a Standing Committee or Regional Council

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

Name

Tom Richardson

Address

40 Queen Street, P.O. Box 1360

City

St Catharines

Postal

L2R 6Z2

Phone

9056886655

Email

tarichardson@sullivanmahoney.com

Organization

Sullivan Mahoney LLP

standing committee

Public Works Committee

Presentation Topic

Hauled Sewage Rate Update

Presentation includes slides

Yes

Previously presented topic

No

Presentation Details

Mr. Richardson would like to speak, on behalf of 1218691 Ontario Inc. cob S.C. Watson (Steve Watson), to Public Works Report PW 26-2024 dated September 10, 2024 entitled "Hauled Sewage Rate Update", to request reconsideration of proposed hauled sewage rates.

Video Consent

Yes



Presentation to the
Regional Public Works
Committee at its
Meeting on
October 8, 2024
on behalf of
1218691 Ontario Inc.

Re: Report PW26-2024

SULLIVAN | MAHONEY_{LLP}

LAWYERS

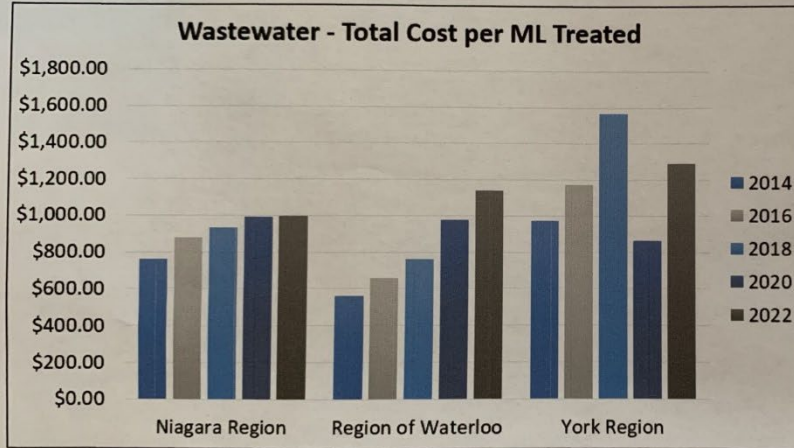
Client Committed. Community Minded.

40 Queen Street, P.O. Box 1360, St. Catharines, ON L2R 6Z2 t: 905.688.6655 f: 905.688.5814

7085 Morrison Street, Niagara Falls, ON L2E 7K5 t: 905.357.3334 f: 905.357.3336

sullivanmahoney.com

2024 Budget Outcomes Wastewater Treatment Costs



Municipal Benchmarking Network of Canada (MBNC) Report, 2014-2022

Niagara Region

Wastewater total cost
for 2022 is lower
relative to Municipal
comparators

2024 Recommended Budget

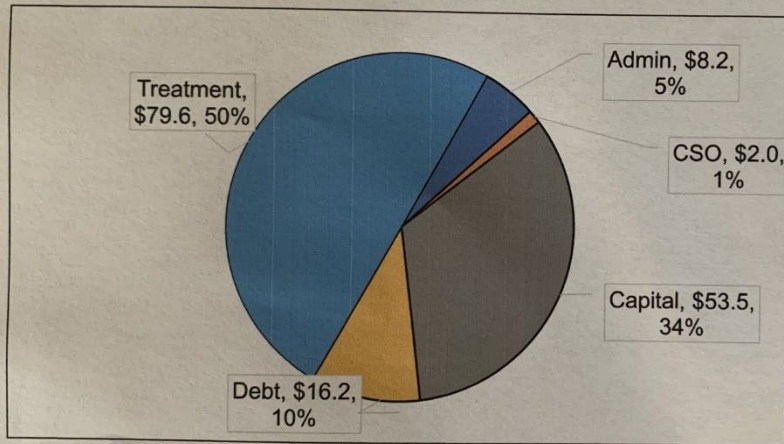
Water & Wastewater 2024 Budget Summary	Water (\$)	Wastewater (\$)	Total (\$)
2023 Net Requisition	51,042	92,150	143,192
2024 Budget:			
Total Operating Expenses	25,920	57,759	83,680
Business Support	2,377	3,890	6,268
Reserve Transfer & Debt Charges	25,301	38,512	63,813
2024 Base Gross Budget Total	53,598	100,162	153,760
Less: Revenues	(1,190)	(3,851)	(5,042)
2024 Net Base Budget	52,408	96,311	148,718
% Change	2.67%	4.52%	3.85%
Enhanced Capital Financing (4.1%)	899	4,966	5,864
2024 Net Requisition	53,306	101,276	154,583
Percentage Change	4.44%	9.90%	7.95%

Proposed Budget of 7.95% (\$11.4 M increase)

- 3.85% or \$5.5 M for base operating costs
- 4.10% or \$5.9 M for enhanced capital funding

2024 Water & Wastewater Operating Budget

Where does the money go? Gross = \$160M



Discretionary
spending in Admin
and CSO is less
than 6%

PROJECT NO 131-24117-00

HAULED SEWAGE RATE REVIEW

FINAL REPORT

DECEMBER 2014



The approach currently in place at the Region is considered consistent with practices at other nearby municipalities.

4 ALTERNATIVE HAULED SEWAGE RATE SETTING APPROACHES

Alternative approaches to determine the hauled sewage rate were considered given the fact that the Region's rate is considerably lower than the average for the municipalities consulted. These are explained below.

4.1 ALTERNATIVE APPROACH 1

This approach is based on achieving full cost recovery for the treatment of BOD, TSS, TP and TKN. Data for all plants for the past 5 years (i.e. 2009-2013) is summarized below in Table 4-1. The fraction of each parameter relative to the total mass of pollutants is also noted in the table.

Table 4-1: Historical Pollutant Removal Data from the Region's WWTPs

YEAR	BOD (kg)	TSS (kg)	TP (kg)	TKN (kg)	TOTAL kg REMOVED	% BOD	% TSS	% TP	% TKN
2009	11,139,256	13,893,973	268,061	1,382,529	26,683,819	41.7%	52.1%	1.0%	5.2%
2010	10,575,808	13,190,507	253,172	1,413,710	25,433,196	41.6%	51.9%	1.0%	5.6%
2011	11,219,406	14,071,314	264,563	1,432,388	26,987,671	41.6%	52.1%	1.0%	5.3%
2012	10,635,489	13,012,662	248,172	1,490,302	25,386,626	41.9%	51.3%	1.0%	5.9%
2013	12,775,442	15,572,714	272,147	1,610,574	30,230,878	42.3%	51.5%	0.9%	5.3%
AVERAGE						41.8%	51.8%	1.0%	5.4%

$$\text{Mass Fraction}_{\text{BOD}} = \frac{\text{Total BOD Mass Removed}}{\text{Total BOD Mass Removed} + \text{Total TSS Mass Removed} + \text{Total TP Mass Removed} + \text{Total TKN Mass Removed}}$$

A cost per kg removed (denoted R_1) was calculated using the annual gross capital wastewater costs and the annual total mass removed of BOD, TSS, TP and TKN at all of the Region's wastewater treatment plants. The cost data was obtained from the Region's annual operating statements for "5000C Wastewater Systems".

$$R_1 = \frac{\text{Total Operations Cost for all Treatment Plants} + \text{Total Operations Costs for Garner Road Facility}}{\text{Total BOD Removed} + \text{Total TSS Removed} + \text{Total TP Removed} + \text{Total TKN Removed}}$$

Table 4-2: Unit Removal Cost

YEAR	WASTEWATER OPERATIONS COST (GROSS CAPITAL)	TOTAL kg REMOVED	COST/ TOTAL kg REMOVED
2009	\$47,656,713.23	26,683,819	\$1.79
2010	\$38,099,851.36	25,433,196	\$1.50
2011	\$44,683,556.26	26,987,671	\$1.66
2012	\$40,629,659.03	25,386,626	\$1.60
2013	\$42,781,364.19	30,230,878	\$1.42
Average (R₁)			\$1.59

Alternative Approach 1 assumes that the ratio of the mass of each parameter over the total mass of pollutants removed is the same as the ratio of the removal cost of the parameter over the total removal cost for all parameters.

$$\text{Cost Fraction}_{\text{BOD}} = \frac{\text{Cost per Kg of BOD Removed}}{\text{Cost per Kg of BOD Removed} + \text{Cost per Kg of TSS Removed} + \text{Cost per Kg of TP Removed} + \text{Cost per Kg of TKN Removed}}$$

All of the samples from all of the haulers were analyzed to obtain average concentrations of BOD, TSS, TP and TKN in the hauled sewage. The complete list of hauler test results used to determine the average sample concentrations for each parameter are included in Appendix B.

To determine the corresponding hauled sewage rate the following formula was used.

$$R = \frac{C_{\text{BOD}} \cdot \text{Cost Fraction}_{\text{BOD}} + C_{\text{TSS}} \cdot \text{Cost Fraction}_{\text{TSS}} + C_{\text{TP}} \cdot \text{Cost Fraction}_{\text{TP}} + C_{\text{TKN}} \cdot \text{Cost Fraction}_{\text{TKN}}}{R_1}$$

Where,

R = Hauled sewage rate per unit volume

C_{BOD} = Average concentration of BOD from all hauler samples

C_{TSS} = Average concentration of TSS from all hauler samples

C_{TP} = Average concentration of TP from all hauler samples

C_{TKN} = Average concentration of TKN from all hauler samples

and the other terms are as defined in the formulas above.

The corresponding fee would be calculated per:

$$\text{Hauled Sewage Fee} = V \times R$$

The new hauled sewage rate based on full cost recovery for BOD, TSS, TP and TKN is shown below in Table 4-3.

Table 4-3: Hauled Sewage Rate Calculation – Approach 1

	BOD (mg/L)	TSS (mg/L)	TP (mg/L)	TKN (mg/L)
Average Sample Concentration (mg/L)	5,790	11,170	76	426
Average Sample Concentration (kg/1000 gallons)	26.32	50.78	0.35	1.94
Cost Fraction (per Table 4-1)	41.8%	51.8%	1.0%	5.4%
R ₁ (\$/kg removed)	\$1.59			
New Hauled Sewage Rate (\$/1000 gallons)	26.32 X 41.8% + 50.78 X 51.8% + 0.35 X 1% + 1.94X5.4% = \$59.51			
New Hauled Sewage Rate	\$13.09/m³ or \$59.51/1000 gallons			

The hauled sewage rate obtained using Alternative Approach 1 is greater than the existing rate in use at the Region (\$13.09/m³ vs. \$8.80/m³) and thus would result in higher surcharge fees. However, the rate is still slightly below the average for the other municipalities compared.

This approach takes into account different kinds of discharges with varying concentrations of BOD, TSS, TP and TKN. However, this approach has disadvantages:

- The approach to calculating the cost fractions of each parameter (based on percentages of the total mass removed) does not take into account the relative cost of removal of the various parameters – TSS removal is cheaper than BOD, TKN, and TP removal even when there might be more TSS in the influent.
- The concentrations of the various parameters for all samples and all haulers were averaged. This means that some haulers (those with lower pollutant loading) may be overcharged, while others (winery waste haulers) may be undercharged.

4.2 ALTERNATIVE APPROACH 2

All of the fees applied at other municipalities (and Alternative Approach 1) are based on the following formula:

$$\text{Hauled Sewage Fee} = V \cdot R$$

Thus, the fee is a function of the volume discharged. Alternative Approach 1 attempts to take into consideration the differences in the cost of treatment for discharges with varying concentrations of BOD, TSS, TP and TKN. However, the above approach uses an average of all the samples from the haulers to determine the surcharge rate R. As noted above, a disadvantage of this approach is the potential overcharging or undercharging to haulers with hauled sewage of different strengths. The above approach does not take into account variations in the strength of sewage discharged by haulers at different times (some haulers may discharge septage at certain times and sometimes may discharge winery waste). Furthermore, some of the discharges greatly exceed the by-law limits for BOD, TSS, TKN and TP. The average hauled sewage sample concentrations are compared in Table 4-4 below to the Region's sewer discharge by-law limits for BOD, TSS, TP and TKN.

Table 4-4: Average Sample Concentrations vs By-law Limits

	BOD (mg/L)	TSS (mg/L)	TP (mg/L)	TKN (mg/L)
Average Sample Concentration	5,790	11,170	76	426
By-law Limit	300	350	10	100

Industrial surcharge fees are only applicable for users that have entered a surcharge agreement and which have demonstrated that they cannot economically change their processes to reduce concentrations of BOD, TSS, TKN and/or TP, below the Region's discharge limits (WSP, 2014). Alternative Approach 3 under Section 4.3 considers the cost at which hauled sewage would be charged if it were discharged under an industrial surcharge agreement instead of at a hauled sewage disposal station.

This is not the case for haulers, which have no restriction on the amount of hauled sewage they can discharge. In fact, per conversations with Region staff, the Region's Water and Wastewater Master Plan takes into consideration hauled sewage when determining the capacity requirements for the different treatment facilities (AECOM, 2011). The volume of hauled sewage is small, but the impact on plant loadings will be greater than residential sewage as hauled sewage is more concentrated.

Capacity upgrades to treatment plants are triggered by population growth and the funding for these upgrades is derived from development charges. Development charges are assigned on a development unit basis, i.e. the total cost of infrastructure required to service the development is divided by the number of development units.

However, capacity at the treatment plants is also taken up by hauled sewage, and therefore the corresponding costs (those related to operations and maintenance and also those related to capacity expansions) should be covered through hauled sewage rates.

The hauled sewage fee using Alternative Approach 2 therefore includes two components: a capital cost component (derived from Development Charges) and a O&M cost component (derived from the Region's O&M budget).

The calculation for the capital component is based on the following assumptions:

- New units of development are required to cover the cost of wastewater services through development charges. The development charge per unit is \$3,226/dwelling unit (Niagara Region, 2012).
- A per capita BOD loading of 75 g/cap/day (MOE, 2008) was assumed.
- A value of 2.3 people per unit was assumed.
- Therefore, the unit equivalent BOD loading is 75 g/cap/day times 2.3 people per unit = 0.1725 kg/d/unit.
- This approach assumes that the average useful life of a treatment plant is 25 years. So the total BOD load per unit over the life time of the treatment plant is 0.1725 kg/d/unit times 365 days/year times 25 years = 1574 kgBOD/unit.
- The development charge per unit is \$3,226, which covers the capital cost of the WWTP over the 25 years.

The capital component of the hauled sewage fee is then obtained using the following formula:

$$\text{Capital Component} = \text{Volume Discharged} \cdot \text{Concentration of Discharge} \cdot \frac{\text{Development Charge per Unit}}{\text{BOD Load per Unit over 25 years}}$$

$$\text{Capital Component} = V \cdot C_{\text{BOD}} \cdot \frac{\$3,226/\text{unit}}{1,574 \text{ kgBOD}/\text{unit}}$$

The calculation for the O&M component is based on the following assumptions:

- The total cost of wastewater operations (the operating budget) is divided by the total flow to all of the treatment facilities in the Region.
- Per the 2014 Wastewater Requisition slide presentation (included as part of the 2014 Budget Process) we see that the net 2014 budget was \$64,928,122.
- From data we received from the Region, the total flows from all municipalities in 2013 were 79,893.965 ML.
- The total budget divided by the total flow corresponds to a cost per sewage volume of \$0.81/m³.
- A per capita BOD loading of 75 g/cap/day (MOE, 2008) was assumed.
- From the Region's 2011 Master Plan the per capita flow design criteria is 365 L/cap/day (AECOM, 2011).
- Therefore, a one-person load equivalent is 75 g/cap/day divided by 365 L/cap/day = 206 mg/L.

The O&M component of the hauled sewage fee is obtained using the following formula:

$$\text{O\&M Component} = \text{Volume Discharged} \cdot \text{Cost per Volume} \cdot \text{Person Equivalents}$$

$$\text{O\&M Component} = V \cdot \$0.81/\text{m}^3 \cdot \frac{\text{BOD Concentration}}{206 \text{ mg/L}}$$

The overall hauled sewage fee per Alternative Approach 2 is calculated as follows:

$$\text{Hauled Sewage Fee} = \text{Capital Component} + \text{O\&M Component}$$

$$\text{Hauled Sewage Fee} = \frac{V \cdot C_{\text{BOD}}}{1,000} \cdot \frac{\$3,226/\text{unit}}{1,574 \frac{\text{kgBOD}}{\text{unit}}} + V \cdot \frac{\$0.81}{\text{m}^3} \cdot \frac{C_{\text{BOD}}}{206 \text{ mg/L}}$$

$$\text{Hauled Sewage Fee} = V \cdot C_{\text{BOD}} \cdot \frac{1 \text{ kg} \cdot \text{L}}{1,000 \text{ m}^3 \cdot \text{mg}} \cdot \frac{\$3,226/\text{unit}}{1,574 \frac{\text{kgBOD}}{\text{unit}}} + \frac{\$0.81}{\text{m}^3} \cdot \frac{1}{206 \text{ mg/L}}$$

$$\text{Hauled Sewage Fee} = V \cdot C_{\text{BOD}} \cdot R$$

Where,

V = Volume of discharge (m³)

C_{BOD} = Average concentration of BOD for a given source/hauler (mg/L)

R = 0.00598 (\$/mgBOD)

This approach requires that samples from a given hauler be regularly tested to determine the average BOD concentration. Each hauler would thus have a different rate depending on the type of discharge so highly loaded discharges would incur greater fees. Alternatively, a rate for each type of hauled sewage source (i.e. winery waste, septic, industrial wastewater) could be developed and charged based on the type of hauled sewage the truck is disposing.

The above approach uses a different formula than that used by the Region or that used in Alternative Approach 1. As shown in Section 4.4 the resulting hauled sewage fees are generally greater than those obtained using the approach in use at the Region, and closer in magnitude to the average fees from the other municipalities compared.

This approach takes into account the impact hauled sewage has on the capacity of the facilities and accounts for the corresponding capital cost as well as operating and maintenance costs resulting from treating sewage with higher organic loadings. Unlike other approaches, this method accounts for differences in BOD concentration quantitatively. However, this approach has disadvantages:

- This approach does not take into consideration the concentrations of TSS, TP and TKN in the hauled sewage. Thus, a discharge with high concentrations of TSS, TP and/or TKN, but relative low concentrations of BOD would be undercharged.
- This approach is more complex than Alternative Approach 1. Adding the TSS, TP and TKN components would increase the complexity of the calculation.
- This method requires regular testing (the Region currently tests two samples per plant per month) and regular monitoring of the BOD concentrations. A suggested approach would be to develop a rate for each type of hauled sewage source.
- This approach does not take into consideration trucks that haul sewage from multiple different sources, and it would be impractical in such situations

4.3 ALTERNATIVE APPROACH 3

This approach is based on the Region's existing industrial surcharge rate (WSP, 2014). There are currently wineries in the Region with industrial surcharge agreements that are also hauling winery waste to the Region's disposal stations. This approach considers the cost that hauled sewage would be charged if it were discharged under an industrial surcharge agreement instead of at a hauled sewage disposal station.

The Region's formula for determining surcharge fees is shown below.

$$S = R \cdot Q \cdot 0.45 C - L_{BOD} + 0.45 C - L_{TSS} + 0.1(C - L)_{TP}$$

Where,

S = Surcharge fee payable during a given time period

R = Cost factor

Q = Volume of discharge of wastewater flow for the period being billed

C = Average concentration of the parameter during the time period

L = Concentration limit of the parameter listed in the by-law

The formula assumes that BOD removal corresponds to 45% of the total cost of treatment, while TSS and TP correspond to 45% and 10% of the costs, respectively. The cost factor (expressed in \$/kg) is obtained by dividing the three-year average of the total operational costs for all of the Region's wastewater treatment plants (WWTPs) by the sum of the total mass of five-day carbonaceous biochemical oxygen demand at 20°C (cBOD₅ henceforth referred to as BOD), total suspended solids

(TSS) and total phosphorus (TP) removed at the plants. The value of the cost factor R currently used is \$1.46/kg.

This approach requires that samples from a given hauler be regularly tested to determine the average BOD, TSS and TP concentrations. Each hauler would thus have a different rate depending on the type of discharge so highly loaded discharges would incur greater fees. Alternatively, a concentration profile including BOD, TSS and TP for each type of hauled sewage source (i.e. winery waste, septic, industrial wastewater) could be developed and charged based on the type of hauled sewage the truck is disposing.

This approach has disadvantages:

- This approach does not take into consideration the concentration of TKN in the hauled sewage.
- This approach requires regular testing (the Region currently tests two samples per plant per month) and regular monitoring of BOD, TSS and TP. A suggested approach would be to develop a concentration profile including BOD, TSS and TP for each type of hauled sewage source/hauler.

4.4 COMPARISON OF ALTERNATIVE APPROACHES

The hauled sewage fees for each source profile were calculated using the various municipalities approaches and compared to the Region's current approach and the alternative methods discussed above.

The same six hauled sewage source profiles discussed in Section 3.1.2 were applied to the different municipalities' surcharge calculations. The discharge profiles are repeated in Table 3-5 below for easy reference.

Table 4-5: Source Profiles Used for Benchmarking

HAULED SEWAGE SOURCE	VOLUME (m ³)	VOLUME (gallons)	TYPE OF HAULED SEWAGE	BOD Concentration (mg/L)
Source 1	4.54	998.66	Holding Tank Waste	1,500
Source 2	15.9	3,497.51	Mixed Waste	2,500
Source 3	22.7	4,993.3	Septic Tank Waste	3,500
Source 4	36.3	7,984.88	Septic Tank Waste	3,000
Source 5	45.4	9,986.6	Holding Tank Waste	1,000
Source 6	10.0	2,199.69	Winery Waste	5,800

The corresponding hauled sewage fees are shown in Table 4-6 and in Figure 4-1 below.

Table 4-6: Surcharge Fee Comparison

MUNICIPALITY	OTHER MUNICIPALITIES AVERAGE	NIAGARA – EXISTING APPROACH	ALTERNATIVE APPROACH 1	ALTERNATIVE APPROACH 2	ALTERNATIVE APPROACH 3
Source 1	\$58.76	\$39.95	\$59.43	\$40.80	\$35.90
Source 2	\$195.91	\$139.92	\$208.13	\$238.16	\$136.16
Source 3	\$348.25	\$199.76	\$297.14	\$476.02	\$209.31
Source 4	\$574.42	\$319.44	\$475.17	\$652.47	\$322.79
Source 5	\$676.00	\$399.78	\$594.68	\$272.19	\$344.28
Source 6	\$135.90	\$88.00	\$130.90	\$347.51	\$107.32
TOTAL	\$1,989.24	\$1,186.85	\$1,765.45	\$2,027.15	\$1,155.76

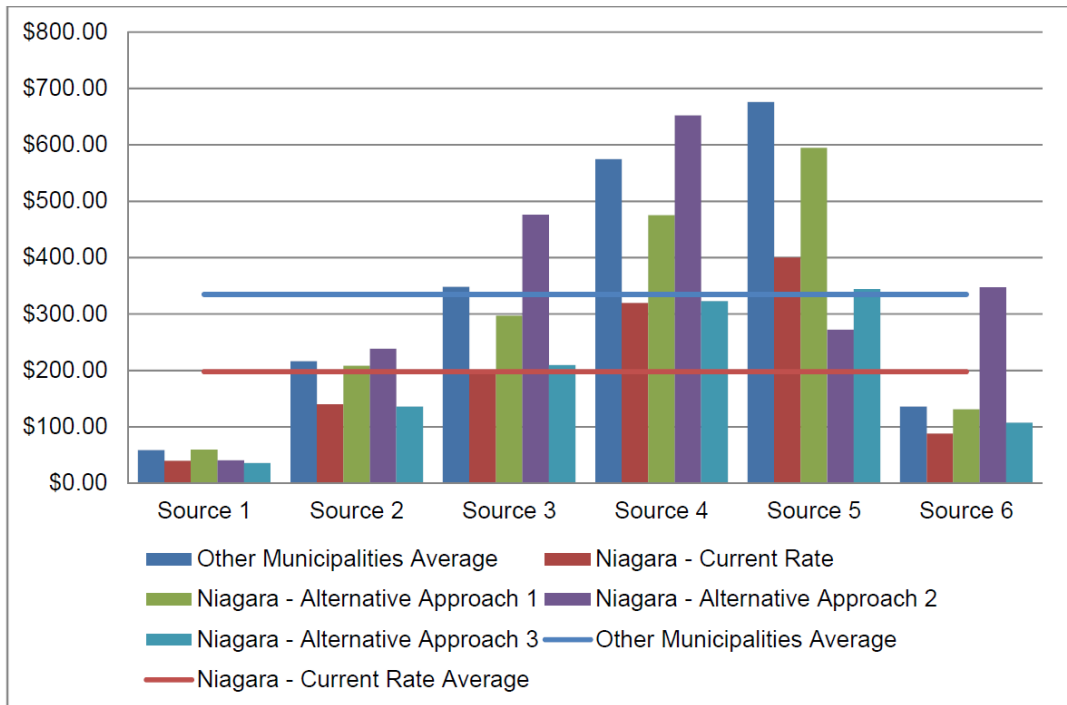


Figure 4-1 Comparison of Alternative Approaches for Surcharge Calculation

Alternative Approach 1 generally results in fees slightly lower than the average of the other municipalities reviewed. However, for smaller discharge volumes (i.e. Sources 1, 2 and 3 which are under 22.7 m³), Alternative Approach 1 produces hauled sewage fees that are very similar to the average of the other municipalities. The disadvantage of this approach is that it does not take into consideration the strength of the sewage (septic tank waste is charged the same as winery waste on a per volume basis).

Alternative Approach 2 uses a different approach to determine haulage fees as it seeks to capture the true cost of treatment of the hauled sewage. It takes into account the capacity that hauled sewage takes up at the various treatment plants and how this capacity results in a reduced ability to service new development. The formula also takes into account differences in BOD concentration so stronger sewage results in higher fees than lower strength discharges.

Figure 4-1 shows that the fees obtained using this approach are generally within the average for other municipalities. However, this approach results in higher charges for sewage sources with higher concentrations.

Alternative Approach 3 is based on the Region's existing industrial surcharge rate and seeks to capture the cost that hauled sewage would be charged if it were discharged under an industrial surcharge agreement instead of at a hauled sewage disposal station. It results in fees significantly lower than the average of the other municipalities reviewed.

Table 4-7 below shows a qualitative evaluation of the Region's current rate and the alternative approaches.

Table 4-7: Hauled Sewage Rate Summary

ITEM	CURRENT RATE	ALTERNATIVE APPROACH 1	ALTERNATIVE APPROACH 2	ALTERNATIVE APPROACH 3
Parameters subject to rate determination	Unknown	BOD, TSS, TP, TKN	BOD	BOD, TSS, TP
Cost Recovery	It is believed that the current approach does not lead to cost recovery	Captures O&M costs related to treatment. However, it does not take into account the strength of the sewage.	Captures treatment cost since it considers the total operating costs at all facilities and BOD concentrations specific to sources	Does not explicitly consider TKN. Full cost recovery – calculation of parameter surcharge rates based on the total operating costs at all facilities
Cost Similarity to Other Municipalities	Significantly lower than average	Slightly lower than average	Close to average of other municipalities. Results in higher charges for higher concentrations sewage.	Significantly lower than average
Simplicity	Unknown	Somewhat Complicated Requires plant loading data to determine mass fractions for each parameter, breakdown of operating costs and hauler loading data	Complicated Requires regular testing of samples from various haulers to determine average BOD concentration	Somewhat Complicated Requires plant loading data and total operating costs $C = \text{operations cost (\$)} / \text{total kg removed (kg)}$

5

CONCLUSIONS AND RECOMMENDATIONS

A review of the Region's hauled sewage rate was conducted to examine whether it reflects the costs associated with the treatment of the wastewater and leads to cost recovery. The review also involved a comparison of the rates used at other municipalities.

HAULED SEWAGE RATE

There is no information on the approach followed to establish the Region's current rate, \$40/1000 imperial gallons.

The majority of the other municipalities considered use a higher hauled sewage rate than the Region. Five discharge profiles (variations of discharge volume based on the ranges that the City of Hamilton uses to distinguish which rate is applied) were used to calculate the hauled sewage fees that would apply at each of the municipalities compared. It was found that the Region's current rate results in surcharge fees that would be significantly less than the other municipalities.

Three alternative approaches were evaluated. Alternative Approach 1 results in a volumetric rate of \$59.51/1000 gallons. Alternative Approach 2 involves the use of a formula that includes the volume and concentration of the discharge. Alternative Approach 3 involves the use of the formula currently used to calculate the Region's industrial surcharge fees.

Alternative Approach 2 results in fees slightly higher than the average for neighboring municipalities. We believe this approach has a better technical basis.

It is recommended that the Region adopt the formula corresponding to Alternative Approach 2 on a cost recovery basis. However, Alternative Approach 2 is not practical for the Region to implement at this time as it requires regular testing of the hauled sewage. Alternative Approach 3 would also require regular testing of the hauled sewage. Therefore, it is recommended that the Region implement Alternative Approach 1 corresponding to a new hauled sewage rate of \$13.09/m³ or \$59.51/1000gal.

VOLUME USED FOR FEE CALCULATION

There is insufficient information to determine whether charging for 80% truck capacity guarantees that the Region is neither overcharging nor undercharging for the volumes of hauled sewage disposed. Based on Region's staff, this approach is believed to be a fair approach.

NON-COMPLIANCE

The review revealed that many hauled discharges exceed the Region's by-law limits for heavy metals including copper and zinc. The Region should consider treating such discharges as industrial surcharges and thus make them subject to Industrial Surcharge Agreements. The following enforcement policy could be utilized to discourage non-compliance:

- First Violation – Suspension of discharge privileges for 10 consecutive days
- Second Violation – Suspension of discharge privileges for 30 consecutive days
- Third Violation – Revocation of permit

Penalties specific to haulers are outlined in the Region's Sewage Hauler Manual (Niagara Region, 2011). This includes penalties for non-payment of fees, disposal of a non-approved source, disposal without a valid permit, failure to leave a hauled sewage sample, failure to submit a Hauled Sewage Record and failure to adequately complete a Hauled Sewage Record. However, there are no penalties specific to hauled sewage generators and non-compliance with by-law limits for metals.

RECREATIONAL VEHICLE SEWAGE DISPOSAL

A survey was undertaken to determine whether other municipalities accept sewage disposal from recreational vehicles (RVs). Half of the municipalities consulted accept sewage disposal from RVs. With the exception of the City of Hamilton, these municipalities do not apply a charge for RV sewage disposal.

There are policies for RV sewage disposal at some of the municipalities. Some municipalities specify that only residents may dispose sewage from RVs. Furthermore, RV owners must call to get access to the disposal facility if the gate is locked.

This last approach was recently adopted at the Region's facilities.

OTHER RECOMMENDATIONS

The following also is recommended:

- It is recommended that the Sewage Hauler Manual (Niagara Region, 2011) be updated to reflect the new hauled sewage rate, \$13.09/m³ or \$59.51/1000gal, if the Region chooses to adopt Alternative Approach 1.

- It is recommended that the Region regularly test hauled sewage samples for BOD or COD as the concentration of BOD or COD is used to determine the hauled sewage rate for all alternative approaches.
- It is recommended that the hauled sewage rate be reviewed at least every 5 years to ensure they continue to reflect the Region's operating costs.
- It is also recommended that the hauled sewage rate be reviewed again when the new Niagara-on-the-Lake WWTP has been fully operational for two years to account for any additional operational costs and ensure full cost recovery.
- It is recommended that the hauled sewage rate review be coordinated with the Water and Wastewater Master Planning Process and Development Charges Review.

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Subject: Award of Contract 2024-T-148 – Supply and Delivery of 12 Dump Trucks with Winter Control Equipment

Report to: Public Works Committee

Report date: Tuesday, October 8, 2024

Recommendations

1. That Contract 2024-T-148 – Supply and Delivery of 12 Dump Trucks with Winter Control Equipment, **BE AWARDED** to the lowest compliant bidder, Rush Truck Centres of Canada, at their bid price of \$6,739,382 (including 13% HST).

Key Facts

- This report seeks Council's approval to award Contract 2024-T-148 – Supply and Delivery of 12 Dump Trucks with Winter Control Equipment, to the lowest compliant bidder Rush Truck Centres of Canada.
- A public tender process was initiated through Procurement and a total of four (4) bids were received. Rush Truck Centres of Canada is the lowest compliant bidder at the bid price of \$5,964,054 (excluding taxes).
- The Purchasing By-law 02-2016, as amended, in accordance with Schedule B, requires that Council approve tender awards greater than \$5,000,000.

Financial Considerations

The total Capital Project approved budgets for these vehicles is \$6,387,000.

- Council initially approved \$2,354,100 in the 2022 capital budget for Project 20001630 for the purchase of seven (7) new snowplows.
- Due to market escalation, Council approved an additional \$1,335,900 in the 2024 capital budget to top-up the 2022 approved capital budget for Project 20001630 which brought the total for the purchase of seven (7) snowplows to \$3,690,000.
- Council approved Project 20001778 in the 2024 capital budget for the replacement of an additional five (5) snowplows in the amount of \$2,697,000.

The tender award for the purchase of 12 new snowplow trucks is within the approved capital budgets.

- Staff publicly tendered the Supply and Delivery of 12 Dump Trucks with Winter Control Equipment, and is recommending award to the lowest compliant bidder, Rush Truck Centres of Canada, at their bid price of \$6,069,034 (including non-recoverable HST).
- Sufficient budget exists in capital projects 20001630 and 20001778 to facilitate the issuance of a purchase order to the successful bidder.

Analysis

Maintaining a fleet of snowplows in fit state of repair is essential to providing winter operations at our current level of service.

Regional road operations perform winter maintenance for more than 1,100 Lane/Km (62%) of roads throughout the region using a fleet of 22 snowplows. These plows must be maintained in a fit state of repair to respond to weather conditions each winter.

In recent years our snowplows have been taken out of service to perform emergency repairs at key times during the winter months, reducing the number of snowplows available to maintain expected levels of service during inclement weather.

The current fleet of Regional snowplows is past their useful life and require regular repair.

The existing fleet of snowplows are aging, ranging from 2013 to 2018 model years, and the snowplows identified for replacement have far exceeded their expected useful life. The trucks have experienced an accelerated deterioration in recent years due to age/condition and deterioration being in frequent contact with de-icing salts. It is critical for the Region to ensure that during winter operations we can respond to conditions and keep roads safe for our residents.

Snowplow purchasing has been bundled to realize economy of scale pricing.

Council approved two (2) projects in 2022 and 2024 respectively, to purchase 12 new snowplows (approximately half of the fleet). The projects were combined and tendered to gain the most competitive price.

Four (4) tender submissions were received. The lowest compliant tender was within the current approved budget, subject to approval of this report a purchase order will be issued to the successful vendor.

Alternatives Reviewed

Council could decline to approve this report; however that is not recommended noting the pressing need to replenish the fleet for critical service delivery and the fact that the recommend award is the result of an open competitive procurement process conducted in compliance with the Procurement By-law.

Relationship to Council Strategic Priorities

Effective Region, the Regional road network serves to provide critical links for the movement of goods throughout the Region. Many transport services rely upon the Regional road network to assist in the movement of goods to businesses across the Region. Businesses count on the continuity of the Regional road system to effectively plan routing to minimize travel times and maximize efficiencies. The recommendations in this report are intended to allow for the purchase of critical operational equipment that is essential to maintain the Regional road system in passable condition during winter conditions.

Prosperous Region, the current recommendation helps ensure clear access to transit, active transportation, and other transportation systems throughout the winter months. Safe passage coupled with frequent communication allows for safe operation of Regional road system in a manner that allows for the required delivery of goods and services year-round.

Other Pertinent Reports

None

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Director of Transportation Services
Public Works Department

Recommended by:

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Commissioner of Public Works
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Submitted by:

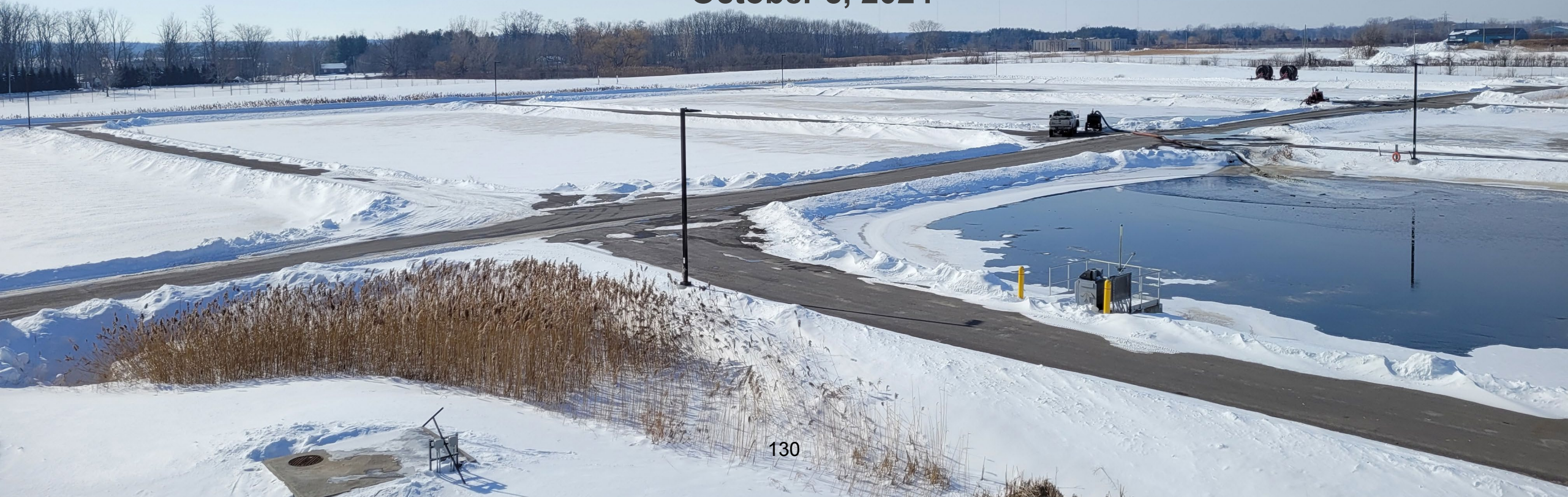
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Janet Rose, Communications Consultant Office of the Deputy CAO; Derek M^cGaghey, Associate Director Transportation Integrated Services; Jim Thompson, Manager Fleet Services; Brian McMahon, Program Financial Specialist; and reviewed by Brian Wilson, Legal Counsel and Michelle Rasiulis, Procurement Manager.

2021 Biosolids Management Master Plan Update

Public Works Committee Meeting Study Overview and Recommendations

October 8, 2024



Problem and Opportunity Statement

*The purpose of the Biosolids Management Master Plan Update is to develop a **holistic, long-term strategy for biosolids management in Niagara** in a manner that is transparent, sustainable, reliable, environmentally friendly, cost-effective and flexible.*

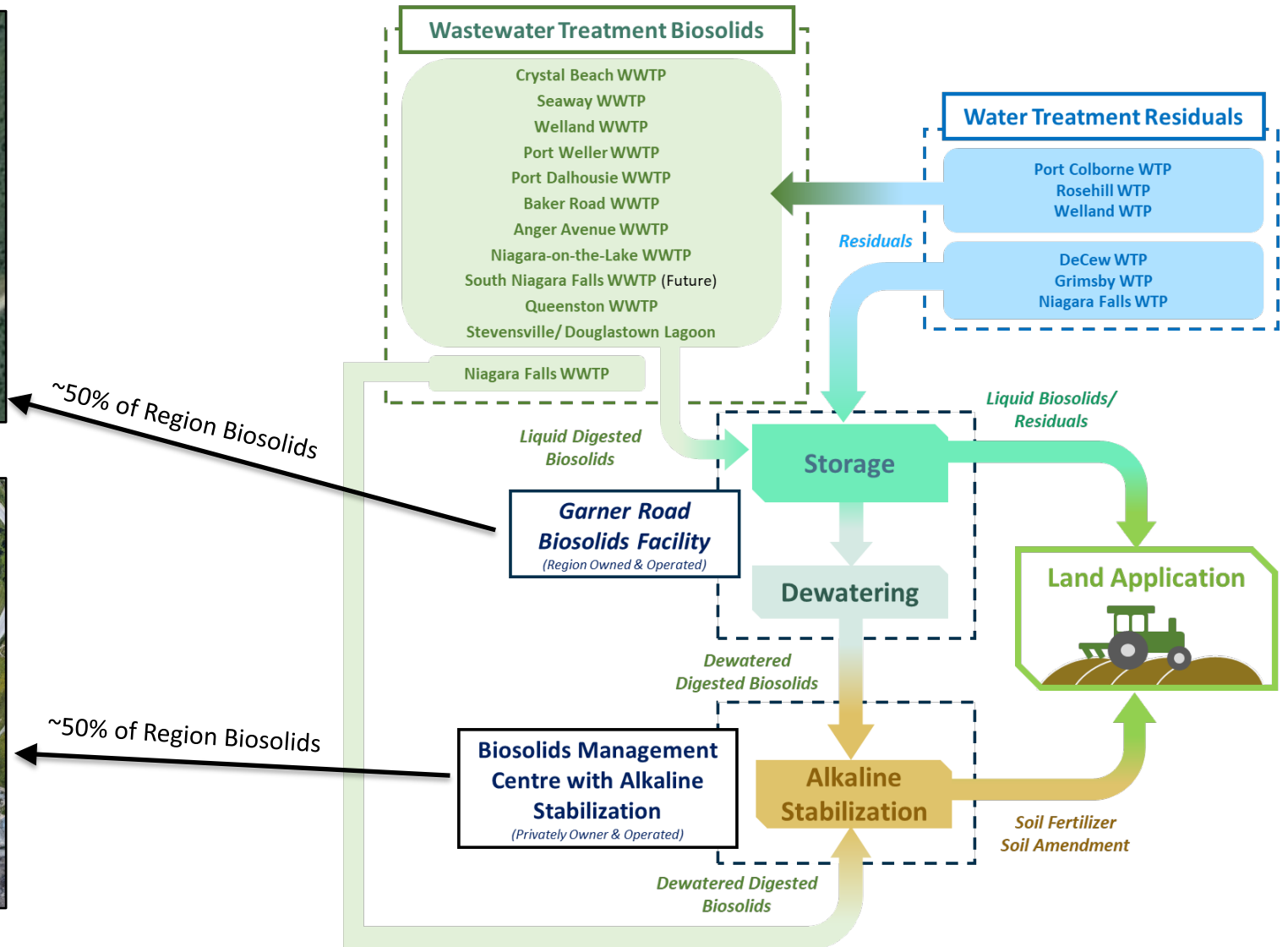


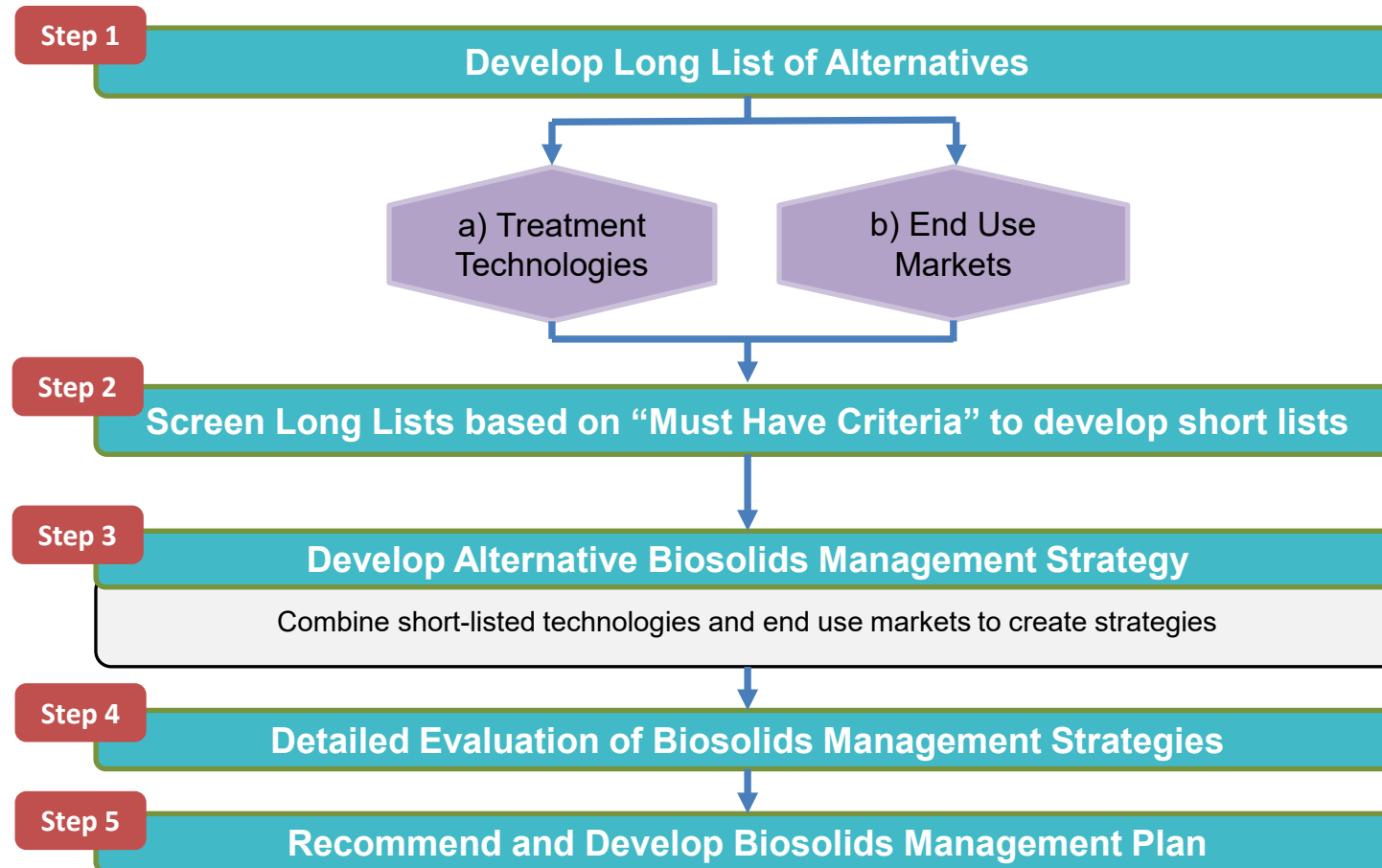
What are biosolids?

Biosolids are the organic materials resulting from the physical, chemical and biological treatment of sewage at wastewater treatment plants.

Biosolids have ***many potential beneficial uses*** including land application as a soil amendment or fertilizer, an approach currently used by the Region.

Overview of Existing System





Steps 1 & 2a – Screen Long List of Biosolids Treatment Technologies

		1. Maturity of Technology		2. Compatibility with Existing and Future Site Development and Biosolids End Use Markets		3. Proven Applicability at Similar Scale Facilities		4. Implementable		Consider for Detailed Evaluation
Biological Digestion Technologies	Thermal Hydrolysis Post-Treatment (THP)	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
Thermal Drying Technologies	Direct Thermal Dryer (Drum Dryer, Belt Dryer)	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
	Fluidized Bed Dryer	✓	Pass	✓	Pass	✗	Fail	✗	Fail	Screened Out
	Indirect Thermal Dryer (Paddle Dryer, Disc Dryer)	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
	Solar Dryer	✓	Pass	✓	Pass	✗	Fail	✗	Fail	Screened Out
Chemical Stabilization Technologies	Alkaline Stabilization	✓	Pass	✓	Pass	✓	Pass	✗	Fail	Screened Out
	Alkaline Stabilization with Supplemental Heat or Acid	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
	Alkaline Stabilization with Supplemental Heat and High-Speed Mixing	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
Composting Technologies	Composting (Open Technologies Aerated Static Pile and Windrow Composting)	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
Thermal Conversion Technologies	Incineration	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
	Gasification	✗	Fail	✓	Pass	✗	Fail	✗	Fail	Screened Out
	Pyrolysis	✗	Fail	✓	Pass	✗	Fail	✗	Fail	Screened Out
	Wet Oxidation	✗	Fail	✓	Pass	✗	Fail	✗	Fail	Screened Out
	Hydrothermal Liquification	✗	Fail	✓	Pass	✗	Fail	✗	Fail	Screened Out

Steps 1 & 2b – Screen Long List of Biosolids End Use Markets

	Market Availability		Compatibility with Current Program		Long Term Reliability and Sustainability		Implementable		Considered for Detailed Evaluation
Agricultural, Silviculture and Horticulture	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
Parks and Recreation Department	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
Ontario Ministry of Transportation	✗	Fail	✓	Pass	✓	Pass	✓	Pass	Screened Out
Landscape Contractors	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
Golf Courses	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
Land Rehabilitation	✗	Fail	✓	Pass	✗	Fail	✓	Pass	Screened Out
Co-management with Source Separated Organics	✓	Pass	✓	Pass	✓	Pass	✓	Pass	Carried Forward
Fuel Additions (ie. Syngas)	?	Further Review	✓	Pass	✓	Pass	?	Further Review	Carried Forward
Landfill	✗	Fail	✓	Pass	✗	Fail	✓	Pass	Screened Out

Step 3 – Develop Alternative Biosolids Management Strategies

	Management Alternative	Technology	Product	End Use
Strategy 1	Beneficial Use on Land	AD	Stabilized Liquid biosolids	Land application with liquid biosolids
Strategy 2		AD + Dewatering	Stabilized Biosolids Cake	Land application with biosolids cake
Strategy 3		AD+ Advanced Digestion + Dewatering	Fertilizer quality Cake	Land application of cake / un-restricted use
Strategy 4		AD + Dewatering + Advanced Alkaline Stabilization	Fertilizer / soil amendment	Un-restricted use on land
Strategy 5		AD + Dewatering + Composting	Compost	Un-restricted use on land
Strategy 6		AD + Dewatering + Drying	Dried Product	Un-restricted use on land or fuel source
Strategy 7	Thermal Processing	AD + Dewatering + Incineration	Ash	Ash beneficial use + landfill

Strategy 0 – “Do Nothing” was screened out as it does not pass criteria for ‘Long Term Sustainability and Reliability’ due to capacity limitations in existing system to process future biosolids quantities.

AD = Anaerobic Digestion

Step 4 - Detailed Evaluation - Criteria

Natural Environment



- Terrestrial Systems
- Aquatic Systems
- Surface Water Quality
- Groundwater Quality, Quantity and source water protection
- Soil Quality
- Air Quality/GHG

Socio-Cultural Environment

- Odour
- Noise/Vibrations during operation
- Visual/Aesthetics
- Truck Traffic
- Disruption during Construction
- Property Acquisition and Easements
- Recreational Use and Users
- Agricultural Land Users
- Human health and well being
- Existing and Future Adjacent Land Use Compatibility
- Archaeology / Cultural Heritage



Technical Considerations



- Performance
- Sustainability
- Ease of Operation
- Resiliency
- Ease of Implementation
- Compatibility with existing infrastructure
- Energy use and recovery
- Climate change adaptability
- Permits and Approvals







































































Economic Considerations

- Capital Cost
- Operating and Maintenance Cost
- Life Cycle Costs
- Best Use of Existing Investments



Approach: Equal weighting initially followed by sensitivity analysis prioritizing different criteria categories

Step 4 - Detailed Evaluation - Results

Key Differentiating Criteria	Strategy 1: AD + Liquid Biosolids Land Application	Strategy 2: AD + Dewatering + Cake Land Application	Strategy 3: AD + Advanced Stabilization (THP) + Fertilizer Quality Product	Strategy 4: AD + Dewatering + Advanced Alkaline Treatment	Strategy 5: AD + Dewatering + Composting + Product Distribution	Strategy 6: AD + Dewatering + Thermal Drying + Product Distribution	Strategy 7: AD + Dewatering + Thermal Processing (Incineration)
Greenhouse Gas Emissions							
Nutrient Recovery and Potential for Beneficial Reuse by Agricultural Users							
Proven Performance							
Odour at Garner Road Facility							
Truck Traffic							
Long Term Sustainability							
Ease of Operation							
Resiliency							
Ease of Implementation							
Life Cycle Cost							
RANKING	3	2	5	138 1	6	4	7

LEGEND



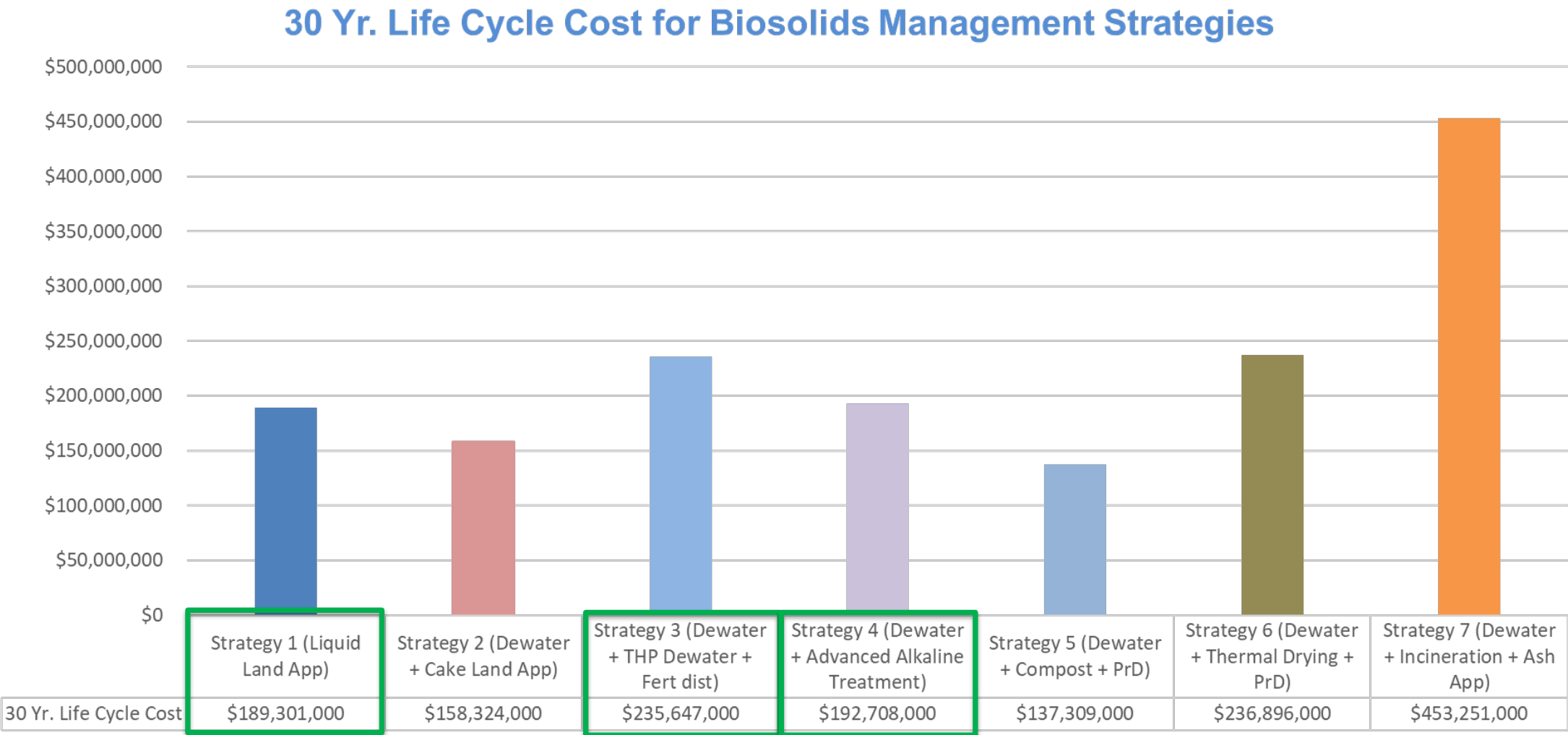
Good
Low Impact



Neutral
Moderate Impact

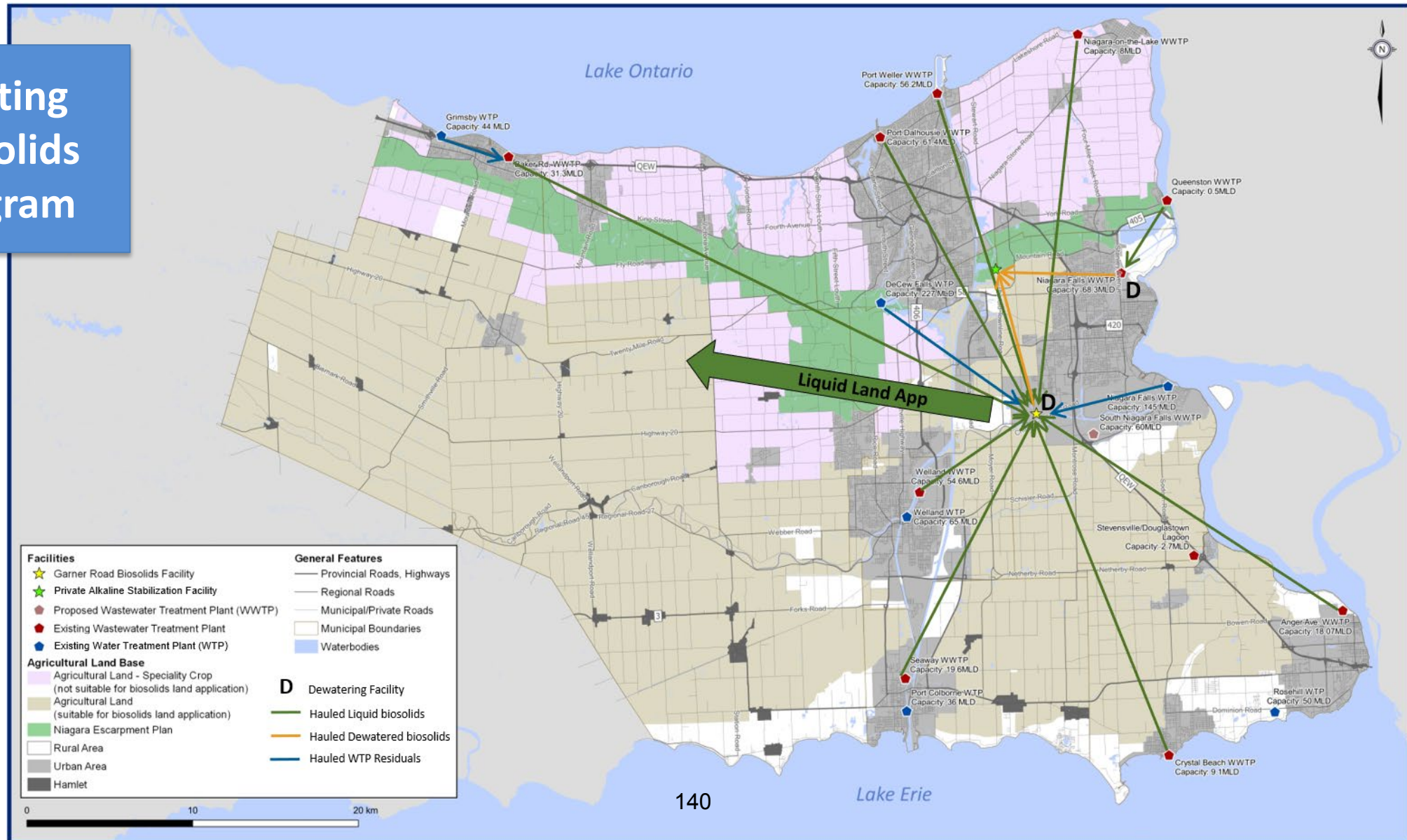


Poor
High Impact



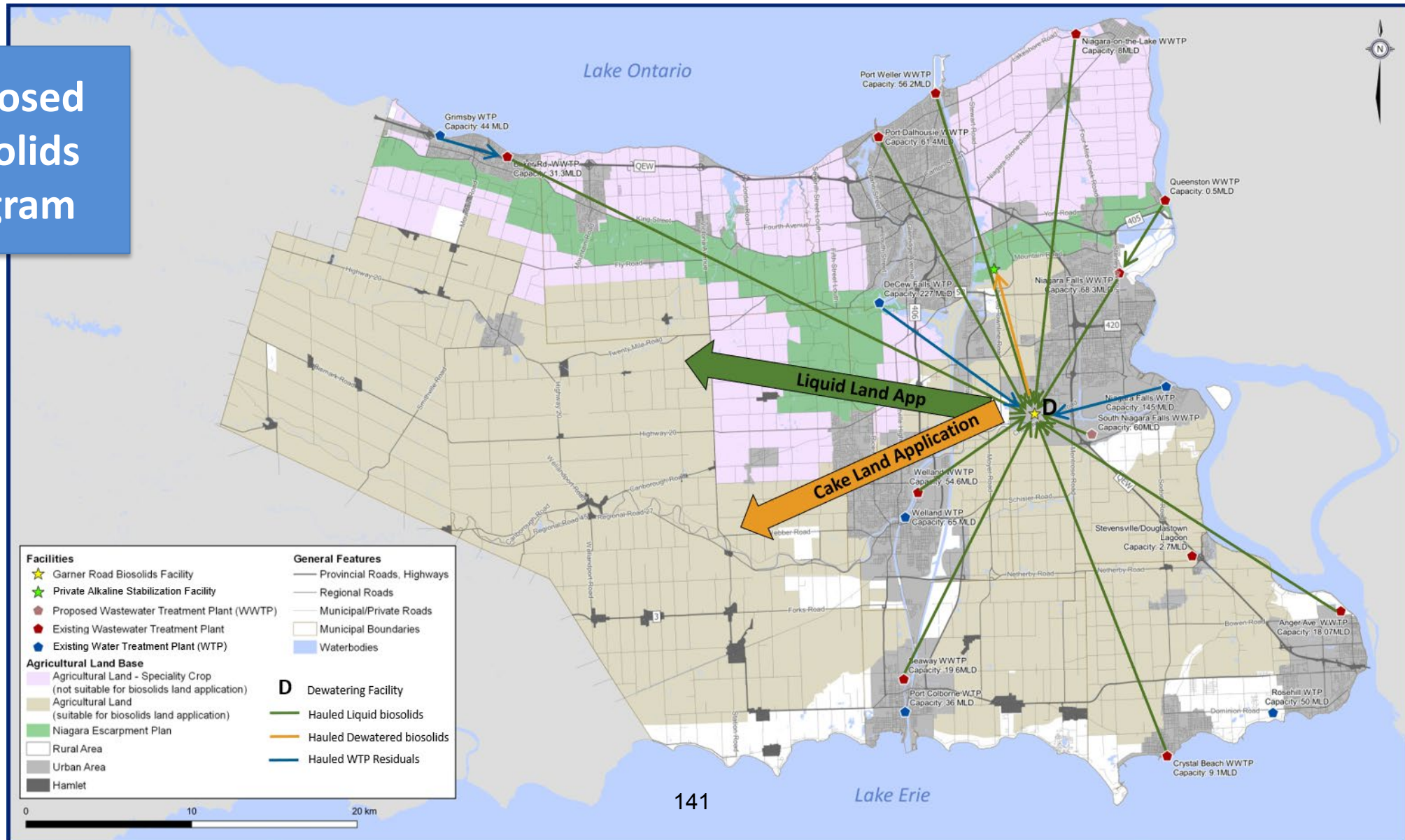
Step 5 – Recommendations Overview of Proposed Biosolids Program

Existing Biosolids Program



Step 5 – Recommendations Overview of Proposed Biosolids Program

Proposed Biosolids Program



Short Term (within 3 years)

- Optimize current operations (ie. increase centrifuge operation time, increase decanting of lagoons)
- **Develop a feasibility study of a Centralized Anaerobic Digestion (AD) at the Garner Road facility** to process the Region's wastewater solids and source separated organics (SSO).

Mid Term (by 2031)

- Design and construct upgrades to Garner Road Biosolids Facility to provide **centralized storage and dewatering for all Region biosolids** to include:
 - New dewatering facility with cake storage
 - Decommission existing dewatering building
 - New Administration Building
 - Security upgrades and installation of weigh scale for monitoring biosolid quantities
- Decommission dewatering equipment at Niagara Falls WWTP at end of useful life

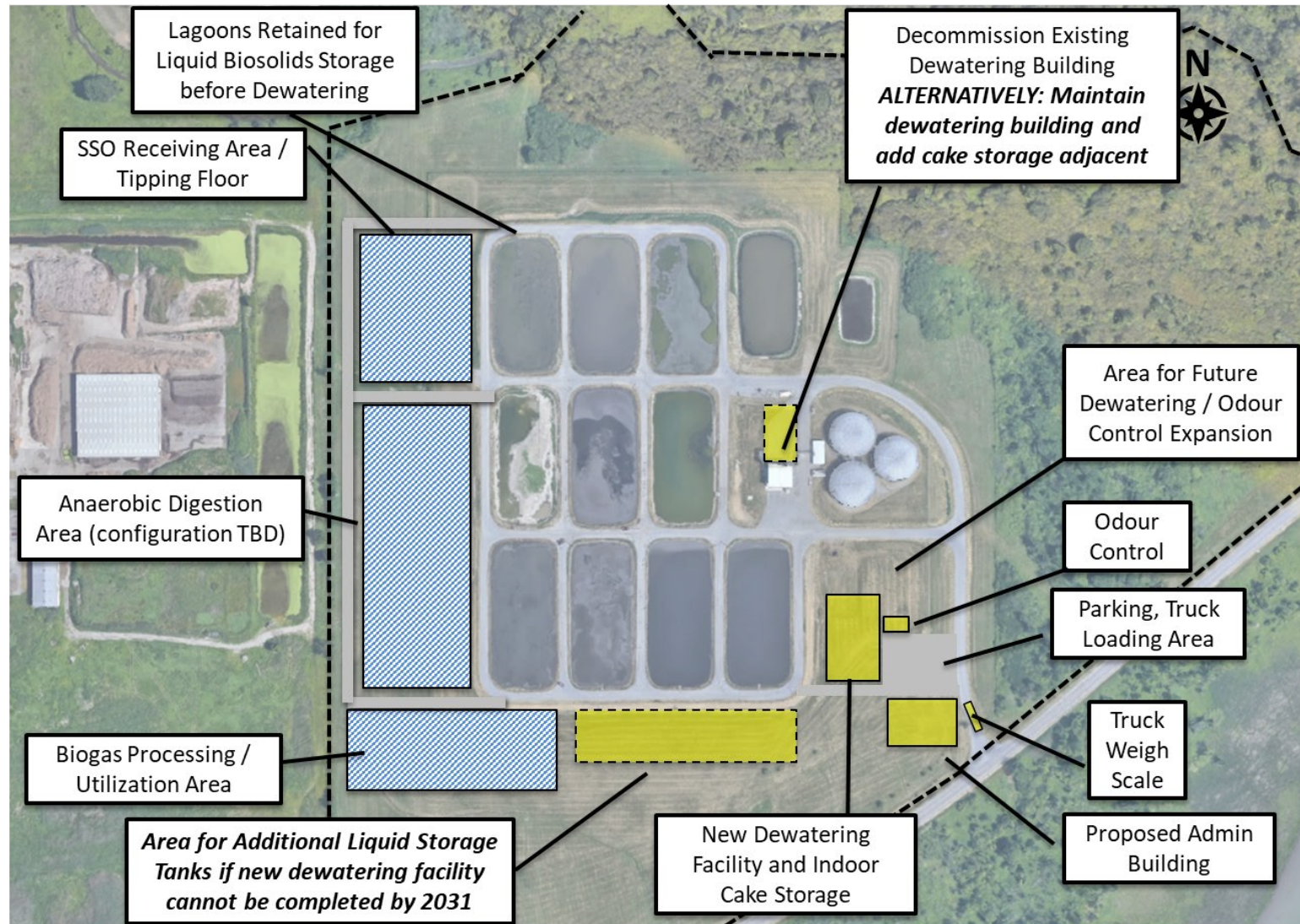
Long Term (by 2051)

- Design and construct WAS thickening at Port Dalhousie, Port Weller and Welland WWTPs
- Pending results of feasibility study, proceed with **design and construction of centralized anaerobic digestion facility for biosolids and SSO at Garner Road**, and decommission/re-purpose digesters at WWTPs

Key Drivers

- ➔ Opportunity to generate renewable energy in line with the [Region's Corporate Climate Action Plan](#).
- ➔ Potential to avoid currently planned AD upgrade projects at WWTPs
- ➔ Reduced transportation costs and GHG emissions
- ➔ Better verification of material quantities, holding third party contractor accountable
- ➔ Optimize digester performance and reduce transportation costs

Garner Road Biosolids Facility Upgrades



- Proposed Work to Complete by 2031
- Proposed Work to Complete by 2051
(pending recommendations of feasibility study)
- Property Line

Recommended Capital Program

Recommended Studies and Capital Projects	Budget (2024)	Timeline
1. Feasibility Study for Centralized Digestion Facility at Garner Road	\$0.3 Million	2025 - 2026
2. New Dewatering Facility at Garner Road, cake storage at Garner Road, weigh scale and increased security	\$38.9 Million	2027 – 2031
3. Decommission Dewatering Equipment at Niagara Falls WWTP	\$0.8 Million	2031 – 2033
4. Sludge Thickening at Port Dalhousie WWTP, Port Weller WWTP and Welland WWTP	\$18.7 Million	By 2051
5. Centralized Digester Facility at Garner Road, including decommissioning existing digesters at WWTPs	TBD pending results of feasibility study (item 2)	By 2051

Total Capital Biosolids Budget = \$58.7 Million

**excluding item 5*

Third-Party Contractors currently manage:

1. Transport of liquid biosolids and management of lagoons and site security at Garner Road (~50% of total Region-generated biosolids).
2. Transport of dewatered cake from Garner Road and Niagara Falls WWTP to an Alkaline Stabilization facility to make fertilizer. They also manage marketing and sale of final fertilizer product.



Key Recommendations

1. At end of current liquid biosolids contract, issue RFP for new contract to add transport and land application of cake, along with existing scope.
2. Implement sampling program to verify solids concentration of material leaving the Garner Road Facility
3. Amend contract with Alkaline Stabilization Contractor to:
 - a. Increase max. quantity of biosolids reserved for Niagara from 6,000 dt/yr to 8,000 dt/yr.
 - b. Maintain minimum of 4,700 dt/yr to allow for program flexibility

KEY BENEFITS OF RECOMMENDED PROGRAM

1. **Increase diversity** of biosolids program by incorporating **direct land application of cake**
2. **Reduce biosolids hauling** through increased dewatering, reducing transportation costs, GHG emissions and community impacts
3. **Increased resiliency during wet weather years** by reducing reliance on liquid storage



Questions?

Subject: Biosolids Master Plan Update

Report to: Public Works Committee

Report date: Tuesday, October 8, 2024

Recommendations

1. That Report PW 31-2024 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to present the results of the 2024 Biosolids Master Plan Update. The original Biosolids Master Plan was developed in 2001 and last updated in 2012.
- Sewage biosolids are the waste organic material that remains after wastewater is treated. Although a waste product, biosolids are nutrient rich due to their high nitrogen and phosphorus content making them suitable for reuse in agriculture.
- The practice of the Region has been to directly apply approximately 50% of the liquid biosolids to agricultural land and dewater the remaining quantity for further processing into a fertilizer product by a third-party. These diversified programs avoid the need to dispose of biosolids in landfills thereby conserving landfill space for other uses.
- The Master Plan Update reviewed current practices for biosolids management and provides strategies for the future to address regulatory and technological changes, and to apply best management practices through to 2031 and beyond.
- Proposed strategies from the Master Plan Update were evaluated using several criteria including Life Cycle Costs, Greenhouse Gas Emissions, Potential for Beneficial Reuse, Long Term Sustainability, Resiliency, Truck Traffic, and Ease of Implementation.
- Key recommendations outlined in the Master Plan Update include:
 - Examine the feasibility of a Centralized Digestion Facility at the Garner Road site that considers including Source Separated Organics (Green Bin Material)
 - Initiate design of combined dewatering and cake storage facility

- Increase the newly developed Dewatered Cake Land Application. Consider developing a separate contract for land application of dewatered biosolids (cake land application)
- Continue both land application of liquid sewage biosolids to agricultural land, and dewatering liquid biosolids with further processing into a fertilizer product

Financial Considerations

There are no immediate financial implications as a result of this report. The Master Plan Update sets out a range of recommendations for management of biosolids over the next 6 years (2031) and beyond (2051). High level cost estimates have been included in the Master Plan Update for each strategy. Staff will return to Council with further recommendations for projects or programs consistent with this report's recommended strategies in future years. It should be noted that additional liquid biosolids and dewatered biosolids storage will be required before 2031.

Analysis

Current State

All of the biosolids currently produced by the Region are beneficially re-used. Approximately half of the material is applied to local agricultural lands as part of a liquid biosolids land application program. The material is offered at no charge to the local agricultural community. The other half of the material is further processed via onsite mechanical centrifuges that removes excess water to form what is called a dewatered cake. This "cake" is then sent to a third-party contractor for further processing into a fertilizer-grade material that is sold to the agricultural industry. An infographic in Appendix 1 provides details as to volumes transferred between different processes. Some aerial pictures of the facility in operation are provided in Appendix 3.

The following summarizes the current state processes occurring on site and responsibilities of the Region, the liquid biosolids contractor and the alkaline stabilization contractor.

Niagara Region

- Owns the Garner Road Biosolids facility including ten (10) storage lagoons, three (3) storage tanks, two (2) stormwater ponds and centrate/supernatant pumping station.
- Owns and operates the WWTPs where the biosolids are produced in digesters.

- Operates two (2) centrifuges and produces dewatered biosolids (dewatered cake).
- Reviews manifests and audits process to ensure value for money is maintained.
- Enters loads and samples into database and completes annual reports to the MECP.
- Coordinates activities of contractors for pickup of biosolids at each plant.

Liquid Biosolids Contractor (currently Thomas Nutrient Solutions)

- Provides a complement of drivers, tankers and trucks to transport material.
- Transports liquid biosolids by tanker and truck from the WWTPs and three WTPs to the Garner Road Facility.
- Coordinates the transfer of material from the tankers to the storage lagoons and tanks.
- Manages the liquid levels in the lagoons.
- Maintains a “land bank” of agricultural sites where biosolids can be land applied.
- Manages land application events by providing trucks and tankers to deliver biosolids to land.
- Completes manifests for each transfer to and from site.

Alkaline Biosolids Contractor (Currently Walker Environmental Niagara Biosolids)

- Provides trailers to be used to store dewatered cake produced by Region for transport.
- Transports dewatered cake from Garner Road and Niagara Falls WWTP to Niagara Biosolids Facility in Thorold (operated by Walker Industries).
- Produces N-Rich product by alkaline stabilization (N-Viro Process).
- Sells N-Rich product to their customers.

Master Plan Update Methodology

The Master Plan Update followed the same approach as that used in the Municipal Environmental Assessment (MEA) process. The MEA process is used for most large capital projects and requires public notices, public information centers (PICs), engagement with interested parties at various stages, and posting of draft plans for input. Consultation with the province (MECP), area municipalities, indigenous communities, residents and businesses was part of the process.

The work included background research, best practices review, and a jurisdictional scan. Based on this work, together with consultation results, a long-list of technologies

were evaluated which resulted in seven (7) strategies that were sent forward for detailed evaluation and scoring using the ten (10) criteria below:

1. Greenhouse Gas Emissions
2. Nutrient Recovery and Potential for Beneficial Reuse by Agricultural users
3. Proven Performance
4. Odour at Garner Road Facility
5. Truck Traffic
6. Long Term Sustainability
7. Ease of Operation
8. Resiliency
9. Ease of Implementation
10. Life Cycle Cost

Of the seven (7) strategies, the highest scoring strategies were carried forward as recommendations.

Recommendations and Key Findings

Overall, the study recommends increasing diversification of how biosolids are managed in the Region by increasing the land application of dewatered cake. The Master Plan Update recommends that the Region:

- Examine the feasibility of a Centralized Digestion Facility at the Garner Road site that considers including Source Separated Organics (Green Bin Material)
- Increase storage of both liquid biosolids and dewatered cake by constructing either tanks or storage lagoon for liquid biosolids and storage buildings for dewatered cake storage
- Optimize on-site operations such as increasing the operational run-time of the centrifuge to produce more cake
- Decommission Dewatering equipment at Niagara Falls WWTP
- Implement sampling program to verify solids concentration for materials leaving the Garner Road facility.

More information about key findings and proposed actions can be found in Appendix 2.

Alternatives Reviewed

The “do nothing” alternative was considered, however, the Region’s biosolids facility is expected to exceed capacity in approximately 6-7 years. For this reason, staff are proposing to pursue the recommendations outlined in this report. Further recommendation will present new opportunities for cost avoidance and environmental gains.

Relationship to Council Strategic Priorities

The beneficial reuse of sewage biosolids, recommended improvements, and reductions in trucking proposed by the Master Plan aligns with the Effective Region by implementing continuous improvement and modernized processes and the Green and Resilient Region by focusing on reducing our collective carbon footprint.

Other Pertinent Reports

[PW 19-2023 Biosolids Update](#)

(<https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=d9fafcaa-e78e-41a3-8289-8dc48dd1f2bf&Agenda=Agenda&lang=English&Item=14&Tab=attachments>)

PW 12-2017 Niagara Region Liquid Biosolids Management Program Contract Renewals

Prepared by:

Jason Oatley, B.Sc., C.Chem.
Manager, Quality and Compliance
Water & Wastewater Services

Recommended by:

Terry Ricketts, P.Eng.
Commissioner of Public Works
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

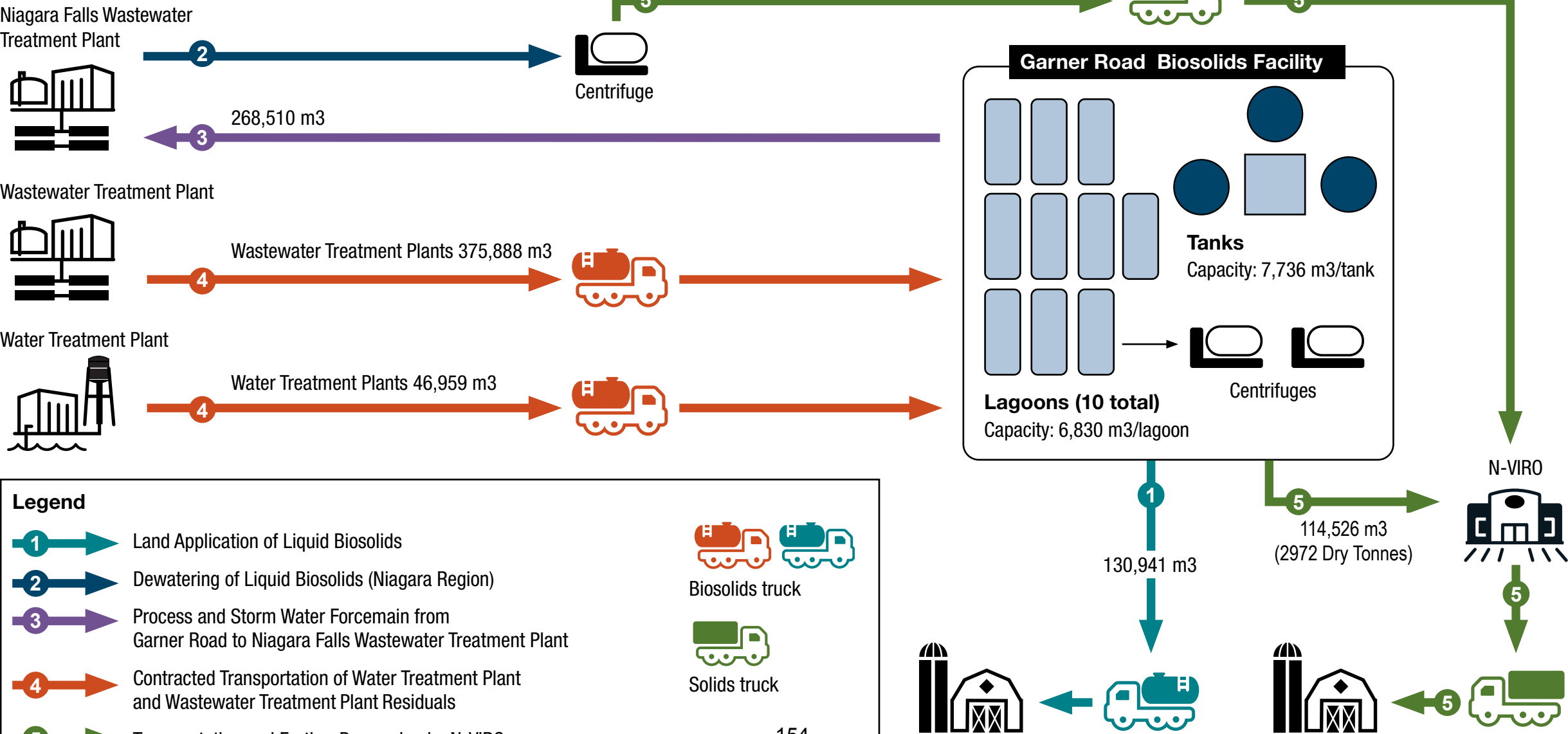
This report was prepared in consultation with Robert Daw, Associate Director Wastewater Operations, Brad Stewart, Biosolids Program Manager, Josh Macarthur, Project Coordinator and reviewed by Phill Lambert, Director, Water and Wastewater Services.

Appendices

Appendix 1	Biosolids Management Infographic
Appendix 2	Key Findings
Appendix 3	Photographs of Garner Road Facility

Niagara Region Liquid Biosolids Management Program

**All haulage amounts are 2023 annual totals



Key Findings and Proposed Actions

Key Finding #1: Centralized Anaerobic Digester facility at Garner Road

Eight (8) of the Region's WWTPs have anaerobic digesters of various ages and capability. Most of the digesters have approached or are past the end of their useful life and will require extensive upgrades. Anaerobic digesters produce biogas which is a renewable fuel source and offers an opportunity for revenue to offset costs.

The digesters at the existing WWTPs are not large enough to generate the critical mass of gas needed to be useful in other biogas applications. Biogas is considered a renewable fuel source. Although some of the WWTPs re-use a portion of the biogas generated by the digesters to fuel hot water boilers on site, many plants do not have digesters of sufficient size to produce an adequate amount of biogas for this purpose. The result is the excess gas is "flared" (wasted).

Construction of a centralized facility, with larger digesters, offers the ability to produce more biogas more efficiently and of sufficient quantity to consider using the excess gas for other purposes. By constructing new equipment at Garner Road, it would avoid the capital costs related to upgrades of the remaining digesters throughout the Region. Operating expenses at the Garner Road facility would be lower due to economies of scale and the use of more modern technologies.

As well, the Region could also entertain the addition of compostable material to the centralized digesters to increase biogas production and waste diversion from landfills.

Proposed Actions:

Undertake a feasibility study for a Centralized Digestion Facility at the Garner Road Biosolids Facility

Key Finding #2: Increased Storage for Liquid Biosolids and Dewatered Cake

To support all three of the recommended strategies, additional storage at the Garner Road site will be required. Current projections are that the site will be out of room by 2031.

Proposed Actions:

- Increase centrifuge running-time to produce more dewatered cake each day
- Increase land application rates to remove more biosolids from storage
- Increase direct land application of dewatered cake

- Construct additional storage either through the construction of additional lagoons or by constructing above ground storage tanks.
- Construct dewatered cake storage facility on-site
- Explore updating permits to allow the Region to access existing on-site capacity of lagoons.
- Explore costs related to constructing tanks vs lagoons. Staff will need to prepare cost estimates for this work for future consideration.

Key Finding #3: Increase Direct Land Application of Dewatered Cake

Direct land application of dewatered cake has the added benefit of significantly reducing truck traffic from the site to farmland. Typical liquid biosolids are only about 4-6% solids (i.e. 95% water). A typical land application of liquid biosolids involves approximately 100 truckloads to travel from the Garner Road site to local farmlands. If dewatering is performed first, the solids content rises to about 30% and much less trucking is needed. The application event for dewatered material then goes from about 100 trucks to field to as low as 17 trucks. This not only reduces traffic related complaints, but it also reduces the amount of fuel consumed and greenhouse gases produced during these application events.

Proposed Actions:

- Construct dewatered cake storage (noted already in Key Finding #1)
- Consider including or separating contract for dewatered cake land application with liquid biosolids land application

Key Finding #4: Operational Improvements on site

The Garner Road site has recently been improved by the addition of two inner truck access gates with card-only access. In the past, the facility had only one main gate on Chippawa Creek Road. Due to traffic and safety concerns, the external gate was left open frequently to allow trucks coming off Chippawa Creek Road to avoid having to stop on the roadway should another truck be entering or leaving the site. The inner gates allow trucks to both enter the site and queue up outside the inner gate (if necessary) but still use card access to enter the transfer areas. The card access database records a count of trucks entering the site which can be monitored for audit purposes. Regional staff currently manage the scheduling and tracking of the trucking through daily reports and manifests. Invoicing is reconciled with the card access database entries, reports, and manifests.

Recommendations of the Master Plan include the installation of a weigh-scale to monitor the weight of material entering the site as a further method of auditing the flow of materials in and out of the site. A capital project is currently underway to construct the weigh-scale. Additional internal controls are also being implemented to ensure closer monitor of truck loading and unloading and testing to monitor solids content.

Proposed Actions:

- Continue capital project installing weigh scale at the site
- Increase monitoring and lab testing of solids being transported off-site
- Continue monitoring and auditing of manifests and invoices to ensure value for money.

Garner Road Biosolids Photographs

Figure 1-Garner Road Biosolids Facility Aerial View showing the 10 lagoons.



Figure 2-Garner Road Facility - Facing North



Figure 3-Garner Road Centrifuge Building and Circular Storage Tanks



Figure 4-Picture of Transfer of Trucked Liquid Biosolids Material to a storage lagoon.



Minute Item No. 6.1

COM 30-2024

Approval of 2023 Child Care Services Program Audit

That Report COM 30-2024, dated October 8, 2024, respecting Approval of 2023 Child Care Services Program Audits, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Child Care Services draft Schedule of Revenues and Expenses for the year ended December 31, 2023 (Appendix 1 to Report COM 30-2024) **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
3. That this report **BE FORWARDED** to the Region's Audit Committee for information

Minute Item No. 6.2

PHD 6-2024

Primary Public Safety Answering Point Agreement ("PPSAP Agreement") – Extension

That Report PHD 6-2024, dated October 8, 2024, respecting Extension of the Primary Public Safety Answering Point Agreement ("PPSAP Agreement") - Extension, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the current PPSAP between The Regional Municipality of Niagara (the "**Region**") and The Regional Municipality of Niagara Police Service Board ("**NRPS**") pursuant to which the Region contracts the services of NRPS for the operation of 911 emergency telephone services **BE EXTENDED** until such time as the Regional Municipality of Niagara transitions to the Next Generation 9-1-1 (NG911) call answer service; and
2. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute the necessary agreement in order to effect the extension of the PPSAP Agreement, provided that the agreement is in a form satisfactory to the Director of Legal and Court Services.

Minute Item No. 7

Consent Items for Information

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

COM-C 12-2024

Homelessness Plans for Winter 2024-2025

COM-C 13-2024

Veterans Funding

PHD 5-2024

Ontario Public Health Standards: Risk Management Requirement

**THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC HEALTH & SOCIAL SERVICES COMMITTEE
MINUTES**

**PHSSC 9-2024
Tuesday, October 8, 2024
Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bateman, Bradley (Regional Chair)*, Chiocchio (Committee Co-Chair), Craitor*, Diodati*, Easton*, Foster*, Ip, Jordan*, Kaiser*, Rigby, Seaborn*, Siscoe*, Whalen*, Witteveen

Absent/Regrets: Insinna, Morocco (Committee Co-Chair), Sorrento

Staff: C. Banach, Director, Housing Services, A. Basic, Legislative Coordinator, D. Carnegie, Acting Commissioner, Corporate Services, N. Cortese, Manager, Homelessness Operations, R. Ferron, Chief/Director, Emergency Medical Services*, R. Hill, Legislative Assistant, A. Jugley, Commissioner, Community Services, Dr. A. Kasmani, Medical Officer of Health, S. Klair, Director, Children's Services, H. Koning, Acting Commissioner, Community Services*, A.-M. Norio, Regional Clerk, J. Pickles, Program Financial Specialist, M. Sergi, Deputy Chief Administrative Officer, P. Varias, Associate Director, Senior Services, L. Watson, Director, Social Assistance and Employment Opportunities

* indicates participants who attended the meeting electronically,
all others participated in person

1. CALL TO ORDER

Committee Co-Chair Chiocchio called the meeting to order at 1:00 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Witteveen read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

There were no presentations.

5. DELEGATIONS

There were no delegations.

6. ITEMS FOR CONSIDERATION

6.1 COM 30-2024

Approval of 2023 Child Care Services Program Audit

Moved by Councillor Rigby

Seconded by Councillor Witteveen

That Report COM 30-2024, dated October 8, 2024, respecting Approval of 2023 Child Care Services Program Audits, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Child Care Services draft Schedule of Revenues and Expenses for the year ended December 31, 2023 (Appendix 1 to Report COM 30-2024) **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
3. That this report **BE FORWARDED** to the Region's Audit Committee for information.

Carried

6.2 PHD 6-2024

Primary Public Safety Answering Point Agreement ("PPSAP Agreement") - Extension

Moved by Councillor Bateman

Seconded by Councillor Whalen

That Report PHD 6-2024, dated October 8, 2024, respecting Extension of the Primary Public Safety Answering Point Agreement ("PPSAP Agreement") - Extension, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the current PPSAP between The Regional Municipality of Niagara (the "**Region**") and The Regional Municipality of Niagara Police Service Board ("**NRPS**") pursuant to which the Region contracts the services of NRPS for the operation of 911 emergency telephone services **BE EXTENDED** until such time as the Regional Municipality of Niagara transitions to the Next Generation 9-1-1 (NG911) call answer service; and

2. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute the necessary agreement in order to effect the extension of the PPSAP Agreement, provided that the agreement is in a form satisfactory to the Director of Legal and Court Services.

Carried

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Witteveen
Seconded by Councillor Foster

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

COM-C 12-2024
Homelessness Plans for Winter 2024-2025

COM-C 13-2024
Veterans Funding

PHD 5-2024
Ontario Public Health Standards: Risk Management Requirement

Carried

8. OTHER BUSINESS

8.1 Vaccinations

Councillor Bateman requested information respecting vaccinations as we head into fall/ winter season, specifically the Respiratory Syncytial Virus (RSV) vaccine and eligibility to receive it free of charge. Dr. Kasmani, Medical Officer of Health, stated that there are vulnerable groups identified to receive the RSV vaccination and the decision on which vaccines are publicly funded are determined by the provincial government.

9. NEXT MEETING

The next meeting will be held on Tuesday, November 5, 2024, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 1:37 p.m.

Councillor Morocco
Committee Co-Chair

Councillor Chiochio
Committee Co-Chair

Azra Basic
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Approval of 2023 Child Care Services Program Audit

Report to: Public Health and Social Services Committee

Report date: Tuesday, October 8, 2024

Recommendations

1. That the Child Care Services draft Schedule of Revenues and Expenses for the year ended December 31, 2023 (Appendix 1 to Report COM 30-2024) **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
3. That this report **BE FORWARDED** to the Region's Audit Committee for information.

Key Facts

- The purpose of this report is to obtain approval of the draft reviewed schedules of revenues and expenses ("financial schedules") in accordance with the requirements set out by the Ontario Ministry of Education.
- As per Financial Reporting and Forecasting Policy (C-F-020), other financial statements or schedules performed for Ministry 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 annual report has been prepared in compliance with the financial reporting guidelines and policies stipulated by the Ontario Ministry of Education. The annual report is prepared specifically for the purposes of assisting the Region in complying with the Guidelines. As a result, the report may not be suitable for another purpose.

The Child Care Services financial schedule is prepared in accordance with the financial requirements in the Child Care Transfer Payment Agreement (TPA) dated January 1, 2023, between Ontario Ministry of Education (“the Ministry”) and the Regional Municipality of Niagara.

Analysis

Niagara Region’s external auditor’s, Deloitte, completed the review of Child Care Services’ Schedules of Revenue and Expenditure. The auditors have indicated that, based on their review, nothing has come to their attention that causes them to believe that this information is not, in all material aspects, in accordance with the Ministry requirements identified.

The recommendation for approval by Council of the annual report performed for Ministry funding purposes rests with the Committee to which the department responsible for the funding reports. Then the Treasurer and the department’s Commissioner will be authorized to sign the auditor’s representation letter to obtain the signed audit report. Upon approval by Council, these schedules are referred to audit Committee for information.

As of December 31, 2023, the program has a returnable of only \$1,090 as a result of maximizing the available Ministry funding during the reporting period. The estimated returnable amount is subject to Ministry review, any difference between the estimate and the allowable subsidy calculated by the Ministry will be adjusted in the year that the Ministry determines the final settlement.

Alternatives Reviewed

The review of the financial schedules is the requirement of the Ministry and therefore no alternatives are available.

Relationship to Council Strategic Priorities

Providing financial information is aligned to Effective Region, delivery of fiscally responsible and sustainable core services.

Other Pertinent Reports

None.

Prepared by:

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

Recommended by:

Adrienne Jugley
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Mackenzie Glenney, CPA, CA, Program Financial Specialist.

Appendices

Appendix 1 2023 Child Care Services – Draft Schedule of Revenue and Expenses

Schedules of revenue and expenses
The Regional Municipality of Niagara Child
Care Services

December 31, 2023

Independent Practitioner’s Review Engagement Report	1–2
Schedules of revenue and expenses	3–15
Note to the schedules of revenue and expenses	16

Independent Practitioner's Review Engagement Report

To the Members of Council of the Regional Municipality of Niagara and the Ministry of Education

We have reviewed the accompanying schedules of revenue and expenses – Child Care Services of the Regional Municipality of Niagara for the year ended December 31, 2023 (the “Schedules”), which have been prepared in accordance with the financial reporting requirements in the Child Care Transfer Payment Agreement dated January 1, 2023, between the Ontario Ministry of Education (“the Ministry”) and the Regional Municipality of Niagara (the “agreements”).

Management's Responsibility for the Schedule

Management is responsible for the preparation and fair presentation of the Schedules in accordance with the agreements, and for such internal control as management determines is necessary to enable the preparation of the Schedules that are free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying Schedules based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of the Schedules in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within

the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on the Schedules.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the Schedules do not present fairly, in all material respects, the results of the operations of Child Care Services of the Regional Municipality of Niagara for the year ended December 31, 2023, in accordance with the agreements.

Basis of Accounting

Without modifying our conclusion, we draw attention to Note 1 to the Schedules, which describes the basis of accounting. The Schedules are prepared to assist the Regional Municipality of Niagara to comply with the financial reporting provisions of the above noted agreements. As a result, the Schedules may not be suitable for another purpose. Our conclusion is not modified in respect of this matter.

Chartered Professional Accountants

Licensed Public Accountants

June 27, 2024

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – Child Care Services
For the year ended December 31, 2023
(Unaudited)

	REVENUES
	Ministry of Education
Core Services Delivery Operating Allocation	
Core Services Delivery	23,578,874
Total Core Services Delivery	23,578,874
Special Purpose Operating Allocation	
Language	732,964
Indigenous	195,890
Cost of Living	966,929
Rural and Remote	13,976
Capacity Building	190,397
Repairs and Maintenance	66,224
Utilization Adjustment	3,204,787
Capping Adjustment	(162,442)
Licenced Home Child Care (LHCC)	476,100
Administration Cost Share Adjustment - General/Expansion Plan Allocation	(1,154,350)
Administration Threshold Adjustment - General/Expansion Plan Allocation	(946,222)
Total Special Purpose Operating Allocation	3,584,253
Other Allocations	
TWOMO Reimbursement	-
Small Water Works	1,089
Wage Enhancement	4,648,461
Wage Enhancement Administration	125,170
Indigenous-Led Child and Family Programs - Operating	267,091
One-Time Transitional Grant	2,225,742
Expansion Plan	5,275,756
ELCC Allocation	3,617,248
Total Other Allocations	16,160,557
Workforce Funding Allocations	
Workforce - Jan to Mar	730,623
Total Workforce Funding Allocation	730,623
CWELCC Allocations	
Fee Reduction and Workforce Compensation	40,181,491
CWELCC Administration	680,695
Start-up Grants	2,201,445
Total CWELCC Allocation	43,063,631
TOTAL CHILD CARE ALLOCATION	87,117,938

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – Child Care Services (General/Expansion Plan Funding)
For the year ended December 31, 2023
(Unaudited)

EXPENDITURES BY AGE GROUP																			
	0-4 (Infant, Toddler, and Preschooler)				4-6 (Kindergarten)				6-12 (School Aged)				Unspecified Age Group			Total Expenditures			
	Gross Expenditures	Required Parent Contribution	Other Offsetting Revenues	Adjusted Gross Expenditures	Gross Expenditures	Required Parent Contribution	Other Offsetting Revenues	Adjusted Gross Expenditures	Gross Expenditures	Required Parent Contribution	Other Offsetting Revenues	Adjusted Gross Expenditures	Gross Expenditures	Other Offsetting Revenues	Adjusted Gross Expenditures	Gross Expenditures	Required Parent Contribution	Other Offsetting Revenues	Adjusted Gross Expenditures
				Calculated				Calculated				Calculated			Calculated	Calculated	Calculated	Calculated	Calculated
Full Flexibility (Schedule 2.3)																			
General Operating	17,558,062	-	(5,033)	17,553,029	3,018,720	-	(865)	3,017,855	6,860,727	-	(1,966)	6,858,761				27,437,509	0	(7,864)	27,429,645
Fee Subsidy - Regular	4,141,703	(757,369)	(6,126)	3,378,208	937,744	(171,480)	(1,387)	764,877	2,735,087	(500,149)	(4,046)	2,230,892				7,814,534	(1,428,998)	(11,559)	6,373,977
Camps and Children's Recreation					197,151	0	0	197,151	698,989	0	0	698,989				896,140	0	0	896,140
Ontario Works and LEAP - Formal	352,315	-	0	352,315	24,811	-	0	24,811	119,093	-	0	119,093				496,219	0	0	496,219
Ontario Works and LEAP - Informal	0		0	0	0		0	0	0		0	0				0	0	0	0
Pay Equity Memorandum of Settlement													325,279	0	325,279	325,279	0	0	325,279
Special Needs Resourcing	2,277,664	-	0	2,277,664	391,473	-	0	391,473	889,712	-	0	889,712			-	3,558,849	0	0	3,558,849
Administration													1,758,898	0	1,758,898	1,758,898	0	0	1,758,898
Repairs and Maintenance	42,383	-	0	42,383	7,285	-	-	7,285	16,556	-	0	16,556			-	66,224	0	0	66,224
Play-based Material and Equipment	0		0	0	0		0	0	0		0	0				0	0	0	0
Transformation	0		0	0	0		0	0	0		0	0				0	0	0	0
Total (full flexibility)	24,372,127	(757,369)	(11,159)	23,603,599	4,577,184	(171,480)	(2,252)	4,403,452	11,320,164	(500,149)	(6,012)	10,814,003	2,084,177	0	2,084,177	42,353,652	(1,428,998)	(19,423)	40,905,231
Based																			
Capacity Building (Schedule 2.3)	121,854	0	0	121,854	20,944	0	0	20,944	47,599	0	0	47,599				190,397	0	0	190,397
Small Water Works (Schedule 2.3)													881	0	881	881	0	0	881
TWOMO Reimbursement (Schedule 2.7)													0		0	0			0
Total (limited flexibility & Claims-Based)	121,854	0	0	121,854	20,944	0	0	20,944	47,599	0	0	47,599	881	0	881	191,278	0	0	191,278
Wage Enhancement/HCCEG (Schedule 4.3)																			
Wage Enhancement/HCCEG													4,935,388		4,935,388	4,935,388			4,935,388
Wage Enhancement Administration													250,340		250,340	250,340			250,340
Total (Wage Enhancement/HCCEG)													5,185,728		5,185,728	5,185,728			5,185,728
TOTAL	24,493,981	(757,369)	(11,159)	23,725,453	4,598,128	(171,480)	(2,252)	4,424,396	11,367,763	(500,149)	(6,012)	10,861,602	7,270,786	0	7,270,786	47,730,658	(1,428,998)	(19,423)	46,282,237

EXPENDITURES BY AUSPICE					
	Non - Profit Operations	Profit Operations	Directly Operated	Other Auspice	Auspice Consolidated
Adjusted Gross Expenditures	27,828,077	11,011,761	6,025,575	1,416,824	46,282,237

EXPENDITURES BY SETTING				
	Centre Based	Home Based	Other Setting	Total
Adjusted Gross Expenditures	43,268,144	1,599,037	1,415,056	46,282,237

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – Child Care Services - ELCC
For the year ended December 31, 2023
(Unaudited)

EXPENDITURES BY AGE GROUP																				
	0-4 (Infant, Toddler, and Preschooler)				4-6 (Kindergarten)				6-12 (School Aged)				Unspecified Age Group			Total Expenditures				
	Gross Expenditures	Required Parent Contribution - ELCC	Offsetting Revenues - ELCC	Adjusted Gross Expenditures	Gross Expenditures	Required Parent Contribution - ELCC	Offsetting Revenues - ELCC	Adjusted Gross Expenditures	Gross Expenditures	Required Parent Contribution - ELCC	Offsetting Revenues - ELCC	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues - ELCC	Adjusted Gross Expenditures	Gross Expenditures	Required Parent Contribution - ELCC	Offsetting Revenues - ELCC	Adjusted Gross Expenditures	
				Calculated				Calculated				Calculated			Calculated	Calculated	Calculated	Calculated	Calculated	
Full Flexibility (Schedule 2.3B)																				
General Operating	2,143,979		0	2,143,979	341,794		0	341,794	621,443	0	0	621,443				3,107,216	0	0	3,107,216	
Fee Subsidy - Regular				0				0				0				0	0	0	0	
Camps and Children's Recreation																0	0	0	0	
Ontario Works and LEAP - Formal				0				0				0				0	0	0	0	
Ontario Works and LEAP - Informal				0				0				0				0	0	0	0	
Special Needs Resourcing	94,916		0	94,916	16,314		0	16,314	37,077		0	37,077				148,307	0	0	148,307	
Administration													361,725	0	361,725	361,725	0	0	361,725	
Repairs and Maintenance				0				0				0				0	0	0	0	
Play-based Material and Equipment				0				0				0				0	0	0	0	
Capacity Building				0				0				0				0	0	0	0	
Transformation				0				0				0				0	0	0	0	
Community Based Capital Projects				0				0								0	0	0	0	
Total (full flexibility)	2,238,895		0	2,238,895	358,108		0	358,108	658,520		0	658,520	361,725		0	361,725	3,617,248		0	3,617,248
TOTAL	2,238,895		0	2,238,895	358,108		0	358,108	658,520		0	658,520	361,725		0	361,725	3,617,248		0	3,617,248

EXPENDITURES BY Auspice					
	Non - Profit Operations	Profit Operations	Directly Operated	Other Auspice	Auspice Consolidated
Adjusted Gross Expenditures - Community based Capital Projects					0
Adjusted Gross Expenditures - All Operating Expenditures	2,354,234	915,536	0	347,478	3,617,248
Total Adjusted Gross Expenditures - ELCC	2,354,234	915,536	0	347,478	3,617,248

EXPENDITURES BY Setting				
	Centre Based	Home Based	Other	Total
Adjusted Gross Expenditures - ELCC	3,269,770	0	347,478	3,617,248

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – Child Care Services - Indigenous Led Child and Family Programs
For the year ended December 31, 2023
(Unaudited)

	Indigenous Led Child and Family Programs	Indigenous Led Child and Family Programs	Adjusted Operating Expenses - Ongoing
	Project Name	Project Type	Total Adjusted Administration Expenditures
Indigenous-Led Child and Family Programs Project 1	FENFC Early Years Program		125,893
Indigenous-Led Child and Family Programs Project 2	Niagara Indigenous Child and Family Centre		13,988
Indigenous-Led Child and Family Programs Project 3			114,489
Indigenous-Led Child and Family Programs Project 4			
Indigenous-Led Child and Family Programs Project 5			
Indigenous-Led Child and Family Programs Project 6			
Indigenous-Led Child and Family Programs Project 7			
Indigenous-Led Child and Family Programs Project 8			
Indigenous-Led Child and Family Programs Project 9			
Indigenous-Led Child and Family Programs Project 10			
Total			240,382
			26,709

Regional Municipality of Niagara

Schedule of Revenues and Expenditures – Child Care Services - One-Time Transitional Grant

For the year ended December 31, 2023

(Unaudited)

	One-Time Transitional Grant
Municipal contribution - Administration	
Municipal contribution - Wage Enhancement - Administration	
Other child care operating costs	
Eligible expenditures for provision of child care programs and services	2,225,742
Total One-Time Transitional Expenditures	2,225,742

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – Child Care Services - Workforce Funding
For the year ended December 31, 2023
(Unaudited)

	Workforce Funding
Professional Learning Strategy	730,193
Workforce Capacity and Innovation Fund	291,976
Total Adjusted Gross Expenditures - Workforce Funding	1,022,169
Total Adjusted Administration Expenditures	73,062

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – Child Care Services (CWELCC - Fee Reduction Funding)
For the year ended December 31, 2023
(Unaudited)

EXPENDITURES BY AUSPICE				
	Non - Profit Operations	Profit Operations	Directly Operated	Auspice Consolidated
Expenditures to support fee reduction	20,495,756	9,029,915	1,854,881	31,380,552
Expenditures used to support cost escalation	4,979,580	1,455,852	243,290	6,678,722
Total CWELCC - Fee Reduction Expenditures	25,475,336	10,485,767	2,098,171	38,059,274

EXPENDITURES BY SETTING			
	Centre Based	Home Based	Total
Expenditures to support fee reduction	29,224,837	2,155,715	31,380,552
Expenditures used to support cost escalation	6,211,589	467,133	6,678,722
Total CWELCC - Fee Reduction Expenditures	35,436,426	2,622,848	38,059,274

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – Child Care Services (CWELCC - Workforce Compensation Funding)
For the year ended December 31, 2023
(Unaudited)

EXPENDITURES BY AGE GROUP AND AUSPICE																
	Eligible Children				Children aged 6 to 12				Unspecified Age Group				Total			
	Non - Profit Operations	Profit Operations	Directly Operated	Auspice Consolidated	Non - Profit Operations	Profit Operations	Directly Operated	Auspice Consolidated	Non - Profit Operations	Profit Operations	Directly Operated	Auspice Consolidated	Non - Profit Operations	Profit Operations	Directly Operated	Auspice Consolidated
Wage Floor, Annual Wage Increase and Benefits Expenditures																
Wage Floor - RECE Program Staff	200,188	51,464	0	251,652	41,003	10,541	0	51,544					241,191	62,005	0	303,196
Wage Floor - RECE Supervisors	54,105	13,909	0	68,014	11,082	2,849	0	13,931					65,187	16,758	0	81,945
Wage Floor - RECE Home Child Care Visitors									0	0	0	0	0	0	0	0
Annual Wage Increase - RECE Program Staff	749,720	192,737	0	942,457	153,558	39,476	0	193,034					903,278	232,213	0	1,135,491
Annual Wage Increase - RECE Supervisors	138,406	35,581	0	173,987	28,348	7,288	0	35,636					166,754	42,869	0	209,623
Annual Wage Increase - RECE Home Child Care Visitors									0	0	0	0	0	0	0	0
Benefits - RECE Program Staff	145,857	37,497	0	183,354	29,874	7,680	0	37,554					175,731	45,177	0	220,908
Benefits - RECE Supervisors	48,354	12,431	0	60,785	9,904	2,546	0	12,450					58,258	14,977	0	73,235
Benefits - RECE Home Child Care Visitors									0	0	0	0	0	0	0	0
Total Wage Floor, Annual Wage Increase and Benefits Expenditures	1,336,630	343,619	0	1,680,249	273,769	70,380	0	344,149	0	0	0	0	1,610,399	413,999	0	2,024,398
Minimum Wage Offset and Benefits Expenditures																
Minimum wage offset - Non-RECE Program Staff	53,260	13,392	0	66,652	10,909	2,743	0	13,652					64,169	16,135	0	80,304
Minimum wage offset - Non-RECE Supervisors	1,953	491	0	2,444	400	101	0	501					2,353	592	0	2,945
Minimum wage offset - Non-RECE Home Child Care Visitors									0	0	0	0	0	0	0	0
Benefits - Non-RECE Program Staff	9,321	2,344	0	11,665	1,909	480	0	2,389					11,230	2,824	0	14,054
Benefits - Non-RECE Supervisors	342	86	0	428	70	18	0	88					412	104	0	516
Benefits - Non-RECE Home Child Care Visitors									0	0	0	0	0	0	0	0
Total Minimum Wage Offset and Benefits Expenditures	64,876	16,313	0	81,189	13,288	3,342	0	16,630	0	0	0	0	78,164	19,655	0	97,819
Total Workforce Compensation Expenditures	1,401,506	359,932	0	1,761,438	287,057	73,722	0	360,779	0	0	0	0	1,688,563	433,654	0	2,122,217

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – Child Care Services (CWELCC - Administration for CMSMs/DSSABs)
For the year ended December 31, 2023
(Unaudited)

	CWELCC - Administration
Administration Staff - Salaries	562,806
Administration Staff - Benefits	117,889
Other CWELCC Administration Expenditures (Implementation, Transition, IT costs)	
Total CWELCC Administration Expenditures	680,695

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – Child Care Services (CWELCC - Start-up Grants)
For the year ended December 31, 2023
(Unaudited)

	Funding commitments entered in 2023	Disbursements made on 2023 commitments	Funding commitments completed in 2023 (i.e. fully completed projects)	2023 funding commitments carry forward	Funds committed but not paid by Dec 31 of when the project was supposed to complete	Funding recovered on 2023 commitments from applicants who withdrew from CWLECC, ceased operations prior to March 31, 2026, or used funds on ineligible expenses
Non Profit - Centre Based	851,761	633,663	633,663	218,098	0	0
For Profit - Centre Based	1,193,684	935,621	935,621	258,063	0	0
Non Profit - Home Based	156,000	149,400	149,400	6,600	0	0
For Profit - Home Based	0	0	0	0	0	0
Total	2,201,445	1,718,684	1,718,684	482,761	0	0

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – EarlyON
For the year ended December 31, 2023
(Unaudited)

	Allocation	Description	Expenditures
EarlyON Program Total Allocation	4,588,577		
Operating			
Salaries and Benefits - Program Staff			2,227,841
Salaries and Benefits - Non Program Staff			169,563
Lease and Utilities - Operational			
Other Expenses - Operational		Transfer Payments	840,712
Subtotal Operational Expenses			3,238,116
Professional Learning and Capacity Building			657,207
Child Care & Early Years Planning (CCYEP) and Data Analysis Services (DAS)			
Salaries and Benefits			233,970
Other Expenses			426
Subtotal			234,396
Administration			
Salaries and Benefits			
Other Expenses		Core Admin Transf	458,858
Offsetting Revenue			
EarlyON Admin Used for Child Care General Admin.			
Adjusted Gross Expenditures			

	Allocation	Description	Expenditures
Subtotal			458,858
Offsetting Revenues			
Offsetting Revenue 1			
Offsetting Revenue 2			
Offsetting Revenue 3			
Subtotal			0
EarlyON Total Adjusted Gross Expenditures			4,588,577

Regional Municipality of Niagara
Schedule of Revenues and Expenditures – EarlyON Indigenous-Led Child and Family Programs
For the year ended December 31, 2023

			Adjusted Gross Expenditure			
	Operating Total		Operating Ongoing	Offsetting Revenues Operating	Administration	Offsetting Revenues Administration
	Description	Allocation				
Project 1						
Project 2						
Project 3						
Project 4						
Project 5						
Project 6						
Project 7						
Project 8						
Project 9						
Project 10						
Total		0	0	0	0	0

The Regional Municipality of Niagara Child Care Services
Note to the schedules of revenue and expenses
December 31, 2023
(Unaudited)

1. Significant accounting policies

The Schedules include the revenue and eligible expenses in relation to the Regional Municipality of Niagara's Child Care Services Program for the year ended December 31, 2023. The Schedules have been prepared in accordance with the financial reporting requirements in the Child Care Transfer Payment Agreement dated January 1, 2023, between Ontario Ministry of Education ("the Ministry") and the Regional Municipality of Niagara.

Revenue recognition

Revenue is reported on the accrual basis of accounting.

Government transfers are recognized in revenue in the Schedules when the transfer is authorized, any eligibility criteria are met, and a reasonable estimate of the amount can be made except when and to the extent that stipulations by the transferor give rise to an obligation that meet the definition of a liability.

Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished.

Expenses

Expenses are recorded if they are eligible for the program and incurred in the period.

Gross expenses are reported on the Schedules in order to understand the full cost of the program. Expenses in excess of base funding, as per the funding agreements, have been removed for the purpose of determining the grant repayable.

Certain administrative expenses are allocated to the program based on usage drivers specific to each type of expense.

Subject: Primary Public Safety Answering Point Agreement (“PPSAP Agreement”) – Extension

Report to: Public Health and Social Services Committee

Report date: Tuesday, October 8, 2024

Recommendations

1. That the current PPSAP between The Regional Municipality of Niagara (the “**Region**”) and The Regional Municipality of Niagara Police Service Board (“**NRPS**”) pursuant to which the Region contracts the services of NRPS for the operation of 911 emergency telephone services **BE EXTENDED** until such time as the Regional Municipality of Niagara transitions to the Next Generation 9-1-1 (NG911) call answer service; and
2. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute the necessary agreement in order to effect the extension of the PPSAP Agreement, provided that the agreement is in a form satisfactory to the Director of Legal and Court Services.

Key Facts

- The purpose of this report is to seek Council’s approval to extend the current PPSAP Agreement in place with NRPS until such time as the Regional Municipality of Niagara transitions from the current 9-1-1 call answer service to NG911 emergency call answer service, anticipated for March 2025.
- The Region contracts the services of NRPS who provides a centralized 911 emergency telephone communication system within the geographic boundary of the Regional Municipality of Niagara. In this way, all 911 calls are routed, by Bell (the incumbent local exchange carrier) to NRPS, who performs the function of the ‘primary public service answering point’ (or PPSAP) for the Niagara Region. When 911 calls are received, the NRPS call taker uses the information given by the caller to determine which secondary public service answering point (SPSAP) has primary responsibility for the emergency and distributes the call accordingly (i.e. Fire, EMS, Police).

- The current agreement between the Region and NRPS was entered into in 2014 and contemplated a 10-year term (a 5-year initial term with a 5-year extension term), which is set to expire on November 12, 2024.
- Region staff have been working with NRPS to modernize the current PPSAP Agreement in order to ensure that it reflects the operational changes flowing from the transition to NG911. Staff anticipate returning to Council for approval to enter into this 'new' agreement once this work is complete.
- Given that a number of the procedural requirements of the current PPSAP Agreement will require updating to reflect the new NG911 service delivery, it is prudent extend the current PPSAP Agreement until Niagara Region transitions to NG911.

Financial Considerations

There are no immediate financial implications to the Niagara Region as a result of this extension.

Analysis

Pursuant to section s.116 of the *Municipal Act*, 2001, S.O. 2001, c. 25 municipalities may establish, maintain and operate a centralized communication system for emergency response purposes. Niagara Region residents currently have access to Enhanced 9-1-1 service through wireline, wireless and voice over Internet Protocol (VoIP) telephone services through a 9-1-1 call centre, also known as a primary public safety answering point or PPSAP, which the Region contracts NRPS to provide. Through the PSAP Agreement the Region funds and provides oversight of the NRPS's operation of the PPSAP.

The current 911 call answer network infrastructure and equipment in Niagara Region is in the final stages of being modernized. In June of 2017, the Canadian Radio-television and Telecommunications Commission ("**CRTC**") released the Telecom Regulatory Policy CRTC 2017-182 which required telecommunications networks used to make 9-1-1 calls to transition to Internet Protocol (IP) technology. The goal was to allow Canadians to access new, enhanced, and innovative 9-1-1 services with IP-based capabilities (dubbed Next Generation 9-1-1 (NG911)) which would allow features such as callers streaming video from an emergency incident, sending photos of accident

damage or a fleeing suspect, sending personal medical information, including accessibility needs, which could greatly aid emergency responders.

The CRTC recognized that this transition would have a major impact on the networks, systems, and arrangements used to provide 9-1-1 services and that it would be a complex and costly undertaking that would occur gradually over a number of years. NG911 is scheduled to go live in the Niagara Region in March 2025 following the implementation of a new mission-critical call handling solution (see Report CSD 47-2023) and a new region-wide, standards based, integrated platform architecture capable of handling PSAPs operating in the Niagara Region.

The current PPSAP Agreement between the Region and NRPS was executed in 2014 and is set to expire on November 12, 2024. Staff recommend extending this current PPSAP Agreement until such time as the Region move over to the new NG911 system. At that time a brand new agreement, reflective of the operational changes flowing from the NG911 system, will be introduced. Region staff have been working collaboratively with NRPS staff in the preparation of this new agreement. Staff will report back to Council for the necessary approvals to enter into this new agreement once it is finalized.

Relationship to Council Strategic Priorities

The provision of PSAP and modernization of the 911 call answer system aligns with continuous improvement objective under Council's strategic priority for an Effective Region.

Other Pertinent Reports

- [CSD 47-2023 Award of 2022-RFP-187 – Next Generation 9-1-1](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=f85065e1-617b-45ac-a9e7-385f6ef45a8c&Agenda=Merged&lang=English&Item=12&Tab=attachments>)

- [CSD 45-2024 Bell Canada NG 9-1-1 Authority Service Contract](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e3fc6604-2535-403e-9bf7-4a86812072d8&Agenda=Merged&lang=English>)

Prepared by:

Ryan Pearson
Commander of Regulatory Compliance
Niagara Emergency Medical Services

Recommended by:

Dr. Azim Kasmani, MD, MSc, FRCPC
Medical Officer of Health
Niagara Region Public Health

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared by Ryan Pearson, Commander of Regulatory Compliance, Julie Max, Senior Corporate Project Manager and reviewed by Richard Ferron, Chief of Niagara Emergency Medical Services

Memorandum

COM-C 12-2024

Subject: Homelessness Plans for Winter 2024-25

Date: October 8, 2024

To: Public Health and Social Services Committee

From: Adrienne Jugley, Commissioner, Community Services

Niagara Region's Homelessness Services team has put a number of strategies into place to support clients during the winter months.

The homelessness services system and those who are unhoused, continue to be challenged by the housing market, rental vacancy rates and rental costs in Niagara. Even more worrisome, the unhoused population continue to present with disabling substance use and mental health issues as a lingering impact of a prolonged pandemic that saw long periods of isolation and reduced services. All of these combined pressures, coupled with the anticipation of colder winter months have resulted in the need for Niagara to implement strategies that support enhanced capacity within the homelessness system, but still within the assets and finances available.

Emergency Shelter Capacity and Community Assets

- Niagara Region funded emergency shelters (Southridge, YWCA, The Raft, Salvation Army Booth Centre and Hope Centre) currently account for 162 year-round units (136 beds and 26 family/motel units).
- Niagara Region directly operates two year-round shelters, one in St. Catharines and one in Niagara Falls offering a total of capacity of 105 – 115 spaces depending on mix of couples and singles.
- Niagara Region will enhance services at the Niagara Falls shelter increasing the spaces available by 8 beds for the duration of the winter, Nov 1 – April 15.
- Homelessness Services, in partnership with Public Health are working with emergency shelters and homelessness serving agencies to implement appropriate outbreak management plans and Infection Prevention and Control (IPAC) measures for the upcoming respiratory illness outbreak season, to maintain safer environments.

- Homelessness Services, in partnership with the Hope Centre, is working to increase shelter capacity in their service area by increasing the number of shelter hotel rooms from 18 to 26 for the winter months, until such time as the new South Niagara Shelter is operational. At that time the 49-unit shelter will open, and 18 of the 26 hotel rooms will close, leaving 8 to continue to support families.
- An “overflow” shelter phone line will be in operation to address shelter needs for eligible individuals (families and individuals with accessibility needs) when the regional shelter system is full. It is available daily until 11 p.m. and directly accessible through 211 or referred through a shelter provider. This ensures that those in critical need, after diversion efforts have been exhausted, and who are at greatest risk, can be sheltered should the system be otherwise full. This is a practice consistent with much of Ontario as all communities are grappling with limited shelter capacity.

Further Proactive Strategies to Support Housing Focused Approach

- Beyond emergency-based responses, Homelessness Services invests in prevention and diversion programs which seek to reduce the number of households who otherwise would require emergency shelter. The shelter diversion program will continue throughout the winter to reduce demand on shelters. This is considered a best practice approach both reducing pressure on the shelter system and ensuring that residents have the most appropriate solutions for their needs – it is recognized that shelters are not a ‘one-size fits all’ response.
- Niagara’s Assertive Street Outreach (NASO) region-wide program will continue to support clients to move directly from street to housing, as well as support those who can be supported in local shelters. To date, in 2024, NASO has had 50 successful housing placements directly from the street.

Additional supports during cold weather alerts

- Niagara will send an alert to all regionally funded homelessness agencies and first responder organizations to make them aware of cold weather alerts and confirm the services available for unhoused individuals, each time an alert is declared.

- Niagara Region, at the two directly operated shelters, will temporarily increase space available during cold weather alerts, leveraging the common room areas increasing capacity by 15 beds in St. Catharines and 25 beds in Niagara Falls. Staffing to support these 'just in time responses' will be managed through offering of overtime and leveraging any available casual staff.
- Niagara Assertive Street Outreach will enhance hours and staffing during an alert to the extent possible within staffing, including incurring overtime costs, for which the Region will reimburse, to support clients in accessing services.
- During alerts, as noted in the Region's shelter standards, some service restrictions will be lifted for the duration of the alert to ensure individuals are supported.

Niagara's diverse strategies offer both emergency and proactive approaches to ensure that agencies are in the best position possible to respond to the multiple pressures currently facing the homelessness serving system.

Respectfully submitted and signed by

Adrienne Jugley, MSW, RSW, CHE
Commissioner

Memorandum

COM-C 13-2024**Subject:** Veterans Funding**Date:** October 8, 2024**To:** Public Health & Social Services Committee**From:** Adrienne Jugley, Commissioner, Community Services

Further to the presentation to the Public Health and Social Services Committee on December 5, 2023, Niagara Region had been successful in securing temporary funding through the True Patriot Love Accelerator Fund to support ongoing targeted homelessness service for local veterans experiencing homelessness through Niagara Assertive Street Outreach. Since the time of the presentation to Committee, Niagara Region submitted a funding proposal to Infrastructure and Communities Canada for funds to continue the Niagara's efforts to end the experience of homelessness for Veterans in our community. In July 2024 staff were notified that Niagara Region was successful in this funding application.

In August 2024 Niagara Region signed a funding agreement for the federal Veteran Homelessness Program funding with Housing, Infrastructure and Communities Canada, and staff are pleased to report that Niagara Region has been allocated \$758,727 over the next 4 years to facilitate the enhancement of Niagara Region's Veteran Outreach pilot work. This new four-year funding stream will allow for:

- Ongoing intensive case management support services
- Connection and securing of new permanent housing for Veterans
- Increased housing affordability and stability through Housing Allowances for eligible Veterans
- Connection of Veterans to health supports within the community
- Community integration and life stabilization with flexible funding towards membership fees, education and skills upgrade classes.

A Request for Proposal for delivery of this newly enhanced program will be issued to the community, with an expected program start in early Q4 2024.

Respectfully submitted and signed by

Cathy Cousins
Director, Homelessness &
Community Engagement

Adrienne Jugley, MSW, RSW, CHE
Commissioner, Community Services

Subject: Ontario Public Health Standards: Risk Management Requirement

Report to: Public Health and Social Services Committee

Report date: Tuesday, October 8, 2024

Recommendations

1. That Report PHD 5-2024, respecting Ontario Public Health Standards: Risk Management Requirement, **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide the Board of Health (Regional Council) with information on risk management activities in Public Health, a requirement of the Ontario Public Health Standards.
- Risk management allows Public Health to consider and prioritize efforts more effectively, enables the ability to mitigate threats and take advantage of opportunities, and demonstrates good management practices.
- Five high risks have been identified in four categories: Financial, Governance/Organizational, People/Human Resources, and Security. The risks and mitigation or management strategies are described.

Financial Considerations

The risk management activities are completed within the existing cost shared budget for Niagara Region Public Health (NRPH). As much as possible, NRPH aligns and builds on corporate risk management planning for Public Health risk management activities. Given these risk management activities are integrated across many operational units, a precise costing is not easily determined.

Analysis

A summary of risk management activities must be reported to the Ministry of Health as part of the third quarter Standards Activity Report due to the Ministry each year on or around October 31. It is a requirement of the Ontario Public Health Standards (OPHS): Requirements for Programs and Services, and Accountability (June 2021) and Public Health Funding and Accountability Agreement to report the high risks that are currently being managed at each Board of Health, in a standardized manner. Risk is defined as a

potential future event that may impact the achievement of established objectives. Adhering to the requirement allows the organization to consider and prioritize efforts more effectively, enables the ability to mitigate threats, take advantage of opportunities, and demonstrate good management practices. Risks can be either positive or negative.

The Ministry's standardized template requires a description of the risks within one of fourteen predefined categories and rated on a scale of 1 to 5, the impact if the risk occurred and the likelihood of it occurring. This translates into an overall risk rating of high, medium, or low. Key risk mitigations that are in place or will be implemented to minimize the risk are outlined in the template.

Five high risks have been identified by the Public Health Senior Leadership Team and are subsequently summarized in the following four categories: Financial, Governance/Organizational, People/Human Resources, and Security. Below is a summary of the high risks and the key mitigations.

Financial

Funding pressures and Ministry Funding Review – Program and service planning is challenged with unconfirmed Ministry of Health funding, lack of multi-year funding commitments, and/or late confirmation of funding as the Ministry operates on a fiscal financial year, while Niagara Region operates on a calendar year. The Ministry has only committed a 1% increase from 2024-2026. This does not keep pace with inflation and collective agreement negotiation impacts on the budget, which has necessitated a complete strategic review of programs and services to mitigate the impact on Niagara Region's tax levy. Compounding community health impacts has required prioritization of programming and reallocation of resources. In addition, there are new expectations on Public Health to manage without additional funding, such as COVID-19, Respiratory Syncytial Virus (RSV) vaccination, managing worsening drug overdoses, and worsened mental health. This is all occurring at a time when the Board of Health's desire to reduce/cap budget are increasing, and residents are unable to keep up with cost of living. The Ministry of Health is currently reviewing the existing funding methodology with a plan to implement changes in 2026; however, it is not anticipated to result in additional funding.

Efforts to mitigate the financial pressures included a budget review through the completion of a comprehensive strategic review that included shared senior leadership team goals with budget priorities, assessment of all programs and services, and establishment of data driven priorities to resource workload. The strategic review has

resulted in a new organizational structure that will allow Public Health to be more nimble with the pending OPHS review and permanent reductions in full time equivalents to remain within the appropriate Ministry of Health and Regional Levy cost shared funding envelop.

Governance/Organizational

Strengthening Public Health – The Ministry of Health is undertaking a sector-driven strategy to optimize capacity, stability, and sustainability in public health and deliver more equitable health outcomes for Ontarians. This includes clarified and refined public health roles and responsibilities, fewer local public health agencies with greater capacity to deliver service through voluntary mergers, sustainability in funding for the longer term, and improved frontline programs and services. OPHS are currently being revised with an expected implementation of January 2025 and four business cases for mergers from nine Public Health Units have been submitted to the Ministry, but Niagara is not one of them.

NRPH will advocate through the Medical Officer of Health, other affiliated associations, and actively participate in any engagement sessions with the Ministry. While the strategic review and organizational structure changes will support the anticipated changes, NRPH will still require sufficient time to transition work and implement changes to align with the new standards. The review has validated the necessity for better data to inform business needs to support the transition but will also support the ability to report a more comprehensive picture of Niagara's health needs to the Board of Health.

People/Human Resources

Retention/recruitment challenges - Many temporary contracts will cease to exist due to ongoing base funding limitations and temporary or one time funding not being renewed, which will negatively impact morale, loss of talent, and initiate staff fear of outcome/loss of job. Following the challenges of the pandemic, there has been a notable level of staff absenteeism and burnout, resulting in instability and compounded workload issues for many employees. In addition, competition with local organizations as well as neighbouring Public Health Units recruiting from the same candidate pool has negatively impacted retention as other agencies may be offering more competitive compensation or other valued recruitment options.

Risk mitigation strategies include implementation of the Regional People Plan developed by Human Resources, refocusing on building a strong culture and engaging

staff using recent engagement survey results to progress the work environment. Regular, two-way communication through a variety of methods (townhalls, videos, emails, attend meetings) with all Public Health staff continue to keep staff engaged and informed during and post strategic review, ensure a continuous feedback loop to assess the implementation plan and respond to issues that arise. Establishing and reinforcing realistic job expectations, work-life balance, and hybrid working arrangements, where possible, will further support staff.

Leadership stability – NRPH has experienced expected turnover in people leaders through internal transfers to other departments, return to permanent roles, retirements, or voluntary departures, which impacts retention and maintenance of program knowledge and growth. It has also sometimes been challenging to recruit suitable frontline employees to leadership roles. There have been many temporary leadership positions due to the internal strategic review resulting in heavy workload for leaders which is not the most effective support for frontline staff or leaders.

Risk management strategies include temporarily shifting leaders to fill in vacancies where suitable backfills exist in the interim until permanent leadership positions are posted. Moving forward and upon completion of the departmental strategic review, there will be a focus on building strong leaders, succession planning, and staff engagement guided by the People Plan 2023-2026.

Security

IT security - Security breaches of data and systems containing personal health information could be susceptible to an attack from a third-party such as an external vendor/subcontractor. This has the potential to directly affect all cloud hosted platforms, local applications, and remote support for Public Health. Ransomware, other malware, or devices could also be leveraged to infect our servers and infrastructure. Data and system exposure could result due to lack of staff awareness (e.g. unattended and unlocked computer is susceptible to an attacker and exposes data externally) or with coding practices used during software development that do not align with best practices. The loss of data and/or loss of control to data could damage the organization's reputation and trust, as well as have legal and compliance risks due to both data not being available or disclosed through the breach.

Risk mitigation strategies include a fulsome IT risk/audit assessment conducted annually on general and third-party security practices. This involves a robust review of security audit reports for attestation, training, review of end-to-end access and controls,

lifecycle replacement strategies (application and hardware), cyber and professional liability insurance review, and assessment of governance policies in place. Since staff are the last line of defence, it is crucial to ensure proper mandatory security awareness training for all staff annually and enforce screensaver timeout/lock screens are set for all Public Health devices. The Emergency Management program will also lead table top exercises including an IT security failure scenario to prepare for and identify areas of improvement for potential IT security events as well as business continuity needs.

Alternatives Reviewed

Completing the risk management template in the third quarter Standards Activity Report as part of the Annual Service Plan is a requirement to receive Ministry of Health funding as outlined in the OPHS: Requirements for Programs and Services, and Accountability (June 2021). The alternative of not submitting the completed third quarter report would be non-compliance and result in the potential loss of provincial funding.

Relationship to Council Strategic Priorities

This report supports the Council Strategic Priority of an Effective Region. The recommendation will strategically improve good governance practices to ensure quality and effective functioning, fiscal responsibility, and resiliency of Public Health programs and services.

Other Pertinent Reports

- [PHD 10-2023](https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=7a85830c-5b3b-480b-a101-b2b0aa5408c3&Agenda=Merged&lang=English&Item=15&Tab=attachments) Ontario Public Health Standards: Risk Management Requirement (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=7a85830c-5b3b-480b-a101-b2b0aa5408c3&Agenda=Merged&lang=English&Item=15&Tab=attachments)
- [PHD-C 16-2021](https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=3662f583-90cb-4cf7-b67d-3e67ed12d4c1&Agenda=Agenda&lang=English&Item=13&Tab=attachments) Risk Management Activities in Public Health (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=3662f583-90cb-4cf7-b67d-3e67ed12d4c1&Agenda=Agenda&lang=English&Item=13&Tab=attachments)

Prepared by:

Diane Vanecko
Director, Organizational and
Foundational Standards
Public Health & Emergency Services

Recommended by:

Dr. Azim Kasmani, MD, MSc, FRCPC
Medical Officer of Health &
Commissioner
Public Health & Emergency Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Pamela Dilts, Director Family Health, Anthony Habjan, Director Environmental Health, Siobhan Kearns, Chief of Staff, Andrew Korchok, Manager Communications and Engagement, Amanda Fyfe, Associate Director Chronic Disease and Injury Prevention, and Rachel Williams, Human Resources Consultant and reviewed by Melanie Steele, Associate Director, Reporting & Analysis.

Minute Item No. 6.1

CSD 41-2024

Trespass By-law and Conduct of Persons Policy

That Report CSD 41-2024, dated October 9, 2024, respecting Trespass By-law and Conduct of Persons Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Council **APPROVE** the Public Conduct Policy attached as Appendix A to Report CSD 41-2024 and **REPEAL** Corporate Policy C-A-025 Managing Public Spaces in a Safe and Welcoming Environment, including the related Procedure; and
2. That Council **APPROVE** the Trespass By-law in the form attached as Appendix B to Report CSD 41-2024.

Minute Item No. 6.2

CSD 49-2024

Gilmore Lodge LTC Construction – Amendment to Construction Agreement

That Report CSD 49-2024, dated October 9, 2024, respecting Gilmore Lodge LTC Construction – Amendment to Construction Agreement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the CCDC-2 stipulated price contract of \$80,754,320 (including 13% HST) (the “**Construction Contract**”) awarded to WCC Construction Canada, ULC o/a Walsh Canada (“**Walsh**”) for the construction of the Gilmore Lodge Long Term Care Facility in Fort Erie **BE INCREASED** by \$875,750 (including 13% HST), for a total revised contract price of \$81,630,070; and
2. That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to execute an amendment to the Construction Contract to reflect the increase in total contract price provided for in Recommendation 1, above, provided that the amendment is otherwise in a form satisfactory to the director of legal services.

Minute Item No. 6.3

HR 8-2024

UKG Kronos Time and Attendance Software Contract Renewal

That Report HR 8-2024, dated October 9, 2024, respecting UKG Kronos Time and Attendance Software Contract Renewal, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the renewal of the UKG Kronos Time and Attendance Software Agreement contract **BE APPROVED** at an annual cost of \$446,090 (including 13% HST) for a guaranteed fixed period of five (5) years for a total cost of \$2,230,450 (including 13% HST);
2. That a capital budget adjustment in the amount of \$519,533 gross and net **BE APPROVED** for the Time and Attendance Application Upgrade and **BE FUNDED** from the Capital Variance Project – Levy; and

3. That the Regional Clerk and the Regional Chair **BE AUTHORIZED** to execute a Master Services Agreement, or similar, with Kronos Canadian Systems Inc. (a UKG Company), together with any other necessary ancillary agreement(s), in order to: (i) migrate The Regional Municipality of Niagara's use of its current on premises time and attendance software application to a cloud-based platform; and (ii) obtain the use of the necessary subscription based 'UKG Pro' time and attendance products for a five (5) year term, as outlined in this report, provided that all such agreement(s) are in a form satisfactory to the Director of Legal and Court Services.

Minute Item No. 7.1

CSD 32-2024

Low-Income Seniors & Disability Property Tax Deferral Program

1. That Report CSD 32-2024, dated October 9, 2024, respecting Low-Income Seniors & Disability Property Tax Deferral Program, **BE RECEIVED**; and
2. That staff **BE DIRECTED** to provide a report on the City of St. Catharines Older Homeowner Tax Deferral Program.

Minute Item No. 7.2

CSC-C 10-2024

Information and Background with Respect to Trent Lakes Developments Inc.

1. That Memorandum CSC-C 10-2024, dated October 9, 2024, respecting Information and Background with Respect to Trent Lakes Developments Inc., **BE RECEIVED**; and
2. That Council **AUTHORIZE** the Commissioner of Corporate Services and the Chief Administrative Officer to enter into any such agreement necessary to implement a one (1) year extension.

Minute Item 10.1

Confidential HR 7-2024

A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2) of the Municipal Act, 2001

That Confidential HR 7-2024, dated October 9, 2024, respecting A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2) of the Municipal Act, 2001 - Non Union Compensation Review Phase Two Update, **BE DEFERRED** to the Corporate Services Committee meeting being held on November 6, 2024.

Minute Item 10.2

Confidential HR 6-2024

**A Matter of Labour Relations or Employee Negotiations under s. 239(2) of the
Municipal Act, 2001 - Labour Relations Strategy for Upcoming Collective
Bargaining with CUPE Locals 1287 and 1757**

That Confidential HR 6-2024, dated October 9, 2024, respecting A Matter of Labour Relations or Employee Negotiations under s. 239(2) of the Municipal Act, 2001 - Labour Relations Strategy for Upcoming Collective Bargaining with CUPE Locals 1287 and 1757, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

**THE REGIONAL MUNICIPALITY OF NIAGARA
CORPORATE SERVICES COMMITTEE
MINUTES**

CSC 9-2024

Wednesday, October 9, 2024

**Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bateman, Bradley (Regional Chair)*, Davies*, Diodati*, Foster (Committee Chair), Ganann*, Grant*, Heit, Redekop*, Secord, Siscoe*, Whalen (Committee Vice-Chair) , Zalepa*

Other Councillors: Craitor*

Absent/Regrets: Campion, Gale

Staff: A. Basic, Legislative Coordinator, B. Brens, Associate Director, Budget Planning & Strategy, S. Crocco, Legal Counsel, D. Gibbs, Director, Legal & Court Services, L. Gigliotti, Associate Director, Human Resources Operations and Systems, S. Hendrie, Chief Information Officer, R. Hill, Legislative Assistant, B. Hutchings, Manager, Revenue Planning and Strategy, R. Imanov, Legal Counsel*, F. Meffe, Director, Human Resources, B. Menage, Director, Procurement & Strategic Acquisitions*, P. McIlhone, Law Clerk*, A.-M. Norio, Regional Clerk, B. Ray, Associate Director, Facilities Project Assets & Energy, M. Sergi, Deputy Chief Administrative Officer, M. Steele, Associate Director, Reporting & Analysis, D. Turner, Manager, Strategic Growth Services*, B. Wilson, Legal Counsel*, N. Wolfe, Acting Commissioner, Corporate Services

* indicates participants who attended the meeting electronically, all others participated in person

1. CALL TO ORDER

Committee Chair Foster called the meeting to order at 9:32 a.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Committee Chair Foster read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

There were no presentations.

5. DELEGATIONS

Committee Chair Foster advised that the delegate had been delayed and that this item would be dealt with upon their arrival.

6. ITEMS FOR CONSIDERATION

6.1 CSD 41-2024

Trespass By-law and Conduct of Persons Policy

Moved by Councillor Secord
Seconded by Councillor Heit

That Report CSD 41-2024, dated October 9, 2024, respecting Trespass By-law and Conduct of Persons Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Council **APPROVE** the Public Conduct Policy attached as Appendix A to Report CSD 41-2024 and **REPEAL** Corporate Policy C-A-025 Managing Public Spaces in a Safe and Welcoming Environment, including the related Procedure; and
2. That Council **APPROVE** the Trespass By-law in the form attached as Appendix B to Report CSD 41-2024.

Carried

5. DELEGATIONS

5.1 Information and Background with Respect to Trent Lakes Developments Inc.

5.1.1 Ahmed Khan, Trent Lakes Developments Inc.

Ahmed Khan, Trent Lakes Developments Inc., delegated to Committee to request an extension of their Regional Development Charges (RDC) Agreement for an additional year, for their property located at 7667 Chippawa Creek Road, Niagara Falls.

6. ITEMS FOR CONSIDERATION

6.2 CSD 49-2024

Gilmore Lodge LTC Construction - Amendment to Construction Agreement

Moved by Councillor Davies

Seconded by Councillor Whalen

That Report CSD 49-2024, dated October 9, 2024, respecting Gilmore Lodge LTC Construction – Amendment to Construction Agreement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the CCDC-2 stipulated price contract of \$80,754,320 (including 13% HST) (the “**Construction Contract**”) awarded to WCC Construction Canada, ULC o/a Walsh Canada (“**Walsh**”) for the construction of the Gilmore Lodge Long Term Care Facility in Fort Erie **BE INCREASED** by \$875,750 (including 13% HST), for a total revised contract price of \$81,630,070; and
2. That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to execute an amendment to the Construction Contract to reflect the increase in total contract price provided for in Recommendation 1, above, provided that the amendment is otherwise in a form satisfactory to the director of legal services.

Carried

6.3 HR 8-2024

UKG Kronos Time and Attendance Software Contract Renewal

Moved by Councillor Grant

Seconded by Councillor Zalepa

That Report HR 8-2024, dated October 9, 2024, respecting UKG Kronos Time and Attendance Software Contract Renewal, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the renewal of the UKG Kronos Time and Attendance Software Agreement contract **BE APPROVED** at an annual cost of \$446,090 (including 13% HST) for a guaranteed fixed period of five (5) years for a total cost of \$2,230,450 (including 13% HST);
2. That a capital budget adjustment in the amount of \$519,533 gross and net **BE APPROVED** for the Time and Attendance Application Upgrade and **BE FUNDED** from the Capital Variance Project – Levy; and

3. That the Regional Clerk and the Regional Chair **BE AUTHORIZED** to execute a Master Services Agreement, or similar, with Kronos Canadian Systems Inc. (a UKG Company), together with any other necessary ancillary agreement(s), in order to: (i) migrate The Regional Municipality of Niagara's use of its current on premises time and attendance software application to a cloud-based platform; and (ii) obtain the use of the necessary subscription based 'UKG Pro' time and attendance products for a five (5) year term, as outlined in this report, provided that all such agreement(s) are in a form satisfactory to the Director of Legal and Court Services.

Carried

7. CONSENT ITEMS FOR INFORMATION

7.1 CSD 32-2024

Low-Income Seniors & Disability Property Tax Deferral Program

Moved by Councillor Siscoe

Seconded by Councillor Diodati

1. That Report CSD 32-2024, dated October 9, 2024, respecting Low-Income Seniors & Disability Property Tax Deferral Program, **BE RECEIVED**; and
2. That staff **BE DIRECTED** to provide a report on the City of St. Catharines Older Homeowner Tax Deferral Program.

Clauses 1 and 2 were considered separately.

The Committee Chair called the vote on clause 1 and declared it,

Carried

The Committee Chair called the vote on clause 2 and declared it,

Carried

7.2 CSC-C 10-2024

Information and Background with Respect to Trent Lakes Developments Inc.

Moved by Councillor Ganann

Seconded by Councillor Zalepa

That Memorandum CSC-C 10-2024, dated October 9, 2024, respecting Information and Background with Respect to Trent Lakes Developments Inc., **BE RECEIVED**.

Moved by Councillor Diodati
Seconded by Councillor Heit

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

2. ***That Council AUTHORIZE the Commissioner of Corporate Services and the Chief Administrative Officer to enter into any such agreement necessary to implement a one (1) year extension.***

Carried

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

1. That Memorandum CSC-C 10-2024, dated October 9, 2024, respecting Information and Background with Respect to Trent Lakes Developments Inc., **BE RECEIVED**; and
2. That Council **AUTHORIZE** the Commissioner of Corporate Services and the Chief Administrative Officer to enter into any such agreement necessary to implement a one (1) year extension.

Carried

8. OTHER BUSINESS

8.1 SouthWestern Integrated Fibre Technology Project (SWIFT)

Councillor Foster provided an update on the SWIFT program broadband expansion and advised that the provincial government has provided additional funding for homes that are not covered under other provincial programs to ensure improved internet connectivity in underserved and rural communities.

9. CLOSED SESSION

Moved by Councillor Redekop
Seconded by Councillor Heit

That this Committee **DO NOW MOVE** into closed session for the purpose of receiving information of a confidential nature respecting:

A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2) of the Municipal Act, 2001 - Non Union Compensation Review Phase Two Update

Carried

Committee resolved into closed session at 10:33 a.m.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 11:41 a.m. with the following individuals in attendance:

Committee: Bateman, Bradley (Regional Chair)*, Davies*, Diodati*, Foster (Committee Chair), Ganann*, Heit, Redekop*, Secord, Siscoe*, Whalen (Committee Vice-Chair)

Other Councillors: Craitor*

Absent/Regrets: Campion, Gale, Grant, Zalepa

Staff: K. Angrilli, Manager, Total Rewards, A. Basic, Legislative Coordinator, D. Gibbs, Director, Legal & Court Services, F. Meffe, Director, Human Resources, J. Middleton, Associate Director, Talent Development and Rewards, A.-M. Norio, Regional Clerk, M. Sergi, Deputy Chief Administrative Officer, M. Steele, Associate Director, Reporting & Analysis, N. Wolfe, Acting Commissioner, Corporate Services

* indicates participants who attended the meeting electronically, all others participated in person

10.1 Confidential HR 7-2024

A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2) of the Municipal Act, 2001

Moved by Councillor Diodati
Seconded by Councillor Secord

That Confidential HR 7-2024, dated October 9, 2024, respecting A Matter respecting Personal Matters about Identifiable Individuals and Labour Relations or Employee Negotiations under s. 239(2) of the Municipal Act, 2001 - Non Union Compensation Review Phase Two Update, **BE DEFERRED** to the Corporate Services Committee meeting being held on November 6, 2024.

Carried

10.2 Confidential HR 6-2024

A Matter of Labour Relations or Employee Negotiations under s. 239(2) of the Municipal Act, 2001 - Labour Relations Strategy for Upcoming Collective Bargaining with CUPE Locals 1287 and 1757

Moved by Councillor Whalen
Seconded by Councillor Heit

That Confidential HR 6-2024, dated October 9, 2024, respecting A Matter of Labour Relations or Employee Negotiations under s. 239(2) of the Municipal Act, 2001 - Labour Relations Strategy for Upcoming Collective Bargaining with CUPE Locals 1287 and 1757, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Carried

11. NEXT MEETING

The next meeting will be held on Wednesday, November 6, 2024, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

12. ADJOURNMENT

There being no further business, the meeting adjourned at 11:46 p.m.

Councillor Foster
Committee Chair

Azra Basic
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Trespass By-law and Conduct of Persons Policy

Report to: Corporate Services Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That Council **APPROVE** the Public Conduct Policy attached as Appendix A to Report CSD 41-2024 and **REPEAL** Corporate Policy C-A-025 Managing Public Spaces in a Safe and Welcoming Environment, including the related Procedure; and
2. That Council **APPROVE** the Trespass By-law in the form attached as Appendix B to Report CSD 41-2024.

Key Facts

- The purpose of this report is to seek Council's approval of the proposed Public Conduct Policy (the "Policy") and Trespass By-law, attached as appendices to this report.
- Several Ontario municipalities have recently introduced or amended public conduct policies/by-laws to address significant developments in Ontario law.
- It is a best practice to establish a comprehensive policy and resolution framework to guide staff in identifying and responding to inappropriate behaviour that qualifies as Misconduct in a manner that is clear, consistent, reasonable, proportional to the individual's conduct, and compliant with applicable law.
- The Region does have certain policies governing conduct by and towards staff but does not presently have a comprehensive corporate-wide policy governing public conduct when attending or accessing Regional premises and services or engaging with Regional staff, volunteers, Members of Council or other members of the public.
- The proposed Policy and Trespass By-law uphold and balance important *Charter*-protected public rights with important statutory obligations under the *Occupational Health and Safety Act* to promote a safe and harassment-free workplace, and provide a fair, consistent, and defensible approach to responding to Misconduct.
- The Policy and Trespass By-law would provide the following benefits:
 - establish clear expectations of acceptable conduct for members of the public, staff and Members of Council across all departments, facilities and programs;

- clearly delegate authority to make decisions and issue restrictions in response to Misconduct;
 - provide needed decision-making guidance and a resolution framework to:
 - reduce uncertainty and guard against arbitrary action;
 - ensure Misconduct is properly identified based on a consideration of the specific facts at hand recognizing unreasonable/difficult behaviour does not necessarily equate to Misconduct, and
 - address Misconduct in a clear, consistent, reasonable, proportional, and legally compliant manner.
 - safeguard important public rights and reduce associated risk of court challenges; and
 - foster safe, respectful, and harassment-free engagement between members of the public, staff, volunteers, and Members of Council.
- Subject to Council approval of the proposed Policy, a supporting procedure, approved by CLT, will be issued to guide implementation.

Financial Considerations

There are no direct financial implications arising from the proposed Policy and Trespass By-law.

The deployment of internal resources for training, support, investigation, and appeal purposes will be required to ensure a successful implementation of the Policy across all corporate departments and can be accommodated within the existing Council approved budget. An appeal fee, if desired, could be established under the Region's Fees and Charges By-law. Subject to Council approval and direction, Staff propose that the potential need and justification for an appeal fee can be assessed in future based on actual appeal volume and associated resource impacts.

Analysis

i. Background – The Need for Policy Tools to Responsibly Address Misconduct

The Policy supports the Region's commitment to delivering services and engaging with members of the public in a fair, responsive, and understanding manner, while fostering a safe, respectful, and harassment-free workplace and space for its employees, volunteers, Members of Council, and the public. To achieve these objectives, there may

be circumstances that require action to protect staff, volunteers, Members of Council, and members of the public from inappropriate behaviour, referred to in the proposed policy as “Misconduct”.

Various departments at the Region are from time to time required to manage inappropriate behaviours exhibited by members of the public. Such behaviours can occur in a variety of settings (in person, by phone, electronically etc.) and can be directed towards staff, other members of the public, or Regional property. Staff currently respond to instances of inappropriate conduct using existing corporate policies and division-level protocols where available, or managerial discretion. At present, the Region does have certain policies governing conduct by staff and towards staff (Respectful Workplace Conduct, Harassment in the Workplace, Workplace Violence Prevention Program), but it does not have a comprehensive corporate-wide policy governing public conduct when engaging with staff and services. Additionally, there is an existing Corporate Policy C-A-025 “Managing Public Spaces in a Safe and Welcoming Environment”; however, it is not sufficiently responsive to the corporate need or legal landscape, and as such staff recommend it be repealed.

To establish clear expectations for public interactions and equip staff with tools to appropriately manage unreasonable behaviour, consistent with legislative requirements and Ontario case law, staff recommend the establishment of a comprehensive policy and resolution framework that identifies and responds to Misconduct in a manner that is clear, consistent, reasonable, proportional to the individual’s conduct, and in compliance with applicable law.

To that end, in developing the proposed Policy and the Trespass By-law, staff conducted a comprehensive jurisdictional scan of other Ontario municipalities and a review of relevant legal decisions in Ontario with an aim of identifying best practices. Several Ontario municipalities (at least 10, including Ottawa, Burlington, Hamilton, Whitby, Ajax, Brantford, Elliot Lake, Halton Region, Waterloo Region, and Durham Region) have recently introduced or amended public conduct policies/by-laws.

Staff also carried out cross-departmental review and engagement to ensure alignment with business requirements so that the proposed Policy and Trespass By-law will function to complement department-specific protocols; recognizing that public interactions across the Region’s diverse service areas, some of which are subject to rigorous sector-specific regulation, cannot be fully addressed through a single “one-size-fits-all” approach. Department/Division-specific protocols/procedures tailored to the unique needs and legislative requirements of specific service areas will remain as

essential complements to the overarching policy guidance, consistency and resolution tools provided by the Policy and By-law. The proposed Policy, supporting procedure, and Trespass By-law have been approved by the Corporate Leadership Team (CLT).

ii. Key Principles & Considerations - Proportionality & Minimal Impairment

A municipality is not an ordinary owner and occupier of property. As a public sector entity, its powers, including the right as owner and occupier of premises to restrict or prohibit entry and limit permitted activities on its premises, must be exercised in accordance with the *Canadian Charter of Rights and Freedoms* (“*Charter*”).

A decision to classify someone’s conduct as Misconduct could have serious consequences for the affected individual. Decisions from Ontario courts have made it clear that municipalities and public sector entities must not arbitrarily restrict members of the public from accessing municipal property or services. Any restrictions applied to an individual’s right to access municipal services or property must be:

- minimally impairing;
- rationally connected to a valid and sufficiently important public purpose; and
- proportional to the inappropriate conduct that occurred.

A municipality must also balance the public’s *Charter* rights with its statutory obligations as an employer, to promote a safe and harassment-free workplace under the *Occupational Health and Safety Act*.

Given this nuanced balance of important rights and obligations at play, and as recognized by numerous municipalities across Ontario, it is best practice to establish a policy and resolution framework for staff to identify and respond to Misconduct in a manner that is clear, consistent, reasonable, proportional, and compliant with applicable law.

iii. Content of the Public Conduct Policy

Broad Scope – Applicable to All Premises, Services, Events, and Interactions

The proposed Policy, attached as Appendix A, will apply to all persons attending, accessing, or using Regional properties, facilities, services, programs, meetings or events, and all forms of public interactions and communications with Regional staff, volunteers, Members of Council, or members of the public, including in-person,

telephone, written communications, and all forms of virtual and electronic communications.

As noted, the Policy would apply to public interactions with Members of Council. The intention is to provide Councillors with the same policy guidance available to staff in identifying and responding to potential Misconduct, while maintaining a distinct resolution framework through the Integrity Commissioner in accordance with the Code of Conduct for Members of Council.

Targeting Misconduct – Unjustified Disruption, Distress and Harm

Not all unreasonable or difficult behaviour constitutes Misconduct. The term Misconduct applies to a range of inappropriate conduct and interactions, from disruptive conduct, such as frivolous or vexatious requests, to more severely offending conduct such as aggressive, intimidating, or disrespectful behaviour, threats of violence, or actual violence. The overriding question is whether the behaviour is likely to cause, or has caused, an unjustified disruption, distress or harm to staff, volunteers, Members of Council, or members of the public.

To guide staff, the Policy describes general categories of inappropriate behaviour that may amount to Misconduct, depending on the particular circumstances. Further guidance for identifying and responding to Misconduct will be outlined within a Public Conduct Procedure approved by CLT for issuance subject to Council approval of the Policy. A copy of the Procedure is attached to this report as Appendix C for information purposes.

Relevant Considerations – Ensuring Response Tailored to the Circumstances

The central guiding principle under the proposed Policy is that any restrictions imposed to address Misconduct must be tailored to the individual circumstances of each case and proportionate to the harm, or potential harm, arising from the Misconduct. Generally, where appropriate, a graduated system of warnings, suspensions, and prohibitions should be employed with an aim of imposing the least onerous sanction that will achieve the objectives of the Policy.

To guide decision-makers, the Policy sets out an unexhaustive list of relevant factors to consider when deciding upon any restrictions, including:

- the severity of the Misconduct;
- whether there is a repeated pattern or history of Misconduct;

- the likelihood of recurrence of the Misconduct by the individual;
- the personal circumstances of the individual;
- whether staff have made reasonable efforts to address or resolve the issue;
- any relevant extenuating circumstances;
- the impact of restrictions or prohibitions on the individual; and
- any other factor relevant to a consideration of the issues.

Going through such an analysis and making reasonable investigation and gathering the facts necessary to conduct such an analysis, is an important safeguard against arbitrary or rash decisions and the improper labelling of all unreasonable or difficult behaviour as Misconduct.

Senior-Level Decision-Makers, Escalation Framework and Procedural Fairness

The proposed Policy assigns authority to make determinations and impose restrictions to defined senior-level staff, namely, Directors, Commissioners, or the Deputy CAO. Senior-level decision-making, oversight and embedded escalation aligns with the approach taken by comparable municipalities and recognizes the elevated importance of decisions that may potentially limit an individual's access to Regional property or services.

When alleged Misconduct is reported, experienced, or observed by staff, their role is to document the matter and report it to their Supervisor, Manager or Director. Directors will then review all information, ensure investigation is complete, decide whether any consequences or restrictions should be imposed, and if so, communicate those restrictions, together with any applicable review date or appeal rights, to the affected individual.

While Directors are assigned as primary decision-makers, the Policy provides for escalation to the Commissioner level or Deputy CAO in certain instances such as where the alleged Misconduct concerns multiple departments or service areas.

The proposed Policy authorizes Directors, Commissioners, and the Deputy CAO to prohibit an individual's entry on or to one or more Regional premises where appropriate, only after consideration of all possible alternative measures. If a Trespass Notice is issued, then the Trespass By-law must be followed.

The Policy affords procedural appeal rights to members of the public to ensure fairness and transparency, which are further outlined in the supporting procedure. Appeals will

follow an escalation framework depending on who imposed the restrictions being challenged. Appeals will be decided by: Commissioners (where restrictions imposed by a Director); the Deputy CAO (where restrictions imposed by a Commissioner); or the CAO (where restrictions imposed by the Deputy CAO).

As a further procedural fairness measure, the supporting procedure allows for a discretionary restriction review date to be set (i.e. when the restrictions will be revisited to consider whether modification or continuation is appropriate).

iv. Content of the Proposed Trespass By-law

The proposed Trespass By-law (the “By-law”), attached as Appendix B, is more limited in application than the Policy. It would apply in conjunction with the Policy and only where restrictions prohibit an individual from physically entering one or more Regional properties. This is the most severe form of restriction that the Region would impose – and only as a last resort, after considering all other possible alternative measures under the Policy.

The By-law would govern issuance of a Trespass Notice to an individual stating that, as a result of their conduct, they are prohibited from entering on or to one or more Regional premises, and if they do so, they will be trespassing and could be subject to charges under the *Trespass to Property Act*.

The By-law provides for appeals and for temporary exceptions from a Trespass Notice to be requested in certain circumstances, to ensure a measured and fair approach.

v. Implementation

Successful implementation of the proposed Policy across all corporate departments will require focused training, engagement, and support at all staff levels, from frontline staff to senior leadership. In partnership with Human Resources staff, a communication and training program will be developed leveraging existing learning and training platforms, which include both virtual and in-person training, and resources such as FAQs to support a unified understanding of how and when the Policy and By-law should be utilized and strive to complement other existing corporate training initiatives such as de-escalation training.

Alternatives Reviewed

Regional Council could choose not to approve the proposed Policy and Trespass By-law. This is not recommended given that there is presently no comprehensive corporate-wide policy governing public conduct when engaging with Regional staff and services. The proposed Policy and By-law will provide needed guidance and resolution tools to address Misconduct in a manner that is fair, consistent, proportionate, minimally impairing, and compliant with applicable law.

Relationship to Council Strategic Priorities

The proposed Policy and Trespass By-law support Council's Strategic Priorities for an Effective and Equitable Region by furthering the Region's objectives to support a skilled and aligned workforce and ensure a safe, respectful, and welcoming Niagara.

Other Pertinent Reports

N/A

Prepared by:

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This report was prepared in consultation with Donna Gibbs, Director, Legal and Court Services, Franco Meffe, Director, Human Resources, and Ann-Marie Norio, Regional Clerk.

Appendices

Appendix 1	Proposed Public Conduct Policy
Appendix 2	Draft Trespass By-law
Appendix 3	Draft Public Conduct Procedure

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Policy Owner	Corporate Administration, Office of the Chief Administrative Officer
Approval Body	Regional Council
Approval Date	
Effective Date	
Review by Date	

1. POLICY

Niagara Region is committed to delivering exceptional services and engaging with members of the public in a fair, responsive and understanding manner, while fostering a safe, respectful and harassment-free workplace and space for its employees, volunteers, Members of Council and the public. In order to achieve these objectives, inappropriate behavior and misconduct by members of the public who require access to and/or make use of Regional premises or services may need to be limited in a manner that is clear, consistent, reasonable, and proportional to the individual's conduct.

2. PURPOSE

This policy contributes to the Region's objectives of delivering exceptional services and engaging with the public in a fair, responsive and understanding manner, while recognizing that there may be circumstances that require action to protect staff, volunteers, Members of Council and members of the public from inappropriate behaviour, referred to in this policy as "Misconduct".

Some situations of Misconduct may cause concern for the reasonable safety of others at Regional premises or may interfere with the public's use and enjoyment of Regional services and facilities. Further, Misconduct may consume a disproportionate amount of staff and/or Council Member time and resources and compromise their ability to provide assistance or deliver effective and efficient service to others.

Accordingly, under this policy and associated procedures, inappropriate behaviour that qualifies as Misconduct may result in the application of restrictions against members of the public. Any restrictions applied will be reasonable, consistent and proportionate to address the particular Misconduct at hand, and communicated in a manner that is clear and understandable.

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3. SCOPE

General

This policy applies to:

- all persons attending, accessing and/or making use of any and all Regional properties, facilities, services, programs, meetings or events; and
- the conduct of all persons interacting with Regional staff, volunteers, Members of Council, or members of the public, in any manner, including, but not limited to:
 - i. in-person communications;
 - ii. written communications;
 - iii. telephone communications;
 - iv. all forms of virtual and electronic communications, including e-meetings, e-mail, text message, and social media;
 - v. at Regional property and facilities; and
- at non-Regional properties, facilities or workplaces where Regional services and programs or events are provided.

Implementation

This policy will be followed in determining whether behaviour constitutes Misconduct based on a consideration of all of the circumstances of a particular case. Once it has been determined that Misconduct has occurred, this policy, together with the Region's Public Conduct Procedure, will be followed in the implementation of any restrictions and any applicable review or appeal of those restrictions.

This policy is not intended to apply to generally unreasonable or difficult individuals or in any way limit or detract from the Region's commitment and duty to accommodate members of the public in its provision of respectful and inclusive services.

Further, this policy is meant to complement, not replace, department-specific training, protocols, procedures and guidelines applicable to staff interactions with the public. In their interactions with members of the public, staff shall engage in appropriate dialogue, communications, actions, de-escalation practices and resolutions in accordance with their applicable departmental training, protocols, procedures, guidelines and applicable sector-specific legislation, regulations, directives and guidelines. This may include the ability to end individual customer service interactions with the public or asking someone to leave the premises on an ad-hoc/"one-off" basis where deemed appropriate in staff's discretion and in accordance with applicable departmental protocols, procedures and Management direction.

Where any conflict occurs between this policy and a departmental or divisional policy, this policy will take precedence, save and except departmental policies and procedures applicable to Region operated housing shelters or where there are

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applicable sector-specific legislation, regulations, directives or guidelines to the contrary.

This policy shall be applied in conjunction with the Region's Trespass By-law, Respectful Workplace Conduct Policy, Harassment in the Workplace Policy and Procedures, Workplace Violence & Workplace Harassment Prevention Program Procedure, Code of Conduct for Members of Council, and Procedural By-law.

In addition, this policy shall be applied in conjunction with all corporate and department specific emergency procedures. **Staff should not, under any circumstances, place themselves at risk or jeopardize the safety of others when addressing inappropriate behaviour and/or Misconduct.** If an incident presents an immediate threat to persons or property, staff should contact 9-1-1 and then contact their supervisor.

Identifying Misconduct

The term "**Misconduct**" for the purposes of this policy applies to a range of inappropriate conduct and interactions, from disruptive conduct, such as frequent, unreasonable, frivolous or vexatious requests or meritless/unsubstantiated complaints by a member of the public, to more severely offending conduct such as aggressive, intimidating or disrespectful behaviour, threats of violence, or actual violence. The overriding question is whether the behaviour is likely to cause, or has caused, an unjustified disruption, distress or harm to staff, volunteers, Members of Council, or members of the public.

Not all unreasonable or difficult behaviour constitutes Misconduct, and this policy should not be applied to label all generally unreasonable or difficult behaviour as Misconduct.

Depending on the particular circumstances, Misconduct may include:

- verbal or non-verbal conduct that is, in the view of a reasonable person, designed to, or reasonably likely to, harm, distress, intimidate, harass, threaten, abuse, coerce, disparage, embarrass, disrespect or humiliate the recipient, or is part of a pattern of conduct by an individual that amounts to an abuse of a Regional program, service or process;
- behaviour that causes concern for the reasonable safety of staff or other individuals attending, accessing and/or making use of Regional premises, facilities, workplaces, services, programs or events;
- any conduct, which because of its nature or frequency, has a disproportionate and unreasonable impact on the Region, Members of Council, employees, volunteers, other members of the public, services, time and/or resources;
- behaviour that interferes with normal operations of the Region or which interferes with the ability of other persons to use and enjoy Regional services, programs and physical or digital spaces;

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- repeated requests or complaints by an individual that are unsubstantiated, have no serious purpose or value, or about a matter so trivial or meritless on its face that investigation would be disproportionate in terms of time and cost; or
- behaviour that is unacceptable in all circumstances – regardless of how stressed, angry, or frustrated an individual may be - because it unacceptably compromises the health, safety, and security of staff, volunteers, Members of Council, other members of the public or the individual themselves.

Further guidance and examples as to what may constitute Misconduct, together with the procedures to be followed in identifying and responding to Misconduct and implementing appropriate restrictions, and any applicable review or appeal of those restrictions, are outlined in the Region's Public Conduct Procedure as approved by CLT.

Relevant Considerations in Addressing Misconduct

In determining if an individual's behaviour qualifies as Misconduct and/or warrants the application of restriction(s) under this policy and related procedures, the specific circumstances of the matter will be considered, including, but not limited to the following:

- the severity of the Misconduct;
- whether there is a repeated pattern or history of Misconduct;
- the likelihood of recurrence of the Misconduct by the individual;
- the personal circumstances of the individual, if known to staff;
- whether the individual has been dealt with properly and in accordance with the relevant policies and procedures;
- whether staff have made reasonable efforts to address or resolve the issue;
- any relevant extenuating circumstances;
- the impact of restrictions or prohibitions on the individual;
- whether the individual is presenting new material or information about the situation or making a new request or complaint;
- any other factor relevant to a consideration of the issues; and,
- where prohibiting entry of an individual on or to one or more Regional premises and/or issuance of a Trespass Notice is being considered, compliance with the Trespass By-law.

Guiding Principle - Restrictions will be Measured and Proportional

Any restrictions imposed to address Misconduct under this policy and related procedure shall be tailored to the individual circumstances of each case and proportionate to the harm, or potential harm, arising from the Misconduct. Generally, where appropriate, a graduated system of warnings, suspensions, and prohibitions shall be employed with an aim of imposing the least onerous sanction that will achieve

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the objectives of the Public Conduct Policy, including staff and public safety, inclusiveness, and freedom from harassment.

2.1.Roles and Responsibilities

Employees

Regional employees (including students and volunteers) are responsible for the following:

- if an employee experiences, witnesses, or receives a report regarding any incident or behaviour that may constitute Misconduct, that employee will report the matter to their Supervisor, Manager, Associate Director or Director, providing any supporting material in the manner outlined in the Region's Public Conduct Procedure; and
- in their interactions with members of the public, employees shall engage in appropriate dialogue, communications, actions, de-escalation practices and resolutions in accordance with the Region's Public Conduct Procedure as supplemented by their applicable departmental training, protocols, procedures, guidelines, Management direction and applicable sector-specific legislation, regulations, directives and guidelines. This may include the ability to end individual customer service interactions with the public or asking someone to leave the premises on an ad-hoc/"one-off" basis where deemed appropriate in staff's discretion and in accordance with applicable departmental protocols/procedures and Management direction.

Supervisors, Managers and Associate Directors

Supervisors, Managers and Associate Directors are responsible for:

- receiving and reviewing all information regarding any alleged Misconduct; providing direction to their direct reports and engaging in the enforcement steps outlined in the Region's Public Conduct Procedure in a manner which upholds the principles and provisions of this policy; and
- ensuring that Regional employees are provided with appropriate support, assistance, resources and resolution mechanisms provided under other applicable corporate policies and programs, including, without limitation, the Region's Health and Safety Policy, Workplace Violence and Workplace Harassment Prevention Program Procedure and Employee and Family Assistance Program.

Directors

Directors are responsible for:

- receiving and reviewing all information regarding any alleged Misconduct; providing direction to their direct reports and carrying out the investigative, decision-making and enforcement responsibilities and actions outlined in the

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Region's Public Conduct Procedure in a manner which upholds the principles and provisions of this policy, including:

- making the determination of whether to classify an individual's conduct as Misconduct;
- determining whether any restriction(s) are to be imposed on the individual, including any temporary or interim restrictions, and communicating those restrictions, together with any applicable review date or appeal rights, to the individual;
- where appropriate, and only after consideration of all possible alternative measures, Directors are authorized to prohibit the individual's entry on or to one or more Regional premises for a duration **not exceeding 7 days** by issuance of a Trespass Notice, in accordance with the Trespass By-law; and
- referring the matter to their Commissioner for investigating and determination, where deemed appropriate as a result of the circumstances surrounding the alleged Misconduct, including, without limitation, where the Director has **any actual or potential conflicts of interest**, situations where the alleged Misconduct may concern more than one Regional department, service or program, or where the Director believes the alleged Misconduct is of such severity that it warrants prohibiting the individual from entering on or to Regional property for a duration **exceeding 7 days**;
- ensuring that all direct reports are aware of and trained on this policy and the related procedure;
- ensuring that all direct reports are provided with appropriate support, assistance, resources and resolution mechanisms provided under other applicable corporate policies and programs, including, without limitation, the Region's Health and Safety Policy, Workplace Violence and Workplace Harassment Prevention Program Procedure and Employee and Family Assistance Program; and
- ensuring that this policy and the related procedure is integrated into their applicable departmental/divisional protocols, procedures, guidelines and training.

Director of Legal and Court Services

The Director of Legal and Court Services shall provide legal support and guidance to all employees as needed for the purposes of implementation of this policy and related procedure in compliance with applicable law.

Commissioners

Commissioners are responsible for:

- carrying out all Director responsibilities and actions outlined in this policy and related procedure where a matter of potential Misconduct has been referred to the Commissioner for investigation and determination, or where otherwise

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deemed appropriate as a result of the circumstances surrounding the alleged Misconduct, including, without limitation, where the Director has **any actual or potential conflicts of interest**, situations where the alleged Misconduct may concern more than one Regional department, service or program, or where the Director or Commissioner believes the alleged Misconduct is of such severity that it warrants prohibiting the individual from entering on or to Regional property for a duration **exceeding 7 days**;

- where appropriate, and only after consideration of all possible alternative measures, Commissioners are authorized to prohibit the individual's entry on or to one or more Regional premises for a duration **not exceeding 2 years**, by issuance of a Trespass Notice, in accordance with the Trespass By-law;
- referring investigation and determination of the potential Misconduct to another Commissioner, the Deputy CAO, or in consultation with the Director of Legal and Court Services and the Director of Human Resources, an independent third-party investigator, where deemed appropriate as a result of the circumstances surrounding the alleged Misconduct, including, without limitation, any actual or potential conflicts of interest or situations or where the Misconduct involves or has broad implications across multiple corporate departments;
- conducting appeals of any restriction(s) imposed by Directors where applicable, as outlined in the Region's Public Conduct Procedure in a manner which upholds the principles and provisions of this policy;
- ensuring that all direct reports understand the purpose and scope of this policy and related procedure and comply with same;
- reviewing departmental or divisional policies and procedures for consistency and alignment with this policy, including to ensure:
 - reasonable and practicable measures are taken to protect staff, Council, members of the public, and Regional premises;
 - that all relevant statutory requirements are met;
 - consistency and accountability across Regional services; and
- the promotion of a culture of safety, security, civility and respect at Regional premises, facilities and workplaces and in the provision of services to the public.

Deputy CAO

The Deputy CAO is responsible for:

- carrying out all Director and Commissioner responsibilities and actions outlined in this policy and related procedure where a matter of potential Misconduct has been referred to the Deputy CAO for investigation and determination;
- where appropriate, and only after consideration of all possible alternative measures, the Deputy CAO is authorized to prohibit the individual's entry on or to one or more Regional premises for a duration **not exceeding 5 years**, by issuance of a Trespass Notice, in accordance with the Trespass By-law;

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- conducting appeals of any restriction(s) imposed by Commissioners, where applicable, as outlined in the Region's Public Conduct Procedure in a manner which upholds the principles and provisions of this policy; and
- promoting a culture of safety, security, civility, accommodation, inclusivity and respect at Regional premises, facilities and workplaces in the provision of services to the public.

CAO

The CAO is responsible for:

- conducting appeals of any restriction(s) imposed by the Deputy CAO, where applicable, as outlined in the Region's Public Conduct Procedure in a manner which upholds the principles and provisions of this policy; and
- promoting a culture of safety, security, civility, accommodation, inclusivity and respect at Regional premises, facilities and workplaces in the provision of services to the public.

Corporate Leadership Team

The Corporate Leadership Team is responsible for:

- approving and directing the development of corporate procedures to support this policy, including updates as needed from time to time; and
- ensuring other departmental or divisional policies and procedures are reviewed by Commissioners for consistency and alignment with this policy.

Members of Council

Members of Council may consult with the Integrity Commissioner regarding cases of potential Misconduct that the Member of Council wishes to address. Upon being consulted by a Member of Council, the Integrity Commissioner shall provide advice to the Member respecting any proposed action under this policy as it relates to the Member's obligations under the Code of Conduct for Members of Council. The appeal mechanism for any restriction(s) placed on an individual through the procedure for Members of Council is the Integrity Commissioner pursuant to the Code of Conduct.

Members of Council may also wish to notify the Regional Clerk and the Regional Chair's Office in situations where the potential Misconduct may impact or interfere with Regional meetings, events, other Members of Council and/or Staff.

References and Related Documents.

2.2. Legislation, By-Laws and/or Directives

Trespass By-Law

Procedural By-Law

Occupational Health and Safety Act, R.S.O. 1990, c. 0.1

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Human Rights Code (Ontario), R.S.O. 1990, c. H.19

The Canadian Charter of Rights and Freedoms

Procedures

Public Conduct Procedure

Related Policies, Procedures and Guidelines

Harassment in the Workplace Policy and Procedure – C-HR-012

Respectful Workplace Conduct Policy – C-HR-016

Respectful Workplace Conduct Procedures and Guidelines – C-HR-016-001

Workplace Violence & Workplace Harassment Prevention Program Procedure – C-HS-001-011

Employee Code of Conduct

Code of Conduct for Members of Council

Document Control

The electronic version of this document is recognized as the only valid version.

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Approval History

Approver(s)	Approved Date	Effective Date

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

DRAFT

**THE REGIONAL MUNICIPALITY OF NIAGARA
BY-LAW NO. 2024 – XX**

A by-law to establish a system for administering notices and other matters under the
Trespass to Property Act, RSO, 1990, c. T.21

Whereas The Regional Municipality of Niagara (“Niagara Region”) has the right as owner and occupier of premises to restrict or prohibit entry and limit permitted activities on such premises;

Whereas Niagara Region is committed to ensuring a safe and respectful environment for everyone;

Whereas Niagara Region has a general duty under the *Occupiers’ Liability Act* to take such care as in all the circumstances is reasonable to see that persons entering on its premises, and the property brought on the premises, are reasonably safe. Niagara Region has further duties under the *Occupational Health and Safety Act* and the *Criminal Code of Canada* to address workplace violence and harassment;

Whereas Niagara Region respects the rights of all individuals under the *Canadian Charter of Rights and Freedoms* and acknowledges its responsibility to exercise its authority in a manner that does not violate those rights; and

Whereas the Council of The Regional Municipality of Niagara intends to establish a system for administering notices of trespass and related matters;

Now therefore the Council of The Regional Municipality of Niagara enacts as follows:

PART 1: DEFINITIONS

1.1 In this By-law:

“**Act**” means the *Trespass to Property Act*, R.S.O. 1990, c. T.21;

“**appeal fee**” means the fee, if any, from time to time established by the Niagara Region Fees and Charges By-Law, in relation to an appeal under Part 4 of this by-law;

“**appeal officer**” means the Chief Administrative Officer (“CAO”) who is authorized to hear an appeal under this by-law, or the Deputy CAO or Commissioner assigned to hear the appeal by the CAO in accordance with Part 4 of this by-law;

“**authorization letter**” means a letter or other written notification authorizing a municipal, provincial, or other police service with jurisdiction over Regional premises to enforce the provisions of a Trespass Notice or the *Trespass to Property Act*, R.S.O. 1990, c. T.21 on Regional premises;

“authorized person” means each of:

- (a) security personnel employed by or under contract with Niagara Region;
- (b) such persons employed by Niagara Region who, as a matter of their regular duties or due to circumstances, are responsible for and have control over the condition of any Regional premises or the activities there carried on, or control over persons allowed to enter the Regional premises, including, without limitation, the Director responsible for the Regional department, premises, service or program area affected by the prohibited conduct, or the Director of another Regional department assigned to investigate and/or make any decisions regarding the issuance of a Trespass Notice by a senior staff person;
- (c) a municipal law enforcement officer; and
- (d) a police officer;

“by-law” means this by-law and any schedule to this by-law;

“Niagara Region” or **“the Region”** means The Regional Municipality of Niagara;

“Regional premises” means any land, building, premises, facilities or infrastructure owned, occupied or leased by the Region and includes each building, structure and other improvement thereon;

“Council” means the Council of The Regional Municipality of Niagara;

“meeting room” means that part of a Regional premises in which Council or one of the Committees, as defined in the Procedural By-law, is holding a meeting pursuant to the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended;

“person” includes an individual, partnership, association, firm or corporation;

“prohibited conduct” means:

- (a) damage to or vandalism of a Regional premises or any property thereon;
- (b) unreasonable interference with the operation of Regional premises;
- (c) unreasonable interference with others’ use of Regional premises;
- (d) contravention of a law of Canada, a law of the Province of Ontario or a municipal by-law on Regional premises; or
- (e) contravention of a Regional policy or signage governing the conduct of persons on Regional premises or in regard to Regional services, programs or events;

“senior staff person” means the Commissioner responsible for the Regional department, premises, service or program area affected by the prohibited conduct, or the Commissioner of another Regional department assigned to investigate and/or

make any decisions regarding the issuance of a Trespass Notice by an authorized person or senior staff person.

“Trespass Notice” means a notice, given orally or in writing, prohibiting entry to one or more Regional premises by a person or a group of persons.

PART 2: FACTORS IN GIVING TRESPASS NOTICE

- 2.1 In determining whether to give, modify, extend, suspend or revoke a Trespass Notice given to a person pursuant to any part of this by-law, or in conducting an appeal under Part 4 of this by-law, consideration shall be given to the following factors:
- (a) any operational or staff requirements or limitations;
 - (b) the severity of the harm or potential harm caused by the person’s prohibited conduct to staff, members of the public, or property;
 - (c) the person’s level of ability and circumstances, if known;
 - (d) the history of the person’s conduct and interactions on Regional premises;
 - (e) the likelihood of recurrence of the prohibited conduct by the person;
 - (f) the person’s conduct during the term of any Trespass Notice issued to the person pursuant to this by-law or during the term of any restrictions imposed on the person pursuant to a Regional policy or procedure;
 - (g) the impact of restrictions or prohibitions on the person; and
 - (h) any other factor relevant to a consideration of the issues.

PART 3: TRESPASS NOTICE

- 3.1 Any authorized person who has reason to believe that a person has engaged in prohibited conduct may give to the person a Trespass Notice that prohibits entry on or to one or more Regional premises for a period **not exceeding 7 days**.
- 3.2 A senior staff person who has reason to believe that a person has engaged in prohibited conduct may give to the person a Trespass Notice that prohibits entry on or to one or more Regional premises for a period **not exceeding 2 years**.
- 3.3 The Deputy Chief Administrative Officer who has reason to believe that a person has engaged in prohibited conduct may give to the person a Trespass Notice that prohibits entry on or to one or more Regional premises for a period **not exceeding 5 years**.
- 3.4 A Trespass Notice given orally and prohibiting entry to one or more Regional premises for longer than seven days shall be confirmed in writing with the

following information as soon as is practicable, but the failure to do so does not make the oral notice ineffective:

- (a) a copy of the Trespass Notice;
 - (b) a summary of the matter which has led to the issuance of the Trespass Notice;
 - (c) the rationale for the Trespass Notice; and,
 - (d) information regarding the person's right to appeal the Trespass Notice in accordance with this by-law, if applicable.
- 3.5 Prior to the expiry of any Trespass Notice or any extension of a Trespass Notice given pursuant to this by-law, a senior staff person or the Deputy CAO may extend the term of a Trespass Notice for a further period not exceeding two years by giving to the person notice of the extension, where:
- (a) the senior staff person or Deputy CAO determines it is appropriate;
 - (b) the person to whom the Trespass Notice was issued contravened the Trespass Notice; or
 - (c) the person engaged in further or continued prohibited conduct.
- 3.6 A senior staff person or the Deputy CAO may revoke or suspend a Trespass Notice given under this section and may impose such conditions respecting the revocation or suspension as the senior staff person or the Deputy CAO considers appropriate.
- 3.7 Without limiting any other provision of this by-law, any senior staff person and/or the Deputy CAO are authorized to issue authorization letters where that person has determined that doing so is appropriate in the circumstances.

PART 4: APPEAL

- 4.1 A person who has received a Trespass Notice or extension of a Trespass Notice with an aggregate term of **more than 30 days** may appeal to the appeal officer by submitting a written request to the Regional Clerk together with payment of the appeal fee, if any, within fourteen days after being served with the Trespass Notice or extension of the Trespass Notice.
- 4.2 In circumstances where the appeal officer (CAO) was involved in the determination of the terms of the Trespass Notice or any extension of the Trespass Notice, or where the appeal officer (CAO) has any actual or potential conflicts of interest, the appeal officer (CAO) shall refer the appeal to the Deputy CAO or a Commissioner, as deemed appropriate in the discretion of the appeal officer, who shall carry out all duties of the appeal officer under this by-law in respect of the appeal.

- 4.3 A person who appeals pursuant to section 4.1 shall be given no fewer than fourteen days' notice of:
- (a) the manner of the hearing, whether in person, by phone, virtually or in writing; and
 - (b) the date, time, and place of the appeal hearing.
- 4.4 The following applies to the appeal hearing:
- (a) before making their decision, the appeal officer shall give each of the senior staff person (or the Deputy CAO where applicable) and, subject to subsection 4.3, the appellant, an opportunity to be heard, orally or in writing, at the time and place scheduled for the appeal; and
 - (b) if a person who appeals a Trespass Notice fails to participate in or attend the hearing of the appeal as notified pursuant to section 4.3, the Trespass Notice shall be affirmed and the appeal shall be dismissed.
- 4.5 On an appeal, the appeal officer may:
- (a) revoke the Trespass Notice;
 - (b) modify the Trespass Notice, including, without limitation, shortening the term of the Trespass Notice or removing prohibited locations from the Trespass Notice; or
 - (c) affirm the Trespass Notice.
- 4.6 The appeal officer shall give their final decision in writing in accordance with Part 5 of this by-law and shall give reasons in writing if requested by a party within seven days after the decision is given.
- 4.7 The decision of an appeal officer is final and is not subject to further appeal or review.

PART 5: NOTICES

Methods of Giving Notice

- 5.1 Any notice given by the Region pursuant to this by-law in writing may be given in any of the following ways:

- (a) personally;
- (b) by e-mail to the recipient's last known e-mail address; or
- (c) by registered or regular mail or courier or hand delivery addressed to the recipient's last known address.

Deemed Effective

5.2 Notice given in accordance with section 5.1 shall be deemed to be effective:

- (a) on the date it is personally given or delivered by courier or hand delivered;
- (b) on the date the e-mail is sent; or
- (c) on the fifth day after the date of mailing by registered or regular mail.

PART 6: EXCEPTIONS

6.1 A Trespass Notice issued pursuant to this by-law does not prevent a person from entering or remaining in a meeting room for the purpose of attending a Council or Committee meeting where virtual viewing or delegation is not made available by the Region, if the person complies with the following conditions:

- (a) the person notifies the Regional Clerk of the person's intention to attend the meeting no later than 24 hours prior to the scheduled commencement of the meeting;
- (b) the person enters the meeting room no earlier than 15 minutes prior to the scheduled commencement of the meeting;
- (c) the person remains in the meeting room no longer than 15 minutes after the meeting is adjourned; and
- (d) the person complies with each direction given by the Regional Chair or the Committee Chair, as applicable, and the Region's Procedural By-law, respecting conduct at the meeting.

6.2 If a person who has received a Trespass Notice needs to enter Regional premises to conduct business with the Region and is prevented from doing so by the Trespass Notice, the person may seek an exception by requesting an invitation to attend from the senior staff person who gave the person the Trespass Notice (or Deputy CAO where applicable, including where the Trespass Notice was issued by an authorized person), which request shall include the following information:

- (a) the purpose for attending at the Regional premises;
- (b) the reasons why attending at the Regional premises is necessary; and

- (c) the address of the Regional premises where the person wishes to attend.

Requests received under this section shall be responded to by the senior staff person or Deputy CAO who issued the Trespass Notice. The senior staff person or Deputy CAO are under no obligation to approve such a request, if in their discretion, taking into account the surrounding circumstances, including the considerations outlined in Part 2 of this by-law, particularly if there is a reasonable alternative available to the requesting individual to conduct the subject business by virtual, electronic or other means.

- 6.3 A senior staff person or the Deputy CAO may give to a person who has received a Trespass Notice an invitation to attend a Regional premises which may specify the following:

- (a) the purpose for attending at the Regional premises;
- (b) the date and time of the approved attendance at the Regional premises;
- (c) the address of the Regional premises where the person is approved to attend;
- (d) instructions for who to contact when the person arrives for the approved attendance at the Regional premises; and,
- (e) that the Trespass Notice remains in effect except for the approved attendance in accordance with the invitation to attend.

PART 7: GENERAL

- 7.1 Nothing in this by-law limits the Region's ability to enforce its rights under the Act by any legal means.
- 7.2 Any Trespass Notice issued prior to the passage of this by-law shall remain in full force and effect, shall be deemed to have been issued under this by-law, and shall expire in accordance with its original terms unless extended in accordance with this by-law. For the purposes of any appeal of a Trespass Notice issued prior to the passage of this by-law, the appeal process set out in this by-law shall apply.
- 7.3 If a court of competent jurisdiction declares any provision or part of a provision of this by-law invalid, the provision or part of a provision is deemed severable from this by-law, and it is the intention of Council that the remainder of this by-law shall continue in force.
- 7.4 The short title of this by-law is the "Trespass By-law".
- 7.5 This by-law shall come into full force on the day it is passed.

THIS By-law read and passed in the Council Chamber of The Regional Municipality of Niagara this XX day of XX, 2024.

THE REGIONAL MUNICIPALITY OF NIAGARA

Original signed by: _____
Regional Chair, Jim Bradley

Original signed by: _____
Regional Clerk, Ann-Marie Norio

DRAFT

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Procedure Owner	Corporate Administration, Office of the CAO
Parent Policy	Public Conduct Policy
Approval Body	Corporate Leadership Team (CLT)
Approval Date	
Effective Date	
Review by Date	

1. PROCEDURE

This procedure supports the Region's Public Conduct Policy and its commitment to delivering exceptional services and engaging with members of the public in a fair, responsive and understanding manner, while recognizing that there may be circumstances that require action to protect staff, volunteers, Members of Council and members of the public from inappropriate behaviour, referred to in the Public Conduct Policy and this procedure as "Misconduct".

This procedure provides clear steps for staff to follow in identifying and addressing Misconduct, including potential restrictions which may be imposed, guiding factors to consider in imposing any restrictions, and applicable review and/or appeals of any such restrictions.

• PURPOSE

This procedure will guide staff in identifying and responding to inappropriate behaviour that qualifies as Misconduct in a manner that is clear, consistent, reasonable, proportional to the individual's conduct, and in compliance with applicable law.

This procedure recognizes that the decision to classify someone's conduct as Misconduct could have serious consequences for the affected individual, including impairment of rights protected under the *Canadian Charter of Rights and Freedoms*. Decisions from Ontario courts have made it clear that municipal governments must not arbitrarily restrict members of the public from accessing municipal property or services. Any restrictions must be proportional, minimally impairing, and imposed for a valid and sufficiently important public purpose.

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• SCOPE

General

This procedure applies to:

- (a) all persons attending, accessing and/or making use of Regional properties, facilities, services, programs, meetings or events; and
- (b) the conduct of all persons interacting with Regional staff, volunteers, Members of Council, or members of the public, in any manner, including, but not limited to:
 - i. in-person communications;
 - ii. written communications;
 - iii. telephone communications;
 - iv. all forms of virtual and electronic communications, including electronic meetings, e-mail, text message, and social media;
 - v. at Regional property and facilities; and
 - vi. at non-Regional properties, facilities or workplaces where Regional services and programs or events are provided.

Interpretation of this Procedure

This procedure is meant to complement, not replace, department-specific training, protocols, procedures, and guidelines applicable to staff interactions with the public. In their interactions with members of the public, staff shall engage in appropriate dialogue, communications, actions, de-escalation practices and resolutions in accordance with their applicable departmental training, protocols, procedures, guidelines and any applicable sector-specific legislation, regulations, directives and guidelines which require compliance. This may include the ability to end individual customer service interactions with the public or asking someone to leave the premises on an ad-hoc/ "one-off" basis where deemed appropriate in staff's discretion and in accordance with applicable departmental protocols and procedures and Management direction.

Where any conflict occurs between the Public Conduct Policy (including this procedure) and a departmental or divisional policy, the Public Conduct Policy and Procedure will take precedence, save and except departmental policies and procedures applicable to Region operated housing shelters or where there are applicable sector-specific legislation, regulations, directives and guidelines to the contrary.

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In addition to applicable department-specific training, protocols, procedures and guidelines, when inappropriate behaviour or Misconduct is first encountered, staff shall refer to and attempt to use the de-escalation practices outlined in **Appendix A** to resolve the situation.

This procedure shall be applied in conjunction with the Region's Trespass By-law, Respectful Workplace Conduct Policy, Harassment in the Workplace Policy and Procedures, Workplace Violence & Workplace Harassment Prevention Program Procedure, the Code of Conduct for Members of Council, and the Procedural By-law.

If any situation poses a hazard to an employee or any time "workplace violence" or "workplace harassment", as defined in the *Occupational Health and Safety Act*(OHSA), occurs against an employee, Human Resources must be contacted to assess the hazard and ensure workplace risk is adequately controlled in accordance with applicable legislation, and the corporate Health and Safety Policy, Workplace Violence and Workplace Harassment Prevention Program Procedure, and related policies, procedures and programs.

If an incident presents an immediate threat to persons or property, staff should immediately take every reasonable precaution to get to a safe place, contact 9-1-1 and then contact their supervisor and security staff if required. In addition, where applicable, staff shall follow all corporate and department specific emergency procedures. **Staff should not, under any circumstances, place themselves at risk or jeopardize the safety of others when addressing inappropriate behaviour and/or Misconduct.**

Identifying Misconduct

In identifying "**Misconduct**" as defined in the Public Conduct Policy, the overriding question is whether the behaviour is likely to cause, or has caused, an unjustified disruption, distress or harm to staff, volunteers, Members of Council, or members of the public.

Depending on the particular circumstances, Misconduct may include:

- verbal or non-verbal conduct that is, in the view of a reasonable person, designed to, or reasonably likely to, harm, distress, intimidate, harass, threaten, abuse, coerce, disparage, embarrass, disrespect or humiliate the recipient, or is part of a pattern of conduct by an individual that amounts to an abuse of a Regional program, service or process;

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- behaviour that causes concern for the reasonable safety of staff, volunteers or other individuals attending or using Regional premises, facilities, workplaces, services, programs or events;
- any conduct, which because of its nature or frequency, has a disproportionate and unreasonable impact on the Region, Members of Council, employees, volunteers other members of the public, services, time and/or resources;
- behaviour that interferes with normal operation of the Region or which interferes with the ability of other persons to use and enjoy Regional services, programs and physical or digital spaces;
- repeated requests or complaints by an individual that are unsubstantiated, have no serious purpose or value, or about a matter so trivial or meritless on its face that investigation would be disproportionate in terms of time and cost, or;
- behaviour that is unacceptable in all circumstances – regardless of how stressed, angry, or frustrated an individual may be – because it unacceptably compromises the health, safety, and security of staff, volunteers, Members of Council, other members of the public or the individual themselves.

Misconduct may occur as a result of a repeated pattern of conduct when, on several occasions, a person engages in one or more behaviours or actions identified as Misconduct, or it may be a single significant incident that triggers the application of the Public Conduct Policy and this procedure and/or the Trespass By-law.

Examples of what might be considered Misconduct are listed below. This list is not exhaustive, nor does one single feature on its own necessarily imply that the conduct constitutes Misconduct when all of the facts and surrounding context are considered. Staff should not rigidly apply these examples. Not all unreasonable or difficult behaviour constitutes Misconduct. Whether an individual's conduct constitutes Misconduct requires consideration of all relevant facts and circumstances of each case. Examples of possible Misconduct include:

- engaging in or inciting violence or making threats of violence;
- engaging in violent, aggressive, harassing, hostile, intimidating or disrespectful behaviour;
- engaging in a physical altercation with any other individual while attending Regional premises, facilities, services, events or programs;
- possessing a Weapon, as defined in the *Criminal Code of Canada*, while attending Regional premises, facilities, services, events or programs;
- vandalizing or causing damage to Regional property or vandalizing or causing damage to the personal property of persons while attending Regional premises;

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- using coarse, profane or discriminatory language, or making racial or ethnic slurs, while accessing a Regional property, facility, service, program or event;
- loitering, causing a disturbance, or acting under the influence of drugs or alcohol while attending Regional premises, facilities, services or programs;
- accessing or attempting to access physical areas of Regional property that are used as private office space for staff, or for which the public is not otherwise permitted to enter, without written or express permission;
- causing significant distress to staff, volunteers, Members of Council, or members of the public which could include use of hostile, abusive, discriminatory or offensive language, or an unreasonable fixation on an individual member of staff, volunteer, Member of Council, or member of the public;
- making unjustified complaints about staff, a volunteer, or Member of Council, including seeking reprisal;
- making excessive demands on the time and resources of staff, including, without limitation, engaging in continuous or excessively lengthy phone calls, sending excessive correspondence to the same or numerous staff on the same topic, and expecting immediate responses;
- refusing to accept a decision or information provided by staff/repeatedly arguing points with no new evidence;
- persistently approaching the Region through different routes about the same issue;
- refusing to specify the grounds of a complaint or repeatedly changing the basis of a complaint/request as the matter proceeds, despite offers of assistance;
- submitting falsified documents from themselves or others;
- covertly recording meetings and conversations;
- unruly public protest that is disruptive to the common good administration and operation of Regional premises, facilities, services, programs, events and operations, including but not limited to disrupting, harassing, threatening, limiting access or intimidating other patrons, Regional staff, volunteers, Members of Council, or appointed members of a Regional Boards or Committees on Regional premises, facilities or workplaces;
- viewing, producing, sharing, or exhibiting illegal, pornographic, obscene, hateful, discriminatory or offensive materials, either hard copy or through all forms of virtual and electronic communications, including e-mail, text message, and social media;
- photographing, filming or recording staff, volunteers or patrons in a manner that interferes with Regional operations, premises, services, programs or events

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- and/or the public's use and enjoyment of Regional premises, services, programs or events;
- invading or attempting to invade another person's privacy;
- unauthorized access of computer technology or attempts thereof;
- sending or creating viruses and other invasive computer programs;
- contravening other Regional by-laws, policies, procedures, signage, rules or codes of conduct that establish rules for permitted or expected conduct at or while accessing Regional properties, facilities, programs and public meetings; and,
- engaging in any illegal activity.

Relevant Considerations in Addressing Misconduct

Each case will be considered on its own facts. In determining if an individual's behaviour qualifies as Misconduct and/or warrants the application of restriction(s), the Decision Maker will consider the specific circumstances of the matter, including, but not limited to the following:

- (i) the severity of the Misconduct;
- (ii) whether there is a repeated pattern or history of Misconduct;
- (iii) the likelihood of recurrence of the Misconduct by the individual;
- (iv) the personal circumstances of the individual, if known to staff;
- (v) whether the individual has been dealt with properly and in accordance with the relevant policies and procedures;
- (vi) whether staff have made reasonable efforts to address or resolve the issue;
- (vii) any relevant extenuating circumstances;
- (viii) the impact of restrictions or prohibitions on the individual;
- (ix) whether the individual is presenting new material or information about the situation or making a new request or complaint;
- (x) any other factor relevant to a consideration of the issues; and
- (xi) where prohibiting entry of an individual on or to one or more Regional premises and/or issuance of a Trespass Notice is being considered, compliance with the Trespass By-law and its procedures as well as this procedure.

Guiding Principle - Restrictions will be Measured and Proportional

Any restrictions imposed to address Misconduct shall be tailored to the individual circumstances of each case and proportionate to the harm, or potential harm, arising from the Misconduct. Generally, where appropriate, the Decision Maker shall employ a graduated system of warnings, suspensions, and prohibitions and attempt to impose

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the least onerous sanction that will achieve the objectives of the Public Conduct Policy, including considerations for staff and public safety, inclusiveness, and freedom from harassment. Depending on the severity of the Misconduct and the particular circumstances, there may be situations requiring immediate actions without warning.

Consultation with Legal Services

Prior to imposing any restriction(s) that will: (i) limit an individual's use or access of a Regional premises, service or program for a duration **exceeding 30 days**; or (ii) prohibit an individual's entry on or to one or more Regional premises pursuant to this Procedure, the Decision Maker shall consult with the Director of Legal and Court Services.

Employees

If an employee (including students and volunteers) experiences, witnesses, or receives a report regarding any incident or behaviour that may constitute Misconduct, that employee will report the matter to their Supervisor, Manager, Associate Director or Director, as applicable, providing any supporting material.

Employees are responsible for advising their Supervisor, Manager, Associate Director or Director, as applicable, of all relevant facts regarding any alleged Misconduct, which may include the following:

- nature of the behaviour;
- length of time that staff have been in contact with the individual and the history and details of interactions;
- any steps that have been taken to resolve or address the behaviour; and
- the impact of the behaviour.

In addition, and without limiting the foregoing:

- In their interactions with members of the public, employees shall engage in appropriate dialogue, communications, actions, de-escalation practices and resolutions in accordance with their applicable departmental training, protocols, procedures, guidelines and any applicable sector-specific legislation, regulations, directives and related guidelines. This may include the ability to end individual customer service interactions with the public or asking someone to leave the premises on an ad-hoc/"one-off" basis where deemed appropriate in staff's discretion and in accordance with applicable departmental protocols and procedures and Management direction.

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- When inappropriate behaviour or Misconduct is first encountered, employees shall refer to and attempt to use the de-escalation practices outlined in **Appendix A** to resolve the situation.
- Any employee who feels they are the target of harassment, inappropriate behaviour or potential Misconduct may determine that the most effective way to end the harassment or Misconduct is to deal with the matter promptly and directly with the person committing the offensive behaviour in the manner outlined in the Region's Workplace Violence and Workplace Harassment Prevention Procedure (Informal Early Resolution). As the offending person may not be aware that their behaviour is inappropriate and unwelcome, they may need to be advised clearly, politely and firmly to stop the identified offensive behaviour to ensure it does not continue. It may be beneficial to have a witness present, if possible, in the event the behaviour does not stop following the request to stop. It is important that a written record of the incident(s) is made by staff directly after, including dates, times, the nature of the behaviour, and witnesses, if any, for future reference if the behaviour is not resolved following this conversation where the person is requested to stop the offensive behaviour and a formal report of potential Misconduct becomes necessary.
- All employees are required to document both the actions of any individual exhibiting potential Misconduct and their own actions in addressing the individual.

Supervisors, Managers and Associate Directors

Supervisors, Managers and Associate Directors are responsible for reviewing all information regarding any alleged Misconduct in a timely manner and making recommendations to the Director of the affected department, premises, facility, event, service or program. In reviewing the information provided, Supervisor(s), Manager(s) and/or Associate Director(s), as applicable, will:

- notify their Director of the alleged Misconduct so that the Director may, in consultation with the Supervisor, Manager and/or Associate Director, determine whether interim or temporary restrictions are warranted pending the completion of a review and determination of any investigation required;
- determine if additional investigation, including obtaining additional witness statements, is required, and complete any such additional investigation;
- determine if the alleged Misconduct triggers the application of other relevant corporate policies and programs, including, without limitation, the Region's Health and Safety Policy, Workplace Violence and Workplace Harassment Prevention

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Program Procedure and Employee and Family Assistance Program, and take appropriate steps to engage the employee with the appropriate support, resources and assistance provided by those policies and programs; and

- once the investigation is complete, review all available information and make recommendations to the Director, including:
 - a. whether the individual's conduct constitutes Misconduct;
 - b. whether the Misconduct warrants the application of any restriction(s) or the issuance of a letter warning the individual that their behaviour contravenes the Public Conduct Policy; and
 - a proposed review date for removing, modifying or continuing restriction(s), if any.

Directors

Directors are responsible for ensuring that all direct reports are aware of and trained on this procedure, the Public Conduct Policy, the Trespass By-Law, and any related policies or procedures. Further, although all individuals are required to contact 9-1-1 where an incident presents an immediate threat to persons or property, Directors will ensure that the appropriate authorities, including, but not limited to, the police, are notified when the alleged Misconduct warrants such notification.

Directors will further ensure that all direct reports are provided with appropriate support, assistance, resources and resolution mechanisms provided under other applicable corporate policies and programs, including, without limitation, the Region's Health and Safety Policy, Workplace Violence and Workplace Harassment Prevention Program Procedure and Employee and Family Assistance Program.

In addressing alleged or potential Misconduct, Directors are responsible for:

- referring the matter to their Commissioner to investigate and make a determination, where the Director deems appropriate as a result of the circumstances surrounding the alleged Misconduct, including, without limitation, where the Director has any actual or potential conflicts of interest, situations where the alleged Misconduct concerns more than one Regional department, service or program, or where the Director believes the alleged Misconduct is of such severity that it warrants prohibiting the individual from entering on or to Regional property for a duration **not exceeding 7 days**;
- making the determination of whether to classify an individual's conduct as Misconduct, unless the matter is referred to the Commissioner or other Director or Decision Maker under this procedure;

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- determining the restriction(s) to be imposed on the individual, including any temporary or interim restrictions, and communicating those restrictions to the individual, unless the matter is referred to the Commissioner or other Director or Decision Maker under this procedure;
- where any proposed restrictions, other than a Trespass Notice issued pursuant to the Trespass By-law, include limiting access to Regional property, services or programs, the Director may, using their discretion:
 - provide the individual with information regarding the allegations; and
 - provide the individual an opportunity to respond to the allegations before a final decision is made regarding any restriction(s), where appropriate;
- maintaining all documentation related to the investigation and any determination regarding restriction(s);
- advising the Regional Clerk in writing when restriction(s) are placed on an individual, providing a copy of the notice given to the individual as well as any additional information requested by the Regional Clerk;
- ensuring that relevant Regional staff are notified of the decision to impose restrictions; and
- if a Trespass Notice has been issued, or is being considered by the Director, ensuring compliance with the requirements of the Trespass By-law.

Before making a determination to classify an individual's conduct as Misconduct, the Director must be satisfied that:

- the facts and circumstances have been properly investigated. If the Director is not so satisfied, the Director must first direct any additional investigations before making a decision to impose any restrictions;
- all communications with the affected individual have been appropriate; and
- any information provided by the individual has been considered.

Without limiting the foregoing, if the Director determines at any time that, as a result of the circumstances surrounding the alleged Misconduct, including any actual or potential conflicts of interest, the investigation should be carried out by either a different Regional department or division, the Commissioner or an independent third party investigator, then the Director may refer the matter to be dealt with by a different Regional department or division, the Commissioner, or, in consultation with the Director of Legal and Court Services and the Director of Human Resources, to an independent third party investigator. In all cases, the final decision letter will be issued to the individual by either the responsible or assigned Director or Commissioner where applicable.

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Potential Restrictions available to Directors

Actions available to the Director in response to Misconduct may include, but are not limited to, any one or a combination of the following:

- (i) limiting the individual's correspondence with staff to a particular format, time or duration;
- (ii) limiting the individual to a particular point of contact;
- (iii) requiring any face-to-face interactions between the individual and staff to take place in the presence of another staff member;
- (iv) requiring the individual to make contact with the Region only through a third party, such as a family member, colleague or professional advisor;
- (v) limiting or regulating the individual's use of Regional premises, facilities, services, programs or participation in events;
- (vi) instructing staff not to respond to further correspondence from the individual regarding the complaint or a substantially similar issue or engaging the services of IT to block a specific email address;
- (vii) informing the individual that further contact on the matter will not be acknowledged or replied to;
- (viii) closing the complaint or request for service; instructing staff to reduce or completely cease responses to further complaints or request and correspondence from the individual; and
- (ix) prohibiting entry of the individual on or to one or more Regional premises for a duration **not exceeding 7 days** by issuance of a Trespass Notice in accordance with the Trespass By-law; or, and only after consideration of all possible alternative measures.

Without limiting any of the foregoing, a Director may, where appropriate, issue interim or temporary restrictions pending the completion of any investigation of alleged misconduct.

Potential Restrictions available to Commissioners

Where alleged Misconduct has been referred to the Commissioner for investigation and determination under this procedure, the Commissioner may:

- (i) take any of the actions and impose any of the restrictions available to Directors outlined in this procedure;
- (ii) prohibit entry of the individual to or on one or more Regional premises for a duration **not exceeding 2 years**, by issuance of a Trespass Notice, in accordance with the Trespass By-law, and only after consideration and/or implementation of all possible alternative measures; and

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- (iii) refer investigation and determination of the potential Misconduct to another Commissioner, the Deputy CAO, or in consultation with the Director of Legal and Court Services and the Director of Human Resources, and independent third-party investigator, where deemed appropriate as a result of the circumstances surrounding the alleged Misconduct, including, without limitation, any actual or potential conflicts of interest or situations or where the Misconduct involves or has broad implications across multiple corporate departments.

Potential Restrictions available to the Deputy CAO

Where alleged Misconduct has been referred to the Deputy CAO for determination under this procedure, the Deputy CAO may:

- (i) take any of the actions and impose any of the restrictions available to Directors and Commissioners; and
- (ii) prohibit entry of the individual from one or more Regional premises for a duration **not exceeding 5 years**, by issuance of a Trespass Notice, in accordance with the Trespass By-law, and only after consideration and/or implementation of all possible alternative measures.

Notice of Decision

Upon determining that an individual has engaged in Misconduct, and depending on the severity of the Misconduct, the Decision Maker will:

- a. send a notice of decision letter of warning to the individual indicating that their behaviour contravenes the Public Conduct Policy and that restrictions may be imposed if the behaviour does not stop;

OR

- b. send a notice of decision letter to the individual indicating that their behaviour contravenes the Public Conduct Policy and that restrictions are being imposed in accordance with the Public Conduct Policy. This letter will include a summary of the findings of the Decision Maker's review and any other relevant information, including as follows:
 - (i) a summary of the matter which has led to the restrictions;
 - (ii) a summary of the interactions with the individual, if applicable;
 - (iii) a description of the restriction(s);
 - (iv) the rationale for applying the restriction(s);

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- (v) that the individual may, upon request, review the information and evidence relied upon by the Decision Maker in reaching their decision subject to restrictions to the disclosure of information and evidence as determined by the Decision Maker in accordance with applicable law;
- (vi) if the Decision Maker determines that scheduling a review date is appropriate, the date scheduled for the Decision Maker to review the restrictions and the individual's right to provide new information or submissions to the Decision Maker in advance of the review date; and
- (vii) information regarding the individual's right to appeal the restrictions under this policy, if applicable.

Any notice of decision given by the Decision Maker pursuant to this section will be given in one or more of the following ways:

- a. personally;
- b. by e-mail to the recipient's last known e-mail address; or
- c. by registered or regular mail or courier or hand delivery addressed to the recipient's last known address.

Notice of decision given in accordance with the preceding paragraph shall be deemed to be effective:

- a. on the date it is personally given or delivered by courier or hand delivered;
- b. on the date the e-mail is sent; or
- c. on the fifth day after the date of mailing by registered or regular mail.

If a Trespass Notice is issued, the Decision Maker will comply with the notice provisions in the Region's Trespass By-law.

Restriction Review by the Decision Maker

The Decision Maker shall, using their discretion, determine, based on the nature of any restrictions imposed and the underlying Misconduct, whether a review date is required; that is, whether the restrictions should be in place for a limited period of time after which they should be revisited to consider whether a modification or continuation is appropriate. Generally, all cases where restrictions have been imposed should be reviewed **not more than 12 months** after any restrictions were initially imposed or continued/upheld.

If the Decision Maker determines that a review date is required, the Decision Maker will notify the individual of the review date in the notice of decision. In addition, the notice of decision letter may invite the individual to participate in the review process

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by providing written submissions to the Decision Maker, or by way of another method as appropriate in the circumstances. Specifically, the Decision Maker may, using their discretion and if the circumstances warrant, also choose to invite the individual to participate in the review in person, by phone, virtually, or other means.

On or before the review date, the Decision Maker and the relevant Supervisor(s), Manager(s), Associate Director(s), Director(s) or Commissioner(s), as applicable, will review the circumstances and determine if the restriction(s) imposed should continue. During this review, consideration will be given to factors such as:

- (i) whether the individual has had any contact with the Region during the restriction period;
- (ii) the individual's conduct during the restriction period;
- (iii) any information/arguments put forward by the individual for review;
- (iv) the effect that continuing the restriction may have on the individual; and
- (v) any other information that may be relevant in the circumstances

The individual will be informed of the outcome of the review by way of letter within 10 business days of completion of the review and be given another date for review if any restrictions remain.

Appeal of Restrictions

An individual who has been served with a notice of decision to impose or continue restriction(s) under this procedure and the Public Conduct Policy, which restrictions limit or prohibit the individual's physical access to Regional property or services for a duration of **more than 30 days**, may appeal the decision by serving a Notice of Appeal to the Regional Clerk in writing and paying the applicable appeal fee, if any, from time to time established by the Region's Fees and Charges By-law in relation to the Public Conduct Policy within 10 business days after being served with the notice of decision.

There is **no right of appeal** from a notice of decision to impose or continue restrictions that does not limit or prohibit the individual's physical access to Regional property or services or that limits or prohibits the individual's physical access to Regional property or services for a period of **30 days or less**.

Notice of Appeal shall be served by email to Clerk@niagararegion.ca or delivered to:
1815 Sir Isaac Brock Way, PO Box 1042, Thorold, Ontario
Attention: Office of the Regional Clerk

Service of the Notice of Appeal does not stay the operation of the restriction(s) imposed.

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The Appeal Officer will hear the appeal in a manner appropriate in the circumstances, including in consideration of the underlying Misconduct, as they determine in their sole discretion, which may be in writing, by phone, virtually or in person.

The appellant and the Decision Maker who imposed the restrictions will be given no fewer than 10 days' notice of:

- (i) the manner of the hearing, whether in person, by phone, virtually, or in writing;
- (ii) the date, time, and place of the appeal hearing; and
- (iii) the applicable appeal procedures, if any.

In the event that the Commissioner is the person who made the decision to impose or continue restrictions or has been involved in the decision of a Director to impose or continue restrictions, the Commissioner may appoint the Commissioner of a different Regional department or the Deputy CAO to conduct the appeal as the Appeal Officer. Where the restrictions subject to appeal have been imposed by the Deputy CAO, the CAO will conduct the appeal as the Appeal Officer. In the event that the CAO was involved in the decision to impose or continue restrictions, or has any actual or potential conflicts of interest, the CAO may appoint a Commissioner to conduct the appeal as the Appeal Officer, as deemed appropriate in the discretion of the CAO.

The following applies to the appeal hearing:

- (i) Before making their decision, the Appeal Officer shall give each of the Decision Maker and the appellant, an opportunity to be heard, orally or in writing, at the time and place scheduled for the appeal.
- (ii) If the appellant fails to participate in or attend the hearing of the appeal as notified pursuant to this procedure, the restriction(s) shall be affirmed and the appeal shall be dismissed.
- (iii) In conducting the appeal, the Appeal Officer may confirm, modify or rescind all or part of the restriction(s). The decision of the Appeal Officer is final.
- (iv) The decision on the appeal shall be communicated to the appellant and to the Decision Maker who imposed the restrictions within 10 business days of the completion of the appeal.

Appeals of decisions made under the Region's Trespass By-law shall be made in accordance with the review process set out in the Trespass By-law. Where the restrictions subject to the appeal include both a prohibition from entering Regional property (thereby engaging the Trespass By-law) and other restrictions limiting

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access to Regional premises or services beyond a duration of one month, the appeal will be conducted as a single appeal, by the CAO as the Appeal Officer.

Consultation for Input, Guidance and Investigative and Monitoring Purposes

In carrying out their responsibilities under this procedure, where appropriate, Decision Makers shall inform and consult with the Director of Legal and Court Services, their Commissioner, and/or relevant staff, Directors and Commissioners of other departments that may be affected by or involved with the alleged Misconduct, for input, guidance and/or investigative or contravention monitoring purposes.

2. Definitions

In this procedure, “Director” and “Commissioner” means the Director and Commissioner of the affected Regional department and to whom the relevant staff, Supervisors, Managers or Associate Directors report. Similarly, references to “staff”, “Supervisors”, “Managers” or “Associate Directors” generally means the staff, Supervisors, Managers or Associate Directors of the affected Regional department, premises, service or program. Notwithstanding the foregoing definitions, the circumstances of any given case may require action by the Commissioner(s), Director(s), Associate Director(s), Manager(s), Supervisor(s) or staff from more than one Regional department, premises, service or program.

“**Decision Maker**” means the Director, Commissioner or Deputy CAO, as applicable, that is responsible for investigating alleged Misconduct and making a determination and/or imposing restrictions in accordance with this procedure.

“**Appeal Officer**” means the Commissioner, Deputy CAO or CAO, as applicable, that is responsible for hearing and making a decision regarding appeals of restrictions imposed in accordance with this procedure. For clarity the Appeal Officer will typically be: the Commissioner where the restrictions were imposed by a Director; the Deputy CAO where the restrictions were imposed by a Commissioner; or the CAO, where the restrictions were imposed by the Deputy CAO, unless otherwise provided in this procedure.

3. Appendices

Appendix A - Guidelines for Recognizing Aggression, De-escalation Techniques and Managing Difficult or Disruptive Behaviour

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4. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

Approver(s)	Approved Date	Effective Date

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

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APPENDIX A

GUIDELINES FOR RECOGNIZING AGGRESSION, DE-ESCALATION TECHNIQUES AND MANAGING DIFFICULT OR DISRUPTIVE BEHAVIOUR

RECOGNIZING AGGRESSION

There is a difference between a customer who is angry and upset and one that is abusive. It's important for employees to be able to recognize signs of aggression. Below is a list of physical and behavioral changes that can indicate if a person is becoming escalated:

PHYSICAL

Flushed or pale face
Sweating or perspiring
Clenched jaw or teeth
Shaking or trembling
Clenched fists
Rapid breathing
Fidgeting
Glaring eyes
Rise in pitch of voice/change of tone

BEHAVIORAL

Loud voice or yelling/shouting
Pointing or jabbing fingers
Swearing or verbal abuse
Standing too close
Aggressive posture
Throwing, hitting or kicking things
Pacing and restlessness
Violent or aggressive gestures

DE-ESCALATION TECHNIQUES

If employees start to notice any of the above behaviour when interacting with a customer or member of the public, apply these de-escalation techniques:

Maintain Composure

- Take a deep breath.
- Never argue with customers when they are angry, displeased, or complaining. If you become upset, it will only escalate the situation further.
- Use a lower tone of voice, and don't get defensive if insults or anger are directed at you. Remind the customer that you are there to help.

Become aware of your surroundings, if applicable

- Notice if there are others in the room, objects such as chairs, tables or items on a table; take note of exits and openings and whether you are blocking the customer.

Listen

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- Let the customer vent and avoid talking over them; maintain eye contact if applicable and be aware of your body language.
- Repeat or paraphrase what is heard to show you understand the situation. If unclear, ask open ended questions to get more clarification; also ask to take notes.

Show Interest & Empathy

- Maintain a concerned, sincere and interested facial expression and/or tone of voice; Show or express understanding without passing judgment, even if you do not agree with their position.

Acknowledge

- Acknowledging someone's feelings helps by validating their emotions; this confirms the legitimacy of the emotion but not the behavior.
- Example: "I can see how that could have been frustrating".

Agree

- Find some truth to what is being said and agree with it; when you agree with some truth, you take away some resistance.
- Example: "I agree Mr. Jones that would be difficult to deal with".

Apologize

- A sincere apology can build credibility and lets the customer know that you are empathetic to what they are going through
- Example: If there is a legitimate cause for anger - "I'm sorry we forgot to send your bill".
- Example: If there isn't anything to apologize for directly - "I'm sorry this situation has you so frustrated".

Try to solve the problem

- Ask the customer for their ideas on how they would like the situation resolved. If you are not able to help them, seek the assistance of someone who can.

Clarify next steps

- Summarize the next steps and let the customer know what to expect and when
- Do not make promises you cannot keep; if you say you will call back – make sure you call back even if you do not have an update.

If these de-escalation techniques do not work, subject to department-specific training, protocols or guidance regarding ending individual customer service interactions on a one-

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off basis (and where the customer conduct does not qualify as Misconduct as defined in the policy and procedure), employees may need to be prepared to either ask the customer to leave the premises (if in-person) or advise them that the communication will be terminated (if over the phone or by email) such as where the customer is not just being angry or difficult but engages in abusive or insulting comments. An example of how staff can approach these interactions is as follows:

“I’m sorry sir/madam, I am here to help you, but if you continue to use abusive/insulting language, I may need to end this call/terminate service. The Region does not condone or tolerate abusive/insulting language.”

DRAFT

Subject: Gilmore Lodge LTC Construction – Amendment to Construction Agreement

Report to: Corporate Services Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That the CCDC-2 stipulated price contract of \$80,754,320 (including 13% HST) (the “**Construction Contract**”) awarded to WCC Construction Canada, ULC o/a Walsh Canada (“**Walsh**”) for the construction of the Gilmore Lodge Long Term Care Facility in Fort Erie **BE INCREASED** by \$875,750 (including 13% HST), for a total revised contract price of \$81,630,070; and
2. That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to execute an amendment to the Construction Contract to reflect the increase in total contract price provided for in Recommendation 1, above, provided that the amendment is otherwise in a form satisfactory to the director of legal services.

Key Facts

- The purpose of this report is to request approval from Regional Council to amend the Construction Contract between the Region and Walsh for forecasted extra costs and increasing the contract value by \$788,642 (including 1.76% non-recoverable HST).
- The new Construction Contract total will be \$73,510,551 (including 1.76% non-recoverable HST). The amount of \$788,642 will be transferred from the project contingency to the Walsh Construction Contract and will not increase the project budget.
- The CCDC-2 contract is routinely used in construction projects and includes a rigorous process to increase/decrease the contract amount based on approved change orders.
- Construction began in November 2021 and the facility is expected to be complete with residents moving in by the end of this year.
- The cumulative value of the Construction Contract, inclusive of the proposed amendment, will exceed \$1,000,000 and therefore requires the authorization of

Regional Council in accordance with Niagara Region's procurement By-law 02-2016 as amended on February 28, 2019, pursuant to Section 18 (c) and Schedule B.

Financial Considerations

The total approved capital budget for the Gilmore Lodge Long Term Care (LTC) Redevelopment (Project Number 10GD1505) is \$85,916,547. Pursuant to CSD 50-2021, Council approved award of Contract 2021-T-100 for construction of the Gilmore Lodge LTC redevelopment to Walsh in the amount \$72,721,909 (inclusive of 1.76% non-recoverable HST). Contract award was inclusive of a \$3,052,806 construction contingency, representing 4.2% of the overall construction cost.

As of September 13, 2024, anticipated expenditures against the construction contingency, including approved changes, identified risks and change requests are forecasted to be \$3,762,177. This exceeds the current available construction contingency by \$709,371. To cover the current shortfall, and future changes not yet identified, the project team is requesting the construction contingency be increased from \$3,052,806 to \$3,841,448, or 5.3% of the construction cost. The \$788,642 increase to the construction contingency would be funded from the project contingency and not require an increase to the approved project budget.

Analysis

Upon approval of CSD 50-2021 (September 2021) and the award of CCDC-2 Stipulated Price Contract, Walsh broke ground on the 160 bed, three-storey Gilmore Lodge LTC facility in November 2021. The project has been under construction for 35 months and will achieve total completion in October 2024. To address design coordination issues, typical in a construction project of this magnitude, change orders have been issued to the contractor to incorporate necessary adjustments to the contract documents including unknown site conditions, architectural/mechanical/electrical installation challenges, installation of specialty equipment and materials, and commissioning of systems prior to move-in.

Alternatives Reviewed

Since project inception, Region staff have worked diligently to mitigate extra costs to this project through active participation in both the facility design and construction project management.

With stipulated sum contracts (CCDC-2), it is anticipated and appropriate to carry a construction contingency between 5% to 10% for various conditions that routinely occur during construction but are not known at the time of contract award. Staff is recommending that the construction contingency be increased from \$3,052,806 to \$3,841,448, or 5.3% of the construction cost.

Relationship to Council Strategic Priorities

Equitable Region: Provide opportunities for a safe and inclusive Niagara by listening and responding to our community needs and planning for future growth. The successful delivery of Gilmore Lodge LTC will provide the Region with a legacy of health and wellness.

Other Pertinent Reports

[CSD 50-2021](#) 2021-T-100 Award of Tender- Long Term Care (LTC), Gilmore Lodge, Fort Erie. ([Corporate Services Committee - September 15, 2021](#) ([escribemeetings.com](#)))

Prepared by:

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Recommended by:

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Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Nicole Wolfe, Director of Construction Energy & Facilities Management, Mislav Koren, Senior Project Manager, and Adam Niece, Program Financial Specialist.

Appendices

Appendix 1 Gilmore LTC Total Estimated Project Cost

Gilmore LTC Home Redevelopment, Fort Erie
Total Estimated Project Cost

	Council Approved Budget CSD 50-2021	Proposed Budget Adjustment	Revised Council Approved Budget (C) = (A) + (B)	Expended & Committed as of 09/19/24	Contract Award/ Forecast	Budget Remaining (F) = (C) - (D) - (E)
	(A)	(B)		(D)	(E)	
Total Estimated Project Cost (10GD1505)*						
(a) Construction (including Construction Contingency & 1.76% non-refundable HST)	72,721,766	788,642	73,510,408	71,963,650	1,546,901	(143)
(b) Project Contingency	991,007	(788,642)	202,365	0	0	202,365
(c) Property Acquisition	5,335,744	0	5,335,744	5,354,056	0	(18,312)
(d) Consulting Services	2,640,640	0	2,640,640	3,026,727	85,150	(471,237)
(e) Permitting	301,827	0	301,827	285,365	0	16,462
(f) Furniture, Fixtures and Equipment	3,019,225	0	3,019,225	2,417,343	421,382	180,500
(g) Project Management (In-House) and Operations	906,338	0	906,338	769,033	46,940	90,365
Total Estimated Project Cost	85,916,547	0	85,916,547	83,816,174	2,100,373	0
Project Funding Sources						
Debt	(70,634,403)	0	(70,634,403)	(15,335,000)	(55,299,403)	0
Development Charges - LTC Facilities	(10,994,464)	0	(10,994,464)	(10,592,081)	(402,383)	0
Other External - LAM Grants	(300,000)	0	(300,000)	(300,000)	0	0
Provincial Grant (MLTC Development Grant)	(3,987,680)	0	(3,987,680)	(250,000)	(3,737,680)	0
	(85,916,547)	0	(85,916,547)	(26,477,081)	(59,439,466)	0

*All costs include 1.76% non-refundable HST

** Total Contract Award is equal to i) \$72,239,000 before tax; ii) \$73,510,551 including 1.76% non-refundable HST; iii) \$81,630,070 including 13% HST

Subject: UKG Kronos Time and Attendance Software Contract Renewal

Report to: Corporate Services Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That the renewal of the UKG Kronos Time and Attendance Software Agreement contract **BE APPROVED** at an annual cost of \$446,090 (including 13% HST) for a guaranteed fixed period of five (5) years for a total cost of \$2,230,450 (including 13% HST);
2. That a capital budget adjustment in the amount of \$519,533 gross and net **BE APPROVED** for the Time and Attendance Application Upgrade and **BE FUNDED** from the Capital Variance Project – Levy; and
3. That the Regional Clerk and the Regional Chair **BE AUTHORIZED** to execute a Master Services Agreement, or similar, with Kronos Canadian Systems Inc. (a UKG Company), together with any other necessary ancillary agreement(s), in order to: (i) migrate The Regional Municipality of Niagara's use of its current on premises time and attendance software application to a cloud-based platform; and (ii) obtain the use of the necessary subscription based 'UKG Pro' time and attendance products for a five (5) year term, as outlined in this report, provided that all such agreement(s) are in a form satisfactory to the Director of Legal and Court Services.

Key Facts

- The purpose of this report is to provide information on the UKG Kronos renewal upgrade which is required as the current Time and Attendance application is reaching End of Life and UKG Kronos clients are being moved to a cloud-based application to replace the current on-premise server application; and to obtain Council approval to proceed with a single source contract directly with UKG Kronos in accordance with Section 18 (a) (i) of Procurement By-law 02-2016 as amended on February 28, 2019.
- The second purpose of this report is to seek Council approval to transfer \$519,533 from the Capital Variance Project – Levy (CVP – Levy) to Project 20000732 (Time and Attendance Application Upgrade to cover costs for subscription fees, migration costs, and additional implementation costs. As of September 23, 2023, the CVP-Levy has an uncommitted balance of approximately \$2,458,843. Any unspent funds at the completion of this project will be returned to the CVP – Levy.

- Per Section 6.5 (c)(iii) of the Budget Control By-law, Council approval is required if Capital Variance of more than \$250,000 is required for a project.
- UKG Kronos has advised that engineering for the current application in use, Workforce Central (WFC) product will end on December 31, 2025, signifying the end of all engineering for this product.
- Niagara Region, Niagara Region Police Services (NRPS), and the City of St. Catharines are all currently using UKG Kronos Workforce Central (WFC) which is an on-premises server solution. This application is critical to the delivery of payroll, scheduling, and absence management by managing all time and attendance information and records.
- Currently, on a corporate wide basis Niagara Region is leveraging the Time and Attendance software application to manage attendance, ensure adherence to the *Employment Standards Act* (Ontario) and all collective bargaining requirements and policy, to manage and report absences, and manage scheduling and shift filling for operational needs.
- Niagara Region has ensured this upgrade initiative is inclusive of the effort required for NRPS and the City of St. Catharine's current needs; and scalable to accommodate all local area municipalities and Niagara Region's agencies, boards and commissions should the need arise in future.

Financial Considerations

The annual fixed cost of the recommended five (5) year UKG Kronos term is \$401,718 (including non-recoverable HST) for a total five (5) year cost of \$2,008,590 (including non-recoverable HST). The first year of subscription fees will be included within Project 20000732 (Time and Attendance Application Upgrade). To accommodate this, along with migration costs and additional implementation costs, a gross budget increase of \$519,333 (including non-recoverable HST) is required. This results in a total adjusted capital budget of \$1,489,533. A full project budget breakdown can be found in Appendix 1 to Report HR 8-2024.

The approved 2024 annual budget for the current UKG Kronos contract is \$255,475. The recommended annual cost of \$401,718 represents an annual increase of \$146,243, or 57.2%, over the current approved 2024 annual budget. This increase is due to the necessity to upgrade the application to the cloud, increased efficiency, improved oversight with the use of self serve functionality, and enhanced security features.

The portion of the subscription fees to be incurred in 2025 was anticipated and will be included in the proposed 2025 Information Technology Solutions operating budget.

Future year costs for subscription fees will continue to be proposed as part of the Information Technology Solutions operating budget.

Analysis

Niagara Region and NRPS are reliant on UKG Kronos for corporate wide time keeping and scheduling, as is the City of St. Catharines currently for a portion of their needs. The application can accommodate all our unique needs to ensure compliance with multiple collective agreements and all regulatory requirements. The application has been configured to address all pay rules, scheduling requirements, and integrates with our PeopleSoft HCM for payroll, Maintenance Management Systems, and Vocantas for automated shift call outs.

UKG Kronos has advised that engineering for the current application in use, Workforce Central (WFC) product will end on December 31, 2025, signifying the end of all engineering for this product. This means UKG will no longer provide service release updates, feature enhancements, patches for customer-reported defects, and version updates to embedded components. Afterwards, while UKG Kronos will provide some technical maintenance support and security support until March 2027, the WFC application will fully reach End of Life. As a solution, UKG Kronos is currently upgrading clients from WFC to the new Pro WorkForce Management (Pro WFM) which is cloud based and not hosted on-premises. For this application and throughout the industry, it is increasingly common to move to hosted cloud-based solutions for enterprise-wide applications. Currently, UKG Kronos is upgrading all clients to a hosted cloud solution from the current on-premises server solution before reaching the end-of-life date of December 31, 2025.

The advantage to upgrading with the current vendor is that a sizable percentage of the existing applications' configuration can be leveraged with the upgrade saving time and money, specifically by mitigating the amount of rebuilding and re-testing all the configuration built over several years, for implementation.

In addition to addressing the necessity to upgrade the application to the cloud due to the current application reaching end of life, the new cloud-based application will include:

- I. Much anticipated new features including manager and employee self serve functionality, mobile access, and enhanced scheduling features. While WFC, the current server application, did provide these features such as mobile access in a more restricted fashion, the necessity to purchase licenses for all users for the

server application proved to be cost prohibitive, more complex to implement functionality, and a significantly less friendly user interface.

- II. Greater efficiency and improved oversight with the use of self serve functionality. With this upgrade, employees and managers will be able to quickly access schedules, better manage absence requests, efficiently manage shift vacancies, and have better oversight and audit tools to final time keeping records that feed payroll processing and payments.
- III. Mitigated overall security risk by applying this upgrade which will move the software from on-premise to a hosted cloud-based solution. Moving to a hosted solution ensures the application can be upgraded anytime ensuring access to the most stable and secure versions of the software. Any material changes to license counts can be addressed on the annual renewal date.

Once the upgrade is complete, the introduction of self serve functionality will fundamentally improve the corporate wide time keeping workflow which currently requires duplicate keying from secondary sources to WFM. This will improve overall efficiency and by eliminating duplicate keying will reduce administrative effort. Furthermore, with the introduction of self serve functionality all managers will have greater oversight and real-time access to time keeping data, attendance records and accrual banks to better manage staffing and service delivery requirements.

Finally, Niagara Region is reliant on a 3rd party vendor to support the existing on-premises server application. Upgrading to the hosted cloud solution will remove the need for that contractual element from the vendor and strengthen the Region's procurement and marketing position for that contract in the future.

Committing to a five-year subscription service agreement guarantees current rates and is well aligned with our three-year HR Technology Strategy. The HR Technology Strategy is a guiding plan to ensure focus and provide the philosophy, priorities and direction for the resources, investments, and related service delivery for a three-year period. Addressing the sustainability of a key business applications' end-of-life date and leveraging the opportunity to enhance the user experience while creating greater efficiency is well aligned with the strategies' key guiding principles.

Alternatives Reviewed

Alternatives reviewed include:

1. Continued use of UKG Kronos current application beyond End-of-Life vendor support - this would put Niagara Region and its partners at future security and functionality risk with the absence of break fixes and upgrades.
2. Procuring a new provider instead of upgrading – this would increase time and resources required as much of the existing customized configuration can be leveraged by the provider to upgrade the existing application.
3. Renewing the subscription services annually rather than over a five-year period – this would increase the annual costs with each renewal resulting in lost savings over the next five years and increase the administrative effort to manage the contract.

None of the above alternatives are recommended.

Relationship to Council Strategic Priorities

The upgrade of the Time and Attendance application will support Council's Strategic Priority of:

Effective Region; Objective 1.1: Implement continuous improvement and modernized processes to ensure value-for-money in regional services and programs; 1.2 Explore and implement opportunities to improve service delivery outcomes through shared services, and 1.3 Deliver fiscally responsible and sustainable core services.

Other Pertinent Reports

[HR 2-2021: Human Resource Information System \(HRIS\) Application Support, Maintenance & Development Services Agreement](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=02d53742-2556-46a6-919b-161e2e7aa26a&Agenda=Merged&lang=English&Item=14&Tab=attachments>)

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Appendices

Appendix 1: Total Estimated Project Cost

Total Estimated Project Cost

Time and Attendance Application Upgrade

Total Estimated Project Cost (20000732)*	Council Approved Budget	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 08/21/24	Forecast	Budget Remaining
Project Element	(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C)- (D)-(E)
(a) Equipment						
i. Application and Implementation	775,000	21,445	796,445	-	796,445	0
ii. Migration	-	25,440	25,440	-	25,440	-
iii. Subscription Fees	-	401,718	401,718	-	401,718	0
(b) Project Management (In-House) and Operations	195,000		195,000	-	195,000	-
(c) Project Contingency (5%)	-	70,930	70,930	-	70,930	(0)
Total Estimated Project Cost	970,000	519,533	1,489,533	-	1,489,533	(0)

Project Funding Sources

Regional Reserves and Debt	(721,000)	(519,533)	(1,240,533)	-	(1,240,533)	-
Capital Variance Project - Levy	(249,000)	-	(249,000)	-	(249,000)	-
Total Project Funding Sources	(970,000)	(519,533)	(1,489,533)	-	(1,489,533)	-

*All costs include 1.76% non-refundable HST

Subject: Low-Income Seniors & Disability Property Tax Deferral Program

Report to: Corporate Services Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That this report **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide Council with information regarding the Region's low-income seniors and disability property tax deferral program specifically in response to a motion made by the City of Niagara Falls.
- Per the Municipal Act (Section 319), in a two-tier system, a tax deferral program must be mandated by an upper-tier municipality.
- In 2006, the Niagara Region passed By-law 96-2006, a By-law to establish criteria for applications for tax deferrals by low-income seniors and low-income disabled persons in accordance with section 319 of the Municipal Act.
- On February 6, 2024, the Council of the City of Niagara Falls passed a motion asking the Region to consider amending By-law 96-2006 to remove the \$200 threshold as identified in the definition of "eligible deferral amount" and throughout the By-law.
- There has been minimal uptake on the tax deferral program with the existing parameters. There is no certainty that reducing the \$200 threshold would increase uptake.
- No consensus on specifics of a program change was established amongst the 12 local municipalities through related communications and meetings with the local area treasurers' group. However, there are alternative options for local municipalities to consider under Section 365 of the Municipal Act.
- Staff have reviewed Provincial and other municipal programs in comparison to the Region's program. Provincial property tax relief programs are more accessible and appealing than the municipal tax deferral program as they are administered through income tax returns and are more geared to income. As a result, these programs are more targeted to the populations that require support.

Financial Considerations

There are no financial impacts associated with this recommendation. If Council were to consider an alternative to Staff's recommendation and reduce the dollar threshold associated with the low-income seniors and low-income disabled person's tax deferral program, there is no certainty that the uptake levels would increase. This program does not operate as a grant program and all tax increases deferred are repaid to the Region upon sale/transfer of property, owner death or eligibility issues. Reducing or eliminating the dollar threshold would increase the amount of taxes deferred for eligible program participants which would have an impact on the Region's overall tax collections in the year deferrals are granted. In addition, reducing or eliminating the dollar threshold would increase the administration efforts required by staff at the local level.

Analysis

Section 319 of the Municipal Act permits upper-tier municipalities to pass a By-law providing for tax deferrals or cancellation of property tax increases for low-income seniors and low-income persons with disabilities. In 2006, the Niagara Region passed By-law 96-2006 which establishes criteria for applications for tax deferrals by low-income seniors and low-income disabled persons.

In accordance with the Municipal Act (Section 319) and further described in By-law 96-2006 the program parameters are as follows:

- Applies to annual property tax increases.
- Applies to current taxes only and not tax arrears or outstanding taxes.
- Residential ownership of 1 year minimum to qualify.
- Eligibility requires applicant to be 65 years of age or older and in receipt of the monthly Guaranteed Income Supplement provided under Part II of the OAS act or have a disability and in receipt of on-going benefits under the Ontario Disability Support Program.
- Documentation of proof of age, as applicable, and income receipt required.
- Eligibility for the deferral program is required for each taxation year.
- Accumulated amount of deferral cannot exceed 50% of the property's Current Value Assessment (CVA).
- Tax increase for the taxation year in which the application is made must be more than \$200. Tax deferral applies to amounts over the \$200 threshold.
- No interest charges will be added to the deferral amount.
- Repayment upon sale/transfer of property, owner death, or eligibility issue.

On February 6, 2024, the Council of the City of Niagara Falls passed a motion asking the Region to consider amending By-law 96-2006 to remove the \$200 threshold. Additionally, discussion has taken place at the Local Area Treasurers meetings on this property tax deferral program. This report and analysis has been prepared in response to the City of Niagara Falls' motion and to provide an update regarding discussions occurring at the Local Area Treasurers meetings on the subject.

Municipal Act Sections 319 and 365 were reviewed by Legal and Finance staff in preparing this report. Based on this review, it was determined that lower tier municipalities do not have authority to pass a by-law for a deferral program under section 319; however can pass a by-law in any year to provide for the cancellation, reduction or refund of taxes under Section 365. For reference the relevant extracts of these sections is provided below:

- Section 319
 - (1) For the purposes of relieving financial hardship, a municipality, other than a lower-tier municipality, may pass a by-law providing for deferrals or cancellation of, or other relief in respect of, all or part of a tax increase for 1998 and subsequent years on property in the residential property class for persons assessed as owners who are, or whose spouses are,
 - low-income seniors as defined in the by-law; or
 - low-income persons with disabilities as defined in the by-law.
 - (2) A municipality, other than a lower-tier municipality, shall pass a by-law under subsection (1).
- Section 365
 - (1) The council of a local municipality may, in any year, pass a by-law to provide for the cancellation, reduction or refund of taxes levied for local municipal and school purposes in the year by the council in respect of an eligible property of any person who makes an application in that year to the municipality for that relief and whose taxes are considered by the council to be unduly burdensome, as defined in the by-law.

Currently Staff do not recommend making any changes to the Region's deferral program. Currently the program has minimal uptake across the Region and Staff do not anticipate that reducing the \$200 threshold or removing it completely would increase uptake in the program. This program represents a tax deferral, and not a grant, therefore taxes will ultimately require repayment which may be undesirable for those seeking tax relief. The Region's tax deferral program is administered by the local area

municipalities who collect property taxes on the Region's behalf. Staff do not recommend making changes to the program without the support of all 12 local area municipalities who administer this program. Based on the discussion at the Local Area Treasurers meetings there was not unanimous support for removing or reducing the \$200 threshold. Any change to the program would have an impact on the administration of the program and a result of the input from the Area Treasurers Group, Region Staff do not recommend any changes. Additionally, there is no certainty that the uptake levels would increase if program parameters changed under the implied deferral structure. If uptake levels did increase, administration costs may be burdensome for marginal benefit to the public.

In addition to the Region's property tax deferral program for low-income seniors and low-income disabled persons the Provincial Government offers property tax relief programs including the following:

- Senior Homeowners' Property Tax Grant
 - A program that helps low-to-moderate income seniors with the cost of their property taxes. If senior's file their personal income tax and benefit return annually and qualify for the grant, they could get up to \$500 each year depending on your adjusted family income.
- Ontario Energy & Property Tax Credit
 - A program offered under the Ontario Trillium Benefit that provides a tax-free payment to help individuals with property taxes and sales tax on energy costs.
- Exemptions for Seniors and Persons with a Disability
 - The Province of Ontario provides a property tax exemption for a portion of the assessed value of a residential property that was built or modified to accommodate a senior or a person with a disability, who would otherwise need to live in a facility where on-site care is provided.

The Provincial programs were deemed more appealing and accessible for these groups of individuals through income tax submission. These programs are more targeted to the populations that require support as they are specifically geared to income levels as validated during the income tax submission. This has more alignment with the goals and objectives of offering these types of programs. These programs offer tax rebates and grants with no repayment required, as opposed to the Region's deferral program that requires repayment or a property lien. The ease of applying for these programs was also a significant factor that was considered since the provincial grants/credit could be automatically applied for through personal income tax returns, where all eligibility

evidence is required within the submissions. The application process for the Region program may be considered more burdensome on the applicant, as it requires a separate form and evidence of eligibility. It was also noted to be uncertain whether the relief given at the municipal level would impede the eligible amounts at the Provincial level.

A review of other municipal programs in Ontario reflected that most programs are similar to the Region's offering with some additional components. Other municipalities have property tax deferral thresholds, application fees, interest charges on deferral amounts, and maximum income amounts. Some municipalities also offer additional property tax rebate programs through the upper or lower tier level.

Alternatives Reviewed

Local Area Treasurer meetings brought several comments and suggestions to the table, including those of Niagara Falls, St. Catharines, and Lincoln who all had varying actionable recommendations taken to their respective council bodies. Consensus was not established amongst the broader group as to a streamlined solution to make the program more appealing.

Threshold adjustments were analyzed through a third-party advisor, however there wasn't enough complete and accurate data to utilize the information, specifically the number of seniors and disabled persons who own homes, income levels, and the estimated uptake were all unknown factors that could not easily be determined.

Alternatives were discussed and reviewed at length with no further benefit recognized to modifying the existing program. The structure of the current program is that of a deferral program, therefore individuals utilizing this program are taking on a form of debt by accessing the program. There is an adversity for the low-income individuals using this program to take on this type of debt. The ease of use of the Provincial programs and the fact that these operate as tax rebates and grants with no repayment required makes these programs more appealing to the user. Reducing or removing the \$200 threshold would not eliminate the deferral component of the program.

Relationship to Council Strategic Priorities

This report provides details related to a property tax deferral program offered by the Niagara Region, this addresses Council's Strategic Priority of Effective region. Effective Region is addressed through this recommendation to maintain status quo with our property tax deferral program in light of non-repayable provincial property tax relief,

ensuring allocation of resources and dollars only where gaps exist with other levels of government funding.

Equitable Region is a focus of the existing Regional offering by providing the tax deferral program free of fees and interest charges.

Other Pertinent Reports

CSD 132-2006

(Please contact Niagara Region for a copy if required.)

BY-LAW NO. 96-2006

(Please contact Niagara Region for a copy if required.)

Prepared by:

Bobbi Epp, CPA
Revenue Planning & Strategy Specialist
Corporate Services

Recommended by:

Dan Carnegie
Acting Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Blair Hutchings, Manager Revenue Planning & Strategy, and reviewed by Beth Brens, Associate Director Budget Planning & Strategy/Acting Deputy Treasurer.

Memorandum

CSC-C 10-2024

Subject: Information and Background with Respect to Trent Lakes Developments Inc.

Date: October 9, 2024

To: Corporate Services Committee

From: Blair Hutchings, Manager Revenue Planning and Strategy

The purpose of this memo is to provide information and background to Council with respect to Regional Development Charges (RDCs) payable for the property located at 7667 Chippawa Creek Road, Niagara Falls (the “Property”).

In June 2023, Trent Lakes Development Inc. (“Trent Lakes”), the registered owner of the Property, was in a position to seek issuance of a building permit from the City of Niagara Falls. Payment of RDCs pursuant to the Region’s Development Charges (DC) By-law 2022-71 (the “Region’s DC By-law”) is a requirement for building permit issuance unless the payment is deferred by way of an agreement in accordance with the requirements the Development Charges Act.

The applicable rate for the RDCs payable per the DC By-law is based on the proposed use of the development. The Region’s DC By-law includes both Residential and Non-Residential rate classes which form the basis for the calculation of applicable RDCs. The Non-Residential rate class includes Industrial, Commercial and Institutional uses.

Trent Lakes submitted an application on June 22, 2022, under the RDC Industrial Use Grant program for which the Region has provided conditional approval. This conditional approval is subject to the end use of the building being constructed meeting the definition of Industrial Use as defined in the grant program and the Region’s DC By-law. This conditional approval also allows for the property to obtain a deferral of RDCs payable under the Region’s Incentive Policy (C-A-028) and related Procedure C-A-028-002. To obtain a deferral of RDCs under this program, prior to building permit issuance, applicants with conditional grant approval must enter into a RDC deferral agreement with Niagara Region for the tenanted square footage with no confirmed tenants. This deferral agreement terminates at the issuance of the first occupancy permit for the development or on the first anniversary of execution of the deferral agreement, whichever is earlier. At the time of the deferral agreement ending any square footage

with unconfirmed tenants or tenants not meeting the definition of Industrial Use per the DC By-law becomes payable immediately at the Commercial RDC rate.

On June 22, 2023, Trent Lakes Development Inc. entered into a RDC Deferral Agreement for the Property. Per the executed agreement, Niagara Region agreed to defer the collection of the RDCs totaling \$499,200 until the earlier of one year from the date of execution of the agreement or the date that tenants for the space have been confirmed.

Regional Staff have been in contact with Trent Lakes Development Inc. over the term of the agreement. On June 18, 2024, prior to the expiry of the RDC Deferral Agreement with Trent Lake, Niagara Region staff met with Hensey Khan, the President of Trent Lakes, who indicated that no construction had occurred on the property and no tenants for the building had been confirmed. During this meeting, Mr. Khan requested an extension of the RDC Deferral Agreement for an additional year to provide for additional time to secure tenants. The Region's Incentive Policy does not authorize staff to extend RDC Deferral agreements under this program.

On June 23, 2024, the Trent Lake's RDC Deferral Agreement expired. Per the terms of the agreement, Regional staff issued an invoice to Trent Lakes for the full amount of RDCs owing at the Commercial RDC rate, as no tenants were confirmed and therefore none of the proposed square footage met the Region's definition of Industrial Use.

On September 4, 2024, Niagara Region received notice of a formal complaint from Trent Lake, being filed pursuant to Section 20 of the DC Act related to the Property. Section 20 of the DC Act states as follows:

Complaint to council of municipality

20 (1) A person required to pay a development charge, or the person's agent, may complain to the council of the municipality imposing the development charge that,

- (a) the amount of the development charge was incorrectly determined;
- (b) whether a credit is available to be used against the development charge, or the amount of the credit or the service with respect to which the credit was given, was incorrectly determined; or
- (c) there was an error in the application of the development charge by-law.

Time limit

(2) A complaint may not be made under subsection (1) later than 90 days after the day the development charge, or any part of it, is payable.

Council's powers

(6) After hearing the evidence and submissions of the complainant, the council may dismiss the complaint or rectify any incorrect determination or error that was the subject of the complaint.

Upon review of the written complaint submitted by Trent Lakes, it was noted that the basis of this complaint was to obtain an extension of the RDC Deferral Agreement. Staff do not have the authority to extend a deferral agreement under this program. Upon consultation with the Region's legal counsel, it was determined that the basis of the submitted complaint does not satisfy any of the three requirements for a complaint under Section 20 of the DC Act. After making this determination Staff communicated to Trent Lakes that while the situation does not meet the criteria to be heard by Council as a formal DC Act Complaint that they still had the ability to be heard in front of Council during a regular Council or Committee Meeting which led to the delegation request CSC-C 9-2024.

Respectfully submitted and signed by

Blair Hutchings, MBA, CPA
Manager, Revenue Planning & Strategy

Minute Item No. 6.1

PDS 27-2024

**Planning Service Agreement and 2024 Memorandum of Understanding
(Engineering Function and Services in Niagara)**

That Report PDS 27-2024, dated October 9, 2024, respecting Planning Service Agreement and 2024 Memorandum of Understanding (Engineering Function and Services in Niagara), **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Region's Chief Administrative Officer **BE AUTHORIZED** to sign the Planning Service Agreement with interested area municipalities, upon provincial proclamation for the amendments to the Planning Act related to upper-tier municipal planning responsibilities; and
2. That the Region's Chief Administrative Officer **BE AUTHORIZED** to sign the 2024 Memorandum of Understanding (Engineering Function and Services in Niagara) upon provincial proclamation for the amendments to the Planning Act related to upper-tier municipal planning responsibilities.

Minute Item No. 7.1

ED 13-2024

Strategic Marketing Update

That Report ED 13-2024, dated October 9, 2024, respecting Strategic Marketing Update, **BE RECEIVED**.

Minute Item No. 7

Consent Items for Information

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

PDS 29-2024

Shared Services Update

PDS 31-2024

Shared Services Inventory Update

Minute Item No. 10.1

Confidential PDS 25-2024

A Matter of Litigation Affecting the Municipality under s. 239(2)(e) of the Municipal Act, 2001 – Ontario Land Tribunal Appeal of Site-Specific Applications at 8970 and 9015 Stanley Avenue in the City of Niagara Falls

That Confidential PDS 25-2024, dated October 9, 2024, respecting A Matter of Litigation Affecting the Municipality under s. 239(2)(e) of the Municipal Act, 2001 – Ontario Land Tribunal Appeal of Site-Specific Applications at 8970 and 9015 Stanley Avenue in the City of Niagara Falls, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Minute Item No. 10.2

Confidential PDS 28-2024

A Matter of Litigation Affecting the Municipality and Advice Subject to Solicitor-Client Privilege under s. 239(2)(e) and (f) of the Municipal Act, 2001 – Ontario Land Tribunal Additional Partial Settlement of Appeal of the Township of West Lincoln's Official Plan Amendment No. 63

That Confidential PDS 28-2024, dated October 9, 2024, respecting A Matter of Litigation Affecting the Municipality and Advice Subject to Solicitor-Client Privilege under s. 239(2)(e) and (f) of the Municipal Act, 2001 – Ontario Land Tribunal Additional Partial Settlement of Appeal of the Township of West Lincoln's Official Plan Amendment No. 63, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

**THE REGIONAL MUNICIPALITY OF NIAGARA
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE
MINUTES**

PEDC 9-2024

Wednesday, October 9, 2024

**Council Chamber - In Person and Electronic Meeting
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bateman, Bradley (Regional Chair)*, Davies (Committee Vice Chair), Foster*, Ganann, Huson (Committee Chair), Junkin*, Kaiser*, Morocco*, Redekop*, Rigby, Seaborn*, Siscoe*, Ugulini, Witteveen*

Other Councillors: Craitor*

Absent/Regrets: Campion, Jordan, Steele

Staff: E. Acs, Manager, Community Planning, S. Cole, Manager, Strategic Initiatives, K. Desharnais, Manager, Strategic Marketing, B. Fricke, Senior Planner, R. Hill, Legislative Assistant, M. Marino, Associate Director, Economic Development, D. Morreale, Director, Development Approvals, A.-M. Norio, Regional Clerk, T. Ricketts, Commissioner, Public Works, M. Robinson, Director, Strategic Transformation Office, M. Sergi, Deputy Chief Administrative Officer, J. Spratt, Legislative Coordinator

* indicates members who participated electronically, all other members participated in person

1. CALL TO ORDER

Committee Chair Huson called the meeting to order at 1:00 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Committee Chair Huson read the Land Acknowledgement Statement.

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

There were no presentations.

5. **DELEGATIONS**

There were no delegations.

6. **ITEMS FOR CONSIDERATION**

6.1 **PDS 27-2024**

Planning Service Agreement and 2024 Memorandum of Understanding
(Engineering Function and Services in Niagara)

Moved by Councillor Bateman
Seconded by Councillor Witteveen

That Report PDS 27-2024, dated October 9, 2024, respecting Planning Service Agreement and 2024 Memorandum of Understanding (Engineering Function and Services in Niagara), **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Region's Chief Administrative Officer **BE AUTHORIZED** to sign the Planning Service Agreement with interested area municipalities, upon provincial proclamation for the amendments to the Planning Act related to upper-tier municipal planning responsibilities; and
2. That the Region's Chief Administrative Officer **BE AUTHORIZED** to sign the 2024 Memorandum of Understanding (Engineering Function and Services in Niagara) upon provincial proclamation for the amendments to the Planning Act related to upper-tier municipal planning responsibilities.

Carried

7. **CONSENT ITEMS FOR INFORMATION**

7.1 **ED 13-2024**

Strategic Marketing Update

Katie Desharnias, Manager, Strategic Marketing, provided information respecting the Strategic Marketing Update. Topics of the presentation included:

- Successful Company Relocations Driven by Marketing Efforts
- Lead \$1.6 Billion EV Supply Chain Investment Announcement
- Niagara Economic Development Magazine - A New Resource for Investment
- ICSC Event-Showcasing Niagara's Investment Opportunities
- Metrolinx Collaboration-Boosting Regional Visibility
- Economic Impact

Moved by Councillor Davies
Seconded by Councillor Rigby

That Report ED 13-2024, dated October 9, 2024, respecting Strategic Marketing Update, **BE RECEIVED**.

Carried

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Morocco
Seconded by Councillor Kaiser

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

PDS 29-2024
Shared Services Update

PDS 31-2024
Shared Services Inventory Update

Carried

8. OTHER BUSINESS

There were no items of other business.

9. CLOSED SESSION

Committee did not resolve into closed session.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

10.1 Confidential PDS 25-2024

A Matter of Litigation Affecting the Municipality under s. 239(2)(e) of the Municipal Act, 2001 – Ontario Land Tribunal Appeal of Site-Specific Applications at 8970 and 9015 Stanley Avenue in the City of Niagara Falls

Moved by Councillor Junkin
Seconded by Councillor Ganann

That Confidential PDS 25-2024, dated October 9, 2024, respecting A Matter of Litigation Affecting the Municipality under s. 239(2)(e) of the Municipal Act, 2001 – Ontario Land Tribunal Appeal of Site-Specific Applications at 8970 and 9015 Stanley Avenue in the City of Niagara Falls, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Carried

10.2 Confidential PDS 28-2024

A Matter of Litigation Affecting the Municipality and Advice Subject to Solicitor-Client Privilege under s. 239(2)(e) and (f) of the Municipal Act, 2001 – Ontario Land Tribunal Additional Partial Settlement of Appeal of the Township of West Lincoln’s Official Plan Amendment No. 63

Moved by Councillor Siscoe
Seconded by Councillor Ugulini

That Confidential PDS 28-2024, dated October 9, 2024, respecting A Matter of Litigation Affecting the Municipality and Advice Subject to Solicitor-Client Privilege under s. 239(2)(e) and (f) of the Municipal Act, 2001 – Ontario Land Tribunal Additional Partial Settlement of Appeal of the Township of West Lincoln’s Official Plan Amendment No. 63, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

Carried

11. **NEXT MEETING**

The next meeting will be held on Wednesday, November 6, 2024, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

12. **ADJOURNMENT**

There being no further business, the meeting adjourned at 1:23 p.m.

Councillor Huson
Committee Chair

Jenna Spratt
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Planning Service Agreement and 2024 Memorandum of Understanding
(Engineering Function and Services in Niagara)

Report to: Planning and Economic Development Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That the Region's Chief Administrative Officer **BE AUTHORIZED** to sign the Planning Service Agreement with interested area municipalities, upon provincial proclamation for the amendments to the Planning Act related to upper-tier municipal planning responsibilities; and
2. That the Region's Chief Administrative Officer **BE AUTHORIZED** to sign the 2024 Memorandum of Understanding (Engineering Function and Services in Niagara) upon provincial proclamation for the amendments to the Planning Act related to upper-tier municipal planning responsibilities.

Key Facts

- The purpose of this report is to provide information to Council on discussions amongst local area municipalities in preparation for proclamation and to seek approval to enter into a planning service agreement and an engineering Memorandum of Understanding (MOU).
- Bill 23, *More Homes Built Faster Act* received Royal Assent on November 28, 2022.
- Bill 23 made significant changes to the *Planning Act*, in particular removing upper-tier planning responsibilities upon proclamation. The proclamation date for Niagara Region has not been set.
- Bill 23 added section 15 (2) to the Planning Act. This section contemplates the potential for an agreement between a lower tier municipality and an upper tier municipality, whereby the upper tier may provide advice and assistance on planning matters to the lower tier municipality.
- As a result of this change, the Region facilitated discussions with local municipal CAOs and Planning Directors to determine a new model of planning service delivery that supports the changes to provincial legislation, expected growth needs across the Region, and an improved customer-centered service approach.

- The Planning Service Agreement was prepared through consultation and collaboration. It sets out the terms of service delivery between the Region and those interested municipalities following proclamation of the removal of removal of upper-tier planning responsibilities. The Planning Service Agreement would not be effective until 90 days following the proclamation date by the Province.
- Currently, the Region is still responsible for commenting on planning matters of provincial interest and the approval process. The 2019 MOU (Planning Function and Services in Niagara) outlines the roles and responsibilities between the Region and the Area Municipalities specifically to planning and engineering review and will remain in effect until proclamation.
- Post-proclamation, a new MOU is required. The 2024 MOU (Engineering Function and Services in Niagara) was prepared through consultation and collaboration with the Public Works Officials and Planning Directors. It would come into effect upon proclamation. It removes the planning review and updates the engineering review functions related to development applications.

Financial Considerations

The Planning Service Agreement specifies that costs of services related to the development review function will be covered by the regional application review fees. Additionally, the agreement allows for the Area Municipalities to request assistance from the Region on special projects based on staffing capacity and a fee for service model. Fees will be established under the Region's Fees and Charges By-law.

Analysis

In October 2022, the Province released the omnibus Bill 23 *More Homes Built Faster Act*. Bill 23 proposed several changes the *Planning Act*, along with changes to other legislation. One major change proposed to the *Planning Act* is the addition of a section to the Planning Act that would remove planning authority from certain upper-tier municipalities, including Niagara Region upon proclamation. The Minister has indicated that the change to upper-tier municipalities without planning responsibilities will be proclaimed by the end of the 2024, although a specific date for Niagara Region has not yet been set.

What we do

Currently, the Region comments on development applications from a provincial and regional perspective (i.e., land use compatibility, archaeology assessment, employment

land conversion, records of site condition, regional infrastructure including roads and water and wastewater, waste management, storm water management, sewage system review etc.).

Additionally, from a policy perspective we update and maintain the Niagara Official Plan (NOP). As part of the transition, area municipalities will be responsible for maintaining the NOP until they have completed updates to their local official plans that incorporate applicable NOP policies into their plans.

Following proclamation, the Region will not be responsible for commenting on matters of provincial interest but will continue to comment on matters of Regional interest (i.e. regional infrastructure, other engineering services and Region owned properties). Therefore, the Region continues to have a commenting role in the Planning approvals process. Additionally, the need for enhanced regional growth management and staging of development is necessary to ensure effective and financially sustainable input occurs to post proclamation discussions with the Area Municipalities on how and where they will grow.

Planning Service Agreement

To assist with the transition, the Province also added a new section to the Planning Act as part of the Bill 23 amendments specific to upper-tier municipalities:

15 (2) The council of an upper-tier municipality, on such conditions as may be agreed upon with the council of a lower-tier municipality, may provide advice and assistance to the lower-tier municipality in respect to planning matters generally.

Section 15 (2) allows the area municipalities the ability of having the Region provide advice and assistance to area municipalities.

In late 2022 and early 2023 the Region met with the 12 area CAO's and Planning Directors to discuss the implications of downloading regional planning authority and functions to lower-tier municipalities. As part of these meetings the Region retained a facilitator to assist with the discussion and to develop a new model for the delivery of planning services that supports the provincial changes, meets the Regions expected growth needs and is based on a customer-centred service approach.

Through discussions with area CAO's and Planning Directors it was determined that some area municipalities felt there was interest in maintaining consistent delivery of the planning function across Niagara. In addition, it was determined that the preferred approach would be to share the resources of the Regional planners with those interested municipalities on a fee-for-service basis recognizing that each municipality may have differing needs.

Currently, Niagara Region operates on a fee-for-service approach to cover staff time to undertake the development review function. The cost of development planning review work is passed onto the applicant. This same approach would be used in the planning service agreement. The regional planning development review fee costs can be found within Appendix B of service agreement. Regional staff will undertake the review role on behalf of the area municipality and formal comments will appear as the area municipalities comments.

Appendix C of the agreement allows an area municipality to purchase additional planning resources on a project basis. This is dependant on available staff capacity and on a first come basis.

The planning service agreement was prepared with the support of external legal counsel also specifies:

- monthly invoicing for services provided;
- annual fee adjustment per the Consumer Price Index (CPI) or adjustments outlined in the Region's Fees and Charges By-law;
- the parties conduct a review of the agreement at the end of the term to determine if the timelines, service requirements and levels of service have been met; and,
- conflict and dispute resolutions.

The agreement will come into effect 90 days after proclamation is announced for Niagara Region becoming an upper tier without planning authority and expire 90 days following the next municipal election. Additionally, the agreement provides time for an effective transition of responsibilities following proclamation and for those municipalities looking to extend, amend, or terminate the agreement as needed.

To date there are six area municipalities that have formally requested assistance from the Region to provide advice on planning matters (Lincoln, Pelham, Grimsby, Niagara on the Lake, St. Catharines and Wainfleet). Four additional municipalities have indicated they are interested in exploring this option.

2024 Memorandum of Understanding (Engineering Function and Services in Niagara)

The 2019 MOU has been updated to remove the land use planning review function and will only pertain to engineering review. The purpose of the 2024 MOU is to update and clarify the respective engineering roles and responsibilities of the Region and Area Municipalities, as well as to be an instrument of continuously improving service and relationship management. This revised 2024 MOU sets the foundation for the future and confirms the framework within which the Parties will function and provide engineering

services.

The 2024 MOU has been collaboratively developed by the MOU Working Group. It has been reviewed, refined, and endorsed by the Public Works Officials and Niagara Area Planners. The 2024 MOU outlines the relationship with our Area Municipalities and outlines the Region's participation in planning approvals on matters related to regional infrastructure, other services, Region owned land, collaboration on growth related matters, etc. This will replace the current 2019 MOU between the Region and all area municipalities upon proclamation.

The 2024 MOU update also includes the following additional changes:

- allows Area Municipalities to request the Region's assistance on storm water management review: and,
- also provides a provision that local Official Plan policies will have to be updated to include Niagara Official Plan policies related to infrastructure.

Alternatives Reviewed

Regional Council can decide not to enter into the planning service agreement. This option is not recommended as many of our area municipalities do not have the in-staff capacity or experts to take on all the planning review functions currently.

Regional Council can decide not to enter into the 2024 MOU. This option is not recommended as it clearly sets out the role and expectations of the Region with respect to planning approvals for the area municipalities.

These two items further assist the Region and the area municipalities to prepare for proclamation.

Relationship to Council Strategic Priorities

The planning service agreement and the 2024 MOU support Council's strategic priority of an Effective Region.

- Implement continuous improvement and modernized processes to ensure value-for-money in Regional services and programs.
- Explore and implement opportunities to improve service delivery outcomes through shared services.

In addition, they specifically address Council's strategic priority of an Equitable Region.

3.2 Support growth and development following Bill 23, More Homes Built Faster Act, 2022

Other Pertinent Reports

- PDS 4-2019 Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities
- PDS 2-2018 Protocol for Planning Services Between the Regional Municipality of Niagara and the Niagara Peninsula Conservation Authority – January 10, 2018
- PDS-49-2017 MOU Planning Services in Niagara – November 8, 2017
- PDS-43-2017 Review and Update of the 2007 Memorandum of Understanding (MOU) between the Local Area Municipalities, Niagara Peninsula Conservation Authority and Niagara Region, and the 2008 Protocol for Plan Review and Technical Clearance between the Niagara Peninsula Conservation Authority (NPCA) and Niagara Region – September 15, 2017
- PDS-C 4-2014 Local Area Municipal Response to the 2014 Update to the Memorandum of Understanding for improving the Planning Function in Niagara – May 14, 2014
- PW 1-2014 Building Relationships, 2014 Update to the Memorandum of Understanding for Improving the Planning Function in Niagara – January 7, 2014
- PW 10-2007 Memorandum of Understanding – Planning System in Niagara

Prepared by:

Diana Morreale, MCIP, RPP
Director Growth Management and
Planning
Growth Strategy and Economic
Development

Recommended by:

Michelle Sergi, MCIP, RPP
Commissioner
Growth Strategy and Economic
Development

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Susan Dunsmore, Acting Director Infrastructure Planning and Development Engineering and Angela Stea, Director of Corporate Strategy and Community Sustainability.

Appendices

Appendix 1	Planning Service Agreement
Appendix 2	2024 Memorandum of Understanding (Engineering Function and Services in Niagara)

PLANNING SERVICES AGREEMENT

BETWEEN:

THE REGIONAL MUNICIPALITY OF NIAGARA

(hereinafter called the "Region")

-and-

THE CORPORATION OF THE TOWN _____

(hereinafter called the "Town")

(Change to "City" or "Township" throughout as appropriate)

(hereinafter together referred to as the "Parties" and individually as a "Party")

WHEREAS the Region is an upper-tier municipality established pursuant to the provisions of the *Municipal Act, 2001*, S.O. 2001, c. 25 ("*Municipal Act, 2001*");

AND WHEREAS the Town is a lower-tier local municipality within the Region and incorporated pursuant to the provisions of the *Municipal Act, 2001*;

AND WHEREAS pursuant to subsection 15(2) of the *Planning Act*, R.S.O. 1990, c. P.13 ("*Planning Act*") the Council of an upper-tier municipality, on such conditions as may be agreed upon with the Council of a lower-tier municipality, may provide advice and assistance to the lower-tier municipality in respect of planning matters generally;

AND WHEREAS the Region and the Town desire to enter into an agreement whereby the Region shall provide advice and assistance to the Town in respect of planning matters;

AND WHEREAS the Region and Town desire to deliver timely and streamlined planning services to the public, based upon a mutual understanding of their respective roles and responsibilities, and seek to collaborate without duplication of service in order to achieve efficient and cost effective resourcing;

AND WHEREAS the Region desires to provide planning services to its lower-tier municipalities which exhibit equity as between the lower-tier municipalities, recognizing that each lower-tier municipality has different circumstances and different resource needs resulting in allocations of Regional resources that will aim to be fair but which may be different for each lower-tier municipality;

AND WHEREAS the Region and the Town acknowledge that entering into a Planning Services Agreement will facilitate the ability of the Region to continue providing planning

services, data collection and data analysis, mapping services and growth management analysis and advice, for use by the Region and its lower-tier municipalities;

AND WHEREAS the Region and the Town desire to enter into this Planning Services Agreement (“Agreement”);

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual covenants herein contained and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Region and the Town agree as follows:

1. PURPOSE AND SCOPE

- 1.1. This Agreement sets out the advice, assistance and services to be provided by the Region to the Town in respect of planning matters so as to promote the delivery of efficient and effective municipal planning services using a “one-window” approach.
- 1.2. The Parties acknowledge and agree that notwithstanding any other provision of this Agreement, the planning services provided by the Region under this Agreement shall be provided on an as-needed basis in accordance with the Town’s planning needs and the volume of development applications received and that this Agreement does not guarantee a minimum or any number of service requests by the Town.
- 1.3. The Parties further acknowledge and agree that in furtherance of the “one-window” approach to providing municipal planning services, Region planning staff may on occasion use Town resources such as office space, communications equipment and letterhead, to provide services under this Agreement. However, this Agreement does not and shall not be taken to create an employment relationship between any member of Region planning staff and the Town.
- 1.4. The Parties further acknowledge and agree that this Agreement shall encompass, address and govern all planning services provided by or exchanged between the Region and the Town but shall not encompass, address or govern other service relationships between the Region and the Town, including but not limited to all non-planning services.

2. TERM

- 2.1. This Agreement shall be subject to approval by the Council of the Region and the Council of the Town and upon such approvals, shall be deemed effective on the date that is ninety (90) days following the proclamation of amendments to the *Planning Act* pursuant to which the Region becomes an upper-tier municipality without planning responsibilities and shall, unless terminated earlier in accordance with this Agreement, expire on the date that is ninety (90) days following the next regular municipal election (“the Term”).

- 2.2. At least twelve (12) months prior to the expiry of the Term, staff of the Parties shall enter into good faith negotiations to extend or amend this Agreement on such terms and conditions as may be agreed to by the Parties and approved by their respective Councils.
- 2.3. The terms and conditions of this Agreement shall apply to all services requested, commenced and/or provided prior to the end of the Term, including during the negotiation period prescribed by paragraph 2.2. In the event that the Parties have agreed to extend or amend this Agreement but have not sought Council approval by the end of the Term, the terms and conditions of this Agreement shall continue to apply until Council has considered the proposed extension or amendment of this Agreement, provided that this occurs within nine (9) months of the end of the Term, failing which this Agreement shall expire.

3. PLANNING SERVICES PROVIDED BY THE REGION

- 3.1. The Region shall provide to the Town the planning services set out in Appendix "A", which is appended hereto and forms part of this Agreement and shall adhere to all timeframes for service delivery set out therein.
- 3.2. The Town shall circulate all pre-consultation applications to the Region where the application identifies a service to be provided by the Region in accordance with Appendix "A". Where the Region is able to provide the services identified in the pre-consultation application, the Town shall not receive such services from any other source.
- 3.3. The Region shall charge fees in accordance with the Region's Fees and Charges By-law for the planning services provided to the Town under paragraph 3.1, which shall be the same rate as is charged by the Region to all of its local municipalities for the services set out in Appendix "A".
- 3.4. The Region shall provide to the Town the planning services set out in Appendix "B", which is appended hereto and forms part of this Agreement, upon receipt of a written request by the Town, and shall adhere to all timeframes for service delivery set out therein.
- 3.5. The Region shall charge fees in accordance with the Region's Fees and Charges By-law for the planning services provided to the Town under paragraph 3.4, which shall be based upon the rates set out in Appendix "B", and which shall be funded by the fee(s) for the development application to which the services relate.
- 3.6. The Region shall provide to the Town the planning services set out in Appendix "C", which is appended to and forms part of this Agreement, upon the exchange of a written service request from the Town and a written service and budget proposal from the Region, which shall be agreed to by the Parties before the services are provided.

- 3.7. The Region shall charge fees in accordance with Region's Fees and Charges By-law for the planning services provided to the Town under paragraph 3.6, which shall be based upon the hourly rates set out in Appendix "C", and which shall be funded as budgeted for by the Town.
- 3.8. The fees required to be paid by the Town to the Region under this Agreement, shall be collected by the Town and remitted to the Region. The fees shall be invoiced by the Region to the Town on a monthly basis.
- 3.9. Notwithstanding paragraph 3.8, the Region shall be responsible for and reimburse the Town for any fees required to be refunded under sections 34(10.12) and 41 (11.1) of the *Planning Act* if the Region does not meet the timelines set out in Appendix "A" or any timelines applicable to the services set out in Appendix "B" or Appendix "C", irrespective of the reason(s) for non-compliance.
- 3.10. The Town shall be responsible for and indemnify the Region, if necessary, for any fees required to be refunded by the Region under sections 34(10.12) and 41(11.1) of the *Planning Act* if the Town does not meet the timelines as set out in Appendix "A" or Appendix "C", irrespective of the reason(s) for non-compliance.
- 3.11. Notwithstanding the foregoing, the Parties may mutually agree to waive reimbursement or indemnification of fees refunded under paragraphs 3.9 and/or 3.10.
- 3.12. The Region will provide planning advice and opinions as necessary and participate in any proceeding including proceedings before the Ontario Land Tribunal in accordance with the provisions and rates set out in this Agreement in accordance with the Region's Fees and Charges By-law.
- 3.13. The fees charged by the Region under this Agreement may be increased and adjusted annually in accordance with the Consumer Price Index or any applicable fee increases, or adjustments identified in the Region's Fees and Charges By-law.
- 3.14. The Town will pay all of the Region's invoices issued under this Agreement within thirty (30) days of the invoice date. Should the Town fail to make payment or portion thereof on invoices issued under this Agreement, the Town shall pay to the Region interest due on the amount in default at the rate of fifteen (15) per cent per annum, accrued monthly, from the due date of the invoice until the payment is made.
- 3.15. The fees charged by the Region under this Agreement shall be paid in full by the Town in accordance with the terms of this Agreement and shall not be credited to or set off against any other amounts owing or payable by the Parties pursuant to any other agreement or arrangement between them.

- 3.16. At the end of the first year of the Term, the Parties shall conduct a review of fees charged by the Region under this Agreement and shall determine if any fees require adjustment for one (1) or more subsequent years of the Term.
- 3.17. Planning services provided by the Region under this Agreement shall comply with all applicable professional and industry standards.
- 3.18. At the end of each year of the Term, the Parties may, at the request of either Party, conduct a joint review of all services provided by the Region under this Agreement in the preceding year. The purpose of the review shall be to assess and determine if the timelines, service requirements and levels of service prescribed by this Agreement have been met. For greater certainty, any such review shall not encompass, address or alter the nature of services to be provided by the Region under this Agreement in subsequent years of the Term.

4. CONFLICT

- 4.1. In the event of a conflict between the Region and the Town as to the interpretation of a Provincial Plan, Provincial Policy and/or an Official Plan Policy, planning staff of the Region and the Town shall work together to resolve the interpretation issue and if such issue is not resolved, the Town, as the approval authority, shall make a final determination in respect of the conflict.
- 4.2. Either Party may decline to request or provide planning services in relation to a specific matter if there is an actual or perceived conflict between the interests of the Region and the interests of the Town in relation to that matter arising under this Agreement. The Chief Administrative Officer of the Region and the Chief Administrative Officer of the Town shall have authority to determine if there is an actual or perceived conflict of interest and, where a Party identifies an actual or perceived conflict of interest, it shall immediately notify the other Party of same.

5. INSURANCE AND INDEMNITY

- 5.1. During the Term, the Region shall obtain and maintain in full force and effect a policy of errors and omissions insurance with limits of not less than two million dollars (\$2,000,000.00). The policy shall provide for no less than thirty (30) days' notice of cancellation or non-renewal and shall name the Town as an additional insured but only with respect to this Agreement.
- 5.2. During the Term, the Town shall obtain and maintain in full force and effect a policy of errors and omissions insurance with limits of not less than two million dollars (\$2,000,000.00). The policy shall provide for no less than thirty (30) days' notice of cancellation or non-renewal and shall name the Region as an additional insured but only with respect to this Agreement.

- 5.3. The Region and the Town shall each indemnify and save harmless the other from claims of any kind arising from or in any way related to this Agreement.

6. DISPUTE RESOLUTION

- 6.1. In the event that a dispute arises as to the interpretation, application and/or execution of this Agreement, including but not limited to any Party's rights or obligations under this Agreement and/or an allegation of default or breach, the Party that disputes the other Party's position or conduct shall provide written notice of the dispute.
- 6.2. Where a notice of dispute is received in accordance with paragraph 6.1, the Parties' planning staff shall use best efforts to resolve the dispute for a period of thirty (30) days from the date on which the notice is delivered. The Parties may extend the negotiation period if they agree that a reasonable extension is likely to resolve the dispute.
- 6.3. In the event that the Parties' planning staff fail to resolve the dispute, the Parties' Chief Administrative Officers shall use best efforts to resolve the dispute for a period of thirty (30) days from the date on which the discussions commence. The Parties may extend the negotiation period if they agree that a reasonable extension is likely to resolve the dispute.
- 6.4. In the event that the Parties fail to resolve a dispute under paragraphs 6.2 or 6.3, the parties shall refer the matter to non-binding mediation by a mediator agreed on by the Parties. If mediation fails to resolve the dispute, the Parties shall refer the matter to arbitration by an arbitrator agreed on by the Parties and shall proceed in accordance with the provisions of the *Arbitration Act, 1991*, S.O. 1991, c. 17, without any right of appeal.
- 6.5. Each Party shall bear its own costs associated with the determination of disputes arising under this Agreement, including but not limited to legal, mediation and arbitration costs.

7. EVENTS OF DEFAULT AND TERMINATION

- 7.1. Any of the following circumstances constitutes a default under this Agreement:
- (a) if a Party fails to make any payment required under this Agreement and such failure continues for a period of one hundred and eighty (180) days after written notice thereof has been given by the other Party pursuant to the provisions of this Agreement; and/or
 - (b) other than a default under (a) above, if a Party is in default under any of the provisions of this Agreement and such default continues for a period of fourteen (14) days after written notice thereof has been given by the other Party.

- 7.2. Upon an event of default set out in paragraph 7.1, either Party may terminate this Agreement on sixty (60) days' written notice to the other Party.
- 7.3. Notwithstanding sections 7.1 and 7.2, either Party may terminate this Agreement without cause, upon eighteen (18) months' notice.

8. NOTICE

- 8.1. Any and all information, records, notices, approvals, waivers, agreements, extensions or other communications pursuant to this Agreement given by the Region or the Town shall be in writing unless the Parties agree otherwise in writing.
- 8.2. Any notices required to be given pursuant to this Agreement shall be delivered by personal delivery, regular or prepaid first-class mail, or email and addressed to the Party to whom it is given as follows:

If to the Region: THE REGIONAL MUNICIPALITY OF NIAGARA
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold ON L2V 4T7

Attention: INSERT NAME AND EMAIL ADDRESS

If to the Town(ship): THE CORPORATION OF THE TOWN(SHIP) OF NAME
INSERT ADDRESS
INSERT ADDRESS
INSERT ADDRESS

Attention: INSERT NAME AND EMAIL ADDRESS

or such other address or email address of which either Party has notified the other, in writing, and any such notice shall be deemed sufficient under this Agreement.

- 8.3. Any notice given pursuant to this Agreement shall be deemed to have been given to and received by the Party to whom it is addressed as follows:
- (a) where personally delivered, on the date of delivery;
 - (b) where sent by regular or prepaid first class mail, on the fifth (5th) day after mailing; or
 - (c) where sent by email, on the date of email transmission, unless the email was sent after 4:00 p.m., in which case notice is deemed to have been given and received on the next business day.

9. GOOD FAITH

- 9.1. The Town and the Region, including their planning staff and any other employees, officers, representatives and agents shall at all times act honestly, in good faith and with all due diligence and dispatch in taking all actions and in making all decisions pertaining to the implementation and administration of this Agreement.
- 9.2. The Town and the Region, including their planning staff and any other employees, officers, representatives and agents shall make their best and timely efforts upon the reasonable request of the other Party to make, do, execute or cause to be made, done or executed all such further and other lawful acts, deeds, things, devices and assurances whatsoever necessary to give effect to this Agreement and the terms and conditions contained herein.

10. AMENDMENTS

- 10.1. This Agreement may be amended by mutual agreement of the Parties at any time during the Term. Any changes, alterations or amendments to this Agreement shall be made in writing and signed by one or more persons authorized as representatives of the Region and the Town and who can bind the respective Parties and shall be appended to this Agreement.
- 10.2. Without limiting the generality of the foregoing, the Parties may amend this Agreement at any time during the Term to add as Appendix "D" a list of further services as special projects that the Region may provide, subject to capacity, to the Town and for which the Region shall charge fees in accordance with its Fees and Charges By-law. Services provided pursuant to Appendix "D" shall be subject to section 3 of this Agreement.
- 10.3. For greater certainty, the Parties are authorized to amend this Agreement in accordance with paragraphs 10.1 and 10.2 without requiring the approval of their respective Councils provided that the amendments are minor in nature, are mutually agreed to by the Parties and do not impact or change the purpose or intent of this Agreement.

11. GENERAL

- 11.1. In this Agreement, words importing a singular number shall include the plural and vice versa, words importing the any gender shall include all genders and words importing persons shall include firms and corporations and vice versa.
- 11.2. Unless the context otherwise requires, the words "Region" and "Town" wherever used in this Agreement shall be construed to include and to mean the successors and/or assigns of the Region and the Town respectively.
- 11.3. This Agreement shall be governed, construed and enforced according to the laws of the Province of Ontario and the laws of Canada applicable therein.

- 11.4. In the event that any of term, condition or provision contained in this Agreement is determined by a court or tribunal of competent jurisdiction to be invalid, unlawful or unenforceable to any extent, such term, condition or provision shall be severed from the remaining terms, conditions and provisions of this Agreement, which shall continue to be valid and enforceable to the fullest extent permitted by law.
- 11.5. No waiver of any provision of this Agreement shall be deemed to constitute a waiver of any other provisions, whether or not similar, nor shall such waiver constitute a continuing waiver unless otherwise expressly provided.
- 11.6. Moreover, any delay or failure on the part of a Party to exercise or enforce any right, power or remedy conferred by this Agreement shall not constitute a waiver of same and shall not constitute a waiver of any rights, powers or remedies with respect to any subsequent default or breach.
- 11.7. The Parties acknowledge and agree that nothing in this Agreement shall be deemed to fetter or interfere with either Party's responsibilities and rights as municipal bodies.
- 11.8. This Agreement constitutes the entire agreement between the Parties relating to the matters set out herein. There are no representations, promises, covenants or other terms relating to the content of this Agreement and this Agreement supersedes any prior discussions, understandings or agreements between the Parties in relation to its subject matter.
- 11.9. This Agreement may be signed in counterpart, each of which is an original and all of which together constitute a single document. Counterparts may be executed in original or electronic form and may be exchanged by way of mail or PDF file delivered by email.

[signature page follows]

IN WITNESS WHEREOF, the Region has on the ____ day of _____, 2023
executed this Agreement.

THE REGIONAL MUNICIPALITY OF NIAGARA

Per: _____

Name:

Title:

I have the authority to bind the Regional Corporation

IN WITNESS WHEREOF, the Town(ship) has on the ____ day of _____,
2023 executed this Agreement.

THE CORPORATION OF THE TOWN(SHIP) OF

Per: _____

Name:

Title:

I have the authority to bind the Corporation

APPENDIX “A”

**Planning Services and Timeframes Provided by the Region
at Same Rate for All Local Municipalities**

Development Planning Service Review to be provided for planning applications include:

Process Type	Pre-Consultation Timeframes	Complete Application Timeframes
Site specific Regional Official Plan Amendment	<p>Region to receive required information/plans a min. of 10 calendar days prior to pre-consultation.</p> <p>Region to provide comments 12 calendar days After Pre-Consultation meeting.</p> <p>Any peer reviews to be identified at pre-consultation meeting.</p> <p>Recommend meetings in advance of pre-con for complex applications</p> <p>Area Municipality provide Pre-Consultation notes to applicant within 14 calendar days</p>	Region to provide comments within 20 calendar days
Secondary Plan (Local Official Plan Amendment)	<i>Same as above</i>	As determined in consultation with the area municipality
Complete Application Review	N/A	Region to provide comments within 20 calendar days
Other Comprehensive Local Official Plan Amendment	<i>Same as above</i>	As determined in consultation with the area municipality
Site specific Local Official Plan Amendment	<i>Same as above</i>	Region to provide comments within 20 calendar days

Process Type	Pre-Consultation Timeframes	Complete Application Timeframes
Combined OPA/Zoning Amendment	Same as above	Region comments within 20calendar days
Comprehensive zoning by-law (initiated by area municipality)	Same as above	As determined in consultation with the area municipality
Site specific zoning by-law amendment (including Holding Provision)	Same as above	Region to provide comments within 20 calendar days
Draft plans of subdivision or condominium	Same as above	Region to provide comments within 35 calendar days
Modifications to Draft Approved Subdivision and Condominium	Same as above	Region to provide comments within 35 calendar days
Consent	Same as above	Region to provide comments within 10 calendar days in urban areas and within 14 calendar days in rural areas (on private services).
Minor Variance	Same as above	Region to provide comments within 10 calendar days.
Site Plan	Same as above	Region to provide comments within 14 calendar days
Extension of draft Approval	Same as above	Region to provide comments within 10 calendar days
Clearance of Conditions	Same as above	Region to provide comments within 15 calendar days

Process Type	Pre-Consultation Timeframes	Complete Application Timeframes
Niagara Escarpment Development Permit	Same as above	Region to provide comments within 30 calendar days
Niagara Escarpment Plan Amendment	Same as above	Region to provide comments within 60 calendar days

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APPENDIX “B”

Planning Services Provided by the Region Upon Request Fee for Service Funded by Development Applications

Appendix B- Niagara Region Planning Fee for Service

Development Planning Review Service:

Includes Provincial Policy and Regional review for the below listed applications. Depending on the nature of the application the review will include *Land Use Compatibility*¹, *Archaeological assessment*, *Employment Land Conversion*, *Former Landfill Sites*, *Gas and Petroleum Resources*, *Screening to address Source Water Protection*

*development planning fee only includes planning review

Service	Fee
Official Plan Amendments	
Regional Official Plan Amendment Review	\$11,205
Regional Official Plan Amendment Application Fee - Urban Boundary Expansion	\$11,205
ROPA to establish or expand and a pit or quarry	\$114,100
Major Official Plan Amendment Review (3 or more types of Provincial/Regional policy review)	\$4,775
Minor Official Plan Review (2 or less types of Provincial/Regional policy review)	\$2,450
Subdivision, Vacant Land or Common Element Condominium Base Fee:	
Draft Plan Review Base Fee (Fee is based on the entire area of the subdivision and consists of a base fee and per hectare fee)	\$1,790
Draft Plan Per Hectare Fee (Fee is based on the entire area of the subdivision and consists of a base fee and per hectare fee)	\$790

¹ Peer Reviews will not be a fee for service but will be required to be paid for by the applicant when required for a development application. Peer Reviews will be identified during pre-con including cost estimate.

Subdivision, Vacant Land or Common Element Condominium Base Fee:	
Modification of Draft Plan Approval	\$1,925
Extension of Draft Plan Approval	\$1,395
Extension of Draft Plan Approval (Approved prior to 2006)	\$2,775
Clearance of Draft Plan Conditions (per phase)	\$1,925
Standard Condominium Base Fee	
Standard Condominium – Draft Plan Review	\$1,775
Revisions to Submission by Applicant (Prior to Approval)	\$1,245
Modification of Standard Draft Plan of Condominium Approval	\$1,245
Extension of Standard Draft Plan of Condominium Approval	\$890
Extension of Standard Draft Plan of Condominium Approval (Approved prior to 2006)	\$890
Clearance of Conditions (Standard Plan of Condominium)	\$1,600
Zoning By-law Fees	
Major Zoning By-law Amendment Review	\$2,500
Minor Zoning By-law Amendment Review	\$1,395
Agricultural Purposes Only (APO) zoning amendment	\$1,090
Revision to Submission by Applicant (Major) (Prior to Approval)	\$1,075
Removal of holding symbol	\$895
Consent Fees	
Consent Review- Urban	\$510
Consent Review – Rural/ Outside Urban	\$835
Final certification fee (active consent files still remaining under the authority of the Region will be subject to Final Certification Fee, payable upon request for final certification, prior to registration.)	\$740
Site Plan Fees	
Major Site Plan	\$1,345
Revision to Submission by Applicant (Prior to approval)	\$780
Clearance of Site Plan Conditions	\$995

Minor Variance	
Minor Variance	\$760
Niagara Escarpment Plan Applications	
Development Permit Review	\$2,225
Minor Development Permit Review (no provincial/regional interests- pools sheds, etc)	\$830
Environmental Site Assessments (brownfields) Request to Use Non-potable Water Site Condition Standards	
Response to request	\$410
Response to Request- Update Letterer	\$150
Secondary Plans	
Secondary Plans (privately initiated)	\$6,935
Pre-Consultations	
Pre-Consultation Review	\$500
Special Studies	
1. Environmental Review	
Major EIS Review (2 or more features)	\$3,000
Minor EIS Review (1 feature)	\$1,500
EIS TOR Review	\$535
EIS Second Submission and greater (Addendum) Review	Half of Original Fee
EIS Draft Review	\$535
Review of Restoration Plan	\$760
Review of Tree Preservation Plan	\$380
Review of Monitoring Plan	\$975
2. Urban Design	
Major Urban Design Review	\$1,000
Minor Urban Design Review	\$300
3. General Planning Services	
Growth Management ² <ul style="list-style-type: none"> - Localized review of infrastructure capacity - Detailed evaluation of urban boundary expansion areas, review of population and employment forecasts and distribution, staging of development, cross boundary matters 	Fee for service based on agreed upon terms
District Plans/ Secondary Plans/ Master Plans	Fee for service based on agreed upon terms (\$85.00 per hour)
Duty to Consult with Indigenous Nations <ul style="list-style-type: none"> - Manage relationships, provide consultation 	Fee for service based on agreed upon terms (\$85.00)

² The Region will continue to provide Growth Management at a regional infrastructure, housing supply activity, employment activity

3. General Planning Services	
Natural Heritage System Mapping Maintenance ³	Fee for service based on agreed upon terms (\$85.00)
GIS support another mapping	Fee for service based on agreed upon terms (\$85.00)
Ontario Land Tribunal Support	Fee for service based on agreed upon terms (\$85.00)

³ The EIS review fee captures maintenance of the Regional Natural Heritage System Map, for those municipalities not utilizing environmental planning review function and will require maintenance, it will be a fee for service

APPENDIX “C”

Planning Services Provided by the Region Upon Request Fee for Service Funded as Budgeted for by the Town

Special Projects to be based on a rate per hour. (\$ 85.00)

Special Project Service List Include the following, based on available staffing capacity:

- **Growth Management**
 - Population and employment forecasts and distribution
 - Planning/Infrastructure/Finance integration
 - Infrastructure Staging
 - Adequate and sustainable financing
- **Special Projects**
 - Secondary Plans
 - Watershed planning
 - Archaeology
 - GIS support
- **Sustainability Initiatives**
- **Secondment Requests**

APPENDIX “D”

MOU- Engineering Services (to be developed and updated)

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/MEMORANDUM OF UNDERSTANDING

between

The Regional Municipality of Niagara

The Town of Fort Erie

The Town of Grimsby

The Town of Lincoln

The City of Niagara Falls

The Town of Niagara-on-the-Lake

The Town of Pelham

The City of Port Colborne

The City of St. Catharines

The City of Thorold

The Township of Wainfleet

The City of Welland

The Township of West Lincoln

Engineering Function and Review in Niagara

xxxxx 2024

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Part 1 – Preamble

1.1. Introduction

Bill 23, More Homes Built Faster Act, 2022, will result in changes to the Ontario Planning system. In keeping with our long-standing partnership, the Niagara Region Municipalities have an interest in ensuring that these changes are implemented in a seamless and integrated fashion. Upon proclamation of Bill 23, Niagara Region will no longer have certain responsibilities for planning under the *Planning Act*.

Consistent with our long-standing partnership, the Niagara Region Municipalities have an interest in ensuring that any changes to roles and responsibilities be examined and implemented in a coordinated and collaborative fashion. This document serves to document the planned changes and to ensure the best possible outcomes for the Niagara Region community.

The Memorandum of Understanding has been updated to remove the land use planning review function and will only pertain to engineering review. The MOU has been prepared for the following thirteen government planning authorities (hereafter referred to as Parties), which operate within a two-tier system in the Niagara Region planning area:

- a) The Council for the Regional Municipality of Niagara (Region); and
- b) The Councils of the Town of Fort Erie, the Town of Grimsby, the Town of Lincoln, the City of Niagara Falls, The Town of Niagara-on-the-Lake, the Town of Pelham, the City of Port Colborne, the City of St. Catharines, the City of Thorold, the Township of Wainfleet, the City of Welland and the Township of West Lincoln (collectively referred to as the “area municipalities”);

The purpose of this MOU is to update and clarify the respective engineering roles and responsibilities of the Parties, as well as to be an instrument of continuously improving service and relationship management. This revised MOU sets the foundation for the future and confirms the framework within which the Parties will function and provide engineering services.

The MOU has been collaboratively developed by the MOU Working Group. The MOU has been reviewed, refined and endorsed by the Public Works Officials and Niagara Area Planners.

1.2. Jurisdiction

This MOU applies to those lands within the Regional Municipality of Niagara, where water and wastewater servicing and transportation networks are operated under a two-tier system.

Niagara Region is responsible for:

- water treatment
- transmission mains
- major pumping stations
- wastewater treatment
- trunk sewers
- sewage pumping stations
- Regional roads
- Circulation to Niagara Regional Transit for large developments

The area municipalities are responsible for:

- local water distribution networks
- local sewer collection systems, storage facilities and local roads

Regional engineering reviews will be limited to the review of regional infrastructure and capacities available in regional infrastructure.

For the nine municipalities the Region reviews and approves sewage systems for the review for planning projects will remain with the Region (Fort Erie, Grimsby, Lincoln, Niagara Falls, Niagara-on-the-Lake, Pelham, Port Colborne, St. Catharines, Thorold). Sewage system reviews and comments in Welland, West Lincoln and Wainfleet will be provided by the Local staff.

The stormwater system will be reviewed based on the chart contained in Table 1.

Regional staff will continue to provide waste/recycling collection comments for all sites with regard to the current Regional collection agreement/policies.

Part 2 - Roles and Responsibilities of the Parties

2.1. Engineering Reviews

The signatories are committed to developing Niagara, providing capacity within existing infrastructure and ensuring overall servicing plans are maintained. The parties agree to provide comments based on:

- Legislative, regulatory, or delegated authority
- Council approved policies and by-laws
- Interests that have been identified through this MOU, pre-consultation, terms of reference, complete application requirements, and/or requisite studies.

The Parties agree that a high degree of servicing alignment is important in advancing an integrated and consistent planning system for infrastructure. To achieve alignment, the Parties agree to collaborate and include the following measures for each project:

- Pre-consultation with relevant partners, prior to project start-up, identifying areas of common interest;
- Placement of appropriate representation on project steering committees for all Regional and Local capital projects;
- Agreed-to milestone meetings, consultations, and document review;
- Mutually satisfactory review protocols with shared commitment to timeliness; and
- Work collaboratively toward sharing GIS files and data.

2.2. Planning for Infrastructure

This section addresses the full range of activities necessary for the Region to effectively plan for and deliver water, wastewater, and transportation infrastructure to support growth and development.

2.2.1. Planning for Water and Wastewater Infrastructure

- 2.2.1.1. Complete Master Plans and develop associated infrastructure staging plans and capital financing plans to respond to growth and development. At a minimum, assess the following in making a determination on the timing and delivery of water and wastewater infrastructure:
- 2.2.1.2. The number of housing units or employment areas being unlocked as a result

- 2.2.1.3. The fiscal capacity of the Region and local municipalities
- 2.2.1.4. The willingness of the development community to contribute
- 2.2.1.5. The degree of contribution from the Provincial government
- 2.2.1.6. Coordination with the timing and delivery of Regional Road projects
- 2.2.1.7. Comments from the local municipality and public agencies

The Parties will:

Collectively identify policies in the NOP that should be retained in future local Official Plans to ensure that growth and development is coordinated with the delivery of Regional water and wastewater infrastructure and services to the greatest degree possible.

Planning for Regional Transportation Infrastructure

This section addresses the full range of activities necessary for the Region to effectively plan for and deliver operate Regional Transportation Systems.

The Region will:

- 2.2.2.1 Collaborate with the local municipalities in defining the timing and delivery of improvements to the Regional transportation network as defined through the Regional Transportation Master Plan using infrastructure staging plans and capital financing plans to support approved growth.
- 2.2.2.2 Support the local municipality by preparing and/or updating as required
- 2.2.2.3 Terms of Reference for the preparation of Transportation Studies for new growth areas
- 2.2.2.4 Traffic Impact Studies Guidelines
- 2.2.2.5 Road Access Management Requirements
- 2.2.2.6 Noise Abatement Guidelines addressing noise generated from Regional Roads

2.2.2.7 Highway Dedication Guidelines

2.2.2.8 Right-of-way and Urban Design Guidelines

2.2.2.9 Prepare and/or update Regional By-Laws, policies, standards and guidelines related to the Regional transportation network requirements as determined through the activities of this Transition Plan.

The Parties will:

Collectively identify policies in the NOP that should be retained in future local Official Plans to ensure the Regional transportation systems and infrastructure requirements are defined to support growth and development to the greatest degree possible.

2.3. Engineering Review Requirements for Planning Projects

The following are the aspects of the projects that Engineering Reviews will be conducted by the Parties for specific types of planning projects

2.3.1. Regional Official Plan and Amendments (ROPA's)

Engineering reviews will be completed once the application and relevant studies have been circulated by the lead agency in accordance with the current Planning requirements. Review of capacities in the infrastructure will be reviewed by the respective owners. Comments will be provided to the circulation agencies and if required, coordination of upgrades will be reviewed with all agencies.

2.3.2. Area Municipal Comprehensive Official Plans and Non Site-Specific Local Official Plan Amendments (LOPAs)

Engineering reviews will be completed once the application and relevant studies have been circulated by the lead agency in accordance with the current Planning requirements. Comments will be provided to the circulation agencies and if required coordination of upgrades will be reviewed with all agencies.

2.3.3. Area Municipal Site Specific and Policy Specific Official Plan Amendments

Engineering reviews will be completed once the application and relevant studies have been circulated by the lead agency in accordance with the

current Planning requirements. Review of capacities in the infrastructure will be reviewed by the respective owners if applicable. Comments will be provided to the circulation agencies and if required coordination of upgrades will be reviewed with all agencies.

2.3.4. Secondary Plans

The respective planning group responsible for the Secondary plan will contact both Local and Regional engineering staff. Engineering staff will be involved in scoping, review and implementation of servicing/traffic studies completed for secondary plans and will participate in meetings regarding the secondary plan process. Engineering reviews will be completed once the application and relevant studies have been circulated by the lead agency in accordance with the current Planning requirements. Review of capacities in the infrastructure will be reviewed by the respective owners if applicable. Comments will be provided to the circulation agencies and if required coordination of upgrades will be reviewed with all agencies.

2.3.5. Block Servicing Plans

The respective planning group responsible for the Block plan will contact both Local and Regional engineering staff. Engineering staff will be involved in scoping, and review and implementation of servicing/traffic studies completed for block servicing plans. Engineering reviews will be completed once the application and relevant studies have been circulated by the lead agency in accordance with the current Planning requirements. Review of capacities in the infrastructure will be reviewed by the respective owners if applicable. Comments will be provided to the circulation agencies and if required coordination of upgrades will be reviewed with all agencies.

2.3.6. Niagara Escarpment Plan Amendments

The lead agency will circulate the relevant agencies. Engineering review and comments for the respective interests will be provided on each application to the circulation agency.

2.3.7. Regional Environmental Assessments

The project manager will circulate both Local and Regional engineering staff. Engineering review and comments for the respective interests will be provided back to the project manager on each application.

2.3.8. Local Environmental Assessments

The project manager will circulate both Local and Regional engineering staff. Engineering review and comments for the respective interests will be provided back to the project manager on each application

2.4. Engineering Review Requirements for Implementation Planning

The following are the means by which Engineering reviews will be conducted by the parties for specific types of Implementation Planning activities

2.4.1. Comprehensive Zoning By-laws

The lead agency will circulate the complete application to Regional and Local engineering staff when required based on pre-consultation information.

Engineering reviews will be completed once the application and relevant studies have been circulated in accordance with the current Planning requirements. Review of capacities in the infrastructure will be reviewed by the respective owners if applicable. Comments will be provided to the circulation agencies and if required coordination of upgrades will be reviewed with all agencies.

2.4.2. Zoning By-law Amendments

The lead agency will circulate the complete application to Regional and Local engineering staff when required based on pre-consultation information.

Engineering reviews will be completed once the application and relevant studies have been circulated in accordance with the current Planning requirements. Review of capacities in the infrastructure will be reviewed by the respective owners if applicable. Comments will be provided to the circulation agencies and if required coordination of upgrades will be reviewed with all agencies.

2.4.3. Draft Plans of Subdivision

The lead agency will circulate the complete application to Regional and Local engineering staff when required based on pre-consultation information.

Engineering reviews will be completed once the application and relevant studies have been circulated in accordance with the current Planning requirements. Review of capacities in the infrastructure will be reviewed by the respective owners if applicable. Comments and conditions will be provided to the circulation agencies and if required coordination of upgrades will be reviewed with all agencies.

2.4.4. Plans of Condominium

The lead agency will circulate the complete application to Regional and Local engineering staff when required based on pre-consultation information.

Engineering reviews will be completed once the application and relevant studies have been circulated in accordance with the current Planning requirements. Review of capacities in the infrastructure will be reviewed by the respective owners if applicable. Comments and conditions will be provided to the circulation agencies and if required coordination of upgrades will be reviewed with all agencies.

2.4.5. Consents

The lead agency will circulate the complete application to Regional and Local engineering staff when required based on pre-consultation information. For those municipalities that complete pre-consultation for consents the information requested at that pre-consultation meeting will form part of the complete application.

Engineering reviews will be completed once the application has been circulated in accordance with the current Planning requirements. Comments and conditions will be provided to the circulation agency staff.

2.4.6. Minor Variances

The lead agency will circulate the complete application to Regional and Local engineering staff when required. For those municipalities that complete pre-consultation for minor variance the information requested at that pre-consultation meeting will form part of the complete application.

Engineering reviews will be completed once the application has been circulated in accordance with the current Planning requirements. Comments and conditions will be provided to the circulation agency staff.

2.4.7. Site Plan Control

The lead agency will circulate the complete application to Regional and Local engineering staff when required based on pre-consultation information.

Engineering reviews will be completed once the application and relevant studies have been circulated in accordance with the current Planning requirements. Review of capacities in the infrastructure will be reviewed by the respective owners if applicable. Comments and conditions will be provided to the circulation agencies and if required coordination of upgrades will be reviewed with all agencies.

2.4.8. Niagara Escarpment Development

The lead agency will circulate the complete application to Regional and Local engineering staff when required based on pre-consultation information.

Engineering reviews will be completed once the application has been circulated in accordance with the current Planning requirements. Comments and conditions will be provided to the circulation agency staff.

Part 3 – Development Application Review Processes

3.1. General

The Parties agree that the timely, efficient, and predictable review of development applications is paramount to encouraging well planned, affordable development in the region. Part 3 – Development Application Review Processes identifies segments of the development review process that benefit from clarification and agreement.

3.2. Preliminary Review

A preliminary review occurs prior to Pre-consultation. Its purpose is to gather information and is typically part of a developer's due diligence. Preliminary discussions about a potential development application benefit the applicant by supplying early information about the land, process and possible issues. An important part of a preliminary review is providing direction on the Pre-Consultation Process. In particular, the applicant needs to understand what information is required by the parties prior to pre-consultation and any fees.

3.3. Pre-Consultation

Pre-consultation is an optional requirement for the planning process, however it is highly encouraged. It requires specific actions by the applicant and each of the Parties with an *interest* in the development. After pre-consultation the applicant should have a clear understanding of the documentation required to submit a Complete Application (Section 3.4) as well as preliminary comments regarding whether the proposal will be supported by the Region and the local municipality

3.3.1. Required Information

Prior to scheduling a pre-consultation meeting, the Lead Agency will determine which Parties should attend the meeting and require specific information from the applicant to provide to the attending Parties in order that the Parties may complete an initial review. The required information will vary depending on the type of application, but generally includes:

- A completed Pre-consultation Request Form, including permission to enter property,
- The required fee (if applicable),
- Preliminary Plans showing the following:
 - Location of existing and proposed land uses, buildings and structures;
 - Location of significant features on the site and adjacent to the site (i.e. wetlands, hazard lands, watercourses, woodlands, wells, septic tanks, etc.);
 - Existing and proposed lot fabric (as appropriate); and

- Proposed development concept, including setbacks from lot lines and significant features.

3.3.2. **Circulation/Timelines**

Refer to Table 3 for circulation/timelines. If the circulated information is incomplete and/or the timeline is not met, the commenting agencies may request in writing the rescheduling of the pre-consultation meeting to offer better service and outline of study requirements.

Commenting agencies may conduct site visits prior to the date of the pre-consultation meeting, where time permits, to inform discussion at the meeting regarding the scoping of required studies.

3.3.3. **Required Studies and Scoping of Studies**

The Terms of Reference, or the minimum requirements for each of the required studies will be discussed during the pre-consultation process, and the objectives and parameters of the studies will be agreed to prior to them being undertaken.

The following is agreed to with respect to requesting and scoping studies:

- When determining the need for a study or plan, the Party requiring the study shall scope the study by identifying the specific necessary information. For example, if the Region requests a Transportation Study, it may be scoped to request only Pedestrian Safety be addressed. In addition, the Party requesting the study may offer to review the Terms of Reference.
- When more than one Party requests the same study, it is essential that a collaborative approach for scoping and Terms of Reference review occurs to ensure that all matters are addressed, and the applicant understands the requirements.
- In the event that one or more studies have been undertaken prior to pre-consultation, the Parties retain the right to require revisions to ensure that the studies are completed in accordance with requirements.
- All required studies shall be prepared and signed by a qualified professional.

3.3.4. **Exemption from Application Review by the Region**

All development applications are circulated to the Region for engineering review, except where the Region has determined through pre-consultation that the

development proposal is exempt from further circulation and review.

3.3.5. Fees

Each of the parties to the pre-consultation shall identify the fees required for application review, including the identification of additional costs should a peer review of a technical study be required.

The Parties agree not to charge each other fees for applications processed under the Planning Act.

3.4. Complete Applications

3.4.1. Submission Requirements

The requirements of a Complete Application are determined during pre-consultation and provided in writing to the applicant by the Lead Agency and if required in consultation with the commenting agencies.

The Lead Agency will review the application submission to ensure all required materials (forms, fees, plans, studies, etc.), as requested by all commenting agencies, are provided, and deem the application complete or not. There are instances where the municipality may need the Region's assistance in deeming applications complete by reviewing supporting studies to ensure that meet the terms of reference.

3.4.2. Circulation and Development Application Review Timelines

The Planning Act and related Regulations identify statutory timelines for the review of Complete Applications by the Lead Agency. In order to ensure the statutory timelines are met, the Parties agree that the commenting agencies shall use best efforts to complete the review of all applications in accordance with the timelines identified in Table 3 – Non-statutory Development Application Review Timelines.

All due dates are from date of circulation by the Lead Agency for applications deemed complete.

3.5. Application Review and Commenting

The Parties agree, where possible, to streamline commenting methods by using standardized wording in emails, forms, letters, conditions of approval etc.

When a concern and/or condition of approval is not supported by the Lead Agency, the Lead Agency shall inform the commenting agency and initiate discussions to resolve the issue.

In the case of multiple applications for the same land, the Lead Agency shall use the greater of the timelines.

Revisions to applications during the review process may result in the review period being extended depending on the complexity of the revisions and the need for revised studies.

When new issues arise from the analysis of studies during application review which results in the need for additional information or study, addendums to the study may be required and additional review time may be required to review any addendums.

3.6. Other

3.6.1. Extensions of Draft Plan Approval

The Parties agree that the request for an extension to a draft approved Plan of Subdivision or Condominium be received, with the required review fee, and circulated for comment by the Area Municipality, not the applicant.

3.6.2. Modifications to Conditions of Draft Plan Approval

The Parties agree that the request for a modification to a draft approved Plan of Subdivision or Condominium be received, with the required review fee, and circulated for comment by the Area Municipality, not the applicant.

3.6.3. Clearance of Conditions of Draft Plan Approval

The Parties agree that the request for formal clearance of conditions of Draft Plan of Subdivision or Condominium be received and circulated by the Area Municipality, not the applicant. The submission shall include the following:

- The required review fee
- a letter which outlines how each condition has been met, accompanied by the necessary supporting documents
- a copy of the relevant draft agreement, prepared by the Area Municipality

Part 4 – MOU Terms and Implementation

4.1. Duration and Review

This MOU shall remain in effect until such time as replaced by an updated MOU (if any). A mandatory review shall occur a minimum of every 5 years to:

- reflect any changing policies or programs at the provincial, watershed, or regional level, and
- assess its effectiveness, relevance, and appropriateness with respect to the affected parties.

The mandatory review shall be coordinated by the Region, undertaken by the MOU technical review team.

The MOU may be reviewed at any time before the mandatory review if there are matters that need to be addressed. Based on a review by the MOU technical review team, changes considered minor in nature may not require Regional or Local Council approvals.

4.2. Overlapping Mandate

There will be occasions when the responsibilities of the Parties overlap. On those occasions, the Parties shall work together to provide consistent and sound comments.

This will be accomplished by maintaining open dialogue and a good working relationship.

4.3. Conflict

Where there is conflict between new (changing) legislation and this MOU, new legislation will take precedence.

4.4. Fees

Fees for pre-consultation, planning review and technical clearance services will be set independently by the Parties.

All development application fees will be collected by the Area municipalities and remitted to the Region upon circulation of a complete application, except for Regional Official Plan amendment applications.

4.5. Effective Date

This MOU will take effect on the last date signed by the Parties to this MOU.

Part 5 – Tables

5.1. Table 1 - Roles for Review of SWM Applications

Storm Water Receiver	Review Agency and Responsibility - Water Quality	Review Agency and Responsibility - Water Quantity ⁸	Review Agency and Responsibility - Stream Erosion Control	Review Agency and Responsibility - LID Requirement	Review Agency and Responsibility - Construction Erosion and Sediment Control	Review Agency and Responsibility - Subdivision SWM Facility Operation and Maintenance	Review Agency and Responsibility - NPCA ³	Review Agency and Responsibility - MECP ⁴
Regional Road (roadside ditch/crossing culvert)	Region	Region	Region	Region	Region	Region/ Local Municipality		CLI ECA approval ⁴
Regional Storm Sewer (overland flow on Regional Road)	Region	Region	Region	Region	Region	Region/ Local Municipality		CLI ECA approval ⁴
Municipal Road (roadside ditch/crossing culvert)	Region/ Local Municipality ¹	Local Municipality	Local Municipality	Local Municipality	Local Municipality	Local Municipality		CLI ECA approval ⁴
Municipal Storm Sewer Drain or Easement	Region/ Local Municipality ¹	Local Municipality	Local Municipality	Local Municipality	Local Municipality	Local Municipality		CLI ECA approval ⁴

Storm Water Receiver	Review Agency and Responsibility - Water Quality	Review Agency and Responsibility - Water Quantity ⁸	Review Agency and Responsibility - Stream Erosion Control	Review Agency and Responsibility - LID Requirement	Review Agency and Responsibility - Construction Erosion and Sediment Control	Review Agency and Responsibility - Subdivision SWM Facility Operation and Maintenance	Review Agency and Responsibility - NPCA ³	Review Agency and Responsibility - MECP ⁴
Unregulated Feature⁶	Region/ Local Municipality ¹	Local Municipality/ Region	Local Municipality/ Region	Local Municipality/ Region	Local Municipality / Region	Local Municipality		CLI ECA approval ⁴
Regulated Feature^{2,3,5,7}	Region/ Local Municipality	Region/ Local Municipality	Region/ Local Municipality	Region/ Local Municipality	NPCA	Local Municipality	Review of outlet and may require Work Permit	CLI ECA approval ⁴

¹ Coordination of review to be discussed at pre-consultation if Regional peer review is requested by Local Municipality

² Outlet to a Provincially Significant Wetland (PSW), water balance may be required and would be a coordinated review by NPCA and Region;

³ The NPCA will review any outlets to regulated feature and may require review of stormwater management report as part of the development application;

⁴ CLI ECA approval⁴ needed for Municipal Storm Sewer and SWM Facilities. ECA MECP approval needed for SWM facilities on Industrial Lands. MECP will supply final certificate outlining the maintenance requirements for the owner.

⁵ Refer to Niagara Region Stormwater Guidelines for area of interest

⁶ An unregulated feature is one not regulated by the NPCA. Region/Municipality comment on impacts offsite e.g. downstream on adjacent properties.

⁷ Municipal Drains are regulated by the Drainage Act and Conservation Authorities Act – consent given by landowners as part of establishing Municipal Drains

⁸ Select sites within MTO corridor control will be required to be reviewed by the MTO for quantity control in addition to the other agencies/ parties

5.2. Table 2 - Non-Statutory Development Application Review Timelines

Application Type	Pre-Consultation	Target for Comments After Circulation of a Complete Application
Site specific Regional Official Plan Amendment	<p>Region to receive required information/plans a min. of 10 calendar days prior to pre-consultation.</p> <p>Region to provide comments 12 calendar days After Pre-Consultation meeting.</p> <p>Any peer reviews to be identified at pre-consultation meeting.</p> <p>Recommend meetings in advance of pre-con for complex applications</p> <p>Area Municipality provide Pre-Consultation notes to applicant within 14 calendar days</p>	Parties to provide comments within 20 calendar days
Secondary Plan / Block Plan (Local Official Plan Amendment)	Same as above	a) As determined in consultation with the area municipality
Complete Application Review	N/A	Region to provide comments within 20 calendar days
Other Comprehensive Local Official Plan Amendment	Same as above	As determined in consultation with the area municipality
Site specific Local Official Plan Amendment	Same as above	Region to provide comments within 20 calendar days
Combined OPA/Zoning Amendment	Same as above	Region comments within 20 calendar days

Application Type	Pre-Consultation	Target for Comments After Circulation of a Complete Application
Comprehensive zoning by-law (initiated by area municipality)	Same as above	As determined in consultation with the area municipality
Site specific zoning by-law amendment (including Holding Provision)	Same as above	Parties to provide comments within 20 calendar days.
Draft plans of subdivision or condominium	Same as above	Region to provide comments within 35 calendar days
Modifications to Draft Approved Subdivision and Condominium	Same as above	Region to provide comments within 35 calendar days
Consent	Same as above	Region to provide comments within 10 calendar days in urban areas and within 14 calendar days in rural areas (on private services)
Minor Variance	Same as above	Region to provide comments within 10 calendar days.
Site Plan	Same as above	Parties to provide comments within 14 calendar days
Extension of draft Approval	N/A	Parties to provide comments within 10 calendar days
Clearance of Conditions	N/A	Parties to provide comments within 15 calendar days
Niagara Escarpment Development Permit	N/A	Parties to provide comments within 30 calendar days
Niagara Escarpment Plan Amendment	N/A	Parties to provide comments within 30 calendar days

Notes for Table 2

1. To convene a pre-consultation meeting, the lead agency must have enough information from the applicant for the parties to complete an initial analysis and provide advice, including but not limited to advice on requirements for a Complete Application.
2. All due dates are from date of circulation by the commenting parties and are for applications deemed complete as determined by the parties as part of pre-consultation.
3. Studies that require peer review may require an additional 30-60 day review period.

4. When new issues arise from the analysis of studies or required consultation during application review which results in the need for additional information or study, additional review time may be required.

Part 6 - Endorsement and Signature Pages

Regional Municipality of Niagara

Date of Regional Council endorsement: _____

CAO Signature: _____

Town of Fort Erie

Date of Town Council endorsement: _____

CAO Signature: _____

Town of Grimsby

Date of Town Council endorsement: _____

CAO Signature: _____

Town of Lincoln

Date of Town Council endorsement: _____

CAO Signature: _____

City of Niagara Falls

Date of City Council endorsement: _____

CAO Signature: _____

Town of Niagara-on-the-Lake

Date of Town Council endorsement: _____

CAO Signature: _____

Town of Pelham

Date of Town Council endorsement: _____

CAO Signature: _____

City of Port Colborne

Date of City Council endorsement: _____

CAO Signature: _____

City of St. Catharines

Date of City Council endorsement: _____

CAO Signature: _____

City of Thorold

Date of City Council endorsement:

CAO Signature:

Township of Wainfleet

Date of Township Council endorsement:

CAO Signature:

City of Welland

Date of City Council endorsement:

CAO Signature:

Township of West Lincoln

Date of Township Council endorsement:

CAO Signature:

Strategic Marketing Update

Katie Desharnais

Manager, Strategic Marketing

Wednesday October 9, 2024

Purpose

- Summarize **key marketing activities from Niagara Economic Development** in Q3 2024.
- Demonstrate how active initiatives, including company relocations, the Prime Minister's electric vehicle supply chain announcement, and the launch of the Niagara Economic Development Magazine, align with long-term goals.
- These efforts focus on attracting investment, fostering sustainable economic growth, and **positioning Niagara as a leading business destination**. Through strategic projects, Niagara is advancing toward continued prosperity and development in both local and international markets.



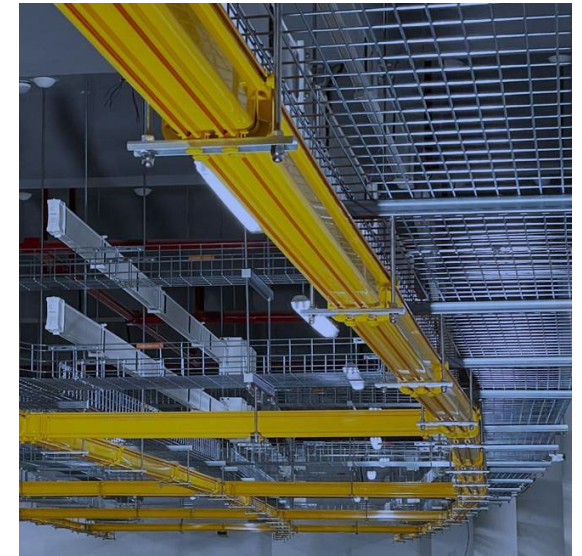
Successful Company Relocations Driven by Marketing Efforts

CBB International (Finland) and **Vichnet** (China) relocated to Niagara directly due to our targeted digital marketing efforts, including Search Engine Optimization (SEO) and website engagement.



CBB International
specializes in international
trade and expansion,
selecting Niagara for its
Canadian subsidiary

Vichnet
invested **\$5 million** in a 3-
acre site, creating **10 new**
jobs and contributing to
Niagara's growing
industrial sector.





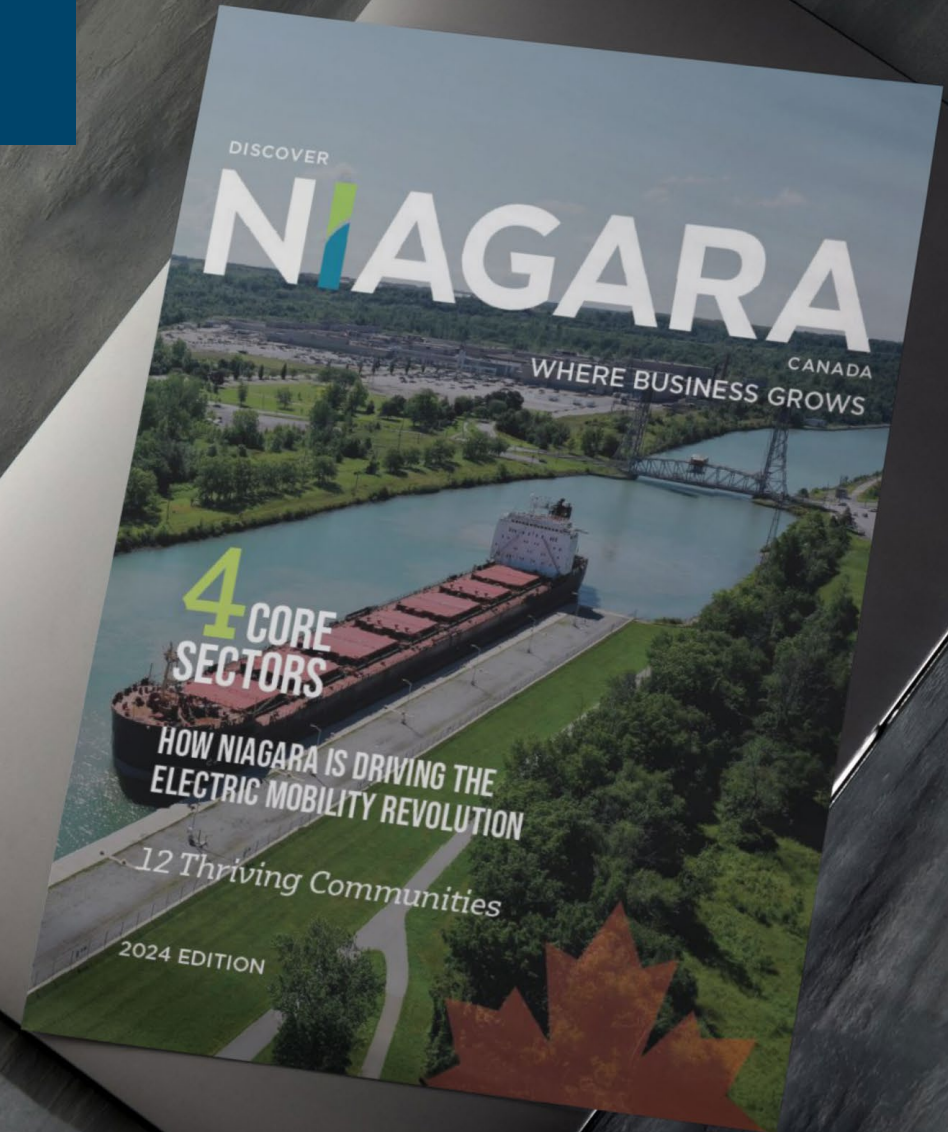
Lead \$1.6 Billion EV Supply Chain Investment Announcement

- Niagara Economic Development **facilitated Prime Minister Trudeau's visit** and announcement of Asahi Kasei's \$1.6 billion investment in Port Colborne.
- This was the **first-ever visit to Niagara Region executed for the Prime Minister by Regional staff**, demonstrating NED's ability to develop key relationships and execute world-class announcements.
- The announcement attracted extensive **national and international media coverage**, including significant attention from Japanese media outlets, further raising Niagara's profile in global markets.

Niagara Economic Development Magazine

A New Resource for Investment

- The **Niagara Economic Development Magazine** was launched in Q3 2024 as a comprehensive resource to highlight the region's economic opportunities.
- The magazine covers key sectors such as agriculture, electric vehicles, and marine, providing valuable insights into Niagara's business environment.
- Profiles of all **12 municipalities** are prominently featured, including key demographic and economic data, giving potential investors a clear understanding of each municipality's growth potential and opportunities.
- The magazine is published in both English and Japanese to support our Foreign Direct Investment (FDI) efforts, particularly targeting Japanese investors.



ICSC Event – Showcasing Niagara's Investment Opportunities



- For the second year, Niagara Economic Development (NED) hosted a Niagara booth at the **International Council of Shopping Centers (ICSC)** event, representing all 12 local municipalities.
- NED managed all aspects of booth design, coordination, and logistics, ensuring each municipality could focus on presenting their unique investment opportunities.
- This **Team Niagara** approach promotes collaboration across the region and positions Niagara as a prime destination for commercial real estate investment on a global stage.

Metrolinx Collaboration – Boosting Regional Visibility



- Niagara Economic Development partnered with Metrolinx **to promote GO Transit** service, featuring Niagara Falls in a key advertisement.
- This is the second year of collaboration, led by Niagara Region, who coordinated marketing efforts with local partners over the past year. These efforts resulted in a **77% year-over-year increase** in interest, with **46% of visitors** now choosing Niagara Falls as their top Go Transit destination.
- The campaign also created opportunities for **expanded services in Niagara**, particularly for workforce development.

Metrolinx Collaboration – Boosting Regional Visibility



https://youtu.be/yWdL_Hrcj00?si=dMYjhmE9bUa3DZkS

Economic Impact

Driving Growth and Investment

- The strategic marketing initiatives undertaken in Q3 2024 directly align with Council's Growing Better Together priorities, supporting sustainable economic growth for Niagara.
- These efforts have strengthened Niagara's global reputation, attracting foreign direct investment, fostering local job creation, and boosting workforce development.
- Niagara is well-positioned for continued prosperity, with increased visibility on both national and international stages, driven by collaborative partnerships and targeted marketing.



Questions and Contact

Katie Desharnais

Strategic Marketing Manager | Economic Development

Katie.Desharnais@niagararegion.ca

Subject: Strategic Marketing Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That Report ED 12-2024 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide the Planning and Economic Development Committee (PEDC) with an update on key strategic marketing activities for Q3 2024.
- Niagara Economic Development (NED) continues to focus on promoting the region as a prime location for business relocation and investment, through both digital and in-person marketing initiatives.
- Successful collaborations with local municipalities, federal and provincial partners, and the private sector have resulted in several high-profile events and initiatives.

Financial Considerations

The activities described in this report are within the Council approved 2024 Economic Development operating budget.

Analysis

Niagara Economic Development (NED) continues its mandate to attract investment and raise the region's profile as a global destination for business. This report outlines the key completed projects, upcoming initiatives, and collaborations that are central to achieving these objectives.

1.0 Completed Projects

1.1 Company Relocations via Website Engagement

Our targeted marketing efforts and website optimization have directly led to the successful relocation of two international companies:

- **CBB International (Finland):** A consulting firm specializing in international trade and business expansion, CBB International inquired through our website on June 3, 2024. They are currently incorporating in Ontario and setting up their Canadian subsidiary in Niagara.
- **Vichnet (China):** A manufacturer of cable trays and machine guards. Initially, they will focus on warehousing before moving into manufacturing, with an estimated \$5 million investment and the creation of 10 new jobs.

1.2 Prime Minister's Announcement – Electric Vehicle (EV) Supply Chain

In collaboration with the City of Port Colborne, NED successfully organized and hosted Prime Minister Justin Trudeau's announcement of a \$1.6 billion investment by Asahi Kasei Corporation. The announcement of the EV supply chain plant, held at the Port Colborne Engineering and Operations Centre, marked a historic milestone for Niagara. The new facility will produce advanced lithium-ion battery separators, positioning Niagara as a key player in Canada's growing EV supply chain.

The announcement attracted significant international media attention, with coverage in national Canadian outlets and major Japanese news organizations. The project underscores Canada's commitment to strengthening its EV infrastructure, as emphasized by Prime Minister Trudeau, while Premier Doug Ford highlighted Ontario's leadership in the electric vehicle revolution. Local officials noted that this investment is the largest industrial project in Port Colborne since 1914, representing a transformative moment for the city and the region.

Media outlets across Canada, Japan, and the United States published articles covering the collaboration and its implications for the North American automotive market amplifying Niagara's brand recognition.

1.3 Launch of the Niagara Economic Development Magazine

The **Niagara Economic Development Magazine** was successfully launched in Q3 2024. This magazine serves as a comprehensive resource, showcasing the region's economic landscape and investment opportunities. Key sectors such as agriculture, electric vehicles, and local innovations, with profiles of each municipality. The magazine will be in circulation for a year and has been translated into Japanese to support our Foreign Direct Investment activities in Japan.

2.0 Upcoming Initiatives

2.1 International Council of Shopping Centers (ICSC)

Niagara Region Economic Development is leading the planning and coordination for the **International Council of Shopping Centers (ICSC)** event, which is held from October 7-9, 2024. We have collaborated with all 12 local municipalities to organize a unified Niagara booth, designed to highlight investment-ready sites and opportunities.

With over 70,000 members worldwide, ICSC is a pivotal event for commercial real estate and retail development. Our participation is a strategic move to attract both national and international investors, aligning with our goal of promoting Niagara as a thriving and business-friendly region. This initiative serves as a platform to engage potential investors, strengthening ties between Niagara's municipalities and the global retail development community. By participating, we aim to boost investment, increase job creation, and further establish Niagara as a premier destination for business growth.

2.2 Collaboration with Metrolinx

Our ongoing collaboration with Metrolinx has been a strategic focus, and their support for Niagara has been prominently showcased. In a recent advertisement, Metrolinx featured a family visiting Niagara Falls, promoting the Go train service as a convenient option for both tourists and businesses. Working closely with Niagara-based partners, we provided Metrolinx with a curated list of regional activities to highlight Niagara as a prime destination.

This collaborative marketing effort has yielded impressive results, contributing to a 77% year-over-year increase in interest using Go Transit to visit Niagara. According to Metrolinx's Regional Ridership: Trip Purpose Research, 46% of visitors now consider Niagara Falls as their top destination.

2.3 Skilled Trades Recruitment Initiative

Niagara Region Economic Development has actively taken steps to attract more local high school students into skilled trades careers. In collaboration with local municipalities, we launched a dedicated landing page on May 15, 2024, hosted on [NiagaraCanada.ca](https://niagaracanada.com/niagara-advantage/workforce/skilled-trades/) [https://niagaracanada.com/niagara-advantage/workforce/skilled-trades/] which provides vital resources on skilled trades. The page includes information on high-demand jobs in Niagara, average salaries, and details on funding and financial support options.

As part of our efforts, we supported Niagara-based high school open house, in creation of distribution materials that included Niagara region data. These materials provided students with clear insights into career opportunities and how they can access financial assistance to pursue them. Since the launch, the website has attracted over 200 unique visitors, many of whom have navigated directly to finding support resources from our platform.

This initiative aligns with our long-term goal of addressing the region's labor needs, ensuring that Niagara's future workforce is prepared for the skilled jobs driving our local economy.

Relationship to Council Strategic Priorities

The activities described in this report directly support the Growing Better Together strategic priorities of Council, specifically in fostering a Prosperous Region. By promoting Niagara as a premier destination for business relocation and investment, and leveraging partnerships with local and international stakeholders, NED is helping to drive sustainable economic growth for the region.

Other Pertinent Reports

There are no other pertinent reports.

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Director,
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Recommended by:

Michelle Sergi, MCIP, RPP
Commissioner, Growth Strategy and
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Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Marco Marino, Associate Director, Economic Development.

Appendices

Not applicable

Subject: Shared Services Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That Report PDS 29-2024 **BE RECEIVED** for information.

Key Facts

- This report provides an update on the first phase of shared service initiatives, as prioritized by the Area Chief Administrative Officers (CAOs) Shared Services Working Group and identifies its work plan leading into 2025.
- Following the last joint update report (PDS 9-2024), the Region and Area Municipalities (AMs), led by the Area CAOs, have continued working on the Building Services Review, Joint Procurement shared service initiatives, the Climate Change policy alignment; as well as commencing work on two additional policy alignment opportunities.

Financial Considerations

All costs associated with supporting, executing, or implementing any new shared service initiatives would be the subject of subsequent reports to Council if undertaken outside of identified operating budgets. Where financial implications to enacting shared service changes impact AMs, those activities would not proceed to implementation without express collaboration and consent of the affected and respective AMs.

Staff continue to monitor federal and provincial grant opportunities as a possible offset for the exploration and execution of new, high impact or high complexity shared services initiatives. For example, the Region's Association of Municipalities Conference Delegations to the province includes a request that the Treasury Board reintroduce and expand the Municipal Modernization Program so that it applies to regional governments and two-tier shared services arrangements.

Analysis

Area CAOs and the Strategic Transformation Office's dedicated resources for shared services continue to collaborate on the numerous areas of focus for exploring and expanding more shared service opportunities that have a widespread impact to the community. As referenced in PDS 9-2024, a shared service structure aims to bring together resources, functions, processes, and skills from different groups to create economies of scale, increase standardization, pool skill sets, and generate the critical mass required to yield a positive return.

As identified in PDS 9-2024, the Area CAOs have formed a consensus around the principles of why shared services are important to move our communities toward more resilient, sustainable, and efficient governments. These principles will continue to be applied when exploring, evaluating, and implementing shared service initiatives across and among Niagara's 12 municipalities and the Region.

Progress Update

The Strategic Transformation Office, in partnership with Area CAOs, have continued work on the Building Services Review and Joint Procurement initiatives and the Climate Change policy alignment. In April and May, two additional policy alignments were initiated: Diversity, Equity, and Inclusion (DEI) and Accessibility Compliance.

Building Services Review

The Building Services Review aims to coordinate building services across Niagara with the purpose of establishing consistency, seamlessness, and modernization through the review of the building permit and inspection processes. This includes:

- Maximizing resource sharing and workflow, including streamlining the overall process;
- Improving access to a wider range of qualified staff;
- Identifying gaps, overlaps, or inconsistencies; and,
- Documenting all elements of the processes.

Phase 1 of this work plan is underway, and the Strategic Transformation Office continues to work with the Chief Building Officials of Niagara (CBON) to bring about more consistency across municipalities while enhancing customer service and building

capacity within the building departments. Additionally, in 2024 Ontario released a new Building Code that aims at reducing regulatory burdens for the construction industry, increasing the safety and quality of buildings, making it easier to build housing, and harmonizing with the National Construction Codes.

The continued engagement and collaboration with CBON, the Area CAOs leadership on this initiative, and the support of the Strategic Transformation Office, are allowing for the tangible workplan to advance in a collaborative, strategic and organized manner.

As mentioned in PDS 9-2024, this initiative is taking a two-phased approach. The success in Phase 1 of the Building Services Review (2024) will demonstrate significant improvement in consistency, resourcing, process, capacity building and customer service across the building services function in Niagara. This is the exclusive aim of Phase 1 and will deliver clear and measurable outcomes. Phase 2 of the Building Services Review (proposed to commence in 2025) will explore and identify future opportunities, including additional process and resource benefits that could be realized via potential future governance models. No decisions on Phase 2 commencement or activities will proceed without the Area CAO Working Group evaluating potential benefits and providing direction on scope. Any activities requiring Council direction would be brought forward as necessary by respective CAOs.

Joint Procurement

The Joint Procurement initiative is aimed at identifying opportunities between municipalities and/or with the Region for joint procurement, streamlined service delivery, and administrative coordination. In the first quarter of 2024, the Strategic Transformation Office initiated discussions with Niagara's Public Works Officials (PWO) to identify opportunities to expand or implement joint contracts with the Region and among Niagara municipalities. In June, the Strategic Transformation Office expanded engagement to the Niagara Operations Working Group (a subset of staff within municipal Public Works) to discuss details of these opportunities and establish working groups for aligning scope, structure, and procurement timelines.

In May 2024, the Strategic Transformation Office met with the Niagara Public Purchasing Committee (NPPC) which is "a group of public sector and broader public sector agencies working together to promote efficiency, economy, and effectiveness in the purchasing management field"¹. This group includes procurement representatives

¹ [Niagara Public Purchasing Committee Home Page](https://www.nppc.ca/) (https://www.nppc.ca/)

for all twelve municipalities, as well as other large public sector organizations within the region. In this meeting, there was productive and informative discussion around opportunities and considerations for joint procurement. At that time, NPPC representatives identified that the second area of focus for the Joint Procurement Initiative should be Facilities, as the group discerned both administrative benefits, as well as volume of procurement contracts. A working group is being established with representatives from all twelve municipalities and the Region's Construction, Energy and Facilities Maintenance (CE&FM) team, to initiate review of this second focus area for new joint procurements.

Climate Change Policy Alignment

The Climate Change policy alignment project was the first to be initiated in December 2023 with all twelve municipalities opting in to participate. Regional staff, in collaboration with the Area CAOs and Niagara Climate Change Municipal Community of Practice (NCCMCP) representatives, have identified the supports required to action the work plan items and continue pursuing the desired outcome to be consistent and effective within and among AMs on climate change initiatives.

In March 2024, the Region's climate change and energy management subject-matter experts, provided a Conservation and Demand Management (CDM) Plan Backgrounder to all AMs to kick-off the first work plan item. A CDM plan is required under the province's Electricity Act for all public sector entities every five years. In order to develop/update these plans, the Strategic Transformation Office, in collaboration with the Region's climate change team, facilitated a workshop with Local Authority Services (LAS) to provide further information on developing a CDM plan and available resources to complete one. Following the workshop, six AMs are now working with LAS to develop/update their CDM plans to be compliant with the Act.

Additionally, the second work plan item has been initiated by the Strategic Transformation Office, in consultation with the Region's climate change team, to draft a scope of work for Climate Action Plans (CAP). This scope of work, once developed, will include documenting a baseline emissions inventory, setting emissions reduction targets, and developing an action plan that outlines how municipalities will achieve the emissions reduction target through municipal operations and/or community-based initiatives. Nine AMs have opted-in through an initial survey to participate in discussions for jointly procuring a consultant to complete this scope of work. This will be further refined as scope, timelines, and costs are finalized. Once the CAPs are complete, this

will initiate the third work plan item for AMs (that choose to opt-in) to share a staff resource. The CAP will serve as a work plan for this shared resource.

Diversity, Equity, and Inclusion (DEI) and Accessibility Compliance Policy Alignments

The primary goal of all policy alignment initiatives is to collaborate across Niagara municipalities to improve municipal government effectiveness and efficiency. This includes:

- Build capacity and address resource gaps by facilitating knowledge and information sharing.
- Establish policy baselines and opportunities for alignment.
- Support compliance efforts for requirements mandated by the province.
- Pursue cost savings or reduction in resources, where possible.

To initiate the DEI and Accessibility Compliance work, the Strategic Transformation Office has conducted a survey to establish a baseline of associated work undertaken by municipalities thus far. This survey was completed in consultation with the Region's subject-matter experts and in keeping with the consistency of asking for AM input. Both surveys were sent to each municipality for completion by the Area CAO and their appropriate staff.

Based directly on the AMs survey results, a work plan was developed using legislative requirements, where applicable, and municipal best practices to foster collaboration and coordination. Regional staff, in collaboration with the Area CAOs and AM subject-matter representatives, will identify the resources and support required to action the work plan items. The Strategic Transformation Office will help provide leadership, resources and/or facilitation to assist with executing the work plans – to drive collaborative, effective and meaningful shared service delivery.

Second Phase Shared Service Initiatives

As work continues to progress on the first phase of shared service initiatives, the Strategic Transformation Office in collaboration with the Area CAOs, has documented the work plan leading into 2025. Expanding on the collaborative efforts already underway with the three policy alignments referenced above, two additional ones will be

initiated in 2025 – human resources and cybersecurity. These two new initiatives will follow a similar process as the other policy alignments, including the baseline survey with the AMs to narrow the scope of opportunity, and subsequent development of working groups (if one does not already exist) to ensure alignment of requirements.

Within the Joint Procurement initiative, which is well underway with public works and facilities contracts, there will be additional areas that will be assessed to determine what opportunities exist for expanding on or creating new joint procurements. These areas are Finance, IT, and Emergency Services – all of which will be evaluated in collaboration with existing working groups (e.g., Area Treasurers, Niagara Area Municipal Information Consortium). In addition to increasing joint procurement, Phase 2 of this initiative will commence in the first quarter of 2025. Phase 2 will encompass a review of procurement from an administrative perspective. It will consist of a process review for each municipality, and a policy framework assessment. The objective is to increase capacity through education and improvement, while also exploring alternative procurements models to streamline and modernize the procurement process. Furthermore, with the upcoming municipal election, AMs will evaluate repeating the process from the 2022 election to jointly procure an electronic voting system, through the collaborative efforts of Niagara's Area Clerks. This will minimize duplication of efforts, increase services at a reduced cost and ensure consistent customer service delivery across the participating municipalities.

One of the other larger shared service initiatives that the Area CAOs have identified for exploration is a road maintenance review. This review will coincide with a Public Works project and should be completed in close collaboration with the project team. To ensure alignment, the road maintenance review will be scoped and structured to reduce duplicative efforts and complement the work being completed by Public Works. The Strategic Transformation Office will be involved in the assignment to advise on shared services impacts and scalability in the long-term.

Alternatives Reviewed

Regional Council has identified a more Effective Region as a core Strategic Priority, including specific deliverables related to identifying, advancing, and implementing shared services. The Strategic Transformation Office, in working closely with the Area CAOs, are focusing the path ahead on the prioritized initiatives to meet shared Niagara and provincial objectives for more effective government and increasing housing supply.

As an alternative, the Strategic Transformation Office could opt to not support the AMs on the identified shared service initiatives (building services and procurement) and focus efforts on other assignments. However, these priorities were identified by the Area CAOs, and the Region is working collaboratively with them to advance the agreed upon work plans. Other priorities could certainly be identified for exploration; however, having buy-in from Area CAOs on the focused priority projects allows for a coordinated, engaged, and collaborative path forward. This report has been not only jointly reviewed and has contributions from the Area CAOs, but this report will also be circulated by the Area CAOs to their respective Councils as needed or as appropriate, and positively lead the contributions on behalf of their municipality.

As projects are initiated and explored, new and emerging ones will take their places as the Area CAOs continue to work through these opportunities and seek ways to meet their common objectives. The Region will have varying roles for each of the shared service initiatives identified by the Area CAO Shared Services Working Group; but through the Strategic Transformation Office will help provide leadership, resources and/or facilitation to assist with executing initiatives which involve multiple AMs – to drive collaborative, effective and meaningful shared service delivery.

Relationship to Council Strategic Priorities

The proposed shared services work is directly related to Council's Strategic Priority of an Effective Region and advances Objective 1.1 "Implement continuous improvement and modernized processes to ensure value-for-money in regional services and programs"; and Objective 1.2 "Explore and implement opportunities to improve service delivery outcomes through shared services".

The continued pursuit of shared service opportunities to transform service delivery also advances the Guiding Principles of fiscal responsibility; innovation; sustainability; partnerships; and transparency and accountability.

Other Pertinent Reports

[PDS 9-2024 Shared Services Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e32f76c9-d12f-482c-9109-986f7ed6c503&Agenda=Agenda&lang=English&Item=15&Tab=attachments%C3%A2%E2%82%AC%E2%80%B9>)

[PDS 30-2023 Areas of Strategic Focus for Shared Services](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=37294983-8faf-46b5-ab3b-38efc44d4267&Agenda=Merged&lang=English&Item=24&Tab=attachments>)

[PDS 10-2023 Strategic Transformation Office – Overview and Priorities](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=ba3afccd-9ec1-4a45-a788-0976926cb376&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

[CAO 2-2023 Update on Shared Services Initiatives](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=4ef69423-fb3f-4f15-9b43-7ceadc120106&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

[CAO 2-2021 Update on Shared Services Initiatives by the CAO Working Group](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=a045e2b3-cb2b-4551-a63c-e4498175de88&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

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Recommended by:

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Deputy CAO
Office of the Deputy CAO

Submitted by:

Ron Tripp, P.Eng.

Chief Administrative Officer

This report was written by Shannon Cole, Strategic Initiatives Manager, in extensive partnership with and reviewed by the Area CAO Shared Services Working Group comprising all 13 CAOs; Michelle Rasiulis – Procurement Manager; Angela Stea – Director, Corporate Strategy and Community Sustainability; Suzanne Madder – Manager, Corporate Strategy; Beatrice Perna – Climate Change Specialist; Tammy Dumas – Accessibility Advisor; Richard Daniel – Associate Director Transportation Operations; James Gess – Associate Director Facility Management, Customer Service & Security; and, Cassandra Ogunniyi – Manager DEI Indigenous Relations.

Appendices

N/A

Subject: Shared Services Inventory Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That Report PDS 31-2024 **BE RECEIVED** for information.

Key Facts

- Following the last joint update report (PDS 9-2024), this report provides a further refined shared services inventory that includes initiatives between the Region and Area Municipalities (AM) as well as now including those between municipalities.
- Over 200 existing shared services between and among the Region and AMs have been inventoried and categorized in Appendix 1 the extent of which the Region's role in this specific task has been to document the inventory and in no way imply achievement of these is or was a result of recent efforts which are separately documented in companion report PDS 29-2024.
- This inventory represents a point-in-time view into the extensive work already established, achieved and ongoing by the AMs and the Region on shared services and is provided simply as supplementary information.

Financial Considerations

This report is for information purposes only and as such there are no financial considerations associated with the inventory.

Analysis

Niagara's CAOs have been pursuing shared services – both in terms of shared services amongst area municipalities, as well as between the Region and municipalities – to make services more seamless and cost-effective, and processes more efficient for residents and business. A variety of shared services varying in scope, complexity, financial and operational savings, have already been actioned from shared fire service pilots, mergers of libraries, amalgamation of transit, and coordination of animal control services among many others. These initiatives are classified as informal, semi-formal, or formal and have been further refined into a subset of categories.

The categories provide greater detail about the type of shared service and align with the qualitative benefits that are possible (depending on where the initiative is in the lifecycle of the shared service, level of maturity, etc.). By organizing the shared service initiatives in a standardized way, it will further assist in reporting on benefits, documenting best practices, ease of implementation/replication, and will guide the development of a longer-term strategy. The categories fall under the levels of formalization as follows:

- Informal: Networking and Information Sharing
 - Municipal Staff Group (Niagara Region with AM, or AM with AM)
 - Mixed Group (Regional/Municipal staff, with members from the community, council, Agency/Board/Commission, or other organization)
 - External (non-municipal lead, e.g., Joint Accessibility Advisory Committee)
- Semi-formal: Partnerships and Collaboration
 - Memorandum of Understanding (MOU)
 - Compensated Resource
 - Non-compensated Resource
- Formal: Shared Service Delivery
 - Agreement (legal, binding, and/or agreed service levels)
 - Shared Service Provider (end to end service delivery)
 - Compensated Resource (staff, location, or other resource)
 - Procurement (joint tender)

As identified in PDS 9-2024, the Area CAOs have formed a consensus around the principles of why shared services are important to move our communities toward more resilient, sustainable, and efficient governments. These principles, established by the Area CAOs, connect to at least two of the benefits being reported. These are illustrated in the below table.

Table 1: Guiding Principles and Associated Benefits

Guiding Principle	Benefits
Serving the Public Good	<ul style="list-style-type: none"> • Increased Quality of Service • Reduced Risk

Guiding Principle	Benefits
Increasing Efficiency and Effectiveness	<ul style="list-style-type: none"> • Process / Time Saving • Improved Consistency • Improved Economies of Scale • Cost Savings/Avoidance
Improving Customer Service	<ul style="list-style-type: none"> • Improved Customer Service • Increased Quality of Service • Increased Modernization
Coordinating Use of Resourcing and Staffing	<ul style="list-style-type: none"> • Increased Capacity • Improved Consistency • Cost Savings/Avoidance

With the support of the Area CAOs, the Strategic Transformation Office conducted Phase 2 of the shared services inventory collection, which encompassed documenting initiatives that are exclusively between Niagara's 12 municipalities. There was significant engagement with staff from all AMs – without which the inventory would not have been completed. This exercise to collect an inventory of initiatives is aimed to illustrate the collaborative efforts between municipalities and highlight the commitment to continuous improvement and collaboration among Niagara's municipalities. The magnitude of initiatives further outlines that there is no one solution that meets the local needs of all 12 municipalities, and that shared services allows for capitalizing on opportunities to connect with similar municipalities and optimize our governance structure.

An exhaustive list of all AM-to-AM shared service initiatives including the type of shared service and participating municipalities can be found in Appendix 3. Included in this inventory are any initiatives that are currently in progress, ongoing, or had a one-time assignment within the last five years.

Based on the AM-to-AM scope, there were 63 shared service initiatives identified by AM staff, as a type of shared service with one or multiple AMs. Of the 63, referring back to the aforementioned definitions, 27 percent are informal, 19 percent are semi-formal, and 54 percent are formal arrangements.

Appendix 1 illustrates a summary of all 220 shared service initiatives that were collected from regional staff and all twelve AMs for this inventory. This is the most comprehensive

effort to date to document the number, nature and participants in shared initiatives, highlighting the strong commitment to collaboration across Niagara.

Appendix 2 provides six examples of shared service initiatives (two within each level of formalization), that illustrate the detailed benefits associated with some of the different categories. Appendices 3 and 4 show the comprehensive list of the AM-to-AM and Region-to-AM, respectively, organized by the previously mentioned categories. The Strategic Transformation Office will continue to update the shared services inventory as net-new initiatives are established; and report these new items in future reports.

Alternatives Reviewed

Regional Council has identified a more Effective Region as a core Strategic Priority, including specific deliverables related to identifying, advancing, and implementing shared services. The Strategic Transformation Office, in working closely with the Area CAOs, are continuing to expand and implement new shared services initiatives to meet shared Niagara and provincial objectives for more effective government and increasing housing supply.

As an alternative, the Strategic Transformation Office could opt to not support the AMs on shared services and focus efforts on other assignments. However, shared services has been prioritized by the Area CAOs, and the Region is working collaboratively with them to continue to build upon the documented successes to-date.

Relationship to Council Strategic Priorities

The proposed shared services work is directly related to Council's Strategic Priority of an Effective Region and advances Objective 1.1 "Implement continuous improvement and modernized processes to ensure value-for-money in regional services and programs"; and Objective 1.2 "Explore and implement opportunities to improve service delivery outcomes through shared services".

The continued pursuit of shared service opportunities to transform service delivery also advances the Guiding Principles of fiscal responsibility; innovation; sustainability; partnerships; and transparency and accountability.

Other Pertinent Reports

[PDS 9-2024 Shared Services Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e32f76c9-d12f-482c-9109-986f7ed6c503&Agenda=Agenda&lang=English&Item=15&Tab=attachments%C3%A2%E2%82%AC%E2%80%B9>)

[PDS 30-2023 Areas of Strategic Focus for Shared Services](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=37294983-8faf-46b5-ab3b-38efc44d4267&Agenda=Merged&lang=English&Item=24&Tab=attachments>)

[PDS 10-2023 Strategic Transformation Office – Overview and Priorities](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=ba3afccd-9ec1-4a45-a788-0976926cb376&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

[CAO 2-2023 Update on Shared Services Initiatives](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=4ef69423-fb3f-4f15-9b43-7ceadc120106&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

[CAO 2-2021 Update on Shared Services Initiatives by the CAO Working Group](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=a045e2b3-cb2b-4551-a63c-e4498175de88&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

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Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was written by Shannon Cole, Strategic Initiatives Manager, in extensive partnership with all 12 Area Municipalities and reviewed by the Area CAO Shared Services Working Group comprising all 13 CAOs.

Appendices

Appendix 1	Shared Services Inventory Summary
Appendix 2	Shared Service Initiatives – Detailed Examples
Appendix 3	Shared Services Inventory (AM-to-AM)
Appendix 4	Shared Services Inventory (Region-to-AM)



Shared Services in Niagara

Purpose

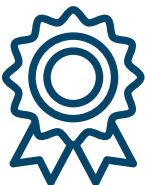
Niagara Region and area municipalities are working together to optimize service delivery through shared resources and services.

Story

This version of our shared services inventory is the most detailed one we've done to date. We're pleased to share that all 12 area municipalities participated, showing a strong commitment to collaboration across Niagara.

This is a big step forward for our shared services project and highlights our shared goal of improving efficiency and using resources better across our communities.

The inventory now includes both partnerships between Niagara Region and area municipalities and those just between the municipalities themselves. As efforts continue, we'll get a clearer understanding of the results we've achieved and find more opportunities to expand shared services.



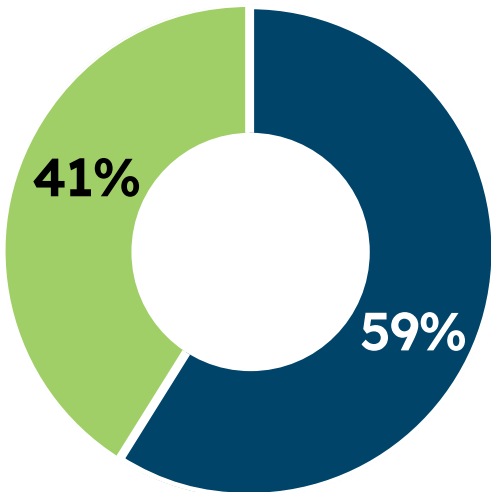
100%
response rate
(Region departments
and area municipalities)



63 unique shared service
initiatives among area
municipalities

157 between the Region
and area municipalities

Impact



- Administrative**
(office operations) **59%**
- Public facing**
(direct impact to resident)..... **41%**

Type of shared service

Indicates the level of formality and commitment required to implement a particular initiative.

- 68** **Networking and information sharing** (informal)
- 42** **Partnerships and collaboration** (semi-formal)
- 110** **Shared service delivery** (formal)

Initiative lead

- Niagara Region **53%**
- Shared (between Regional and/or municipal partners) **25%**
- External (community partner) **13%**
- Area municipalities..... **9%**

Shared Service Initiatives

Detailed Examples

The information below provides six examples of shared service initiatives (two within each level of formalization), that illustrate the detailed benefits associated with some of the different categories.

INFORMAL: Networking & Information Sharing – Partners share expertise, organizational knowledge, best practices, and collaborate to identify common solutions.

- Municipal Staff Group (Niagara Region with AM, or AM with AM)
- Mixed Group (Regional/Municipal staff, with members from the community, council, Agency/Board/Commission, or other organization)
- External (Non-municipal lead, e.g., Joint Accessibility Advisory Committee)

Table 1: Informal Shared Service Initiative Examples

Shared Service Name	1. Niagara Local Area Municipality Diversity, Equity, and Inclusion (DEI) Working Group	2. Niagara Records Professionals
Level of Formalization	Informal	Informal
Type	Networking & Information Sharing	Networking & Information Sharing
Category	Staff Group	Staff Group
Description	A working group was established with representatives from all AMs after the Region and AMs signed the Declaration to Join the Coalition of Inclusive Municipalities in Sept 2020. The purpose is to coordinate DEI and Indigenous Relations-related work in the region and support the work of the AMs. Some past projects have included creating an HR Best Practices Guide on how to incorporate DEI in Recruitment, Hiring, and Promotion, as well as the Seat at the Table project to increase women and gender diverse individuals, particularly from underrepresented backgrounds, in local government. Supporting communication about significant diversity related dates and events. Support education for staff and Councillors.	A working group that meets to discuss trends in sector as it relates to records management and privacy. Group discusses approaches and solutions to issues affecting municipality, policy and procedure review and best practices.
Lead	Niagara Region	Shared
Participating Municipalities	All 12 AMs and Niagara Region	All 12 AMs
Duration	Ongoing	Ongoing
Implementation Date	2020	2020
Public Facing	Administrative	Administrative
Qualitative Benefit: Process / Time Savings	Sharing expertise, knowledge, experiences, and best practices: enable collective sharing and reuse of standards, processes, and developed materials, can improve efficiency, and save time.	Sharing expertise, knowledge, experiences, community input, and best practices: enable collective sharing and reuse of standards, processes, and developed materials, can improve efficiency, and save time.
Qualitative Benefit: Improved Consistency	Sharing tools, communication materials, and strategies helps to maintain consistency of approaches and application of best practices across organizations.	Sharing expertise, knowledge, experiences, and best practices: enable collective sharing and reuse of standards, processes, and developed materials, thus improving consistency throughout Niagara.
Qualitative Benefit: Increased Capacity Building	Sharing expertise, knowledge, experiences, and best practices: enable staff to learn across organizations on how to incorporate best practices; have more people trained to use the skills; and provide practical opportunities to utilize new knowledge and skills.	Sharing expertise, knowledge, experiences, and best practices: enable collective sharing and reuse of standards, processes, and developed materials, can enhance capacity.

Shared Service Name	1. Niagara Local Area Municipality Diversity, Equity, and Inclusion (DEI) Working Group	2. Niagara Records Professionals
Qualitative Benefit: Improved Customer Service	Sharing expertise, knowledge, experiences, and best practices: staff are better equipped to understand and meet customer needs, leading to improved customer service and satisfaction.	N/A
Qualitative Benefit: Increased Quality of Service	Collaboration can result in streamlined processes, reduced redundancies, and greater efficiencies in service delivery; can enhance competency and ability to provide higher quality service; collaborative teams engage in continuous learning and improvement which ensures quality of service is adaptive.	Collaboration can result in streamlined processes, reduced redundancies, and greater efficiencies in service delivery; can enhance competency and ability to provide higher quality service; collaborative teams engage in continuous learning and improvement which ensures quality of service is adaptive.
Qualitative Benefit: Reduced / Avoided Risk	Reduced risk through knowledge sharing of best practices, skills development, collaborative problem solving, current industry best practices, and timely threat awareness with appropriate responses.	Reduced risk through knowledge sharing of best practices, skills development, collaborative problem solving, current industry practices, and timely threat and response awareness.
Qualitative Benefit: Improved Economies of Scale	N/A	N/A
Qualitative Benefit: Modernization	N/A	Collaboration brings together diverse perspectives and expertise which can lead to more innovative solutions and improved problem solving.
Quantitative Benefit: Cost Savings	N/A	N/A
Quantitative Benefit: Cost Avoidance	N/A	N/A

SEMI-FORMAL: Partnerships & Collaboration – Partners share a compensated or non-compensated resource or service, through a non-binding, written agreement, between one or more other Local Area Municipality to conduct service delivery.

- Memorandum of Understanding (MOU)
- Compensated Resource
- Non-compensated Resource

Table 2: Semi-Formal Shared Service Initiative Examples

Shared Service Name	1. Temporary Mutual Aid Agreement with Grimsby, Lincoln, Wainfleet, Port Colborne and Fort Erie	2. Libraries in Niagara Cooperative (LiNC)
Level of Formalization	Semi-formal	Semi-formal
Type	Partnerships & Collaboration	Partnerships & Collaboration
Category	MOU	MOU

Shared Service Name	1. Temporary Mutual Aid Agreement with Grimsby, Lincoln, Wainfleet, Port Colborne and Fort Erie	2. Libraries in Niagara Cooperative (LiNC)
Description	Mutual aid in response to Storm Elliot. Several municipalities provided aid to Fort Erie, Wainfleet and Port Colborne (Niagara Region sent staff to each municipality) and a temporary mutual aid agreement was instituted between Niagara Region, Grimsby, and Lincoln to patrol regional roads under the MMS regulation, O. Reg. 239/02 while Niagara Region deployed equipment and staff to the southern AMs (Fort Erie, Wainfleet and Port Colborne).	<p>LiNC is a cooperative library consortium created to share resources in an open-source library catalogue system called Evergreen.</p> <p>LiNC is a collaborative venture and succeeds due to the efforts of its members. LiNC uses Equinox’s Evergreen integrated library system and LiNC’s libraries contribute annually to costs associated with the integrated library system. Costs to manage a comparable proprietary system would be significantly more. There were five original participating libraries, including Niagara College. To date, additional libraries have joined and now includes the Fort Erie Public Library, Grimsby Public Library, Lincoln Pelham Public Library, Niagara-on-the-Lake Public Library, Port Colborne Public Library, Thorold Public Library, Wainfleet Public Library, Welland Public Library, and West Lincoln Public Library.</p>
Lead	Niagara Region	Shared
Participating Municipalities	Fort Erie, Grimsby, Lincoln, Niagara Falls, Wainfleet, and Niagara Region	Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, Thorold, Wainfleet, Welland, West Lincoln
Duration	2 weeks	Ongoing
Implementation Date	2023	2020
Public Facing	Public Facing	Public Facing
Qualitative Benefit: Process / Time Savings	N/A	Shared courier service means shorter delivery times for customer requests and better outcomes.
Qualitative Benefit: Improved Consistency	N/A	Regularly scheduled deliveries to all systems creates consistency and provides excellent outcomes for customers and staff.
Qualitative Benefit: Increased Capacity Building	N/A	Shared collection purchases mean more efficient use of collection budgets and improves selection overall.
Qualitative Benefit: Improved Customer Service	Greater investment in expert staff, resources, and technology enables recipients to offer improved customer service, meeting agreed upon service levels, demonstrated accountability, and reducing potential conflict.	Greater investment in expert staff, resources, and technology enables recipients to offer improved customer service, meeting agreed upon service levels, demonstrated accountability, and reducing potential conflict.
Qualitative Benefit: Increased Quality of Service	N/A	Provides access to a much wider collection of materials than would be possible in one library system.
Qualitative Benefit: Reduced / Avoided Risk	Greater investment in resources, and practices including clearly defining expectations and responsibilities of both parties, reducing misunderstandings and potential conflicts.	Reduced risk through investment in resources and technology and security practices of common external integrated library system.
Qualitative Benefit: Improved Economies of Scale	N/A	Partners avoid or share initial costs as well as ongoing total costs of ownership.
Qualitative Benefit: Modernization	N/A	Collaboration to reach a common goal through alignment, enhancing efficiencies, and globally adapting to change.
Quantitative Benefit: Cost Savings	N/A	Approximately \$8,000-\$18,000 per library per year

Shared Service Name	1. Temporary Mutual Aid Agreement with Grimsby, Lincoln, Wainfleet, Port Colborne and Fort Erie	2. Libraries in Niagara Cooperative (LiNC)
Quantitative Benefit: Cost Avoidance	\$20,000 estimated value to the AMs	N/A

FORMAL: Shared Service Delivery – One municipality is responsible for the delivery of an agreed upon service or resource, through a binding commitment.

- Agreement (legal, binding, and/or agreed service levels)
- Shared Service Provider (End to end service delivery)
- Compensated Resource (Staff, location, or other resource)
- Procurement (Joint tender)

Table 3: Formal Shared Service Initiative Examples

Shared Service Name	1. PeopleSoft ERP	2. Next Gen 911
Level of Formalization	Formal	Formal
Type	Shared Service Delivery	Shared Service Delivery
Category	Service	Service
Description	Leveraging the Region's PeopleSoft system, and through a shared service agreement with St. Catharines, the Region became their Service Provider of financial Enterprise Resource Planning (ERP) Systems and Supports.	St. Catharines Fire Services is continuing to expand its emergency dispatch operations to other municipalities and bringing down the cost of the service for city taxpayers.
Lead	Niagara Region	St. Catharines
Participating Municipalities	St. Catharines and Niagara Region	Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, St. Catharines, Thorold, Wainfleet, West Lincoln
Duration	Ongoing	Ongoing
Implementation Date	2024	2023
Public Facing	Administrative	Public Facing
Qualitative Benefit: Process / Time Savings	Recipients benefit from reduced # of business processes and save time by outsourcing ongoing operational tasks.	Reduced # of business processes and/or save time by outsourcing services.
Qualitative Benefit: Improved Consistency	Consistency, standardization, and interoperability between participants increased and improved as systems and processes are provided by the same provider and on the same platform.	Consistency, standardization, and interoperability between partners is improved as systems and processes are provided by the same provider.
Qualitative Benefit: Increased Capacity Building	N/A	N/A
Qualitative Benefit: Improved Customer Service	Greater investment in expert staff, resources, and technology enables service recipients to offer improved customer service.	Greater investment in expert staff, resources, and technology enables service recipients to offer improved customer service.
Qualitative Benefit: Increased Quality of Service	Greater investment in expert staff, resources, and technology enables service recipients to offer increased quality and reliability of service.	Greater investment in expert staff, resources, and technology enables service recipients to offer increased quality and reliability of service.
Qualitative Benefit: Reduced / Avoided Risk	Greater investment in resources, technology, and security practices reduces risk for the hosting party as well as for the service provider.	Greater investment in resources, technology, and security practices reduces risk for the hosting party as well as for the service provider.

Shared Service Name	1. PeopleSoft ERP	2. Next Gen 911
Qualitative Benefit: Improved Economies of Scale	Users of the service or platform avoid the significant initial costs as well as ongoing total costs of ownership.	N/A
Qualitative Benefit: Modernization	By leveraging current technology, processes, and resources, partners enable modernization of services.	N/A
Quantitative Benefit: Cost Savings	Estimated NPV savings of \$3.2 million to the City comparative to a standalone city-led option.	Through the partnership agreement with Niagara Regional Police (Niagara Region) and Niagara Parks Police, the City of St. Catharines was able to save approximately \$1.7 million dollars in the purchase of the NG911 call handling solution. Alongside the savings in a partner purchase and implementation, there is also savings in utilizing shared services in GIS mapping and information technology supports and are expecting further savings through the partner purchase process in furthering technologies together. The integrations made possible through this partner purchase also enable further developments and information sharing available, providing, and continuing to build further safety measures for police and fire and interoperability.
Quantitative Benefit: Cost Avoidance	N/A	N/A

APPENDIX 3 PDS 31-2024 SHARED SERVICES INVENTORY UPDATE

Shared Services Inventory (AM-to-AM)

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	External Group	CLI-ECA Working Group	External	All 12 Area Municipalities
Informal	Networking & Information Sharing	External Group	Cloud Permit Peer Support Group	External	Town of Lincoln, Town of Niagara-on-the-Lake
Informal	Networking & Information Sharing	External Group	Joint Accessibility Advisory Committee	External	Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, City of Niagara Falls, Town of Pelham, City of Port Colborne, City of Thorold, Township of West Lincoln
Informal	Networking & Information Sharing	External Group	Tourism Alliance and Partnership	External	Town of Fort Erie, Town of Pelham, City of Port Colborne, Township of Wainfleet, City of Welland
Informal	Networking & Information Sharing	Mixed Group	Active Niagara Network	External	All 12 Area Municipalities
Informal	Networking & Information Sharing	Mixed Group	Aquatics Information Sharing Group	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Mixed Group	Ontario Zoning Info Sharing Group	External	Town of Niagara-on-the-Lake
Informal	Networking & Information Sharing	Staff Group	CAO/Clerk Sub Committee	Shared	Town of Grimsby, Town of Lincoln, City of St. Catharines, City of Thorold, City of Welland, Township of West Lincoln
Informal	Networking & Information Sharing	Staff Group	Community Improvement Plan Coordinators	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Health & Safety Working Group	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Records Professionals Meeting	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Regional Fire Admin Association	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Regional Fire Chief Association	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Regional Fire Prevention Officers Association	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Regional Training Officers Association	Shared	All 12 Area Municipalities

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	Staff Group	Niagara River Remedial Action Plan	External	Niagara Peninsula Conservation Authority, Niagara Parks Commission, Town of Fort Erie, City of Niagara Falls, Town of Niagara-on-the-Lake
Informal	Networking & Information Sharing	Staff Group	Niagara Road Safety Strategic Plan Working Group	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Standard Contract Document Committee	Shared	All 12 Area Municipalities
Semi-formal	Partnerships & Collaboration	Compensated Resource	Building Department Coverage	Shared	Town of Grimsby, Town of Lincoln, Township of Wainfleet, Township of West Lincoln
Semi-formal	Partnerships & Collaboration	Compensated Resource	Partnership - St. Catharines Enterprise Centre Services	External	City of St. Catharines, City of Welland
Semi-formal	Partnerships & Collaboration	MOU	By-Law Hearing	Shared	Town of Grimsby, Town of Lincoln, Town of Pelham, City of Thorold
Semi-formal	Partnerships & Collaboration	MOU	Cost Sharing Agreement with The Corporation of The City of Thorold Re St. David's Road and Townline Road (Between Collier Rd/Burleigh Hill Dr. And Front St)	Shared	City of St. Catharines, City of Thorold
Semi-formal	Partnerships & Collaboration	MOU	Fire Automatic Aid - Technical Rescue	Shared	City of Niagara Falls, Town of Niagara-on-the-Lake
Semi-formal	Partnerships & Collaboration	MOU	Fire Automatic Aid - Water Rescue	Shared	Town of Niagara-on-the-Lake, City of St. Catharines
Semi-formal	Partnerships & Collaboration	MOU	Joint Fire & Emergency Services	Shared	Town of Grimsby, Town of Lincoln
Semi-formal	Partnerships & Collaboration	MOU	Libraries In Niagara Cooperative (LiNC)	Shared	Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of Thorold, Township of Wainfleet, City of Welland, Township of West Lincoln
Semi-formal	Partnerships & Collaboration	MOU	Regional Fire Services Training Centre in Town of Fort Erie	Fort Erie	All 12 Area Municipalities
Semi-formal	Partnerships & Collaboration	MOU	Service Agreement Re: Jingle Bar at The Niagara Outlet Collection	Shared	Town of Lincoln, City of St. Catharines
Semi-formal	Partnerships & Collaboration	MOU	Shared Operational Resources	NOTL	All 12 Area Municipalities
Semi-formal	Partnerships & Collaboration	MOU	St. Catharines And Lincoln Tourism Partnership	Shared	Town of Lincoln, City of St. Catharines
Formal	Shared Service Delivery	Agreement	Health Services and Primary Care	Shared	Town of Fort Erie, City of Port Colborne
Formal	Shared Service Delivery	Agreement	Vineland Research and Innovation Centre: Vineland Tree Consortium	External	Town of Fort Erie, Vineland Research and Innovation Centre

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Compensated Resource	AODA Advisory Coordinator	External	Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of Thorold, City of Welland, Township of West Lincoln
Formal	Shared Service Delivery	Compensated Resource	Chief Building Official	Port Colborne	City of Port Colborne, Township of Wainfleet
Formal	Shared Service Delivery	Compensated Resource	Climate Change Coordinator / Environmental Coordinator	Shared	Town of Lincoln, Town of Pelham
Formal	Shared Service Delivery	Compensated Resource	Drainage Super-Intendent	West Lincoln	Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Compensated Resource	Fire Training Centre Facility Use Agreement Re: Use of Fire Training Centre At 525 Industrial Drive, Fort Erie	Fort Erie	Town of Fort Erie, City of St. Catharines
Formal	Shared Service Delivery	Compensated Resource	Niagara West Emergency Management	Shared	Town of Grimsby, Town of Lincoln, Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Compensated Resource	Temporary Oro with City of Port Colborne	Shared	City of Port Colborne, City of Welland
Formal	Shared Service Delivery	Compensated Resource	Town Solicitor / Shared Legal Services	Shared	Town of Pelham, Township of Wainfleet
Formal	Shared Service Delivery	Procurement	Annual Line Painting	Lincoln	Town of Grimsby, Town of Lincoln, Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Anti-Freeze and Related Products Joint Procurement	St. Catharines	City of Niagara Falls, City of St. Catharines
Formal	Shared Service Delivery	Procurement	Armoured Vehicle Services Joint Procurement	Welland	City of Welland, City of Niagara Falls
Formal	Shared Service Delivery	Procurement	Dust Control	Shared	Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Elevator Inspections Joint Procurement	External	District School Board of Niagara, City of Niagara Falls, City of St. Catharines, Niagara Catholic District School Board, Niagara College
Formal	Shared Service Delivery	Procurement	Envelopes Joint Procurement	External	Brock University, City of St. Catharines, City of Thorold, City of Welland, District School Board Niagara, Niagara Catholic District School Board, Niagara College, Town of Lincoln, Town of Fort Erie
Formal	Shared Service Delivery	Procurement	ERP	Shared	Town of Fort Erie, City of Niagara Falls, City of Port Colborne
Formal	Shared Service Delivery	Procurement	Fire Extinguisher Inspection Joint Procurement	External	District School Board of Niagara, City of St. Catharines, City of Niagara Falls, Niagara Catholic District School Board

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Procurement	Grass Seed And Fertilizer Joint Procurement	External	Niagara Parks Commission, City of Welland, City of Niagara Falls, City of St. Catharines, Town of Fort Erie, Town of Niagara-on-the-Lake
Formal	Shared Service Delivery	Procurement	Ice Melt Products Joint Procurement	Fort Erie	Town of Fort Erie, Bethesda, City of St. Catharines, Niagara Parks Commission, Town of Lincoln, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Joint Purchasing/Procurement on Bulk Items	External	Town of Fort Erie, Town of Pelham, City of Port Colborne, City of Thorold, City of Welland
Formal	Shared Service Delivery	Procurement	Natural Asset Inventory (2023)	Shared	Town of Fort Erie, Niagara Peninsula Conservation Authority
Formal	Shared Service Delivery	Procurement	Procurement of Goods and Services	Shared	Town of Pelham, City of Port Colborne, City of Thorold, Township of Wainfleet
Formal	Shared Service Delivery	Procurement	Sanitary Sewer Relining	Shared	City of Port Colborne, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Sod Joint Procurement	St. Catharines	City of Niagara Falls, City of St. Catharines, Niagara Parks Commission
Formal	Shared Service Delivery	Procurement	Specialty Paper Joint Procurement	External	District School Board Niagara, Brock University, City of St. Catharines
Formal	Shared Service Delivery	Procurement	Storm Water Management Pond Evaluations	Shared	Town of Grimsby, Town of Lincoln, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Street Light Maintenance Program	Shared	Town of Pelham, City of Port Colborne, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Street Sign Retro-Reflectivity Testing	Shared	Town of Grimsby, Town of Lincoln
Formal	Shared Service Delivery	Service	Fire Service Leadership, Fire Administration	Wainfleet	City of Port Colborne, Township of Wainfleet
Formal	Shared Service Delivery	Service	Lincoln Pelham Public Library	Shared	Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of Thorold, Township of Wainfleet, City of Welland, Township of West Lincoln, Niagara College
Formal	Shared Service Delivery	Service	Next Gen 911	St. Catharines	Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, City of Thorold, Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Service	Niagara District Airport	Shared	Town of Niagara-on-the-Lake, City of Niagara Falls, City of St. Catharines
Formal	Shared Service Delivery	Service	NPCA Shoreline Protection	External	Town of Fort Erie, City of Port Colborne

Shared Services Inventory (Region-to-AM)

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	External Group	Book 7 Training Coordination	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Informal	Networking & Information Sharing	External Group	Diversity, Equity, and Inclusion Coalition	External	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	External Group	Save My Life Group	External	City of St. Catharines, Niagara Region
Informal	Networking & Information Sharing	Mixed Group	Area Assistants	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Mixed Group	Community Safety and Well Being Plan	Shared	Niagara Region, Brock University, Niagara College, District School Board of Niagara, Niagara Catholic District School Board, Niagara Regional Police
Informal	Networking & Information Sharing	Mixed Group	Illegal Dumping Working Group	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Region
Informal	Networking & Information Sharing	Mixed Group	Niagara Children's Planning Council	Shared	Niagara Region, Brock University, Niagara College, District School Board of Niagara, Niagara Catholic District School Board
Informal	Networking & Information Sharing	Mixed Group	Situation Tables	NR	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board, Niagara Regional Police
Informal	Networking & Information Sharing	Mixed Group	Welland Town And Gown Committee	Welland	City of Welland, Niagara College, Niagara Region, NRP
Informal	Networking & Information Sharing	Mixed Group	Workforce Coalition	External	Town of Fort Erie, City of Welland, City of St. Catharines, Brock University, Niagara College, Niagara Catholic District School Board, City of Niagara Falls, Niagara Region
Informal	Networking & Information Sharing	Mixed Group	Workforce Recruitment & Retention Working Group	NR	Niagara Region, Niagara College
Informal	Networking & Information Sharing	Staff Group	Area Clerks Communities of Practice	Shared	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	Staff Group	Area Planners	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Grimsby, Town of Fort Erie, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Area Treasurers Community of Practice	Shared	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Asset Management Community of Practice	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Auto Mayors	Shared	City of St. Catharines, City of Welland, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Business Survey, Covid Response	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	CAO Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Communications Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Cyber Security Community of Practice	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Environmental Technology Program Advisory Committee	External	City of St. Catharines, Niagara Region, Niagara College
Informal	Networking & Information Sharing	Staff Group	GIS Community of Practice (GNIAG) And 9-1-1 Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Government Relations	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Joint Election Compliance Audit Committee	Shared	All 12 Area Municipalities, Niagara Region, Niagara Catholic District School Board
Informal	Networking & Information Sharing	Staff Group	Niagara Area Municipal Information Consortium (NAMIC)	External	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Climate Change Municipal Community of Practice (NCCMCP)	NR	All 12 Area Municipalities, Niagara Region, NPCA
Informal	Networking & Information Sharing	Staff Group	Niagara Customer Service Network	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Economic Meetings	NR	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	Staff Group	Niagara Fleet Working Group	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Parks Commission, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Flow Monitoring Flow Modeling Working Group	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Local Area Municipality DEI Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Municipal Enforcement Agency Partnership	NR	City of Niagara Falls, City of Port Colborne, City of Thorold, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Operations Working Group	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Public Purchasing Committee (NPPC Group)	External	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Lincoln, Town of Grimsby, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Niagara Region, Brock University, Niagara College, District School Board of Niagara, Niagara Regional Police, Niagara Peninsula Conservation Authority, Niagara Parks Commission
Informal	Networking & Information Sharing	Staff Group	Niagara Region Keen on Green Committee	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Roads Supervisors Association	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Water and Wastewater Spatial Data Working Group	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Public Works Officials	NR	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	Staff Group	Public Works Young Professional Committee	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Quality And Compliance Working Group	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Regional HR Group / HR Community of Practice	NR	All 12 Area Municipalities, Niagara Region, Niagara Peninsula Conservation Authority, Niagara Parks Commission
Informal	Networking & Information Sharing	Staff Group	Regional Physician Recruitment	NR	City of St. Catharines, City of Thorold, City of Niagara Falls, Town of Fort Erie, City of Welland, City of Port Colborne, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Stormwater Management Guidelines Technical Committee	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Supplier Initiative	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Team Niagara	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Transit Group (Prior To NRT)	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Water Source Protection Committee	NR	Niagara Region, Niagara Peninsula Conservation Authority
Informal	Networking & Information Sharing	Staff Group	Waterloss Committee	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Wet Weather Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	WW Consolidated Linear Infrastructure Working Group	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Hydro Geological Studies	NR	Township of Wainfleet, Township of West Lincoln, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Integrity Commissioner and Lobbyist Registry Services	NR	All 12 Area Municipalities, Niagara Region, Niagara Peninsula Conservation Authority

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Semi-formal	Partnerships & Collaboration	Compensated Resource	Operational Training	NR	City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Township of Wainfleet, Township of West Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Pelham Union Job Evaluation Consulting Services	NR	Town of Pelham, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Project Level Up	Niagara Falls	City of Niagara Falls, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Staff Augmentation (Advisory and Leadership)	NR	City of St. Catharines, City of Thorold, Town of Grimsby, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Staff Augmentation (Technical)	NR	Town of Grimsby, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	West Lincoln CUPE Job Evaluation	NR	Township of West Lincoln, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Area Municipalities Participation in Corporate Learning	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Environmental Protocol	Shared	Niagara Region, Niagara Peninsula Conservation Authority
Semi-formal	Partnerships & Collaboration	MOU	Indigenous Led Registered Early Years Educator Training Program	NR	Niagara Region, Niagara College
Semi-formal	Partnerships & Collaboration	MOU	Middle Years Development Instrument (MDI) Implementation	NR	Niagara Region, Brock University, District School Board of Niagara, Niagara Catholic District School Board
Semi-formal	Partnerships & Collaboration	MOU	MOU Asset Management / GIS Data	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	MOU With Office of The Fire Marshall and Fire Services of The Region of Niagara	Fort Erie	Town of Fort Erie, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Planning Function and Services in Niagara MOU	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Grimsby, Town of Fort Erie, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Pollution Prevention Control Plan - CSO Funding Program	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Sign Manufacturing	NR	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Semi-formal	Partnerships & Collaboration	MOU	Temporary Mutual Aid Agreement with Grimsby, Lincoln, Wainfleet, Port Colborne and Fort Erie	NR	Town of Fort Erie, Township of Wainfleet, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Water And Wastewater MOU with Region	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Water Servicing Memorandums of Understanding	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Wet Weather Response	Shared	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Courier Service	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Cyber Security Response	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Dental Screening/Healthy Smiles Ontario	NR	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Emergency Social Services	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Master Plan Updates / Model Updates	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	School Health - Elementary and Secondary	Shared	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Smoke-Free on Consultation	NR	City of St. Catharines, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Staff Augmentation (GIS)	NR	City of Thorold, City of Port Colborne, Niagara Region, Niagara Parks Commission

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Waste Info-Line	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Agreement	Brock Exercise Program	NR	Niagara Region, Brock University
Formal	Shared Service Delivery	Agreement	CEMC Mutual Assistance Agreement	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Agreement	DSBN - Literacy and Basic Skills	NR	Niagara Region, District School Board of Niagara
Formal	Shared Service Delivery	Agreement	Encampment Strategy	Shared	City of Niagara Falls, City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Agreement	Environmental Laboratory Testing for MECP	NR	City of Niagara Falls, Town of Fort Erie, Town of Pelham, Niagara Region
Formal	Shared Service Delivery	Agreement	Intergenerational Community Engagement Residency (Icer)	Shared	Niagara Region, Brock University
Formal	Shared Service Delivery	Agreement	Licensed Child Care	External	Niagara Region, District School Board of Niagara
Formal	Shared Service Delivery	Agreement	Linear System Failure Emergency Management	Shared	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Formal	Shared Service Delivery	Agreement	Multi-Residential Waste Diversion	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Township of West Lincoln, Township of Wainfleet, Town of Niagara-on-the-Lake, Niagara Region
Formal	Shared Service Delivery	Agreement	Municipal 511	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Agreement	Niagara College Social Service Program	NR	Niagara Region, Niagara College
Formal	Shared Service Delivery	Agreement	Niagara College Wellness Club Partnership	NR	Niagara Region, Niagara College
Formal	Shared Service Delivery	Agreement	School Based EarlyOn Centres	External	Niagara Region, Niagara Catholic District School Board
Formal	Shared Service Delivery	Agreement	Shared Services Agreement for Street Sweeping/Forestry Work	Shared	City of Port Colborne, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Agreement	Special Events Recycling and Organics	NR	City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Brock University, Niagara College, Niagara Peninsula Conservation Authority, Niagara Parks Commission, Niagara Region
Formal	Shared Service Delivery	Agreement	Streetlighting Maintenance on Regional Roads- All Lams Region Wide	Shared	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Agreement	Student Placements	External	Niagara Region, Brock University, Niagara College, District School Board of Niagara
Formal	Shared Service Delivery	Agreement	Temporary Mutual Aid Agreement with NOTL	NR	Town of Niagara-on-the-Lake, Niagara Region
Formal	Shared Service Delivery	Agreement	Through Their Eyes	NR	Niagara Region, Brock University
Formal	Shared Service Delivery	Agreement	Town Of Lincoln Permission to Enter Quarry Road Site for Debris Disposal	Lincoln	Town of Lincoln, Niagara Region
Formal	Shared Service Delivery	Agreement	Unpaid Student Placements	Shared	Niagara Region, Brock University, Niagara College (coming in 2026)
Formal	Shared Service Delivery	Agreement	Waste Diversion at Niagara Regional Housing Properties	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Welland, Town of Fort Erie, Niagara Region
Formal	Shared Service Delivery	Agreement	Wastewater Surveillance Initiative	NR	City of Niagara Falls, City of St. Catharines, City of Thorold, Town of Fort Erie, City of Welland, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Township of West Lincoln, Niagara Region
Formal	Shared Service Delivery	Compensated Resource	Help Desk (1st Point of Contact - Pilot)	NR	Town of Grimsby, Niagara Region
Formal	Shared Service Delivery	Compensated Resource	NOTL Planner Secondment	NR	Town of Niagara-on-the-Lake, Niagara Region
Formal	Shared Service Delivery	Compensated Resource	Shared Services Agreement with the RMON for the Provision of Human Resources Support Services (By-Law 2008-021)	NR	Town of Fort Erie, Niagara Region
Formal	Shared Service Delivery	Compensated Resource	West Lincoln Planner Secondment	NR	Township of West Lincoln, Niagara Region
Formal	Shared Service Delivery	Procurement	Asphalt, Concrete and Granular Materials Tender	Niagara Falls	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Procurement	Bulk Oils and Lubricants	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Peninsula Conservation Authority, Niagara Region
Formal	Shared Service Delivery	Procurement	Bulk Sodium Chloride, Winter Sand, Stockpiling and Liquid Sodium Chloride Tender	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Procurement	Catch Basin Cleaning, Flushing, and CCTV Tender	External	City of Niagara Falls, City of Port Colborne, City of St. Catharines, Niagara Region, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Containerized Waste Pickup	External	City of Niagara Falls, City of Thorold, Niagara Region, District School Board of Niagara
Formal	Shared Service Delivery	Procurement	Cooperative Container Procurement Program	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Procurement	Coordination Of Works on Capital Projects	Shared	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Procurement	Culvert Materials Tender	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln, Niagara Region
Formal	Shared Service Delivery	Procurement	Equipment Procurements	Shared	Township of West Lincoln, City of Welland, Niagara Region
Formal	Shared Service Delivery	Procurement	Fuels: Gasoline, Diesel and Heating Oil	Welland	All 12 Area Municipalities, Niagara Region, Brock, NPCA
Formal	Shared Service Delivery	Procurement	Joint Vehicle Procurements	Shared	Town of Pelham, Niagara Region
Formal	Shared Service Delivery	Procurement	Procurements – Aerial Photography, Esri EA (All Municipalities)	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Procurement	SoilFlo Trial For Excess Soils Tracking	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Welland, Town of Fort Erie, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Procurement	Uniform Procurement	NR	City of St. Catharines, City of Thorold, Town of Lincoln, Township of West Lincoln, Town of Grimsby, City of Welland, City of Port Colborne, Town of Fort Erie, Niagara Region
Formal	Shared Service Delivery	Service	911 Mapping Data – All Municipalities	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Advanced Traffic Management System (ATMS) Operation	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	After Hours Call Centre - Dispatch	NR	Township of Wainfleet, Township of West Lincoln, Niagara Region
Formal	Shared Service Delivery	Service	City Of St. Catharines Operations Maintenance Agreement	St. Catharines	City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Service	College Paramedic Program	NR	Town of Fort Erie, Niagara Region, Niagara College
Formal	Shared Service Delivery	Service	Consortium And Co-Tenancy Agreement Re Canada Games Park	NR	City of St. Catharines, City of Thorold, Niagara Region
Formal	Shared Service Delivery	Service	Data Center Hosting	NR	Niagara Region, Brock University, District School Board of Niagara, Niagara Catholic District School Board, Niagara Regional Police
Formal	Shared Service Delivery	Service	Enhanced Level of Service - Collections	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Niagara Region
Formal	Shared Service Delivery	Service	Environmental Laboratory Testing For NPCA	NR	Niagara Region, Niagara Peninsula Conservation Authority
Formal	Shared Service Delivery	Service	Falls Avenue /420 Landscape Boulevard Maintenance Agreement	Niagara Falls	City of Niagara Falls, Niagara Region
Formal	Shared Service Delivery	Service	GIS Web Map Hosting	NR	Town of Niagara-on-the-Lake, Town of Pelham, City of Thorold, Township of Wainfleet, City of Port Colborne, Niagara Region
Formal	Shared Service Delivery	Service	Grade 7 Immunization Campaign	NR	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board
Formal	Shared Service Delivery	Service	Incident Management and Licensing Database (Technology)	NR	Township of Wainfleet, Niagara Region
Formal	Shared Service Delivery	Service	Kronos Time and Attendance	NR	City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Service	Niagara Region Police Service Payroll Services	NR	Niagara Region, Niagara Regional Police

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Service	Niagara Region Police Service Pension Administration and Reporting	NR	Niagara Region, Niagara Regional Police
Formal	Shared Service Delivery	Service	Niagara Region Transit Benefit and Pension Administration and Reporting	NR	Niagara Region, Niagara Region Transit
Formal	Shared Service Delivery	Service	Niagara Region Transit Payroll/HRIS/Bene/Pens	NR	Niagara Region, Niagara Region Transit
Formal	Shared Service Delivery	Service	Niagara Transit Commission Shared Financial Services	NR	Niagara Region, Niagara Region Transit
Formal	Shared Service Delivery	Service	NPCA Service Agreement	External	Niagara Region, Niagara Peninsula Conservation Authority
Formal	Shared Service Delivery	Service	NRT On-demand	NR	City of St. Catharines, City of Niagara Falls, City of Welland, Town of Grimsby, Town of Lincoln, Township of West Lincoln, Town of Pelham, Township of Wainfleet, Town of Niagara-on-the-Lake, City of Port Colborne, Brock University, Niagara College, Niagara Region
Formal	Shared Service Delivery	Service	Peoplesoft ERP	NR	City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Service	Peoplesoft Shared Service Arrangement	NR	City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Service	Private Septic Permits	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Niagara Region
Formal	Shared Service Delivery	Service	Provincial Offences Court	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Provincial Offences Prosecutions	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Pumping Station Operating and Maintenance	NR	City of Niagara Falls, Niagara Region
Formal	Shared Service Delivery	Service	Service Agreement with Region of Niagara for Regional Fire Investigation Tracking Database	NR	Town of Fort Erie, Niagara Region
Formal	Shared Service Delivery	Service	Sexually Transmitted Infection Testing	NR	Niagara Region, Brock University
Formal	Shared Service Delivery	Service	Smoke-Free on Bylaw Enforcement	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Student Immunization in All Schools for DSBN And NCDSB	NR	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board
Formal	Shared Service Delivery	Service	Traffic Signal/PXO Design, Procurement, Construction and Maintenance	NR	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Service	Transit Amalgamation	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Vision Zero: Automated Enforcement	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Water Pressure Booster Station Legal Agreements	NR	City of St. Catharines, City of Welland, Town of Pelham, Niagara Region

Endorsement of Ontario Big City Mayors' "Solve the Crisis" Campaign

WHEREAS an unprecedented number of Ontarians are homeless, living in encampments and other unsafe spaces, and too many are dying from addictions and mental health issues;

WHEREAS the province has provided additional funding for mental health, addictions, and homelessness programs, it does not adequately address the growing crisis and the financial and social impact on municipalities and regions across the province;

WHEREAS, together with various community partners, the Region of Niagara has been tackling this issue head on, funding various programs and spaces to find solutions;

WHEREAS despite the success of many of these programs, the crisis continues to grow and regions and municipalities need help; and

WHEREAS all of these issues fall primarily under provincial jurisdiction, and regions and municipalities should not be using the property tax base to fund these programs.

NOW THEREFORE BE IT RESOLVED:

1. That the Region of Niagara, through a letter written by the Regional Chair, **JOIN** Ontario's Big City Mayors in calling on the Provincial Government:
 - a) To appoint a responsible Ministry and Minister with the appropriate funding and powers as a single point of contact to address the full spectrum of housing needs as well as mental health, addictions, and wrap around supports; and
 - b) Have this Minister strike a task force with broad sector representatives including municipalities, healthcare, first responders, community services, the business community, and the tourism industry to develop a Made in Ontario Action Plan;
 - c) To provide municipalities with the tools and resources to transition those in encampments to more appropriate supports, when deemed necessary;
 - d) To commit to funding the appropriate services these individuals need, community by community, where there are gaps in the system; and
 - e) To invest in 24/7 Community Hubs / Crisis Centres to relieve pressure on emergency centres and first responders;

2. That the Regional Chair's letter and this motion **BE CIRCULATED** to The Honourable Doug Ford, Premier of Ontario; The Honourable Sylvia Jones, Deputy Premier and Minister of Health; The Honourable Paul Calandra, Minister of Municipal Affairs and Housing; The Honourable Michael Parsa, Minister of Children, Community and Social Services; The Honourable Michael Tibollo, Associate Minister of Mental Health and Addictions; Niagara's 12 local area municipalities; Niagara's four MPPs; the Association of Municipalities of Ontario (AMO); the Federation of Canadian Municipalities (FCM); Ontario's Big City Mayors (OBCM); and the St. Catharines Downtown Association.