



## THE REGIONAL MUNICIPALITY OF NIAGARA COUNCIL AGENDA

CL 13-2019

Thursday, July 18, 2019

6:30 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

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Pages

1. CALL TO ORDER
2. LAND ACKNOWLEDGMENT STATEMENT
3. MOMENT OF REFLECTION
4. SINGING OF 'O CANADA'
5. ADOPTION OF AGENDA
  - 5.1 Addition of Items
  - 5.2 Changes in Order of Items
6. DISCLOSURES OF PECUNIARY INTEREST
7. PRESENTATIONS
  - 7.1 T. Roy Adams Humanitarian of the Year Award  
Presentation of the 2019 T. Roy Adams Humanitarian of the Year Award
8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS
9. DELEGATIONS

## 10. ADOPTION OF MINUTES

- 10.1 Council Minutes CL 12-2019 6 - 25  
Thursday, June 20, 2019

## 11. CORRESPONDENCE

### 11.1 Receive and/or Refer

- 11.1.1 CL-C 50-2019  
A memorandum from A.-M. Norio, Regional Clerk, respecting  
Supplemental Information - Report CLK 9-2018 50th  
Anniversary Committee.

To be distributed.

### 11.2 For Consideration

- 11.2.1 CLK 11-2019 26 - 30  
Second Progress Report respecting Implementation of  
Recommendations from the Ontario Ombudsman Report  
"Press Pause"

## 12. COMMITTEE REPORTS - OPEN SESSION

- 12.1 Procedural By-law Review Committee 31 - 98  
Minutes PBLRC 2-2019, Monday June 17, 2019
- 12.2 Budget Review Committee of the Whole 99 - 150  
Minutes BRCOTW 6-2019, Thursday, June 20, 2019
- 12.3 Audit Committee 151 - 259  
Minutes AC 4-2019, Monday, June 24, 2019
- 12.4 Committee of the Whole 260 - 370  
Minutes COTW 5-2019, Thursday, July 4, 2019
- 12.5 Public Works Committee 371 - 447  
Minutes PWC 7-2019, Tuesday, July 9, 2019
- 12.6 Public Health and Social Services Committee 448 - 570  
Minutes PHSSC 7-2019, Tuesday, July 9, 2019
- 12.7 Corporate Services Committee 571 - 587  
Minutes CSC 7-2019, Wednesday, July 10, 2019



12.8	<u>Planning and Economic Development Committee</u> <u>Minutes PEDC 7-2019, Wednesday, July 10, 2019</u>	588 - 764
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**13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)**

13.1	<u>CAO 8-2019</u> <u>Community Safety and Well-Being Plan</u>	765 - 768
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**14. MOTIONS**

14.1	<u>Agribusiness Strategic Planning Workgroup</u> In accordance with the notice and submission deadline requirements of Sections 18.1(b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Huson a motion to be brought forward for consideration at the July 18, 2019 Council meeting respecting establishing an Agribusiness Strategic Planning Workgroup.	769
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**15. NOTICES OF MOTION**

**16. OTHER BUSINESS**

**17. CLOSED SESSION**

17.1	<u>Council Minutes - Closed Session (None)</u>
17.2	<u>Committee Minutes - Closed Session</u>
17.2.1	Audit Committee (June 24, 2019) Closed Session Minutes AC 04-2019, Monday, June 24 ,2019
17.2.2	Public Works Committee (July 9, 2019) Closed Session Minutes PWC 7-2019, Tuesday, July 9, 2019
17.2.3	Public Health and Social Services Committee (July 9, 2019)
17.2.4	Corporate Services Committee (July 10, 2019)

**18. REPORT FROM CLOSED SESSION**

## 19. BY-LAWS

### 19.1 Bill 2019-57

A by-law to authorize the borrowing upon 10 year instalment debentures in the aggregate principal amount of \$32,446,569.00 for capital works of The Regional Municipality of Niagara.

To be distributed.

### 19.2 Bill 2019-58

A by-law to authorize the borrowing upon instalment debentures in the aggregate principal amount of \$30,945,431.00 (\$200,000.00 principal amount of 5 year instalment debentures and \$30,745,431.00 principal amount of 10 year instalment debentures) for capital works of the Cities of Niagara Falls, St. Catharines and Welland, and of the Town of Pelham and of the Township of Wainfleet.

To be distributed.

### 19.3 Bill 2019-59

A by-law to provide for the borrowing upon instalment debentures in the aggregate of the principal amounts authorized by By-law No. 2019-57 and By-law No. 2019-58 in the aggregate principal amount of \$63,392,000.00 (\$200,000.00 principal amount of 5 year instalment debentures and \$63,192,000.00 principal amount of 10 year instalment debentures) and for the issuing of one series of instalment debentures therefor.

To be distributed.

### 19.4 Bill 2019-60

770 - 771

A by-law to accept, assume and dedicate Part of Lot 13 Concession 3, in the City of St. Catharines as part of Regional Road No. 48 (Niagara Street).

### 19.5 Bill 2019-61

772

A by-law to provide for the regulation of traffic on Regional Highways.

### 19.6 Bill 2019-62

773

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on July 18, 2019.

## 20. ADJOURNMENT

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

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

**CL 12-2019  
Thursday, June 20, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Campion, Easton, Foster, Sendzik

Staff: C. Banach, Manager, Housing Operations, Niagara Regional Housing, D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, M. Ciriello, Manager, Court Services, D. Gibbs, Director, Legal & Court Services, L. Gigliotti, Associate Director, Employee Services, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, Dr. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, V. Kuhns, Acting Director, Economic Development, F. Meffe, Acting Director, Human Resources, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk, R. Tripp, Acting Chief Administrative Officer

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**1. CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 6:34 p.m.

**2. LAND ACKNOWLEDGMENT STATEMENT**

Councillor Gale read the Land Acknowledgment Statement.

**3. MOMENT OF REFLECTION**

Councillor Butters read the statement of reflection.

4. **SINGING OF 'O CANADA'**

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

5. **ADOPTION OF AGENDA**

5.1 **Addition of Items**

Moved by Councillor Ip  
Seconded by Councillor Darte

That Brian Skrydstrup **BE PERMITTED** to appear before Council as a delegate respecting 2019 Council Member Remuneration - Impacts following changes made to the non-taxable "Municipal Officers" Expense Allowance under the *Income Tax Act* (Minute Item 5.7 of CSC 06-2019 (Agenda Item 12.3)).

**Carried**

5.2 **Changes in Order of Items**

Moved by Councillor Ip  
Seconded by Councillor Butters

That the order of the Agenda **BE AMENDED** to consider Minute Item 5.7 of Report CSC 06-2019 (Agenda Item 12.3), respecting 2019 Council Member Remuneration - Impacts following changes to the non-taxable 'Municipal Officers' Expense Allowance' under the *Income Tax Act* (HR 01-2019) to immediately following the delegation on this matter.

**Carried**

Moved by Councillor Huson  
Seconded by Councillor Ip

That the Council Agenda CL 12-2016, **BE ADOPTED**, as amended.

**Carried**

6. **DISCLOSURES OF PECUNIARY INTEREST**

Councillor Huson declared an indirect pecuniary interest with respect to the presentation respecting Brock University Strategic Plan (Agenda Item 7.2) as she is employed by Brock University.

**7. PRESENTATIONS**

**7.1 Regional Chair's Award of Valour**

Chair Bradley bestowed the Regional Chair's Award of Valour upon Niagara Emergency Medical Services' Operations Superintendent Carolyn Chandler-Hill for going above and beyond the call of duty with her courageous response assisting an individual who was contemplating death by suicide.

**7.2 Brock University Strategic Plan**

Dr. Gervan Fearon, President and Vice-Chancellor, and Tim Kenyon, Vice-President, Research, Brock University provided information respecting Brock University Strategic Plan. Topics of the presentation included:

- History of Success & Engagement
- Impact of Growth & Brock Today
- Brock's Economic Impact in Niagara
- Value of the University
- Brock University Institutional Strategic Plan: Four Key Priorities
- Providing Relevant Education and Skills Training
- Brock's Research Impact on Industry, the Community and Industry
- LINC Benefits & Outcomes for Niagara Region

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

The Regional Chair made various announcements related to activities and events he attended within the Region.

**9. DELEGATIONS**

**9.1 2019 Council Member Remuneration - Impacts following changes made to the non-taxable "Municipal Officers" Expense Allowance under the Income Tax Act (Minute Item 5.7 of CSC 6-2019 (Agenda Item 12.3))**

**9.1.1 Brian Skrydstrup, Resident, City of St. Catharines**

Brian Skrydstrup, Resident, City of St. Catharines, appeared before Council in opposition to the increases proposed in Report HR 1-2019 respecting 2019 Council Member Remuneration - Impacts following changes made to the non-taxable "Municipal Officers' Expense Allowance under the *Income Tax Act* (Minute Item 5.7 of CSC 6-2019 (Agenda Item 12.3)).

## 12. COMMITTEE REPORTS - OPEN SESSION

### 12.3 Corporate Services Committee

#### 12.3.1 Minute Item 5.7 respecting Council Member Remuneration - Impacts following changes to the non-taxable 'Municipal Officers' Expense Allowance' under the *Income Tax Act*

The recommendations respecting Council Member Remuneration - Impacts following changes to the non-taxable 'Municipal Officers' Expense Allowance' under the *Income Tax Act* contained in Minute Item 5.7 were considered separately as follows:

That Report HR 01-2019, dated June 12, 2019, respecting 2019 Council Member Remuneration – Impacts following changes to the non-taxable 'Municipal Officers' Expense Allowance under the *Income Tax Act*, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Region's existing methodology for Councillor and Chair remuneration, as confirmed by the analysis and review provided in the Niagara Region Independent External Governance Auditor Final Report, April 5, 2019 (Appendix A to Report HR 01-2019), **BE APPROVED**, with retroactive implementation to December 1, 2018; and
2. That the increase in the 2019 base remuneration for Council members, including the Chair, required to offset the impact from the *Income Tax Act* changes, **BE APPROVED** effective January 1, 2019.

Councillor Steele rose on a point of order stating that consideration of clause 2 of the motion respecting 2019 Council Member Remuneration - Impacts following changes to the non-taxable Municipal Officers' Expense Allowance under the *Income Tax Act* was a reconsideration as the increase to the 2019 base remuneration to offset the impact from the *Income Tax Act* changes had been previously decided.

The Regional Chair ruled that the motion was not a reconsideration.

Councillor Steele challenged the ruling of the Chair and the following motion was considered:

Moved by Councillor Steele  
Seconded by Councillor Bylsma

That the ruling of the Chair **BE SUSTAINED** to permit the consideration of clause 2 of the motion, respecting 2019 Council Member Remuneration - Impacts following changes to the non-taxable Municipal Officers' Expense Allowance under the *Income Tax Act*.

Recorded Vote:

Yes (7): Butters, Chiochio, Dart, Huson, Ip, Villella, Witteveen.

No (19): Bylsma, Diodati, Disero, Edgar, Fertich, Gale, Gibson, Greenwood, Heit, Insinna, Jordan, Junkin, Nicholson, Redekop, Rigby, Steele, Ugolini, Whalen, Zalepa.

**Defeated**

The Regional Chair declared that the ruling was not sustained; therefor to consider clause 2 of the motion respecting 2019 Council Member Remuneration – Impacts following changes to the non-taxable 'Municipal Officers' Expense Allowance under the *Income Tax Act*, an affirmative vote of two-thirds of those Members present would be required.

Clause 2 of the motion was not reconsidered.

Moved by Councillor Ip  
Seconded by Councillor Butters

That clause 1 of the motion **BE AMENDED** to read as follows:

1. That the Region's methodology for Councillor remuneration **BE BASED** on Statistics Canada's Table 11-10-0047 (Summary Characteristics of Canadian tax filers), specifically the Median Total Income of Tax Filers, as reported annually, and that increases and decreases in Councillor and Chair remuneration be adjusted annually to match the most recent year's corresponding percentage increase or decrease in this data.

After debate, Councillor Ip withdrew her amendment to the motion.

Moved by Councillor Heit  
Seconded by Councillor Redekop

That the question **BE CALLED**.

Recorded Vote:

Yes (21): Bellows, Butters, Bylsma, Chiocchio, Darte, Diodati, Edgar, Gale, Gibson, Heit, Huson, Insinna, Ip, Jordan, Nicholson, Redekop, Rigby, Steele, Ugulini, Villella, Zalepa.

No (6): Disero, Fertich, Greenwood, Junkin, Whalen, Witteveen.

**Carried**

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

That Report HR 01-2019, dated June 12, 2019, respecting 2019 Council Member Remuneration – Impacts following changes to the non-taxable ‘Municipal Officers’ Expense Allowance under the *Income Tax Act*, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Region’s existing methodology for Councillor and Chair remuneration, as confirmed by the analysis and review provided in the Niagara Region Independent External Governance Auditor Final Report, April 5, 2019 (Appendix A to Report HR 01-2019), **BE APPROVED**, with retroactive implementation to December 1, 2018.

Recorded Vote:

Yes (2): Bylsma, Greenwood.

No (25): Bellows, Butters, Chiocchio, Darte, Diodati, Disero, Edgar, Fertich, Gale, Gibson, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa.

**Defeated**



Moved by Councillor Steele  
Seconded by Councillor Gibson

1. That a citizen committee **BE ESTABLISHED** to look at Councillor (excluding the Regional Chair) remuneration;
2. That the Committee **INCLUDE** five citizen members and one staff member with knowledge on the matter; and
3. That the Committee **BE DIRECTED** to provide a report back in November 2019.

Recorded Vote:

Yes (20): Butters, Bylsma, Chiocchio, Darte, Edgar, Fertich, Gibson, Greenwood, Heit, Huson, Ip, Jordan, Redekop, Rigby, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa.

No (7): Bellows, Diodati, Disero, Gale, Insinna, Junkin, Nicholson.

**Carried**

Moved by Councillor Darte  
Seconded by Councillor Gibson

That the Regional Chair's base remuneration **REMAIN** the same so as not to be impacted by any annual increase including the increase to the Municipal Officers' Expense Allowance under the *Income Tax Act*.

**Carried**

#### **10. ADOPTION OF MINUTES**

Moved by Councillor Heit  
Seconded by Councillor Redekop

That Minutes CL 10-2019 being the Open and Closed Session minutes of Special Regional Council and Minutes CL 11-2019 being the Open Session minutes of the Regular Regional Council meetings held on Thursday, May 16, 2019, **BE ADOPTED**.

**Carried**

## 11. **CORRESPONDENCE**

### 11.1 **Receive and/or Refer**

Moved by Councillor Gibson  
Seconded by Councillor Greenwood

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

CL-C 47-2019 respecting Proposed Regional Delegations for the Annual 2019 AMO Conference, **BE RECEIVED**; and

CL-C 49-2019 respecting Community Issues Update, **BE RECEIVED**.

**Carried**

### 11.2 **For Consideration**

#### 11.2.1 CL-C 46-2019

Niagara Peninsula Conservation Authority Board Appointments

Moved by Councillor Bylsma  
Seconded by Councillor Edgar

That Correspondence Item CL-C 46-2019 respecting Niagara Peninsula Conservation Authority Board Appointments, **BE RECEIVED**; and

That Regional Council **APPOINT** Rick Brady (City of Niagara Falls), Donna Cridland (Township of Wainfleet), and Diana Huson (Town of Pelham) to replace Regional Councillors Greenwood and Gibson on the Niagara Peninsula Conservation Authority Board effective immediately.

Moved by Councillor Gibson  
Seconded by Councillor Darte

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

That Regional Council **APPOINT** Rick Brady (City of Niagara Falls), Donna Cridland (Township of Wainfleet), and Diana Huson (Town of Pelham) to replace Regional Councillors Greenwood and Gibson on the Niagara Peninsula Conservation Authority Board ~~effective immediately~~ **effective October 31, 2019**.

Recorded Vote:

Yes (11): Bylsma, Edgar, Gibson, Greenwood, Heit, Huson, Insinna, Redekop, Rigby, Steele, Witteveen.

No (16): Bellows, Butters, Chiocchio, Dart, Diodati, Disero, Fertich, Gale, Ip, Jordan, Junkin, Nicholson, Ugolini, Villella, Whalen, Zalepa.

**Defeated**

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

That Correspondence Item CL-C 46-2019 respecting Niagara Peninsula Conservation Authority Board Appointments, **BE RECEIVED**; and

That Regional Council **APPOINT** Rick Brady (City of Niagara Falls), Donna Cridland (Township of Wainfleet), and Diana Huson (Town of Pelham) to replace Regional Councillors Greenwood and Gibson on the Niagara Peninsula Conservation Authority Board effective immediately.

Recorded Vote:

Yes (16): Bellows, Butters, Chiocchio, Dart, Diodati, Disero, Gale, Insinna, Ip, Jordan, Junkin, Nicholson, Rigby, Ugolini, Villella, Zalepa.

No (11): Bylsma, Edgar, Fertich, Gibson, Greenwood, Heit, Huson, Redekop, Steele, Whalen, Witteveen.

**Carried**

**Councillor Information Request(s):**

Provide information respecting a qualifications matrix for use in evaluating appointments to the Niagara Peninsula Conservation Authority Board of Directors. Councillor Huson.

That staff consider sending matters related to the NPCA to the Planning and Economic Development Committee for consideration. Councillor Gale.

**12. COMMITTEE REPORTS - OPEN SESSION**

**12.1 Public Works Committee**

Minutes PWC 6-2019, Tuesday, June 11, 2019

Moved by Councillor Edgar

Seconded by Councillor Bylsma

That Report PWC 6-2019 being the Open and Closed Session minutes of the Public Works Committee meeting held on Tuesday, June 11, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

**12.2 Public Health and Social Services Committee**

Minutes PHSSC 6-2019, Tuesday, June 11, 2019

Moved by Councillor Greenwood

Seconded by Councillor Gibson

That Report PHSSC 6-2019 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, June 11, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

**12.3 Corporate Services Committee**

Minutes CSC 6-2019, Wednesday, June 12, 2019

That Report CSC 6-2019 being the Open and Closed Session minutes of the Corporate Services Committee meeting held on Wednesday, June 12, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**, save and except Minute Item 5.7.

12.4 Planning and Economic Development Committee

Minutes PEDC 6-2019, Wednesday, June 12, 2019

That Report PEDC 6-2019 being the Open Session minutes of the Planning & Development Committee meeting held on Wednesday, June 12, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

12.4.1 Minute Item 5.1 respecting Recommendation Report for Regional Official Plan Amendment (ROPA) 13 - Transportation Policies

The recommendation respecting Recommendation Report for Regional Official Plan Amendment (ROPA) 13 - Transportation Policies was considered separately as follows:

That Report PDS 23-2019, dated June 12, 2019, respecting Recommendation Report for Regional Official Plan Amendment (ROPA) 13 - Transportation Policies, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Regional Official Plan Amendment 13 – Transportation Policies **BE ADOPTED** under Section 26 of the *Planning Act*.

Moved by Councillor Fertich  
Seconded by Councillor Jordan

That Report PDS 23-2019 **BE REFERRED** to staff to consult with the Town of Grimsby and to report back to the Planning and Economic Development Committee meeting being held on Wednesday, August 7, 2019.

**Carried**

12.4.2 Balance of the recommendations from Planning and Economic Development Committee

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

**Carried**

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

**13.1 CAO 7-2019**

2019-2022 Council Strategic Plan

Kristen Delong, Manager, Internal Controls & Organizational Performance, provided information respecting 2019-2022 Council Strategic Plan. Topics of the presentation included:

- 2015-2018 Council Strategy & Projects
- What Has Been Accomplished So Far?
- May 11th Strategic Planning Workshop / What was accomplished
- Strategy Framework
- A Renewed Regional Vision & Mission
- Updated Regional Values
- The Resulting Strategic Priorities
- Where Do We Go From Here?

Moved by Councillor Rigby

Seconded by Councillor Insinna

That Report CAO 7-2019, dated June 20, 2019, respecting 2019-2022 Council Strategic Plan, **BE RECEIVED**; and

That Niagara Region's 2019-2022 Council Strategic Plan found in Appendix 1 of Report CAO 07-2019 **BE APPROVED**.

**Carried**

**14. MOTIONS**

**14.1 Establishment of Niagara Region 50th Anniversary Committee**

Moved by Councillor Greenwood

Seconded by Councillor Witteveen

Whereas on January 1, 1970, the Regional Municipality of Niagara was officially formed;

Whereas in 2010 a number of events were held to commemorate the Regional Municipality of Niagara's 40<sup>th</sup> Anniversary;

Whereas on January 1, 2020, The Regional Municipality of Niagara will celebrate its 50<sup>th</sup> Anniversary or golden jubilee; and

Whereas it is important to communicate and celebrate the initiatives and accomplishments of Niagara Region.

NOW THEREFORE BE IT RESOLVED:

1. That Regional Council **ENDORSE** the establishment of a committee to facilitate, plan and organize events to commemorate the Regional Municipality of Niagara's 50<sup>th</sup> Anniversary to be celebrated in 2020; and
2. That staff **BE DIRECTED** to prepare a report respecting Terms of Reference, membership and budgetary information for the Corporate Services Committee meeting being held on July 10, 2019.

**Carried**

#### 14.2 Reconsideration of Reimbursement of Legal Expense

The Regional Chair advised Members that as this was a reconsideration, it would require a two-thirds majority to suspend the rules and to reconsider the item.

Moved by Councillor Greenwood  
Seconded by Councillor Fertich

That, in accordance with subsection 2.4 of Niagara Region's Procedural By-law, the rules of procedure, specifically subsection 19.16 "Motion to Reconsider" of the Procedural By-law, **BE SUSPENDED** to permit Council to reconsider the reimbursement of legal expense.

Recorded Vote:

Yes (21): Bellows, Butters, Chiocchio, Darte, Disero, Edgar, Fertich, Gale, Greenwood, Heit, Huson, Insinna, Ip, Junkin, Redekop, Rigby, Steele, Ugulini, Whalen, Witteveen, Zalepa.

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

**Carried**

Moved by Councillor Greenwood  
Seconded by Councillor Fertich

That the Consideration of Reimbursement for Expense outside of the Regional Council Expense Policy (Minute Item 7.1 of AC 3-2019) **BE RECONSIDERED**.

Recorded Vote:

Yes (22): Bellows, Butters, Chiocchio, Darte, Disero, Edgar, Fertich, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Junkin, Redekop, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa.

No (4): Bylsma, Diodati, Nicholson, Rigby.

**Carried**

Moved by Councillor Insinna  
Seconded by Councillor Darte

That the request for reimbursement of legal costs **BE REFERRED** to the Audit Committee for additional information to be provided respecting the expenditure.

**Carried**

14.3 Response to Proposed Provincial Restructuring of Local Public Health Agencies

Moved by Councillor Ip  
Seconded by Councillor Greenwood

WHEREAS the Provincial Government has announced restructuring local public health agencies from 35 public health units to 10 new Regional Public Health Entities, governed by autonomous boards of health;

WHEREAS the Province expects to reduce provincial spending on local public health by \$200 million by 2021-22 from a current provincial budget for local public health of approximately \$750 million;

WHEREAS the Province is adjusting the cost-sharing formula with municipalities for local public health;

WHEREAS municipalities such as Niagara, Hamilton, and most others have been contributing more than their 25% share under Provincial policy for many years in order to ensure community needs are met based on the Ontario Public Health Standards, as set out by the provincial government;

WHEREAS the announcements do not contain sufficient detail to be able to fully understand the costs and implications of the proposed restructuring;



WHEREAS the scale of the proposed changes to the governance, organization and funding of local public health is unprecedented in Ontario;

WHEREAS the role of municipal councils is not clear in the proposed restructuring;

WHEREAS local public health agencies that are part of local government such as Niagara already achieve significant administrative efficiencies through the economies of scale from being part of much larger organizations than the future Public Health Entities;

WHEREAS local public health benefits from significant collaboration with social service, planning, recreation, and transportation services all of which address the social determinants of health and determine half of health outcomes;

WHEREAS separating public health agencies that are part of local government may have unintended negative consequences such as reducing municipal leadership on public health issues, reducing transparency and public scrutiny, as well as reducing effectiveness in collaboration on the social determinants of health;

WHEREAS the announcements appear to have a significant likelihood to impact on the delivery of local public health services;

WHEREAS Niagara Regional Council confirms its support of its public health staff in all the work that they do;

WHEREAS lessons from the past show that when the public health system is weakened, serious consequences occur;

WHEREAS expert reports, such as those following Walkerton's drinking water contamination and the outbreak of Severe Acute Respiratory Syndrome (SARS) have highlighted the need for a strong and independent public health sector to protect the health and safety of the public;

WHEREAS local public health has a unique mandate that focuses on upstream approaches to prevent injuries and illness before they occur, as well as health protection measures that contribute to the safety of our food, water, and environment, and protect us from infectious diseases;

WHEREAS the evidence shows that the success of prevention is largely invisible, but the social and economic returns on these investments are immense with every dollar invested in public health programming saving on average eight dollars in avoided health and social care costs;

WHEREAS to achieve health and reduce “hallway medicine” both a strong health care and a strong public health system are needed;

WHEREAS the independence of the Board of Health and the Medical Officer of Health as the doctor for the community are essential parts of a strong and transparent public health system;

WHEREAS local perspectives add value to provincial priority-setting and decision making;

WHEREAS significant advances in public health have been led through local action, such as the development of tobacco control bylaws; and

WHEREAS the Province has indicated a willingness to consult with boards of health and municipalities on the phased implementation of the proposed changes.

NOW THEREFORE BE IT RESOLVED:

1. That Regional Council **THANKS** the Premier and the Minister of Health for responding to feedback by municipalities to delay funding changes to public health and other municipally operated health and social services;
2. That the Regional Chair **BE DIRECTED** to write a letter to the Minister of Health and the Minister of Municipal Affairs and Housing to request that any restructuring or modernization of local Public Health ensure adherence to the following principles:
  - i. That its unique mandate to keep people and our communities healthy, prevent disease and reduce health inequities be maintained;
  - ii. That its focus on the core functions of public health, including population health assessment and surveillance, promotion of health and wellness, disease prevention, health protection, and emergency management and response be continued
  - iii. That sufficient funding and human resources to fulfill its unique mandate are ensured;
  - iv. That the focus for public health services be maintained at the community level to best serve residents and lead strategic community partnerships with municipalities, school boards, health care organizations, community agencies and residents

- v. That there be senior and medical leadership at the local public health level to provide advice on public health issues to municipal councils and to participate in strategic community partnerships;
  - vi. That local public health services be responsive and tailored to the health needs and priorities of each local community, including those of vulnerable groups or those with specific needs such as the indigenous community;
  - vii. That representation of municipalities on any board of health be proportionate to both their population and to the size of the financial contribution of that municipality to the regional Public Health Entity; and
  - viii. That any transition be carried out with attention to good change management, and while ensuring ongoing service delivery;
- 3. That the Regional Chair **BE DIRECTED** to work with MARCO/LUMCO and AMO to describe the benefits of Public Health remaining fully integrated with other Niagara Region functions;
  - 4. That the Medical Officer of Health **BE DIRECTED** to continue to report to the Board of Health in a timely manner as any new developments occur;
  - 5. That at a minimum, the Chair of the Board of Health or co-Chair (Public Health) of the Public Health & Social Services Committee **PARTICIPATE** in Ministry consultations with boards of health on public health restructuring, and through the Association of Local Public Health Agencies (alPHA); and
  - 6. That this resolution **BE CIRCULATED** to the Minister of Health, the Minister of Municipal Affairs and Housing, all municipalities, all Boards of Health, AMO, MARCO/LUMCO, and the Association of Local Public Health Agencies.

Moved by Councillor Rigby  
Seconded by Councillor Bylsma

That the motion respecting Response to Proposed Provincial Restructuring of Local Public Health Agencies **BE REFERRED** to the Public Health and Social Services Committee meeting being held on Tuesday, July 9, 2019.

Recorded Vote:

Yes (18): Bellows, Bylsma, Chiocchio, Darte, Diodati, Edgar, Fertich, Gale, Gibson, Heit, Huson, Insinna, Nicholson, Redekop, Rigby, Steele, Ugulini, Whalen.

No (8): Butters, Disero, Greenwood, Ip, Junkin, Villella, Witteveen, Zalepa.

**Carried**

**15. NOTICES OF MOTION**

There were no notices of motion.

**16. OTHER BUSINESS**

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

**17. MOTION FOR CLOSED SESSION**

Council did not resolve into closed session.

**18. CLOSED SESSION**

Council did not resolve into closed session.

**19. REPORT FROM CLOSED SESSION**

Moved by Councillor Huson  
Seconded by Councillor Ugulini

That Confidential Report PW 31-2019, dated June 20, 2019, respecting A Matter of Advice that is Subject to Solicitor-Client Privilege - 2019 Waste Collection RFP, **BE REFERRED** to the Public Works Committee meeting being held on July 9, 2019.

**Carried**

**20. BY-LAWS**

Moved by Councillor Diodati  
Seconded by Councillor Ip

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

Bill 2019-49

A by-law to accept, assume and dedicate part of Township Lot 90, in the Town of Niagara-on-the-Lake as part of Regional Road No. 100 (Four Mile Creek Road).

Bill 2019-50

A by-law to accept, assume and dedicate part of Lots 1, 2, 3, 4, 5 and A, Plan 300, in the City of Niagara Falls as part of Regional Road No. 102 (Stanley Avenue).

Bill 2019-51

A by-law to accept, assume and dedicate part of Lot 18, Concession 4 in the City of St. Catharines as part of Regional Road No. 83 (Carlton Street).

Bill 2019-52

A by-law to amend By-law 112-2013 being a by-law to protect children and vulnerable persons from exposure to outdoor second-hand smoke and vapour.

Bill 2019-53

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on June 20, 2019.

Bill 2019-54

A by-law to provide for the regulation of traffic on regional highways in the Town of Grimsby.

Bill 2019-55

A by-law to provide for the regulation of traffic on regional highways in the Town of Lincoln.

**Carried**

**21. ADJOURNMENT**

There being no further business, the meeting adjourned at 10:18 p.m

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Jim Bradley  
Regional Chair

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk

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

**Report to:** Regional Council

**Report date:** Thursday, July 18, 2019

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## **Recommendations**

1. That Report CLK 11-2019 **BE RECEIVED** and **CIRCULATED** to the Ontario Ombudsman.

## **Key Facts**

- The purpose of this report is to provide an additional update respecting the implementation of the recommendations from the Ontario Ombudsman as requested by the Ontario Ombudsman.
- Recommendation 14 of the Ombudsman Report “Press Pause” was for Niagara Region to report publicly, and to the Ombudsman Office in six months’ time on its progress in implementing the report recommendations, and at six-month intervals until the Ombudsman is satisfied that adequate steps have been taken to address them.
- At its meeting held on January 17, 2019, Regional Council received Report CLK 01-2019 which was the first update report on this matter. The Ombudsman was provided with a copy and requested a further update be provided in six months.

## **Financial Considerations**

There are no financial considerations associated with this report.

## **Analysis**

At its meeting held on January 17, 2019, Council received Report CLK 01-2019 which provided an update on the actions undertaken to date with respect to the Ontario Ombudsman Report “Press Pause”. The Ombudsman requested that a further update be provided in six months. Many of the recommendations within the report relate to items that could be included in Niagara Region’s Procedural By-law.

The Procedural By-law Review Committee has met twice to date since the new members have been appointed. The following recommendations are to be further considered by the Committee as part of the drafting of a new Procedural By-law. The next meeting of the Procedural By-law Review Committee is scheduled for July 30,

2019 at which time these items noted below will be brought forward for consideration and direction regarding next steps.

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

**Action Taken:**

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

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

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

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

**Action Taken:**

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

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

**Action Taken:**

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



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

**Action Taken:**

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

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

**Action Taken:**

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

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

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

The remaining three items are in the process of being reviewed by the Security Taskforce. The Taskforce is actively taking steps to review and develop policies to address these recommendations.

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

**Action Taken:**

It had been previously noted that this item is being considered by the Security Taskforce. The Taskforce has had initial discussions to ensure any policy is suitable given the number of facilities and range of services provided. A preliminary draft has been prepared that requires further review.

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

**Action Taken:**

An interim Standard Operating Procedure has been implemented related to public access to municipal property during Council meetings. The Security Taskforce will further refine the policy and develop procedures to address access to municipal property during meetings generally.

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

**Action Taken:**

Training has taken place for applicable Facilities staff related to their responsibilities under the procedure noted above.

**Alternatives Reviewed**

No alternatives were reviewed.

**Relationship to Council Strategic Priorities**

This report was provided at the request of the Office of the Ontario Ombudsman.

**Other Pertinent Reports**

CAO 5-2018	Corporate Policy Framework – Improving the Business of Council
CAO 13-2018	Update on CAO 05-2018 – Improving the Business of Council
CAO 13-2018	REVISED - Update on CAO 05-2018 – Improving the Business of Council
CLK 01-2018	Recommendations from the Ontario Ombudsman Report

GM 20-2018	Update on the Implementation of Recommendations from the Ombudsman Report "Press Pause" respecting the Regional Council meeting held on December 7, 2017
CLK 01-2019	Progress Report respecting Implementation of Recommendations from the Ontario Ombudsman Report "Press Pause"

---

**Prepared and Recommended by:**

Ann-Marie Norio  
Regional Clerk  
Corporate Services Administration

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

**Appendices**

None.

**Minute Item No. 5.1**  
**PBLRC-C 5-2019**  
**Procedural By-law Considerations**

That Correspondence Item PBLRC-C 5-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated June 17, 2019, respecting Procedural By-law Considerations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to utilize the template provided in Appendix 1 of Correspondence Item PBLRC-C 5-2019 as the format for the new Procedural By-law.

**Minute Item No. 5.2**  
**PBLRC-C 6-2019**  
**Regional Council Expense Policy**

That Correspondence Item PBLRC-C 6-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated June 17, 2019, respecting Amendments to Regional Council Expense Policy, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the draft Regional Council Expense Policy (Appendix 2 to Correspondence Item PBLRC-C 6-2019), as amended, **BE SENT** to Council for approval.

**Minute Item No. 6**  
**Consent Items for Information**

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

PBLRC-C 03-2019  
Comparison of Bourinot's Rules of Order and Robert's Rules of Order

PBLRC-C 04-2019  
Comparison of Municipal Procedural By-laws

**THE REGIONAL MUNICIPALITY OF NIAGARA  
PROCEDURAL BY-LAW REVIEW COMMITTEE  
MINUTES - OPEN SESSION**

**PBLRC 02-2019  
Monday, June 17, 2019  
Committee Room 4  
Niagara Region Headquarters  
1815 Sir Isaac Brock Way, Thorold ON**

Committee: Edgar (Committee Chair), Foster, Greenwood, Ip (Committee Vice-Chair), Rigby

Absent/Regrets: Bradley (Regional Chair), Chiocchio

Staff: E. Amirault, Associate Director, Finance Operations and Systems, M. Evely, Administrative Assistant to the Regional Clerk, K. Lotimer, Legislative Coordinator, A.-M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk

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**1. CALL TO ORDER**

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

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

There were no presentations.

**4. DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **PBLRC-C 5-2019**

Procedural By-law Considerations

Moved by Councillor Greenwood

Seconded by Councillor Rigby

That Correspondence Item PBLRC-C 5-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated June 17, 2019, respecting Procedural By-law Considerations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to utilize the template provided in Appendix 1 of Correspondence Item PBLRC-C 5-2019 as the format for the new Procedural By-law.

**Carried**

**Councillor Information Request(s):**

Provide information respecting any rules or processes currently in place which determine the length of term for members appointed to Committees, including appointments made by Regional Council to it's Agencies, Boards and Commissions. Councillor Rigby.

Provide information respecting Development Charge hearings being held at a Committee meeting rather than a meeting of Regional Council. Councillor Foster.

5.2 **PBLRC-C 6-2019**

Regional Council Expense Policy

Moved by Councillor Ip

Seconded by Councillor Foster

That Correspondence Item PBLRC-C 6-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated June 17, 2019, respecting Amendments to Regional Council Expense Policy, **BE RECEIVED** and the following recommendation **BE APPROVED**:

- a) That the draft Regional Council Expense Policy (Appendix 2 to Correspondence Item PBLRC-C 6-2019) **BE SENT** to Council for approval.

Moved by Councillor Greenwood  
Seconded by Councillor Foster

That the Regional Council Expense Policy (Appendix 3 to PBLRC-C 6-2019) **BE AMENDED** to remove clauses 4.8 (d) and 4.11 (d).

**Carried**

Moved by Councillor Rigby  
Seconded by Councillor Greenwood

That reimbursement to mayors for any conferences are an ineligible expense.

**Carried**

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

That Correspondence Item PBLRC-C 6-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated June 17, 2019, respecting Amendments to Regional Council Expense Policy, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the draft Regional Council Expense Policy (Appendix 2 to Correspondence Item PBLRC-C 6-2019), as amended, **BE SENT** to Council for approval.

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Ip  
Seconded by Councillor Foster

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

PBLRC-C 03-2019

Comparison of Bourinot's Rules of Order and Robert's Rules of Order

PBLRC-C 04-2019

Comparison of Municipal Procedural By-laws

**Carried**

7. **OTHER BUSINESS**

There were no items of other business.

8. **NEXT MEETING**

The next meeting will be held on Tuesday, July 30, 2019 at 2:30 p.m. in the Committee Room 4, Regional Headquarters.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 10:49 a.m.

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Kelly Edgar  
Committee Chair

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Matthew Trennum  
Deputy Regional Clerk

---

Ann-Marie Norio  
Regional Clerk



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## **MEMORANDUM**

**PBLRC-C 5-2019**

**Subject: Procedural By-law Considerations**

**Date: June 17, 2019**

**To: Procedural By-law Review Committee**

**From: Ann-Marie Norio, Regional Clerk**

---

The following items have been referred to the Procedural By-law Review Committee for consideration during its review:

- Elimination of Co-Chair system for Public Health and Social Services Committee
- Membership Limits for Standing Committee
- Membership on all Standing, Steering and Advisory Committees, even if renewable, be for a two (2) year term
- Clarity respecting discussion following a presentation to Committee

In addition, staff have included a possible format option for a new procedural by-law attached as Appendix 1 for Committee's consideration. This format is favoured by staff and will allow for ease of use and reference by Members.

Respectfully submitted and signed by

---

Ann-Marie Norio  
Regional Clerk

### **Appendices**

#### **Appendix I Draft Procedural By-law Format**

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DRAFT

DRAFT

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## MEMORANDUM

PBLRC-C 06-2019

**Subject: Amendments to Regional Council Expense Policy**

**Date: June 17, 2019**

**To: Procedural By-law Review Committee**

**From: Ann-Marie Norio, Regional Clerk**

---

At its meeting held on May 16, 2019, Regional Council approved the following resolution of the Corporate Services Committee:

*That Report CSD 31-2019, dated May 8, 2019, respecting Councillor Information Request re: Councillor Expense Policy, **BE RECEIVED** and that the following recommendations **BE APPROVED**:*

- 1. That the current Expense Policy **BE REVISED** to include items 1 through 15 outlined in the Alternatives Reviewed section of Report CSD 31-2019;*
- 2. That the revised Expense Policy **BE SENT** to the next Procedural By-law Review Committee meeting for final review prior to Council approval; and*
- 3. That staff **PROVIDE** Corporate Services Committee with a report comparing the first two quarters to the same two quarters of the previous terms of Council to determine if there has been an increase in mileage and other similar types of expenses, since making Councillors 'whole' again after the federal tax policy change.*

Report CSD 31-2019 is attached to this memorandum as Appendix 1. In accordance with the above recommendation, staff have provided a draft amended policy that includes the items from CSD 31-2019 as well as updates to ensure consistency and best practices. A breakdown of the changes is included in Appendix 2.

Respectfully submitted and signed by

---

Ann-Marie Norio  
Regional Clerk

### Appendices

**Appendix 1 Report CSD 31-2019**

**Appendix 2 DRAFT Regional Council Expense Policy**



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**Subject:** Councillor Information Request re: Councillor Expense Policy

**Report to:** Corporate Services Committee

**Report date:** Wednesday, May 8, 2019

---

## Recommendations

That this report **BE RECEIVED** for information.

## Key Facts

- The purpose of this report is to respond to Councillor Ip's information request from the January 9, 2019 Corporate Services Committee meeting regarding the Regional Council Expense Policy.
- The Regional Council Expense Policy C-RC-001, approved by Council in November 2017 and last revised in April 2018, is meant to govern the reimbursement of expenses incurred by Members of Council during activities related to the Regional Business of Niagara Region.
- Andrew Sancton Consulting, as an Independent External Governance Auditor, first reported on the expense policy in his September 30, 2018 Fact Book, and again in his Final Report dated April 5, 2019 presented to the Committee of the Whole on April 11, 2019.
- This report compares the Regional Council Expense Policy, Dr. Sancton's analysis and recommendations, and staff expense policy and financial best practices.

## Financial Considerations

There are no direct financial implications to changing the Regional Council Expense Policy; however, if Council were to impose limits that exceed the available budget there would be a corresponding financial impact. The 2019 annual budget for administrative expenses is \$80,300 for the office of the Regional Chair, and \$139,352 for Members of Council.

## Analysis

At the January 9, 2019 Corporate Services Committee, Councillor Ip requested *"that staff provide a report respecting recommendations from a financial and accounting perspective regarding potential amendments to the Councillor Expense Policy related to expense approvals, spending limits, permitted expenses and required back up documentation to coincide with the independent external governance auditor's report respecting Councillor expenses."*

Dr. Sancton's and Dr. Cobban's Final Report COTW-C 04-2019 was brought forward at the April 11, 2019 Committee of the Whole meeting. Staff has completed a comparison of the independent external governance auditor's recommendations, the current Regional Council Expense Policy C-RC-001 (Appendix 1), and staff's interpretation of best practices regarding processing and approving business-related expenses.

### Expense approvals

The independent auditor's final report made no recommendations regarding overall approval of Councillor expenses. Staff noted in our review that the policy is not clear on who is ultimately responsible for executing approval. Under Roles and Responsibilities, Members of Council, item 5.1.c states that Councillors "sign-off on all expenses submitted to or paid by Niagara Region". Regional Administrative Staff responsibility 5.2.d says staff "advise Members if any submitted or proposed expenditure is an ineligible expense or a breach" of the Councillor expense policy.

The Region uses PeopleSoft Financials (PSF) to process all employee travel and expense reports, including for Councillors, with an electronic workflow method of approval. Presently, Council expense reports are keyed into PSF by Region administrative staff and Councillors are not currently required to sign-off or review those expenses after receipts are submitted, therefore no evidence of item 5.1.c electronically exists. The Regional Clerk is assigned the authority in PSF to electronically approve Councillor expenses, and the CAO electronically approves the Regional Chair's expenses. Specific language regarding who owns authorization of the eligibility of an expense, and, by extension, the electronic approval responsibility for Council expenses, should be included in the policy for clear accountability.

In comparison, Region employee process is established based on best practice in accounting which suggests that an individual should not approve their own expenses, and based on our corporate structure, expenses should go to an approver. Employees are required to either key their own expenses into PSF, or, for those who have an administrative staff key expenses on their behalf, to regularly review their department operating statements for errors or omissions. Regardless of who keys the submission, all expenses are sent for electronic approval to the employee's manager. The employee is responsible for adhering to the policy and the manager is responsible for ensuring consistent application of the policy and authorizing the expense. (Please note, the employee expense policy is currently under review with updates expected to several sections in 2019; it was last revised in 2005.)

In addition, there seems to be ambiguity in the policy language regarding instances where staff is unable to confirm that the expense is eligible for reimbursement. The responsibilities for Audit Committee item 5.3 include to "a) Review any expenditures submitted by Members but not processed by Regional Administrative Staff as per this

policy; and b) Provide recommendation on reimbursement to Council who will make the final decision.”

In staff’s opinion, the policy should specify that expenses should only be directed to Audit Committee for approval when a reimbursement request is submitted that falls within a grey area of allowable expenses based on administrative staff’s review. This aligns with the independent auditor’s recommendation “that staff be required to forward any expense claims that do not clearly conform to the expense policy to the Audit Committee.” As currently written, it could be interpreted that Audit Committee, and ultimately Council, has the ability to override and authorize expenses deemed ineligible within the policy.

Staff recommends the policy should state that approval is delegated to the Regional Clerk for Councillors and to the CAO for the Regional Chair, with decisions regarding ambiguous expense eligibility to Audit Committee, as per the current operating model.

#### Spending limits

Dr. Sancton’s report recommends “That councillors may attend up to 3 conferences per year of two or more days in duration requiring overnight accommodations. Conferences must be related to their duties as a Regional Councillor, and they must register as a Regional Councillor (i.e., not as a Mayor). Conferences must be located within continental North American. No more than 4 council members may attend any one particular conference. Exceptions to these stipulations require approval of Council.”

We anticipate that will be difficult to administer such limits within grey areas, i.e. if the conference is two or more days, how to define the requirement of overnight accommodations, where then the maximum does not apply, despite what may be high registration and travel costs.

Also, the intricacy of Dr. Sancton’s suggestion could not be restricted in PeopleSoft Financials since budget checking for an expense category (i.e. registration fees) does not cross-reference against a group of employees. Therefore, the four council member maximum would require a manual verification process and be subject to error due to the timing of expense submissions (staff may not know who has registered until Councillors submit receipts one or more months after the fact). To mitigate this, a centralized registration or pre-approval process would be required so staff could ensure the maximum number of councillors is not exceeded, thereby adding additional processing complexity.

Administrative burden aside, from 2016 to 2018, an average of 14 Members of Council (including some mayors) were reimbursed for attendance at AMO’s annual conference each year, with an average of 12 (also including some mayors) reimbursed for each annual FCM conference over the same period. There were very few paid registrations

by Councillors at any conference outside of these two. As such, Dr. Sancton's recommendation would require a significant shift to Regional Council's usual practices. Staff also observed that in spite of having this number of Councillors attending AMO and FCM, we have not exceeded the Members of Council administrative budget over the same period (excluding one unusual legal expense).

Dr. Sancton discussed in the Final Report that he was not opposed to creating an overall budget limit for individual councillor expenses, but expressed concern regarding the equality of applying the same limits when each councillor is subject to differing population and geographic influences. In the Fact Book, he identified several comparable municipalities (Peel, Durham, and Waterloo) that applied equal limits on either overall spending or certain expense categories. In the spirit of transparency and ability to ensure consistent application of the policy, staff believe that if a spending limit per Councillor is to be considered it should be for an overall annual limit. For example, the 2019 administrative expense budget for all Members of Council is \$139,352 (includes registration fees; office, printing, and postage; advertising and promotion; travel and meals; and telephone and communication expenses). This budget could be split between all 31 Councillors so each has an annual budget of \$4,495, to be used for any conference, travel, and other expenses as a Councillor deems appropriate to serve their constituents (within expense policy guidelines) in furtherance of Regional business. The Regional Chair would be subject to different limits. Such limits could be managed electronically within the PeopleSoft Financials expense process.

In reviewing attendance at the AMO and FCM conferences, an average of five mayors were reimbursed for each annually from 2016 to 2018. Dr. Sancton's recommendation is that a mayor's attendance should instead be reimbursed at the local area municipality level and this would require amendment to the current policy.

It is important to note that in prior years when one-third of Councillor remuneration was deemed to be expenses and therefore exempt from taxation, some members expensed little to no mileage or meals. With the federal government's elimination of the tax-exempt Municipal officers' expense allowance as of January 1, 2019, we may find an increase in expense submissions. As such, the current 2019 administrative expense budget may not stretch as far as in the past. Staff will monitor expenses throughout 2019 to determine the ultimate impact.

On the whole, with respect to spending limits, staff are recommending an overall annual spending limit per Councillor, and updating the policy language to exclude reimbursement to mayors for the AMO and FCM conferences.

### Permitted expenses

Staff believe that much of the language around permitted expenses is reasonable within usual prudent financial policy. The following areas are exceptions and may require clarification.

#### *Annual newsletter*

The final report from Dr. Sancton included a recommendation “That councillors be reimbursed for the expenses of producing and distributing 1 newsletter annually.” In the interest of determining an expense’s eligibility, staff would prefer to have as little ambiguity and as much ease of administration as possible. As such, a limit on newsletters or promotional materials could be accommodated within the spending limits discussed above. In addition, the policy does not currently specify newsletters as an allowable expense; instead item 4.7.d refers to “Promotional material related to Regional Business” and will require updating.

Staff also recommends specifying newsletters as allowable and stating a limit to the annual allowance during an election year to add clarity over and above the existing reference in section 4.10 to the *Use of Municipal Resources During an Election Campaign Period* policy. For example, Peel Region’s Councillor expense policy specifies that in an election year, “no newsletter shall be distributed or any expenses reimbursed relating to newsletters from May 1 to the end of the Council term”.

#### *Legal expenses*

In Dr. Sancton’s Fact Book, he questioned if legal costs relating to a Code of Conduct complaint should be considered “routine” enough to be included in the expense policy. The Final Report recommended “That legal expenses arising from or in any way related to complaints under the Code of Conduct be deemed ineligible expenses.”

In staff’s experience, “routine” isn’t a guiding accounting principle of expense reimbursement; instead “business purpose” and correlation to the requirements of an employee’s role would normally be considered. However, staff agrees with Dr. Sancton’s recommendation to deem legal fees related to Code of Conduct complaints as ineligible expenses. This was previously recommended by staff when the expense policy was last updated in 2018. Eligibility of other legal costs should continue to be governed by the Region’s *Legal Indemnification* policy, as currently referenced in expense policy section 4.9.c.

#### *Mileage*

The Councillor expense policy states in item 4.3.d that “the mileage rate applied will be in accordance with Canada Revenue Agency (CRA) guidance”, but does not specify a

rate. For clarity, the Region pays mileage for staff and Councillors at one year behind the current year's CRA rate (i.e. the 2019 Region rate is the 2018 CRA rate), as per direction given by Corporate Services Committee in 2013. The policy item should be updated to reflect as such.

In addition, under the Region's staff expense policy, an employee's travel from their home to their "normal work location" would not be an eligible expense, as that would be deemed a taxable benefit by CRA. It should be noted that Councillors are not employees of the Region. At this time, Councillor mileage to Regional headquarters is reimbursed, and Dr. Sancton's Final Report suggested that mileage for attending council meetings should continue to be an allowable expense claim. Therefore, the Council expense policy should clearly deem that Regional headquarters is not a Councillors' "normal work location" and, accordingly, mileage for travelling to committee and council meetings would be eligible for reimbursement.

Staff note that a Regional Chair would be excluded from this definition, given that his or her office is located at Regional headquarters. We also found that making this change in accordance with Dr. Sancton's recommendation would differ than some other upper tier municipality council expense policies. For example, in their policy, Peel Region specifically defines their headquarters address as the "normal work location" and states that "travel from home to a Member of Council's normal workplace and back is considered by the Canada Revenue Agency as personal use of the vehicle and is not subject to reimbursement".

The mileage calculation section also does not specify what constitutes an allowable trip; therefore, staff recommends adding language regarding what is permitted as "Regional business". In the Final Report, Dr. Sancton recommends "That councillors be reimbursed for mileage for attending official regional functions only". The independent auditor also comments that "travel costs related to other activities that, while they may relate to their duties and responsibilities as regional councillors, do not constitute official regional business (e.g., attending community events, meeting with constituents)" and should therefore not be reimbursed.

Consequently, along with recommending that the policy states that the mileage rate will be paid at one year behind the current year's CRA rate and defining "normal work location", Staff recommend defining "Regional business" within the expense policy as "attendance at official Regional functions". Staff acknowledge that this definition will be subject to interpretation unless Council wishes to define it more explicitly.

#### *Per Diems*

In reviewing the Council expense policy, staff also noted that the Councillors' applicable per diem rate is \$85 (item 4.5.c). For comparison, Peel Region, Waterloo Region, Durham Region, and Hamilton all have a Council per diem rate of \$75.

The policy also does not index the per diem rate for Councillors, nor does the Region's employee expense policy. (The rate is currently set at \$65 for staff and is under review as part of the employee expense policy update planned for this year).

Staff recommend updating the per diem rate to \$75 to be in line with comparable municipalities, and indexing the rate to inflation once per council term.

#### Required backup documentation

Staff found several gaps in the policy and procedure with respect to required backup documentation. For example, CRA guidelines require that when meals are reimbursed (as under the expense policy Meals/Per Diem sections 4.5.f and 4.5.g) the names of those attending the meal and business reason for expense must be specified with the receipt. This requirement is not specified in the existing policy. Adding such language would bring the Region in line with clauses in similar policies at several other municipalities including Peel Region, City of Toronto, and City of Ottawa.

Adding this requirement will also assist staff in properly administering the policy. When receipts are submitted without proper reference, staff may not be able to identify if a receipt was an allowable meal, or if it should have been included as part of a per diem (which could result in a Councillor being over-reimbursed). Councillors also do not always log information regarding the nature of the business on the receipt, so staff is unable to verify it was for Council-related ("Regional") business.

The policy does not currently require Councillors to provide documentation to support a mileage claim (see item 4.1). The policy should state that a Google Map printout (or equivalent) be provided as backup, similar to the requirements for staff under the employee expense policy.

We also recommend reviewing the expense submission process to ensure consistent application of the policy by Councillors (for example, by requiring a standard submission form that includes Councillor sign-off, or even granting limited PeopleSoft Financials access so Councillors can view and submit their own expenses electronically).

Overall, to improve requirements for documentation, staff recommend updating the policy language to require noting the names of attendees and business reason for the expense on meal receipts, to record brief details of the nature of the Regional business on any receipt, to provide a Google Map printout (or equivalent) as backup to a mileage claim, and to implement a new submission process for Councillor expenses.

#### Other - Timeliness

In addition to the four categories requested by Councillor Ip, staff are highlighting one other item for review. We noted that within the current Councillor expense policy there

exists conflicting instructions for Councillors regarding the timeliness of submission. Under item 4.11 Timelines, Councillors are required to submit expense reports within 30 days after the end of each quarter; however, item 5.1.b under Roles and Responsibilities for Members of Council states to “submit expenses on a regular monthly timeline.” Not only would standard business and accounting practices suggest that submitting at least once a month is preferable, but by submitting 30 days after quarter end, such expenses may not comply with the Region’s quarterly financial reporting timelines.

Adding in staff processing time, a Councillor’s expenses, if submitted 30 days after quarter end, would miss the quarterly financial statement deadline and therefore also miss inclusion in the Region’s quarterly Open Data report posted on our website. (Dr. Sancton recommended “That staff publish the councillor expenses quarterly disclosures on the Niagara Regional Council webpage”; however, this is already required and currently occurs accordingly under Council expense policy item 4.11.b). Those expenses would then not be included on any reports until the subsequent quarter end (potentially up to six months after the expense was actually incurred).

Staff recommend updating the policy language to require Councillors submit expenses at least once per month to align with best practices and to meet financial reporting deadlines.

## **Alternatives Reviewed**

Instead of accepting this report for information only, Council could choose to accept some or all of the following staff recommendations regarding updating language and processes within the Council expense policy:

1. That section 5.2 be updated to define that approval of Councillor expenses shall be delegated to the Regional Clerk for Councillors and to the CAO for the Regional Chair;
2. That section 5.3.b regarding Audit Committee responsibilities be updated to state that when staff are unable to make determinations regarding eligibility, expenses shall be forwarded for approval by the Audit Committee;
3. That a clause be added to section 4 stating that allowable expenses shall be limited to an overall annual amount for each Councillor and Regional Chair, to be set as part of the annual budgeting process for the Region;
4. That section 4.8 regarding Ineligible Expenses be updated to include reimbursement to mayors for the AMO and FCM conferences;



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5. That the list of Eligible Expenses item 4.7.d is updated to include newsletters, specifically: “promotional material related to Regional Business, including newsletters”;
  6. That language is added under Election Year Restrictions item 4.10 to clarify that “In an election year, no newsletters or promotional material shall be distributed or any expenses reimbursed relating to newsletters or promotional material from May 1 to the end of the Council term”;
  7. That Legal Expenses item 4.9.a regarding Code of Conduct complaints is updated to state “Legal costs arising from or in any way related to complaints under the Code of Conduct are Ineligible Expenses”;
  8. That mileage section 4.3.d.ii is updated to specify that the rate will be paid at one year behind the current year’s CRA rate;
  9. That mileage section 4.3.d.i is updated to define an eligible trip as travel for “Regional business”, which is subsequently defined as “attendance at official Regional functions”, as well as to define that, with the exception of Regional Chair, a Councillor’s “normal work location” is not Regional headquarters;
  10. That the per diem rate in 4.5.c is amended to \$75 and language added to increase the per diem rate based on the Consumer Price Index once per term of council;
  11. That an item is added to the Meals/Per Diem section 4.5 to require that the names of all attendees and Regional business reason for the meeting must be listed on a meal receipt when claiming an actual meal expenditure instead of a per diem;
  12. That the supporting documentation section 4.1 is updated to require that any expense claim includes a brief description of the nature of the Regional business;
  13. That the supporting documentation section 4.1 is updated to require a Google Map printout (or equivalent) as backup to a mileage expense;
  14. That the Timelines item 4.11.a is revised to require Councillors to submit expenses at least once every month; and
  15. That staff be directed to formalize the expense submission process for Councillors, either with an updated Excel or PDF form (or equivalent), or with secure access to PeopleSoft Financials.

## **Relationship to Council Strategic Priorities**

Though the current strategic priorities are under review, this report would tie to Advancing Organizational Excellence by improving expense transparency and streamlining processes.

## **Other Pertinent Reports**

CL-C 64-2018 Niagara Region Independent External Governance Auditor Fact Book  
COTW-C 04-2019 Niagara Region Independent External Governance Auditor Final Report

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### **Prepared by:**

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Services

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### **Recommended by:**

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Commissioner/Treasurer  
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### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Lyndsey Ferrell, Program Financial Specialist, Nora Charette, Manager ERP Business Support, and Ann-Marie Norio, Regional Clerk, and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer and Donna Gibbs, Director, Legal & Court Services*

## **Appendices**

Appendix 1                      C-RC-001 Regional Council Expense Policy

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Regional Council Expense Policy</i>

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<b>Policy Owner</b>	Administration – Corporate Services, Office of the Regional Clerk, Regional Clerk
<b>Approval Body</b>	Council
<b>Approval Date</b>	November 16, 2017
<b>Effective Date</b>	November 17, 2017
<b>Review by Date</b>	August 31, 2019

## 1. Policy

- 1.1. The Regional Council Expense Policy governs the reimbursement of expenses incurred by Members during activities related to the Regional Business of Niagara Region.

## 2. Purpose

- 2.1. The objective of this policy is to provide consistent rules and guidelines to Members with respect to Eligible Expenses incurred in performing their duties.
- 2.2. The policy provides specific and clear direction regarding diverse expenses, and clarifies what are Eligible Expenses and Ineligible Expenses.
- 2.3. The policy establishes the provision of public access to expense information of Members.
- 2.4. The policy captures the following principles:
  - a) Maintain Integrity of Council
    - i. The integrity of Council as a whole and the offices of the Members must be protected; and
    - ii. The interest of Council as a whole takes precedence over the personal interest of individual Members.
  - b) Maintain Accountability
    - i. Members are the stewards of resources and are ultimately accountable to the public for the type and level of expenses they incur;

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- ii. Since members use public funds when they perform their duties, the public expects public funds to be used solely for fulfillment of their public duties;
  - iii. Members' expenses should be reasonable and reflect what the public expects of an elected official; and
  - iv. Members' personal expenses must be kept separate from expenses related to Regional Business.
- c) Maintain Transparency
  - i. The public has a right to know how public funds allocated to Members are spent; and
  - ii. The public's right to Members' expense information must be balanced against the need to protect personal information, and the need to allow time for proper account and reconciliation of expenses.

### 3. Scope

- 3.1. This policy applies to all Members and establishes the basis upon which the Members will be reimbursed or have payment coverage for Eligible Expenses incurred while undertaking activities related to Regional Business while acting in their role as an elected official.

### 4. Roles and Responsibilities

- 4.1. All expenses submitted for reimbursement must be accompanied by supporting documentation and itemized receipts, except for mileage.
- 4.2. Members may attend conferences, conventions, meetings and other events using allocated funds in the current budget for registration fees and Eligible Expenses.
- 4.3. Transportation
  - a) Members shall make every attempt to use the most economical and efficient mode of transportation including:
    - i. economy airfare, first class rail fare including taxi fares to and from terminals or parking where required, or
    - ii. mileage rate for personal automobile usage and parking, or
    - iii. rented automobile and actual fuel cost.
  - b) Members shall make efforts to share travel costs when travelling to the same destination.

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- c) If a more expensive means of transportation is chosen, only the most economical equivalent charges will be allowed. For example, if a Member chooses to drive to a destination where it is more economical to use air transportation, only the equivalent air transportation charge will be permitted.
- d) Calculation of Mileage
  - i. Mileage calculation will be based on the lesser of the actual distance being either from the Member's home to the destination, or the distance from the Member's normal work location to the destination.
  - ii. The mileage rate applied will be in accordance with Canada Revenue Agency guidance.

#### 4.4. Accommodation

- a) Where overnight accommodation is required, the single room rate will be paid and must be accompanied by appropriate receipts.

#### 4.5. Meals/Per Diem

- a) A \$85.00 per diem rate represents the maximum that will be paid to each Member attending a conference, convention, or other event when an overnight stay is required.
- b) Where all meals are included in registration fees, the per diem rate is not applicable.
- c) Where some meals are included in registration fees, the allocation for included meals shall be deducted from the per diem using the following guideline:

Breakfast	\$15.00
Lunch	\$20.00
Dinner	\$35.00
Incidentals	<u>\$15.00</u>
	\$85.00

- d) There shall be no reimbursement for any meal expenditure incurred during the time that a Member is entitled to a per diem allowance.
- e) The daily rate allowance is to be calculated on a 24-hour basis and not a working day basis. It shall be paid from the time of leaving for the function until the time of arrival home, to the nearest 1/2 day.

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- f) Notwithstanding (b), (c) and (d), actual expenditures incurred may be reimbursed in lieu of the per diem rate; however, such expenditures must be reasonable in the circumstances based on the explanation provided by the Member which must accompany the receipt.
  - g) Members may be reimbursed for reasonable Eligible Expenses related to meals incurred during the course of Regional Business and shall include the following:
    - i. Meals while travelling on behalf of Niagara Region; or,
    - ii. Meals required where circumstances warrant.
- 4.6. Monetary exchange costs will be allowed at the prevailing rates in order to convert Canadian dollars to other currencies (primarily to U.S. dollars). Payment will be made to Members in Canadian dollars.
- 4.7. The following is a list, though not exhaustive, of Eligible Expenses:
- a) Memorabilia and souvenirs for constituents
  - b) Mobile devices in accordance with the current information technology mobile device policy. While engaged in Regional business, Members shall arrange an appropriate out of country mobile device plan in order to avoid excessive roaming charges.
  - c) Office supplies (e.g. paper, pens, printer cartridges, etc.)
  - d) Promotional material related to Regional Business
  - e) Subscriptions related to Regional Business or municipalities in general
  - f) A maximum of one ticket for a Member when representing Niagara Region at an event of a public nature (e.g. community dinners, events with proceeds going to charity, etc.).
  - g) 407 ETR, GO TRAIN ticket
  - h) Parking related expenses save and except parking fines.
- 4.8. The following is a list, though not exhaustive, of Ineligible Expenses
- a) Additional accommodation for days outside a formal Conference
  - b) Alcohol and alcoholic beverages are ineligible expenses unless purchased or provided as a matter of hospitality for protocol while conducting Regional Business
  - c) Mobile devices outside the current information technology mobile device policy
  - d) Companion registration fees and expenses at Conferences
  - e) Personal entertainment (e.g. sight-seeing, concerts, sporting events, etc.)
  - f) Personal services (e.g. shoe shine, valet service, spa treatments, etc.)
  - g) Personal vehicle costs beyond mileage (e.g. maintenance, repair, etc.)
  - h) Traffic and parking fines

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#### 4.9. Legal Expenses

- a) Legal costs arising from or in any way related to complaints under the Code of Conduct are Eligible Expenses.
- b) Legal costs related to personal conflict of interest opinions are Ineligible Expenses.
- c) Costs involving certain legal proceedings against Members shall be reimbursed in accordance with the current legal indemnification policy and are subject to review by the Audit Committee for recommendation to Council.
- d) Requests for reimbursement of legal costs outside this policy or the legal indemnification policy shall be submitted to the Audit Committee for recommendation to Council.

#### 4.10. Election Year Restrictions

**Note: Revision 1.0 - April 12, 2018, section 4.10 subsections (a) and (b) were repealed (see Report GM 5-2018).**

**Note: Revision 1.0 – April 12, 2018, section 4.10 was amended by adding the following clause (see Report GM 5-2018):**

- c) Regional Councillors shall be directed by the *Use of Municipal Resources During the Election Campaign Period* policy.

#### 4.11. Timelines

- a) Members shall submit quarterly expense reports with itemized receipts attached within 30 days after the end of each quarter to allow time for staff to verify and reconcile expenses before posting online; and
- b) Expense report information will be posted online on a quarterly basis and for a rolling period of 7 years plus current year.

### 5. Roles and Responsibilities

#### 5.1. Members of Council

- a) Adhere to this policy;
- b) Submit expenses on a regular monthly timeline;
- c) Sign-off on all expenses submitted to or paid by Niagara Region;
- d) Meet all financial, legal and tax obligations; and,
- e) Consult with Regional Administrative staff for guidance with respect to the eligibility of an expense and/or any interpretation on the application of this policy.

#### 5.2. Regional Administrative Staff

- a) Ensure consistent application of this policy;
- b) Process expenses in accordance with this policy;
- c) Ensure the supporting documentation is in place and that expenditures conform to this policy;

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- d) Advise Members if any submitted or proposed expenditure is an Ineligible Expense or a breach of this policy;
  - e) Track actual expenses against approved budget; and
  - f) Each year, incorporate budget dollars in the annual budget for Council to consider for funding or reimbursing Members' Eligible Expenses
  - g) Complete the yearly Councillor Remuneration Report as required by the Act
- 5.3. Audit Committee
- a) Review any expenditures submitted by Members but not processed by Regional Administrative Staff as per this policy; and
  - b) Provide recommendation on reimbursement to Council who will make the final decision.

## 6. References and Related Documents

### 6.1 Legislation

- a) Section 283 of the Act provides the authority for councils to pass by-laws to pay remuneration and expenses to members of council and local boards.
- b) Section 284(1) of the Act requires that in each year, on or before March 31, the treasurer provide to council, a statement on remuneration and expenses paid to members of council and local boards in the previous year.
- c) Section 284(2) of the Act requires the identification of the by-law under which the remuneration or expenses were authorized.
- d) Council and board members' remuneration and expenses are provided for in the operating budget of Niagara Region, or the budget of the agency, board or commission.

### 6.2 By-Laws

- a) By-Law 2017-99

### 6.3 Related Policies

- a) Expenses – Reimbursement of Policy (Corporate Policy C3.E02)
- b) Training and Development - Approval for Workshops/Seminars/Conferences Policy (Corporate Policy C3.T01.7)



<i>Policy Category</i>	<i>Name of Policy</i>
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## 7. Document Control

The electronic version of this document is recognized as the only valid version.

### Approval History

Approver(s)	Approved Date	Effective Date
Council – Version 1.0	November 16, 2017	November 17, 2017
Council – Revision 1.0	April 12, 2018	April 12, 2018

### Revision History

Revision No.	Date	Summary of Change(s)	Changed by
1.0	April 12, 2018	Section 4.10 clauses (a) and (b) were repealed. Section 4.10 was then amended by adding the existing clause.	Council, CL 5-2018, April 12, 2018

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<i>Regional Council</i>	<i>Regional Council Expense Policy</i>

<b>Policy Owner</b>	Administration – Corporate Services, Office of the Regional Clerk, Regional Clerk
<b>Approval Body</b>	Council
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- 2.3. The policy establishes the provision of public access to expense information of Members.
- 2.4. The policy captures the following principles:
  - a) Maintain Integrity of Council
    - i. The integrity of Council as a whole and the offices of the Members must be protected; and
    - ii. The interest of Council as a whole takes precedence over the personal interest of individual Members.

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b) Maintain Accountability

- i. Members are the stewards of resources and are ultimately accountable to the public for the type and level of expenses they incur;
- ii. Since members use public funds when they perform their duties, the public expects public funds to be used solely for fulfillment of their public duties;
- iii. Members' expenses should be reasonable and reflect what the public expects of an elected official; and
- iv. Members' personal expenses must be kept separate from expenses related to Regional Business.

c) Maintain Transparency

- i. The public has a right to know how public funds allocated to Members are spent; and
- ii. The public's right to Members' expense information must be balanced against the need to protect personal information, and the need to allow time for proper account and reconciliation of expenses.

### 3. Scope

- 3.1. This policy applies to all Members and establishes the basis upon which the Members will be reimbursed or have payment coverage for Eligible Expenses incurred while undertaking activities related to Regional Business while acting in their role as an elected official.

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#### 4. Roles and Responsibilities

- 4.1. All expenses submitted for reimbursement must include the following:
  - a) Itemized receipts
  - b) Supporting documentation, including:
    - i. A brief description of the nature of Regional business; and
    - ii. A Google map print out as back up to a mileage expense.
- 4.2. Members may attend conferences, conventions, meetings and other events using allocated funds in the current budget for registration fees and Eligible Expenses.
- 4.3. Approved expenses shall be limited to an annual amount for each Councillor and the Regional Chair, as per the applicable annual budget.
- 4.4. Transportation
  - a) Members shall make every attempt to use the most economical and efficient mode of transportation including:
    - i. economy airfare, first class rail fare including taxi fares to and from terminals or parking where required; or
    - ii. mileage rate for personal automobile usage and parking; or
    - iii. rented automobile and actual fuel cost.
  - b) Members shall make efforts to share travel costs when travelling to the same destination.
  - c) If a more expensive means of transportation is chosen, only the most economical equivalent charges will be allowed. For example, if a Member chooses to drive to a destination where it is more economical to use air transportation, only the equivalent air transportation charge will be permitted.

<i>Policy Category</i>	<i>Name of Policy</i>
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d) Calculation of Mileage

- i. Mileage will be reimbursed for trips related to Regional business (specifically, for attendance at official Regional functions) and calculation will be based on the lesser of the actual distance from the Member's home to the destination, or the distance from the Member's normal work location (Regional headquarters is the normal work location for the Regional Chair only) to the destination; and
- ii. The mileage rate applied will be one year behind the current year's Canadian Revenue Agency (CRA) rate.

4.5. Accommodation

- a) Where overnight accommodation is required, the single room rate will be paid and must be accompanied by appropriate receipts.

4.6. Meals/Per Diem

- a) A \$75.00 per diem rate represents the maximum that will be paid to each Member attending a conference, convention, or other event when an overnight stay is required.
- b) Where all meals are included in registration fees, the per diem rate is not applicable.
- c) Where some meals are included in registration fees, the allocation for included meals shall be deducted from the per diem using the following guideline:

Breakfast	\$15.00
Lunch	\$20.00
Dinner	\$30.00
Incidentals	<u>\$10.00</u>
	\$75.00

- d) There shall be no reimbursement for any meal expenditure incurred during the time that a Member is entitled to a per diem allowance.
- e) The daily rate allowance is to be calculated on a 24-hour basis and not a working day basis. It shall be paid from the time of leaving for the function until the time of arrival home, to the nearest 1/2 day.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Regional Council Expense Policy</i>

- f) Notwithstanding (b), (c) and (d), actual expenditures incurred may be reimbursed in lieu of the per diem rate; however, such expenditures must be reasonable in the circumstances and Members must provide the names of all attendees and Regional business reason for the meeting on the meal receipt.
  - g) Members may be reimbursed for reasonable Eligible Expenses related to meals incurred during the course of Regional Business and shall include the following:
    - i. Meals while travelling on behalf of Niagara Region; or,
    - ii. Meals required where circumstances warrant.
  - h) The per diem rate may increase once per term of council based on the Consumer Price Index.
- 4.7. Monetary exchange costs will be allowed at the prevailing rates in order to convert Canadian dollars to other currencies (primarily to U.S. dollars). Payment will be made to Members in Canadian dollars.
- 4.8. The following is a list, though not exhaustive, of Eligible Expenses:
- a) Memorabilia and souvenirs for constituents;
  - b) Mobile devices in accordance with the current information technology mobile device policy. While engaged in Regional business, Members shall arrange an appropriate out of country mobile device plan in order to avoid excessive roaming charges;
  - c) Office supplies (e.g. paper, pens, printer cartridges, etc.);
  - d) Promotional material related to Regional Business, including newsletters;
  - e) Subscriptions related to Regional Business or municipalities in general;
  - f) A maximum of one ticket for a Member when representing Niagara Region at an event of a public nature (e.g. community dinners, events with proceeds going to charity, etc.);
  - g) 407 ETR, public transportation ticket;
  - h) Parking related expenses save and except parking fines.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Regional Council Expense Policy</i>

4.9. The following is a list, though not exhaustive, of Ineligible Expenses:

- a) Additional accommodation for days outside a formal Conference;
- b) Alcohol and alcoholic beverages are ineligible expenses unless purchased or provided as a matter of hospitality for protocol while conducting Regional Business;
- c) Mobile devices outside the current information technology mobile device policy;
- d) Companion registration fees and expenses at Conferences;
- e) Reimbursement to mayors for Association of Municipalities of Ontario (AMO) and Federation of Canadian Municipalities (FCM) Conferences;
- f) Personal entertainment (e.g. sight-seeing, concerts, sporting events, etc.);
- g) Personal services (e.g. shoe shine, valet service, spa treatments, etc.);
- h) Personal vehicle costs beyond mileage (e.g. maintenance, repair, etc.);
- i) Traffic and parking fines.

4.10. Legal Expenses

- a) Legal costs arising from or in any way related to complaints under the Code of Conduct are Ineligible Expenses.
- b) Legal costs related to personal conflict of interest opinions are Ineligible Expenses.
- c) Costs involving certain legal proceedings against Members shall be reimbursed in accordance with the current legal indemnification policy and are subject to review by the Audit Committee for recommendation to Council; and
- d) Requests for reimbursement of legal costs outside this policy or the legal indemnification policy shall be submitted to the Audit Committee for recommendation to Council.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Regional Council Expense Policy</i>

#### 4.11. Election Year Restrictions

**Note: Revision 1.0 - April 12, 2018, section 4.10 subsections (a) and (b) were repealed (see Report GM 5-2018).**

**Note: Revision 1.0 – April 12, 2018, section 4.10 was amended by adding the following clause (see Report GM 5-2018):**

- c) Regional Councillors shall be directed by the *Use of Municipal Resources During the Election Campaign Period* policy.
- d) In an election year, no newsletters or promotional materials shall be distributed nor any expenses reimbursed relating to newsletters or promotional material from May 1 to the end of the Council term.

#### 4.12. Timelines

- a) Members shall submit monthly expense reports with itemized receipts attached within five (5) days after the end of each month to allow time for staff to verify and reconcile expenses before posting online.
- b) Expense report information will be posted online on a quarterly basis and for a rolling period of 7 years plus current year.

### 5. Roles and Responsibilities

#### 5.1. Members of Council

- a) Adhere to this policy
- b) Submit expenses on a regular monthly timeline
- c) Sign-off on all expenses submitted to or paid by Niagara Region
- d) Meet all financial, legal and tax obligations
- e) Consult with Regional Administrative staff for guidance with respect to the eligibility of an expense and/or any interpretation on the application of this policy.



<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Regional Council Expense Policy</i>

## 5.2. Regional Administrative Staff

- a) Ensure consistent application of this policy
- b) Process expenses in accordance with this policy
- c) Ensure the supporting documentation is in place and that expenditures conform to this policy
- d) Advise Members if any submitted or proposed expenditure is an Ineligible Expense or a breach of this policy
- e) Track actual expenses against approved budget
- f) Each year, incorporate budget dollars in the annual budget for Council to consider for funding or reimbursing Members' Eligible Expenses
- g) Complete the yearly Councillor Remuneration Report as required by the *Municipal Act, 2001*
- h) Approval of Councillor expenses shall be delegated to the Regional Clerk for Councillors and to the CAO for the Regional Chair

## 5.3. Role of Audit Committee

- a) Consider reimbursements forwarded from staff when they are unable to determine eligibility;
- b) Consider reimbursements from Members when they are in disagreement with staff determination of eligibility;
- c) Review costs involving legal proceedings against Members to ensure they are reimbursed in accordance with the current Legal Indemnification Policy as required;
- d) Consider any requests for reimbursement of legal costs that fall outside of this policy or the Legal Indemnification Policy; and
- e) Provide recommendation(s) to Council respecting reimbursements.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Regional Council Expense Policy</i>

## 6. References and Related Documents

### 6.1 Legislation

- a) Section 283 of the *Municipal Act, 2001*, provides the authority for councils to pass by-laws to pay remuneration and expenses to members of council and local boards
- b) Section 284(1) of the *Municipal Act, 2001*, requires that in each year, on or before March 31, the treasurer provide to council, a statement on remuneration and expenses paid to members of council and local boards in the previous year
- c) Section 284(2) of the *Municipal Act, 2001*, requires the identification of the by-law under which the remuneration or expenses were authorized
- d) Council and board members' remuneration and expenses are provided for in the operating budget of Niagara Region, or the budget of the agency, board or commission.

### 6.2 By-Laws

- a) By-Law 2017-99

### 6.3 Related Policies

- a) Expenses – Reimbursement of Policy (Corporate Policy C3.E02)
- b)

Current Wording	New wording	Added Provisions
<p>Section 4.1: All expenses submitted for reimbursement must be accompanied by supporting documentation and itemized receipts, except for mileage.</p>	<p>4.1. All expenses submitted for reimbursement must include the following:</p> <ul style="list-style-type: none"> <li>a) Itemized receipts</li> <li>b) Supporting documentation, including: <ul style="list-style-type: none"> <li>i. A brief description of the nature of Regional business; and</li> <li>ii. A Google map print out as back up to a mileage expense.</li> </ul> </li> </ul>	
		<p>Roles and Responsibilities ADD: Approved expenses shall be limited to an annual amount for each Councillor and the Regional Chair, as per the applicable annual budget.</p>
<p>Section 4.3: d) Calculation of Mileage i) Mileage calculation will be based on the lesser of the actual distance being either from the <b>Member's home to the destination</b>, or the distance from <b>the Member's normal work location</b> to the destination. ii) The mileage rate applied will be in accordance with Canada Revenue Agency guidance.</p>	<p>d) Calculation of Mileage i. Mileage will be reimbursed for trips related to Regional business (specifically, for attendance at official Regional functions) and calculation will be based on the lesser of the actual distance from the <b>Member's home to the destination</b>, or the distance from the Member's normal work location (Regional headquarters is the normal work location for the Regional Chair only) to the destination; and  ii. The mileage rate applied will be one year behind the current <b>year's Canadian Revenue Agency (CRA)</b> rate.</p>	

# Amendments to the Regional Council Expense Policy

Current Wording	New wording	Added Provisions
<p>Section 4.5 – Per Diem amount \$85.00</p> <p>Breakfast \$15.00</p> <p>Lunch \$20.00</p> <p>Dinner \$35.00</p> <p>Incidentals \$15.00</p>	<p>New Per Diem:</p> <p>Breakfast \$15.00</p> <p>Lunch \$20.00</p> <p>Dinner \$30.00</p> <p>Incidentals \$10.00</p> <p>Total \$75.00</p>	
<p>Section 4.5 (f)</p> <p>f) Notwithstanding (b), (c), and (d), actual expenditures incurred may be reimbursed in lieu of the per diem rate; however, such expenditures must be reasonable in the circumstances based on the explanation provided by the Member which must accompany the receipt.</p>	<p>f) Notwithstanding (b), (c) and (d), actual expenditures incurred may be reimbursed in lieu of the per diem rate; however, such expenditures must be reasonable in the circumstances and Members must provide the names of all attendees and Regional business reason for the meeting on the meal receipt.</p>	
		<p>Meals/Per Diem</p> <p>ADD:</p> <p>Monetary exchange costs will be allowed at the prevailing rates in order to convert Canadian dollars to other currencies (primarily to U.S. dollars). Payment will be made to Members in Canadian dollars.</p>

# Amendments to the Regional Council Expense Policy

Current Wording	New wording	Added Provisions
<p>Section 4.8:</p> <p>d) Promotional material related to Regional Business</p> <p>g) 407 ETR, GO TRAIN ticket</p>	<p>d) Promotional material related to Regional Business, including newsletters;</p> <p>g) 407 ETR, public transportation ticket;</p>	
		<p>Ineligible Expenses:</p> <p>ADD - Reimbursement to mayors for Association of Municipalities of Ontario (AMO) and Federation of Canadian Municipalities (FCM) Conferences;</p>
<p>Section 4.9 Legal Expenses:</p> <p>a) Legal costs arising from or in any way related to complaints under the Code of Conduct are Eligible Expenses.</p>	<p>Legal costs arising from or in any way related to complaints under the Code of Conduct are Ineligible Expenses.</p>	

# Amendments to the Regional Council Expense Policy

Current Wording	New wording	Added Provisions
d) Requests for reimbursement of legal costs outside this policy or the legal indemnification policy shall be submitted to the Audit Committee for recommendation to Council.	d) Requests for reimbursement of legal costs outside this policy or the legal indemnification policy may be submitted to the Audit Committee for recommendation to Council.	
		Election Year Restrictions ADD: d) In an election year, no newsletters or promotional materials shall be distributed nor any expenses reimbursed relating to newsletters or promotional material from May 1 to the end of the Council term.
Section 4.11: a) Members shall submit quarterly expense reports with itemized receipts attached within 30 days after the end of each quarter to allow time for staff to verify and reconcile expenses before posting online; and	a) Members shall submit monthly expense reports with itemized receipts attached within five (5) days after the end of each month to allow time for staff to verify and reconcile expenses before posting online.	

Current Wording	New wording	Added Provisions
		<p>Regional Administrative Staff ADD: Approval of Councillor expenses shall be delegated to the Regional Clerk for Councillors and to the CAO for the Regional Chair</p>
<p>Audit Committee</p> <p>a) Review any expenditures submitted by Members but not processed by Regional Administrative Staff as per this policy</p> <p>b) Provide recommendation(s) on reimbursement to Council who will make the final decision</p> <p>c) Consider reimbursements forwarded from staff when they are unable to determine eligibility.</p>		<p>a) Consider reimbursements forwarded from staff when they are unable to determine eligibility;</p> <p>b) Consider reimbursements from Members when they are in disagreement with staff determination of eligibility;</p> <p>c) Review costs involving legal proceedings against Members to ensure they are reimbursed in accordance with the current Legal Indemnification Policy as required;</p> <p>d) Consider any requests for reimbursement of legal costs that fall outside of this policy or the Legal Indemnification Policy; and</p> <p>e) Provide recommendation(s) to Council respecting reimbursements.</p>

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## **MEMORANDUM**

**PBLRC-C 3 -2019**

**Subject: Comparison of Bourinot's Rules of Order and Robert's Rules of Order**

**Date: June 17, 2019**

**To: Procedural By-law Review Committee**

**From: Ann-Mare Norio, Regional Clerk**

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At its meeting held on April 10, 2019, the Procedural By-law Review Committee requested that staff prepare a comparison chart of the parliamentary procedures from Bourinot's Rules of Order and Robert's Rules of Order for Committee's information.

The comparison table of these parliamentary procedures is attached as Appendix 1 to this memorandum.

Respectfully submitted and signed by

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Ann-Marie Norio  
Regional Clerk

### **Appendices**

**Appendix I Differences between Bourinot's Rules of Order and Robert's Rules of Order**



## Differences between Bourinot's Rules of Order and Robert's Rules of Order

Action	Bourinot's Rules of Order (BRO)				Robert's Rules of Order (RRO)			
	Interrupt?	Second?	Debate?	Amend?	Interrupt?	Second?	Debate?	Amend?
End debate on item	1) No 2) No	1) Yes 2) Yes	1) Yes 2) No	1) No 2) No	No	Yes	No	No
Comments:	<p><b>BRO</b> references two way to end debate on a motion. <b>First</b>, motions on which question is called will be debated at the next meeting if the motion fails. E.g. "I call the question, will the Niagara Region spend \$1.00? If the motion fails, it will be debated at the following meeting. Similar to postponing/deferring an item. <b>Second</b>, a motion to have Council proceed to the next order of business by administering a vote. This requires majority.</p> <p><b>RRO</b> references one way to end debate on a motion: "I call the question". This requires a 2/3 majority vote in order to proceed.</p>							
Consider item out of order	No	Yes	No	No	No	Yes	Yes	Yes
Comments:	While <b>BRO</b> requires a majority vote, <b>RRO</b> requires a 2/3 vote to amend the agenda.							
Postpone discussion on item until more desirable time	No	Yes	Yes, time only	Yes	1) No 2) No	1) Yes 2) Yes	1) Yes 2) Yes	1) No 2) Yes
Comments:	<p><b>BRO</b> writes that discussion can be postponed to a specific date or indefinitely. It requires a majority vote.</p> <p><b>RRO</b> references two ways to postpone: (1) <i>indefinitely</i> or (2) <i>definitely</i>. (1) <i>Indefinitely</i> requires a majority vote and postpones the item to an unspecified date rather than formally approving or rejected it. (2) <i>Definitely</i> requires a majority vote and moves the item to the next meeting.</p>							
Postpone consideration of item to address urgent business	No	Yes	Yes	No	No	Yes	No	No
Comments:	While <b>BRO</b> allows for debate, <b>RRO</b> moves right to a vote if seconded. Both procedures require a majority vote.							
Enquire about procedure/consequences	Yes	No	Yes, point only	No	Yes	No	No	No
Comments:	<b>BRO</b> requires a member to say "Point of Order", and allows for debate specific to the enquiry. No vote is taken, chair rules on the decision. <b>RRO</b> requires a member to say "Point of Parliamentary Procedure", and does not allow for debate. No vote is taken, the Regional Clerk or delegate will provide information being requested.							
Object to incorrect procedure	Yes	No	Yes, point only	No	Yes	No	No	No
Comments:	While <b>BRO</b> allows for debate, <b>RRO</b> does not. The chair rules on the decision for both procedures.							

# Differences between Bourinot's Rules of Order and Robert's Rules of Order

## Other Notable Differences:

- **RRO** specifies that there are four types of motions and are listed in the following rank (all of which take precedence over the other):
  1. Privileged motions
  2. Incidental motions
  3. Main motions
  4. Subsidiary motions
- **BRO** allows for members to reconsider a motion that has failed. It requires a 2/3 majority vote and can be debated. The motion would then be considered at the next meeting and written notice of motion must then be provided by the specific member, advising that the matter will be readdressed at the next meeting. **RRO** allows for motions to be reconsidered. However, reconsiderations can only be made on the day the vote to be reconsidered was taken, or on the next succeeding day, a legal holiday, or recess not being counted as a day. The motion to reconsider must be put forward by a member who voted on the prevailing side and any member may second it. It can be made while any other question is pending, even if another member has the floor. The motion to reconsider cannot be amended, postponed *indefinitely*, or committed. If the motion to reconsider is postponed *definitely*, the question to be reconsidered and all adhering questions go with it.
- **RRO** allows for members to limit or extend limits of debate by achieving a 2/3 majority vote. E.g. "I move that members be allowed to speak a third time in debate on the main motion". It requires a second and can be amended. It cannot be debated.
- **RRO** allows for a "Division of Question" by achieving a majority vote. Members may move that a motion be divided into two separate paragraphs, both requiring their own vote. It requires a second and can be amended. This can only be applied to main motions and amendments.

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## MEMORANDUM

**PBLRC-C 4-2019**

**Subject: Comparison of Municipal Procedural By-laws**

**Date: June 17, 2019**

**To: Procedural By-law Review Committee**

**From: Ann-Marie Norio, Regional Clerk**

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At the Procedural by-law Review Committee meeting held on April 10, 2019, the Committee requested staff provide information respecting a comparison of Niagara Region's Procedural By-law and the procedures from similar-sized municipalities in Ontario as well as Niagara's local area municipalities.

The comparison table of Niagara's 12 local area municipalities is attached as Appendix 1 to this memorandum.

The comparison table of procedural by-laws from similar-sized municipalities in Ontario is attached as Appendix 2 to this memorandum. Staff were able to obtain and review the by-laws from the following municipalities:

- Durham Region (upper tier)
- City of Vaughan (lower tier)
- Peel Region (upper tier)
- York Region (upper tier)
- City of Hamilton (single tier)
- Halton Region (upper tier)

The by-laws were compared based on the following categories:

- |                                      |  |
|--------------------------------------|--|
| • curfew                             | • recorded votes                       |
| • quorum lost / regained             | • other business listed as agenda item |
| • chair, ex-officio                  | • cancellation of meetings             |
| • speaking length / number of times  | • notice of motions                    |
| • presentations / delegations        | • points of order                      |
| • chair voting / head of Council     | • points of privilege                  |
| • reconsiderations                   | • votes requiring 2/3 majority         |
| • code of conduct attached to by-law | • requirements to amend the by-law     |
| • definitions of committee           | • inaugural                            |
| • mechanisms to limit debate         |  |

Respectfully submitted and signed by

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Ann-Marie Norio,  
Regional Clerk

## **Appendices**

**Appendix I Procedural By-law Review Comparison Table of Local Area  
Municipalities**

**Appendix II Procedural By-law Review Comparison Table, Municipal  
Comparators**

Procedural By-law Review  
Comparison Chart - Local Area Municipalities

Item	Niagara Region (2010)	Fort Erie (2016)	Grimsby (2007)	Lincoln (2015)	Niagara Falls (2019)	Niagara-on-the-Lake (2019)	Pelham (2013)	Port Colborne (2015)	St. Catharines (2015)	Thorold (2017)	Wainfleet (2016)	Welland (2017)	West Lincoln (2013)
Curfew	10:30 p.m. with extension to 11:00 p.m. with vote of majority of members	10:00 p.m., unless extended by a majority vote of the Members of Council present.	11:00 p.m. unless extended by a majority vote of the Members of Council present. (Sec 2.5) The Mayor shall declare a Council meeting adjourned at 11 00 pm if the meeting is in session at that hour unless otherwise determined by a unanimous vote of the Members present (Sec. 5.22)	11:00 pm, and if required to complete all agenda items, the meeting shall be reconvened at 7:00 p.m., the following day or at such other time as may be agreed upon.	11:00 p.m. unless affirmative recorded vote	10:30 p.m. unless 2/3 affirmative vote to extend	10:00 p.m. with 30 minute extension requires 2/3 vote	11:00 p.m. unless majority vote to extend	10:30 p.m. unless 2/3 vote to extend 30 minutes, must be unanimous for further extensions	10:00 p.m., requires 2/3 to go beyond. Not allowed beyond 11:00	11:00 p.m. unless approved by majority of members present	11:00 p.m. with one half hour extension allowed if Council agrees by 2/3 majority vote	11:00 p.m. unless extended by consenting vote of not less than 2/3 of the Members of Council. Can only extend to midnight
Quorum - lost or regained	30 minutes to start meeting, 15 to regain	30 minutes to start meeting, silent on time to regain	15 minutes to start meeting, silent on time to regain	30 minutes to start, silent on time to regain	30 minutes to start, 15 min to regain	15 minutes to start, silent to regain	30 minutes to start meeting, 15 to regain	15 minutes to start meeting, silent to regain	20 minutes to start, silent to regain	15 minutes to start, silent to regain	10 minutes to start	silent	30 minutes to start
Chair Ex-Officio	Yes	Yes	silent	silent	Yes	silent	silent	silent	silent	silent	silent	Yes	silent
Speaking Length/Number of Times	10 minutes, can only speak once to a matter at Council unless 2/3 vote, Committee - no limit on number of speaking times or amount of time	COTW - unlimited number of times to speak. In Council, can only speak a second time if everyone who wants to speak has spoken, can't speak more than twice, 5 minute limit unless Council consent	no limit to number of speaking times in Committee, 15 minute time limit at Council, can't speak for second time unless all wanting to speak have spoken and leave is granted	silent	15 minute time limit unless leave of Council	Cannot speak more than once, without leave of Presiding Officer. Limit of 10 minutes.	COTW - no limit to number of times or length of time, Council 5 minute limit and can only speak once unless leave of Council	10 minute limit to speak, speak only once until every member who wants to speak has spoken	speak only once and 5 minute limit unless permitted by Mayor	5 minutes to speak, and will be given the option of an additional 5 after every Councillor has been allowed to speak, and after a 2/3 vote of Council	10 minute limit unless leave of Council	shall not speak more than twice without leave, 5 minute limit	can only speak a second time if all others have spoken; 10 minute limit unless leave of Chair; unlimited time in Committee unless Chair feels no new points of view are being brought up
Delegations / Presentations	10 minute limit, unless otherwise determined by the Chair. A delegation of not more than five (5) persons, representing a group or organization, shall be limited to two (2) speakers, permitted to speak not more than 10 minutes in total. Only new information is to be presented by successive speakers of such delegation.	Delegations 10 minute limit, unless extended by majority vote. Requests in to Clerk by 3:00 p.m. on Thurs before meeting. Council can refuse to hear delegation if matter is beyond jurisdiction of Council. If matter is operational or administrative, directed to CAO or director first to discuss issue.	not speak longer than ten minutes unless permitted to speak beyond that limit by the Chair, if more than 5 people only 2 can speak for total 10 minutes	Delegations 5 minutes, presentations 10 minutes exclusive of the time required to answer questions from Council or Committee, to address Council or Committee. Only at Council if matter on Council agenda, not enough time to get on Committee agenda, local organization or community group not asking for anything and the presentation would enhance the Council meeting	Delegation or Appointments - 5 minutes unless permitted to speak, unless by majority vote; maximum of 5 appointments permitted; may appear before council by majority vote	10 minute limit, allowed at Council and COTW. Requests given to Clerk no later than 12 pm on Thurs prior to COTW or Council. Only new information permitted if spoken at previous COTW or Council.	only at Council for matters on the agenda, if beyond jurisdiction directed by Clerk to most appropriate authority, 10 minute limit unless Chair allows longer, must provide new information if have presented before, Clerk in consultation with Mayor/CAO has authority to refuse request if outside jurisdiction, contrary to town policies or public interest	2 types identified - individuals appearing to receive a reward or recognition or consultants, external partners, or City staff asked by the CAO to give a verbal report to provide clarification. Time limit and number same as delegations shall appear before Committee instead of Council, limited to 3 at any one meeting, 10 minute time limit, if previously appeared can only give new information, can be refused if outside jurisdiction of municipality	Presentations before council shall be held at special ceremony held at 6:16 pm, not limited to Council presentations for sports awards and community recognition, staff presentations allowed but by request of the CAO to provide clarification for a report that is on the agenda  Delegation - shall pertain to a matter within the Council's statutory jurisdiction, Clerk authorized to refuse delegations not related to matters on the agenda, 5 minute limit, Chair can extend can hear delegate not on agenda by 2/3 vote	10 minute limit for delegations and presentations, can be extended by majority vote. 5 minutes for public meeting. Request must be given to Clerk by Tuesday at 4:30 one week in advance of the meeting	defined in PBL - no more than 4 separate delegations per meeting, 10 minute limit, if appearing for a second time must present new information	Delegations only allowed at General Committee, unless speaking on a matter on a Council agenda.no more than 5 per meeting, ranked according priority in Schedule A of PBL, 10 minute time limit, with 5 minute limit to answer questions	persons and consultants invited to attend to present findings to a specific item may exceed the 10 minute limit and appear more than once If Clerk and or Mayor feels content falls within authority of Committee, will be directed there. No more than 4 per agenda without approval from Chair, 10 minute limit excluding time to answer questions, may be extended by 10 minutes with majority vote of members present. If already appeared, must present new information

Procedural By-law Review  
Comparison Chart - Local Area Municipalities

Item	Niagara Region (2010)	Fort Erie (2016)	Grimsby (2007)	Lincoln (2015)	Niagara Falls (2019)	Niagara-on-the-Lake (2019)	Pelham (2013)	Port Colborne (2015)	St. Catharines (2015)	Thorold (2017)	Wainfleet (2016)	Welland (2017)	West Lincoln (2013)
Chair Voting/Head of Council	to break tie only at Council, Committee Chairs only if recorded vote	yes	Mayor may vote on a motion but shall not have a second or casting vote in the event of an equality of votes on any question. At Committee may determine to vote on any matter, vote shall be signified after the votes of each member voting	yes	yes	yes	yes	yes but shall not have a second or casting vote in the event of an equality of votes on any question	at Mayor's discretion to vote, but must vote when a recorded vote	silent	only noted under recorded vote that Chair shall vote on all questions	Only to break a tie vote or on recorded vote	yes
Reconsiderations	at Council, member has to vote in majority, present Notice of Motion to reconsider the matter, referred to next Council meeting and included on agenda, requires approval of 2/3 of Council present, matter can't be reconsidered more than once, matter to be reconsidered may be next order of business or referred to another meeting	must have voted on the prevailing side, must give notice of motion to reconsider, no matter or motion is reconsidered by Council more than once during a period of 12 months following the date on which the original matter was decided. Must be carried by majority of all members present. (instances where reconsideration not allowed listed in Sec 16.1)	given by a Member who voted with the majority on the particular question, must give notice of such motion to reconsider at the same Council meeting at which the decision on the matter was made, may immediately upon notice been given vote whether or not such notice or reconsideration be entertained, matter can only be reconsidered once	at any Regular Council Meeting within one (1)year after a question has been decided by Council, a Member may present a Notice of Motion to Reconsider such matter. Such Notice of Motion shall be referred to the next available meeting of Council. After one year period elapses, can give notice to reconsider, done at next meeting, only requires majority approval	Must be moved and seconded by members that voted with the majority. Requires 2/3 vote. Cannot reconsider motions of previous Councils. Must be made by Notice of Motion	if made at same meeting, give notice in writing for reconsideration, need affirmative vote of 2/3 of members, can only be reconsidered once. If member was absent, can provide notice at next meeting	any motion can be reconsidered if the minority vote comprised not less than 1/3, must be done at same meeting and give notice for next meeting, may be introduced by notice of motion, can only be reconsidered once	must have voted with prevailing side, give notice to reconsider, reconsideration heard at next meeting, only be reconsidered once	notice of motion from member who voted with prevailing side, needs 2/3, only reconsidered once, Sec D 8.2 lists times a reconsideration motion does not apply	Can only reconsider decisions made within current term of Council. Only done by Councillor present at the meeting and voted in the majority, or who was not present when the decision was made. Done through Notice of Motion. Requires 2/3. Debate on the reconsideration allowed. If passed, reconsideration will become next order of business unless motion included direction to postpone reconsideration to a definitive date. Decisions can only be reconsidered once.	Must be given by a Member who voted with the majority on the particular question and such Motion must be given within 12 months of the original Motion. Requires majority vote. Can only be reconsidered once.	member must have voted in opposition, can't be reconsidered in subsequent 12 months unless after 2 subsequent meetings, 2/3 majority vote of those members present at either meeting	must be made by member who voted in majority, given at same meeting or next meeting that the decision was made at, can be put forward again after 12 months have elapsed from the last date that the matter or question was dealt with.
Code of Conduct attached to PBL	yes	no	no	no	no	yes	no	no	no	no	no	no	no
Definition of Committee	means any Standing, Ad Hoc, Steering or Advisory Committee, Sub-Committee or board and any other similar group composed of individuals appointed by Council, or similar entity established by Council and composed of members	Not defined	Not defined	Established by Council, including any advisory, other committee, subcommittee, or similar entity of which at least 50 % of the members are also members of one or more councils.	Any board, commission or committee established by Council, which has at least one (1) Member appointed from Council. The Member(s) appointed by Council may be Member(s), staff of the City, and/or member(s) of the public	Shall mean a committee appointed by Council	"Committee of Council" means COTW, all Standing Committees, any ad hoc committee where at least 50% of the members of the ad hoc committee are members (of council)or members of a local board	means the Committee of Whole of the City which consists of all members of council	means any advisory or other committee, subcommittee, standing or special committee or similar entity established by Council, of which at least fifty per cent of the members are also members of one or more councils or local boards.	Not defined	means any advisory or other committee, subcommittee or similar entity created by Council.	means any advisory or other committee, subcommittee or similar entity of which at least 50% of the members are also members of one or more councils or local boards	means any advisory or other committee, subcommittee or similar entity, including Standing Committees, of which at least 50% of the members are also members of Council or as specified in approved Terms of Reference.
Mechanisms to limit debate	Call the question - has to be next speaker, requires a majority vote	Call the question – requires 2/3 vote, which if granted immediately puts the motion to a vote.	any Member may request the Mayor to put the question for a vote	that the vote now be taken - no explanation	Call the question - called by any Member, at any time during debate, provided all Members have had a chance to speak once to the Motion on the floor. Requires 2/3 vote.	"previous question" - debate closed and vote taken immediately, not allowed in Committee, needs 2/3	"previous question" - not allowed in COTW, can only be moved in the following words "that the question be now put"	call the question	call the question	silent	Motion that the vote now be taken (close debate)	"previous question"	"previous question" only allowed after all members have had opportunity to make submission

Procedural By-law Review  
Comparison Chart - Local Area Municipalities

Item	Niagara Region (2010)	Fort Erie (2016)	Grimsby (2007)	Lincoln (2015)	Niagara Falls (2019)	Niagara-on-the-Lake (2019)	Pelham (2013)	Port Colborne (2015)	St. Catharines (2015)	Thorold (2017)	Wainfleet (2016)	Welland (2017)	West Lincoln (2013)
Recorded votes	allowed in Committee, Council and COTW	a recorded vote is taken when requested by any Member or when required by law, not allowed in Council-in-Committee	allowed in Council and Committee	allowed in Council and Committee	Allowed in Council and Committee	only at Council	allowed at Council, Committee of Council, not allowed at COTW	allowed in Council only, must be requested prior to taking of vote	specific provisions for when recorded votes are required Sec B19	Allowed in Council and Committee	allowed in Council	allowed in Council and Committee	allowed in Council and Committee
Other Business listed as agenda item	yes, not defined	new business/enquiries	yes	no, but has announcements	Yes, not defined	new business, also members announcements	new business, member's reports (which must be included with agenda	no	not noted in PBL	no	yes	no	yes but notes should be kept to a minimum
Cancellation of Meetings	silent	when circumstances warrant the Mayor may cancel a meeting, in consultation with senior staff; notice given to staff and to the public online	silent	silent	silent	if Lord Mayor determines there is insufficient business on the agenda to justify holding of a scheduled meeting, Lord Mayor has authority to cancel	mayor in consultation with CAO and Clerk may cancel any meeting for justifiable reasons	where circumstances warrant, the Mayor may, in consultation with the Clerk and or CAO cancel a meeting	silent	Clerk may cancel if quorum will not be available at a meeting. Clerk to provide notice.	Discretion of the Mayor, and the Clerk shall advise Council.	silent	Subject to required public notice, and where circumstances warrant, the Mayor and/or Chair may cancel a meeting
Notice of Motion	shall be presented at a meeting of Council, but shall not be debated until the next regular meeting OR delivered to the Clerk not less than 7 days prior to the date of the meeting at which the motion is to be introduced, can be introduced without notice if Council dispenses with notice requirement and 2/3 vote	will not entertain any motion to introduce new business unless; notice was given at the last regular Council meeting, or Council dispenses with notice by a majority vote of all the Members of Council present.	is required for motions being raised by any Member who wishes to introduce a motion at Council which affects policies or procedures, shall be in writing, given to Clerk at the close of the meeting at which Notice is given. Not debatable until next regularly scheduled Council meeting	silent	silent	introduced at Council or COTW for consideration at next or subsequent meeting and shall be included in the notice of meeting at which it is to be considered, if no notice given can be introduced as new business unless for appropriation of money, appointment to office unless 2/3 vote	must be given 3 calendar days before meeting (excluding weekend and holidays) shall be printed in full on the agenda, notice may be waived on affirmative vote of 2/3 members present and voting	will not consider any motion regarding new business unless was given at last meeting or a motion to dispense with notice is passed by majority vote. After providing notice, must provide motion in writing to Clerk to be included in the agenda for the meeting that the motion is for	introduced at any meeting and unless otherwise directed by Mayor, be included on agenda for next meeting or given 1 business day prior to the publishing of the agenda to the Clerk, the placing of it on the agenda constitutes notice	Must be made verbally at the meeting and provided to the Clerk in writing one week in advance of the meeting. Failing to do so, will result in a delay to the next meeting. If at the third meeting such Notice of Motion is called from the Chair and not proceeded with, it shall be deemed to have been withdrawn. Notices of Motion can be done without notice with 2/3 vote	A notice of motion can be delivered verbally at one cycle of Council and upon being delivered in writing at the next cycle of Council can be discussed and voted on.	introduced at meeting for consideration at next meeting or given to Clerk in writing no later than noon the Monday the week prior to the meeting, reviewed by Clerk and placed on next agenda	items of business that require immediate attention and direction from Council must be introduced by a motion to introduce a new item of business; passed by a majority vote of the members present. New items must be introduced under the "New Item of Business" section on the agenda.
Points of Order	Can ask leave of Chair to raise a question of privilege or point of order, after recognition, shall state point and it shall be immediately decided by Chair, ruling shall be final subject to immediate appeal by member, member shall state grounds for appeal, appeal must be decided without debate by concurring votes of a majority. When member called to order by Chair, member shall cease speaking until point of order is dealt with, cannot speak again to the matter, without permission of the Chair, unless to appeal	When a Member of Council wants to call attention to a violation of these rules, the member may raise a point of order. Upon recognition by the Chair, the Member states the point of order succinctly and the Chair decides upon the point of order. Unless a Member of Council immediately <b>appeals the Chair's</b> decision to the Council, the decision of the Chair is final.	can raise point of order if feels a deviation or departure from the matter under consideration and the current discussion is not within the scope of the proposed Motion, Mayor shall decide and state the point of order, Member shall only address the Mayor to appeal the Mayor's decision to Council, if no appeals the decision of the Mayor shall be final. If appealed Council majority decision is final.	no specific section, all points of order decided by Chair in accordance with the rules of parliamentary law as contained in Robert's Rules of Order.	When a Member desires to call attention to a deviation or departure from the Rules of Procedure, that Member shall ask leave of the Mayor to raise a Point of Order and after leave is granted, the Member shall state the Point of Order to the Mayor and the Point of Order shall be immediately decided by the Mayor. Decision final unless appealed.	member may bring to attention of Presiding Officer that a rule has been broken, be ruled by Presiding Officer without vote, may be appealed	ask leave of Chair to raise point of order, after leave granted, state point, Chair decides point, can only speak again to appeal decision. If not appealed Chair's decision is final, if appealed Council decides without debate and decision is final	May interrupt the person who has the floor to raise point of order when feels deviation from PBL rules, or deviation from matter under consideration or discussion is not within proposed scope of the motion. Mayor shall decide, can be appealed, member may only address Mayor to appeal decision, if no appeal decision of Mayor is final. If appealed Member states case, Mayor can reply and Council shall decide. Council decision is final	may raise point of order, once recognized Mayor will hear point of order and decide, if no appeal, Mayor ruling final, if appealed Mayor to restate decision, if majority of members signify support for appeal, decision of Mayor overturned and point decided by a motion duly put and passed by majority vote	a concern about the order in which business is being considered, or about a procedure or procedures being used in the course of a meeting.	Except as otherwise specified in this subsection, only the Members may raise points of order and privilege. A Point of Order or privilege may be raised, at any time, by a Member without doing so in the form of a Motion. Upon receiving recognition from the Chair, the Member raising the Point of Order or privilege shall state such and await the ruling of the Chair on the Point of Order or privilege so raised. The Clerk may raise a Point of Order upon receipt of recognition from the Chair.	member shall clearly state point of order, Chair shall state rule or authority applicable, decision final unless successfully challenged without debate by majority of members present	be recognized by Chair, raise Point of Order or Point of Privilege shall state such and Chair to rule. The Clerk of the Council may raise a Point of Order upon receipt of recognition from the Chair. Can be appealed, Member shall state the grounds for the appeal and appeal decided without debate, by the concurring votes of a Majority of the Members of Council present.

Procedural By-law Review  
Comparison Chart - Local Area Municipalities

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Point of Privilege	can ask leave of Chair to raise a question of privilege or point of order, after recognized by Chair, shall state point and shall be immediately decided by Chair, ruling shall be final subject to immediate appeal by member, member shall state grounds, appeal must be decided without debate by concurring votes of a majority. When member called to order by Chair, member shall cease speaking until point is dealt with, cannot speak again to matter, without permission of the Chair, unless to appeal	Member asks the Chair to raise a question of privilege, the member making the request is not permitted to enter into any argument or introduce any motion related to the question of privilege. A question of privilege suspends debate on the matter under consideration at the time until the question is decided. Unless immediately appealed the Chair's decision to the Council, the decision of the Chair is final.	if Mayor feels privilege has been breached, then can order member to apologize; if does not apologize, order member to leave Chamber. If no appeal, Mayor decision is final, if appealed put to vote by members and decision of majority is final.	silent	When a Member believes that his or her rights, privileges or integrity, or those of the Members collectively have been prejudicially affected, that Member may ask leave of the Mayor to raise a question of privilege and after leave is granted, the Member shall state the Point of Privilege to the Mayor and the Point of Privilege shall be immediately decided by the Mayor. Decision final unless appealed.	member may raise point of privilege, Chair shall rule on it, may be appealed, majority vote required	a matter of privilege shall receive disposition by Council, dealt with immediately and when settled question so interrupted shall be resumed from where it was suspended. Can speak at any time with consent of Chair to point out the matter	member may rise at any time on a point of personal privilege, suspends debate, when Mayor recognizes breach has taken place shall demand apology, if apology is not given member is asked to leave for duration of meeting, member may only address Mayor to appeal decision, if no appeal decision of Mayor is final. If appealed Member may state their case, Mayor has chance to reply and Council shall decide. Council decision is final	same as above	same as above	same as above	shall clearly state point or issue they wish to correct or explain circumstances that adversely affect them, can be raised at anytime but not to interrupt a speaker	same as above
Votes requiring 2/3	waive rules of PBL, amend or repeal PBL, speak more than once at Council, waive notice of motion req., reconsiderations	call the question	suspend rules	suspend rules, reconsiderations	Extend curfew after first 30 min extension, reconsider, suspend rules, amend or repeal PBL, introduce motion without notice	amend PBL, extend curfew, vary from delegation policy, call the question, suspend the rules, limit or extend debate, reconsideration, introduce motion without notice	suspend rules, provide less than 96 hours notice for agenda and material, extend curfew, waive notice	none	suspend rules, reconsideration	Extend curfew, notice of motion without a notice, additional time to speak for Councillor, reconsider, suspend PBL	none	extend curfew, reconsideration, rescind motion or by-law	none
Requirements to Amend PBL	shall not be amended or repealed except by an affirmative vote of two-thirds of the Members present, but no such amendment or repeal may be considered at any meeting of Council unless notice of the proposed amendment or repeal has been given at a previous regular meeting of Council. The requirement to give notice shall not be waived.	Provided notice has been given, rules may be amended or repealed by a majority vote of the Members of Council present at a regular Council meeting.	silent	no amendment or repeal of this By-law or any part thereof shall be considered at any meeting of the Council unless the amendment or repeal has been previously considered and recommended by a Committee of the Council and the waiving of such prior consideration and recommendation is prohibited.	Shall not be amended except by an affirmative vote of two-thirds of the Members present, but no such amendment may be considered at any Meeting of Council unless notice of the proposed amendment has been given at a previous regular Meeting of Council. The requirement to give notice shall not be waived.	2/3 vote, notice must have been given at previous meeting	notice given at previous meeting, majority of all members present at that meeting vote therefor	give notice, majority of members	silent	silent	notice given at previous meeting, requires majority vote of all members present	silent	majority vote of all Members of Council.



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Inaugural	held after LAMs have had first meeting but not later than 31 days after term commences. Morning and afternoon session, called by the Clerk following inaugural meeting of LAMs. Morning session to start at 10, chaired by Clerk, only for declarations of office and election of Chair. Afternoon meeting at 4, call to order, O' Canada, Declarations of oaths, invocation, inaugural address, resolution to receive inaugural address, confirming by-law.	the place, date and time of the Inaugural meeting is determined by the Mayor-Elect; public notice 7 days in advance, content determined by Mayor-Elect and Clerk, first order of business is declaration of office	held first Monday in December after election at 7:00 p.m.	held first Monday in December after election at 7:00 p.m, Mayor Elect, CAO, Clerk responsible for content and format of the agenda and all arrangements	Silent	must be held 5 days after new Council takes power, time and location set by Lord Mayor, Deputy Lord Mayor filled by by-law, appointment of Chair and Vice Chair of COTW	first Monday of the term for which Council is elected, 6:30 p.m., Mayor-Elect and Clerk determine location, content and format of agenda and programme	first Monday in December following a regular election at 6:30 p.m. Mayor-Elect and Clerk responsible for content and format of the agenda and all arrangements. Approve Deputy Mayor rotation	7:00 p.m. on first Monday of term in place large enough and accessible to allow the public to attend, appoint Deputy Mayor	after a regular election shall be held on the first Tuesday in December at 6:30 p.m. at a location to be fixed by the Clerk. Mayor-elect, CAO and Clerk responsible for content and format of the agenda and arrangements for proceedings	first Tuesday in December at 7:00 p.m., opening ceremonies shall be as determined by the Clerk	first Monday in December at 7:00 p.m.	shall be held not later than thirty-one (31) days after the term of the newly elected Council commences at a time and at a place as directed by the Mayor of the newly elected Council. Opening ceremonies as determined by the Mayor

**Procedural By-law Review**  
Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Curfew	10:30 p.m. with extension to 11:00 p.m. with vote of majority of members	(day mts) no curfew	set curfew (all business carried to next mtg) Sec 4.3 extension with 2/3 members present	(day mtgs) set curfew at 3:30 p.m., can extend by resolution	(day mts) no curfew	Evening meetings in Jan to June, Sept to Nov; Morning meetings July, Aug, and Dec; no curfew	Adjourn no later than 11:30 p.m.
<b>Quorum - lost or regained</b>	30 minutes to start mtg, 15 to regain	30 minutes to start, if lost, meeting shall stand adjourned with unfinished business taken up at the next meeting	30 mins to start mtg, no mention of loss of quorum	30 mins to start, 30 mins to regain if lost during meeting	30 minutes to start mtg, 15 minutes to <b>regain, “Idem” if not</b> achieved in 15 minutes	30 minutes to start meeting, if lost, Chair to decide to continue but no decisions can be made	15 minutes to start Comm meeting, 30 minutes to start Council meeting. If lost at comm, may proceed. If lost at Council, meeting adjourned; no time for re-establishment
<b>Chair Ex-Officio</b>	Yes	Yes	Silent	Yes	The Regional Chair, when present, shall be counted in making the quorum but not in determining the number of Members of a Committee	Of all Standing Committees	Of all Standing Committees

# Procedural By-law Review

## Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Speaking Length/Number of Times	10 minutes, can only speak once to a matter at Council unless 2/3 vote, <b>Comm - no limit on</b> number of speaking times or amount of time	5 minutes in Council – no more than once to speak, without leave of Council Unlimited number of times to speak for Committee and COTW, as long as every other member who wishes to speak has spoken	Only once, unless to explain until all on speakers list have spoken, 5 min limit, with leave of members 5 minute extension	Council: Can only speak twice, not longer than 5 mins each time without Council permission. No limit in Committee on # of times to speak or time limit	Shall not speak for longer than five (5) minutes on a question without Council's permission. No member shall speak more than once to the same question without permission, except that a reply shall be permitted only from a Member who has presented the main motion	5 minute limit in both Comm and Council unless without leave. Can only speak more than once as per rules Sec 5.8 (2)	Council or COTW, no more than twice, without leave of Council. Committee, no limit, but can only speak another time after other members have spoken. 10 min limit in Council and COTW, no limit in Committee

**Procedural By-law Review**  
Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Presentations	10 minute limit, unless otherwise determined by the Chair. A delegation of not more than five (5) persons, representing a group or organization, shall be limited to two (2) speakers, permitted to speak not more than 10 minutes in total. Only new information is to be presented by successive speakers of such delegation.	10 minutes for presentations at Council or Committee, limited to award presentations and presentations by staff, outside agencies and consultants retained by the Region	Only at Committee, 10 min limit	Staff presentations 10 min limit (council), time can be extended by majority vote (no seconder required) for such reasonable time as Chair may determine	Silent	Committee agendas have Staff Presentation section but no details provided.	Ceremonial or Awards <b>only at Council - 10</b> mins at both Council and Committee

**Procedural By-law Review**  
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Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Delegations	Same provisions as presentations	Only for matters listed on an agenda. Delegations shall be limited to speak not more than five (5) minutes, with the exception that a delegation consisting of more than five persons shall be entitled to two speakers with each limited to speak not more than five (5) minutes. A single two minute extension may be granted by a majority vote.	Deputant shall not be listed on agenda until staff have had an opportunity to address the matter, if matter is with respect to a recently considered matter, cannot be heard within the next 4 regular Comm meetings unless a reconsideration motion is passed. 5 minute time limit. Not permitted at Council unless statutory hearing.	5 min limit at Council, 10 at Comm. (able to extend at both with motion (no seconder <b>req'd</b> ) and majority vote.	Unless otherwise permitted by a majority vote, deputants shall be limited to 5 minutes at both Council and Comm. If there is a group of people wishing to address Council or Comm. to a particular position on a particular issue, then Council or Comm. can have group represented by one person or change the amount of time given.	Not permitted at Council. 5 minute time limit at Committee	10 min limit at Committee, 5 minute limit at Council. The time spent receiving and answering questions from Members shall not be deducted from the speaking time provided to Staff Presenters or to Delegates. Speaking times for Delegates and Staff Presenters may be extended or limited if the Chair obtains the approval of the Committee/Council. Delegates include consultants
Chair Voting/Head of Council	To break tie only at Council, Committee Chairs only if recorded vote	Yes	Yes	Only at Council in event of a tie	Can vote in Council and COTW. Committee Chair can vote	Committee Chairs can vote, silent on Head of Council	Yes

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Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Reconsiderations	At Council, member has to vote in majority, present Notice of Motion to reconsider the matter, referred to next Council meeting and included on agenda, requires approval of 2/3 of Council present, matter can't be reconsidered more than once, matter to be reconsidered may be next order of business or referred to another meeting	Member who voted with the prevailing side, may make motion, cannot be reconsidered within 12 months following a decision of council unless 2/3 vote. Debatable, and requires notice of motion, unless dispensed with 2/3 vote	Within next 4 mtgs by 2/3 vote of members present	Within the same term of Council, required 2/3 vote. Not within the same term of Council, majority vote	Shall not be reconsidered within one year unless Council decides to do <b>so by a two-thirds</b> majority vote. Reconsiderations after one-year require majority vote. Requires member who voted in the majority.	After a matter has been decided at Council, a member who voted in the majority, at any Council meeting, can put forward a notice of motion to reconsider the matter (both successful or failed motions) referred to next meeting. A matter can only be reconsidered once during term of Council, requires 2/3 vote	Requires 2/3 vote, must be within one year of the date the motion was adopted, only one reconsideration allowed
Code of Conduct attached to PBL	Yes	No	No	No	No	Yes	No

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Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Definition of Committee	means any Standing, Ad Hoc, Steering or Advisory Committee, <b>Sub-Committee</b> or board and any other similar group composed of individuals appointed by Council, or similar entity established by Council and composed of members	any advisory or other committee, subcommittee or similar entity of which at least 50 per cent of the members are also Members of Regional Council, including a Standing or Special Committee of Council	lists the specific <b>Committees - i.e.</b> COTW, COTW (Closed Session), a Statutory Comm., Ad Hoc <b>Comm. Or a Sub-Committee</b>	any advisory committee or other committee, subcommittee or similar entity, of which at least 50% of the committee members are members of Regional Council.	means any advisory or other committee, subcommittee or similar entity of which at least 50% of the members are also members of Reg Council, and includes COTW, Standing Comm., a special Comm or a Task Force of Council	A Standing Committee, Sub-Committee, Selection Committee or an Advisory Committee or Task Force established by Council from time to time	Any committee, excluding Committee of the Whole, of which at least 50 per cent of the members are Members of Council, including, but not limited to, Standing Committees, sub-committees, Interview, Striking, and CAO Recruitment
Mechanisms to limit debate	<b>call the question - has</b> to be next speaker, requires a majority vote	<b>“vote on the question”, requires</b> 2/3 vote	silent	call the question – not allowed in Comm. 2/3 <b>vote req’d</b>	call the question, mover shall not speak to matter again if motion decided in the negative	call the question; not in order if Member speaking or before first time speakers list is exhausted	<b>call the question -</b> requires 2/3 vote, should be moved by someone who has not already debated the motion
Recorded votes	allowed in Committee and Council	Allowed in Council, Committee and Local Board meetings	only allowed at Council	only allowed at Council	only allowed at Council	allowed in Comm and Council	only allowed at Council, COTW
Other Business listed as agenda item	yes, not defined	Yes - A Member may introduce a motion under Other Business without notice, if Council, without debate, dispenses with notice on a 2/3 vote	<b>at Committee only - listed as New Business</b> includes matters of a general nature	Yes, new business or a matter not related to an item on the draft agenda pertinent to the business of the Region that may be of an urgent nature	yes, not defined	Yes; not defined	<b>yes - for Standing</b> Committees, Council has Other Business/ Comments of Members; not defined

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Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Cancellation of Meetings	silent	<p>Council may be cancelled if the Clerk determines in advance that quorum will not be achieved. If the meeting is cancelled by Council resolution, or in the event of exceptional circumstances, at the discretion of the Regional Chair or Clerk</p> <p>Same for COTW and standing committees, but includes circumstance where the meeting is not required as determined by the Clerk/Department Head due to a lack of forecasted agenda items</p>	<p>any meeting may be cancelled or rescheduled to a day, time and place set out in a notice from the City Clerk sent to each Member at least 24 hours in advance and posted to the <b>City's web site. (under Public Notice section)</b></p>	<p>Subject to consultation with the Regional Clerk, the Regional Chair may cancel or reschedule any regular meeting of Regional Council or any other committee. Committee Chair, subject to Regional Clerk consultation, may cancel or reschedule their committee meeting.</p>	<p>The Clerk may cancel or reschedule a meeting in consultation with the Regional Chair or the Chief Administrative Officer in the <b>Regional Chair's</b> absence.</p>	<p>The Clerk may cancel a Council meeting in consultation with the Mayor or the Deputy <b>Mayor in the Mayor's</b> absence. Notice from Clerk at least 2 business days prior, posted cancellation information on meeting calendar online</p>	<p>notwithstanding any other provision <b>contained in this By-law</b>, a Committee Chair, the Regional Chair, or in his/her absence, the <b>Committee Vice-Chair</b> or Acting Regional Chair may cancel a Regular Meeting of the Committee or Council, as the case may be, if the Committee Chair, Regional Chair, <b>Committee Vice-Chair</b>, or Acting Regional Chair deems it appropriate.</p>



**Procedural By-law Review**  
Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Notice of Motion	shall be presented at a meeting of Council, but shall not be debated until the next regular meeting OR delivered to the Clerk not less than 7 days prior to the date of the meeting at which the motion is to be introduced, can be introduced without notice if Council dispenses with notice requirement and 2/3 vote	shall be given in writing and signed by the mover and the seconder, either at a meeting of Council but shall not be debated until the next regular meeting of Council; or delivered to the Clerk not later than Wednesday noon the week prior to the meeting at which the motion is to be introduced. When a Member's notice of motion has been called from the Chair at two successive meetings and not proceeded with, it shall be dropped from the agenda unless Council decides otherwise	silent	presented by a member at a meeting, for consideration at a subsequent meeting specified in the notice; or delivered to the Regional Clerk not later than seven days preceding the specified meeting; A Notice of Motion shall be added to the agenda for the meeting specified in the Notice of Motion.	A written notice of a motion respecting a substantive matter not on the agenda for a COTW meeting, submitted to the Clerk, moved by a Member, and seconded by another Member, for inclusion on the agenda for a future COTW meeting. It shall be delivered to Clerk prior to start of COTW, and included as a motion on the agenda of the next appropriate COTW meeting or as determined	shall be in writing and given at a meeting of Council or committee, but shall not be debated until the next meeting of council or comm; or (ii) delivered to the Clerk at any time prior to noon of the last business day preceding the date of the meeting at which the notice of motion is to be introduced. If matter is time sensitive or an emergency, motion can be introduced without notice if Council dispenses notice with affirmative vote of 2/3 of Members of Council/Committee present	must be submitted to the Clerk in writing, not less than 4 Business Days prior to the Council Meeting. The Clerk shall include the Motion, in the agenda for the Meeting concerned and the Motion shall be dealt with at this Meeting. Can bring notice during the other business portion of the Council agenda, without the required notice, but must be dealt with at the next Regular Council Meeting. Can be considered at same mtg if considered emerg.requires 2/3

**Procedural By-law Review**  
Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Points of Order	Can ask leave of Chair to raise a question of privilege or point of order, after recognition, shall state point and it shall be immediately decided by Chair, ruling shall be final subject to immediate appeal by member, member shall state grounds for appeal, appeal must be decided without debate by concurring votes of a majority. When member called to order by Chair, member shall cease speaking until point of order is dealt with, cannot speak again to the matter, without permission of the Chair, unless to appeal	When a Member rises on a point of order, he/she shall ask leave of the Chair to raise a point of order and after leave is granted, the Member shall state the point of order and sit down and remain seated until the Chair has decided the point of order. If no Member appeals, the decision of the Chair is final.	Deviation or departure from the rules of procedure, ruling of Chair shall be final unless Member appeals to Council which will then decide upon the question without debate.	a member advises the Presiding Officer and Council or committee that the rules of procedure are being violated; member shall ask permission of the Presiding Officer to raise a point of order; after permission is granted, the member shall state the point of order to the Presiding Officer and the point of order shall be immediately decided by the Presiding Officer; If no member appeals, the decision of the Presiding Officer shall be final	When a Member rises on a point of order, point of privilege or point of personal privilege, the Member shall ask leave of the Chair to raise the point. After leave is granted, the Member shall state the point to the Chair and then remain silent until the Chair has ruled upon the point. Regional Chair rules on point, decision final unless appealed, then Council vote	means a question by a member with respect to any departure from <b>the Procedural By-law</b> or in the practiced conduct of Council or Committee business; not debatable	If a Member disregards the rules of procedure or a decision of the Chair on points of order, practice, interpretation of the rules, and persists in such conduct after having been called to order by the Chair, the <b>Chair shall move “that if the Member apologizes he/she may, by a vote of the Committee/Council, be permitted to remain in his/her seat.” This Motion is not debatable.</b> If the Member fails to apologize, the Member will be ordered by the Chair to leave the Meeting.

**Procedural By-law Review**  
Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Point of Privilege	can ask leave of Chair to raise a question of privilege or point of order, after recognized by Chair, shall state point and shall be immediately decided by Chair, ruling shall be final subject to immediate appeal by member, member shall state grounds for appeal, appeal must be decided without debate by concurring votes of a majority. When member called to order by Chair, member shall cease speaking until point of order is dealt with, cannot speak again to matter, without permission of the Chair, unless to appeal	Where a Member considers that his/her integrity or the integrity of the Council as a whole has been impugned, he/she may, on a point of privilege, rise with the consent of the Chair for the purpose of drawing the attention of Council to the matter. When a point of privilege is raised, it shall be considered and decided by the Chair immediately. The decision of the Chair on a point of privilege is final	may rise at any time on a point of personal privilege where feels that their integrity or the integrity of Council has been impugned by another Member. Ruling of Chair shall be final unless appealed, when Chair recognizes that breach of privilege has taken place, the Chair shall demand that the offending Member apologize and failing such apology shall require offending Member to vacate the Chamber for the duration of the meeting.	permits a request or main motion relating to the rights and privileges of Council or committee i.e. to comfort with respect to heating, ventilation, lighting, noise; to conduct of its officers, employees or visitors; or to accuracy of reports of its proceedings or an individual member or to charges circulated against a member's character). Rise, recognized by Chair, ruling of Chair final unless appealed.	Same as above	A question by a member with respect to the rights of a member individually or Council or a Committee collectively hold, that ensure Council's or a Committee's ability to function freely; not debatable	it is in order only when the dignity, safety or reputation of a Member or Committee/Council is at stake. The Motion allows Members to interrupt the Meeting to state an urgent request. When a point of personal privilege is raised, it shall be considered and decided by the Chair immediately. The decision of the Chair on a Point of Personal Privilege may be appealed

**Procedural By-law Review**  
Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Votes requiring 2/3	waive rules of PBL, amend or repeal PBL, speak more than once at Council, waive notice of motion req., reconsiderations,	Hearing delegation in Council that did not appear before in Committee, introducing motion without notice, vote on the question, reconsider, rescind, suspend PBL,	extension of curfew, at <b>Comm - addition of</b> agenda items once agenda is printed (2/3 of members present), waive PBL rules, reconsideration (2/3 present)	2/3 of the votes cast by members present; suspension of rules of procedure, further amend agenda or addendum agenda after approval, call the question, motion to reconsider, motion to rescind	2/3 members present <b>req'd - to add an item</b> to special meeting if item wasn't on notice, discuss an item deferred if the time of the deferral has not been reached, reconsiderations, to waive notice for a notice of motion, to consider a substantive matter not on the agenda, suspend rules of PBL	<b>2/3 members present -</b> add an OB item to special meeting if item wasn't on notice, dispensing with notice of motion for emergencies, reconsiderations, waive time req of 48 hours for a standing comm report to go before Council, suspend rules of PBL	2/3 members present <b>req'd - suspend PBL</b> rules, emergency notice of motion, call the question (close debate), reconsiderations, waive notice for motion to reconsider

**Procedural By-law Review**  
Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Requirements to Amend PBL	shall not be amended or repealed except by an affirmative vote of <b>two-thirds of the</b> Members present, but no such amendment or repeal may be considered at any meeting of Council unless notice of the proposed amendment or repeal has been given at a previous regular meeting of Council. The requirement to give notice shall not be waived.	silent	silent	silent	By-law shall not be amended or repealed except by a majority vote of Council. No amendment or repeal shall be considered at any meeting of the Council unless notice or a report pertaining to the proposed amendment or repeal was listed on <b>Council's Agenda.</b>	<b>By-law shall not be</b> amended or repealed except by a majority vote of all Members of Council.	shall not be amended or repealed except by a positive vote of <b>three-quarters of the</b> Members of the whole Council. No amendment or repeal shall be considered at any Meeting of Council unless notice of the proposed amendment or repeal has been given as required by <b>this By-law and the Region's</b> Council approved notice provisions.

**Procedural By-law Review**  
Comparison Chart – Comparator Municipalities

Item	Niagara Region (2010)	Durham Region (2018)	City of Vaughan (2011)	Peel Region (2018)	York Region (2018)	City of Hamilton (2014)	Region of Halton (2013)
Inaugural	held after LAMs have had first meeting but not later than 31 days after term commences. Morning and afternoon session, called by the Clerk following inaugural meeting of LAMs. Morning session to start at 10, chaired by Clerk, only for declarations of office and election of Chair. Afternoon meeting at 4, call to order, O'Canada, Declarations of oaths, invocation, inaugural address, resolution to receive inaugural address, confirming by law.	After the councils of the LAMs, but no later than 31 days following day on which the term of office commenced. Order of proceedings: filing of certificates, declarations of office, inaugural address of Chair, appointments to boards and committees, passage of confirming by-law	held the first Tuesday in December. (nothing further noted)	held after area municipalities have held their first meetings, but not later than the 14th day following the day on which the term of office commences. The Regional Clerk shall call the Inaugural Meeting at such time as may be appropriate. Regional Clerk shall preside at the Inaugural Meeting until the Regional Chair is appointed and has taken declaration of office.	Held Thursday following the first Monday in December after a regular election at a time and place to be fixed by the Clerk. Order includes filing of certificates of election, filing or <b>taking of Members' declarations of office</b> ; appointment of the Regional Chair; signing of the <b>Regional Chair's</b> declaration of office; confirmatory bylaw and any other relevant bylaws; and other ceremonial proceedings as deemed appropriate by the Regional Chair, the CAO or Clerk.	Held on the first Monday of December in an election year at 5:00 p.m. Proceedings shall include <b>Ceremonial - special</b> address by guests; Filing of Declarations of Office, Council appointments to Standing Committees, Boards and Agencies; and <b>Confirming By-law.</b>	held after the councils of the LAMs have their first meetings but not later than December 14th, with the date, time, and place at Clerk discretion. Includes filing of certificates, declarations of office, signing of declarations, oaths approval of the Striking Committee report; passage of <b>confirming by-law</b> , any other relevant by-laws; other ceremonial proceedings as deemed by Council to be necessary or desirable. Regional Chair may deliver inaugural address

## Comparison Chart Council Size Information

Municipality/Region	Council Size	Population (as of 2016)
Niagara Region	32	447,888
Durham Region	29	645,862
City of Vaughan	9	306,223
Peel Region	25	1.382 million
York Region	21	1.11 million
City of Hamilton	16	747,545
Halton Region	24	548,435

**Minute Item No. 5.1  
CSD 40-2019  
2020 Budget Planning**

That Report CSD 40-2019, dated June 20, 2019, respecting 2020 Budget Planning, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 base budget for existing services **BE PREPARED** with consideration of the Municipal Price Index as calculated in Appendix 1 of Report CSD 40-2019 in accordance with recommendations in Report CSD 41-2019 Budget Planning Policy Review as follows:
  - a. 2.7% for Regional Departments
  - b. 3.0% for Agencies, Boards, and Commissions
  - c. 2.1% for Waste Management
2. That consideration of a separate levy increase for capital **BE REFERRED** to the Capital Budget - Budget Review Committee of the Whole;
3. That the estimated assessment growth of 1.65% **BE APPORTIONED** to
  - i. tax increment grants estimated at 0.35%; and
  - ii. that the remaining net assessment growth of 1.30% support growth related operating and capital costs requested by Regional Departments and ABCs through business cases;
4. That consideration of a separate levy increase for enhancements to or new programs **BE REFERRED** to the Operating Budget - Budget Review Committee of the Whole;
5. That the 2020 budget for Water and Wastewater **BE PREPARED** with an increase of 5.15% in accordance with recommendations in Report PW 4-2019 Water and Wastewater Financial Plan for O.Reg. 453/07;
6. That the 2020 budget schedule per Appendix 2 of Report CSD 40-2019 **BE APPROVED**; and
7. That this report **BE CIRCULATED** to agencies, boards and commissions (ABC's) in accordance with the Budget Control By-law.

**Minute Item No. 6.1  
CSD 49-2019  
Q1 Financial Update**

That Report CSD 49-2019, dated June 20, 2019, respecting Q1 Financial Update, **BE RECEIVED** for information.



**THE REGIONAL MUNICIPALITY OF NIAGARA  
BUDGET REVIEW COMMITTEE OF THE WHOLE  
MINUTES - OPEN SESSION**

**BRCOTW 06-2019  
Thursday, June 20, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Bylsma, Chiocchio, Darte, Disero, Edgar, Fertich, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Nicholson, Redekop, Rigby, Steele, Ugulini, Villella, Whalen (Committee Vice Chair), Witteveen, Zalepa (Committee Chair)

Absent/Regrets: Bellows, Campion, Diodati, Easton, Foster, Junkin, Sendzik

Staff: C. Banach, Manager, Housing Operations, Niagara Regional Housing, D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, C. Habermehl, Acting Commissioner, Public Works, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, Dr. M. Hirji, Acting Associate Medical Officer of Health, A. Jugley, Commissioner, Community Services, R. Mostacci, Commissioner, Planning & Development Services, M. Murphy, Associate Director, Budget Planning & Strategy, A.-M. Norio, Regional Clerk, T. Potts, Senior Budget Analyst, M. Trennum, Deputy Regional Clerk, R. Tripp, Acting Chief Administrative Officer

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**1. CALL TO ORDER**

Committee Chair Zalepa called the meeting to order at 4:00 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

Councillor Huson declared a direct pecuniary interest with respect to Report CSD 40-2019 (Agenda Item 5.1) respecting 2020 Budget Planning as there is a line item that concerns Brock University and she has an employment relationship with Brock University.

**3. PRESENTATIONS**

There were no presentations.

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **CSD 40-2019**

2020 Budget Planning

Helen Chamberlain, Director/Deputy Treasurer, Financial Management and Planning, provided information respecting 2020 Budget Planning. Topics of the presentation included:

- Budget Overview
- 2020 Budget Plan
  - Base Services
  - Capital Requirements
  - New and Enhanced Services
  - Assessment Growth
- Budget Schedule
- Next Steps

Moved by Councillor Rigby  
Seconded by Councillor Steele

That Report CSD 40-2019, dated June 20, 2019, respecting 2020 Budget Planning, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 base budget for existing services **BE PREPARED** with consideration of the Municipal Price Index as calculated in Appendix 1 of Report CSD 40-2019 in accordance with recommendations in Report CSD 41-2019 Budget Planning Policy Review as follows:
  - a. 2.7% for Regional Departments
  - b. 3.0% for Agencies, Boards, and Commissions
  - c. 2.1% for Waste Management
2. That consideration of a separate levy increase for capital **BE REFERRED** to the Capital Budget - Budget Review Committee of the Whole;
3. That the estimated assessment growth of 1.65% **BE APPORTIONED** to
  - i. tax increment grants estimated at 0.35%; and

- ii. that the remaining net assessment growth of 1.30% support growth related operating and capital costs requested by Regional Departments and ABCs through business cases;
- 4. That consideration of a separate levy increase for enhancements to or new programs **BE REFERRED** to the Operating Budget - Budget Review Committee of the Whole;
- 5. That the 2020 budget for Water and Wastewater **BE PREPARED** with an increase of 5.15% in accordance with recommendations in Report PW 4-2019 Water and Wastewater Financial Plan for O.Reg. 453/07;
- 6. That the 2020 budget schedule per Appendix 2 of Report CSD 40-2019 **BE APPROVED**; and
- 7. That this report **BE CIRCULATED** to agencies, boards and commissions (ABC's) in accordance with the Budget Control By-law.

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

**6.1 CSD 49-2019**

Q1 Financial Update

Moved by Councillor Ugulini

Seconded by Councillor Whalen

That Report CSD 49-2019, dated June 20, 2019, respecting Q1 Financial Update, **BE RECEIVED** for information.

**Carried**

**7. OTHER BUSINESS**

There were no items of other business.

**8. NEXT MEETING**

The next meeting will be held on Thursday October 10, 2019 at 6:30 p.m. in the Council Chamber, Regional Headquarters.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 5:09 p.m.

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Councillor Zalepa  
Committee Chair

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk

NIAGARA REGION BUDGET

2020

BUDGET

PLANNING

June 20<sup>th</sup>, 2019

# 2020 Budget Planning

What we're going to cover tonight:

- Budget Overview
- 2020 Budget Plan
  - Base Services
  - Capital Requirements
  - New and Enhanced Services
  - Assessment Growth
- Budget Schedule
- Next Steps

# Budget Overview

## YOUR TAX DOLLARS DELIVER

***The budget process** reflects Niagara Regional Council's commitment to delivering services that matter most to our citizens and ensuring that critical infrastructure is kept in a state of good repair.*

*With an aim to strike a balance between sustainability and affordability the Region continues to invest every tax dollar in high-quality service and securing a stronger future for our residents.*



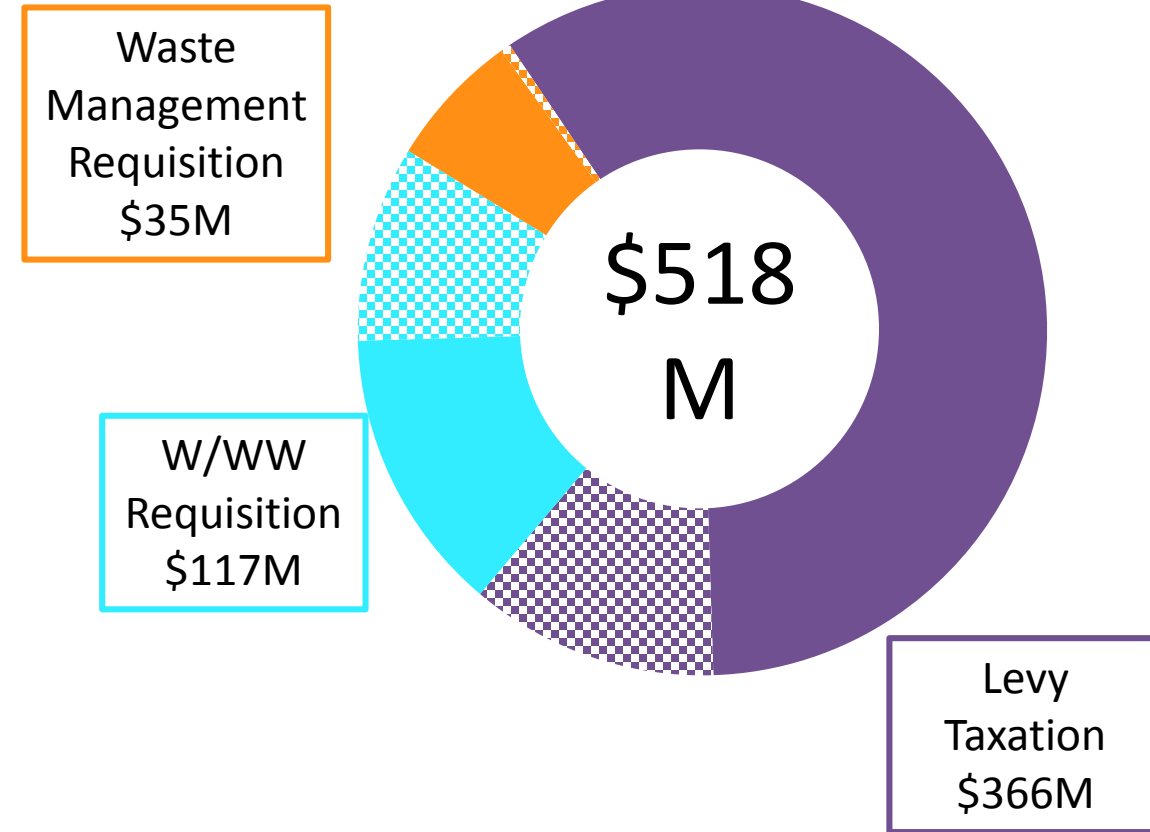
# Budget Overview

## 2019 Gross Operating and Capital Budget of \$1.25 Billion

$\frac{1}{2}$  is funded from...

- Federal and provincial grants
- Fees, charges and sales
- Other revenues (investment income, rent etc.)
- Reserves
- Debentures

The balance is made up of  
taxation and rates



Note: Hashed areas represent funds supporting capital



# Budget Development

As Per CSD 41-2019, Budget Planning Policy Review

- Guiding Principles will be established
  - Use of current year results, compliance with policies, use of business cases
- Recommendations made regarding four components of budget
  - Base Budget, Capital Financing, New Programs, and Assessment Growth

Resulting in greater sustainability and transparency

# Base Budget Development

## As Per CSD 41-2019, Budget Planning Policy Review

- 2020 guided by Regional **Municipal Price Index (MPI)**
  - vs Core CPI used historically as a hard cap to the budget increase
  - MPI is an inflation index based on the Region's 5 year historical actual expenditure mix and type as calculated by the Conference Board of Canada
- Unique index for each operating budget
  - Departments = 2.7%, ABCs = 3.0%, Waste Mgmt = 2.1%
- Does take into consideration:
  - 2019 ongoing cost pressures, new 2020 other service delivery pressures including compensation and benefits, contracts, utilities etc., cost saving strategies from targeted efficiencies
- Does not consider changes in revenue i.e. Provincial download

# Base Budget Development

## Guiding Principles – 2019 Year-to-date Levy

- Forecasted 2019 operating variances of \$9.45 M pressure
  - \$7.77 M or 2.12% will continue into 2020 comprised of:
    - \$0.6 M - SAEO Provincial Funding Changes
    - \$5.0 M - Development Charge Exemptions
    - \$0.7 M - Emergency Medical Services, Staff Overtime & WSIB
    - \$0.5 M – Transportation External Signal Revenue
    - \$0.6 M – Seniors Staff Overtime/2019 Case Mix Index (CMI) results
- As per CSD 49-2019 Q1 Results
  - Provides detail on the \$1.68 M in one-time pressures
  - 2019 mitigation strategies with in year savings and DC Reserve payback
  - Net zero deficit forecast at Q1 for year end 2019

# Base Budget Development

## Guiding Principles – 2020 Levy Pressures

- 2019 Provincial budget announcements deferred to 2020
  - \$2.70 M – EMS, Public Health and Long term care funding
  - In addition to \$7.77 M from 2019 is a impact of \$10.47 million or 2.86%
- New 2020 Pressures - pressures related to Compensation, Transportation, Long-term Care, Homelessness contracts etc. total \$22.38 million or 6.12%
  - \$17.95 M or 4.91% Expenses (appendix 3)
  - \$4.43 M or 1.21% Revenues (appendix 4)

# Base Budget Development

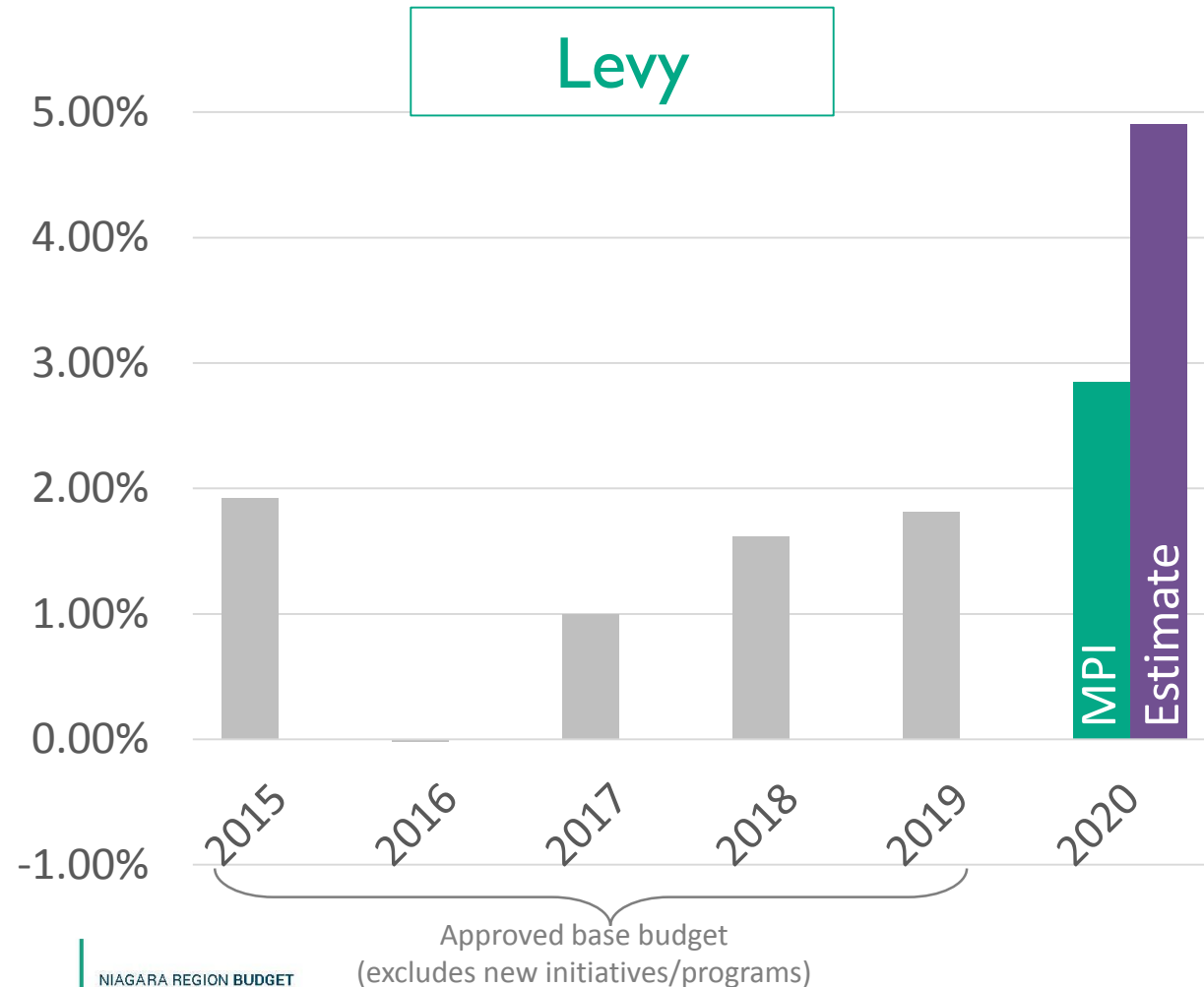
## Guiding Principles – 2019 and New 2020 Rate Pressures

Forecasted 2019 Rate operating variances:

- Waste Management Forecast operating variance is \$3.30 M
  - 2019 into 2020 - \$2.18 M or 6.16% –End Market Revenue
  - New 2020 - \$0.50 M or 1.40% –Collections contract
- Water/Wastewater Forecast operating variance is \$1.38 M
  - 2019 into 2020 \$0.38 M or 0.32% - Chemical Costs

# Base Budget Development

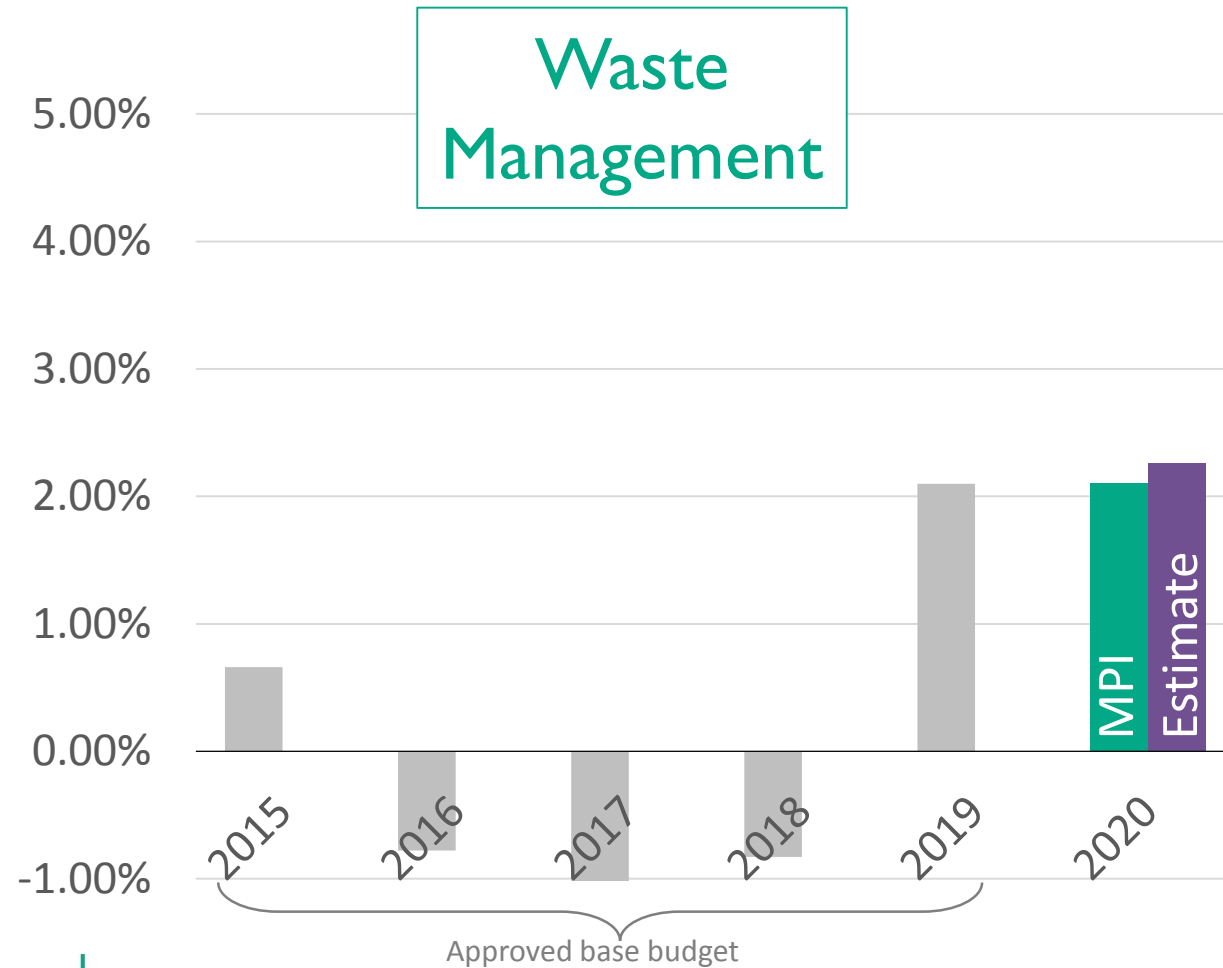
## Pressure on Current Service Delivery



- Staff due diligence to contain pressures is underway
- Where expense pressures estimated at 4.91% cannot be mitigated:
  - Risks will be identified
  - Business cases will be provided for transparency and Council consideration
- Pursue other sources of revenue

# Base Budget Development

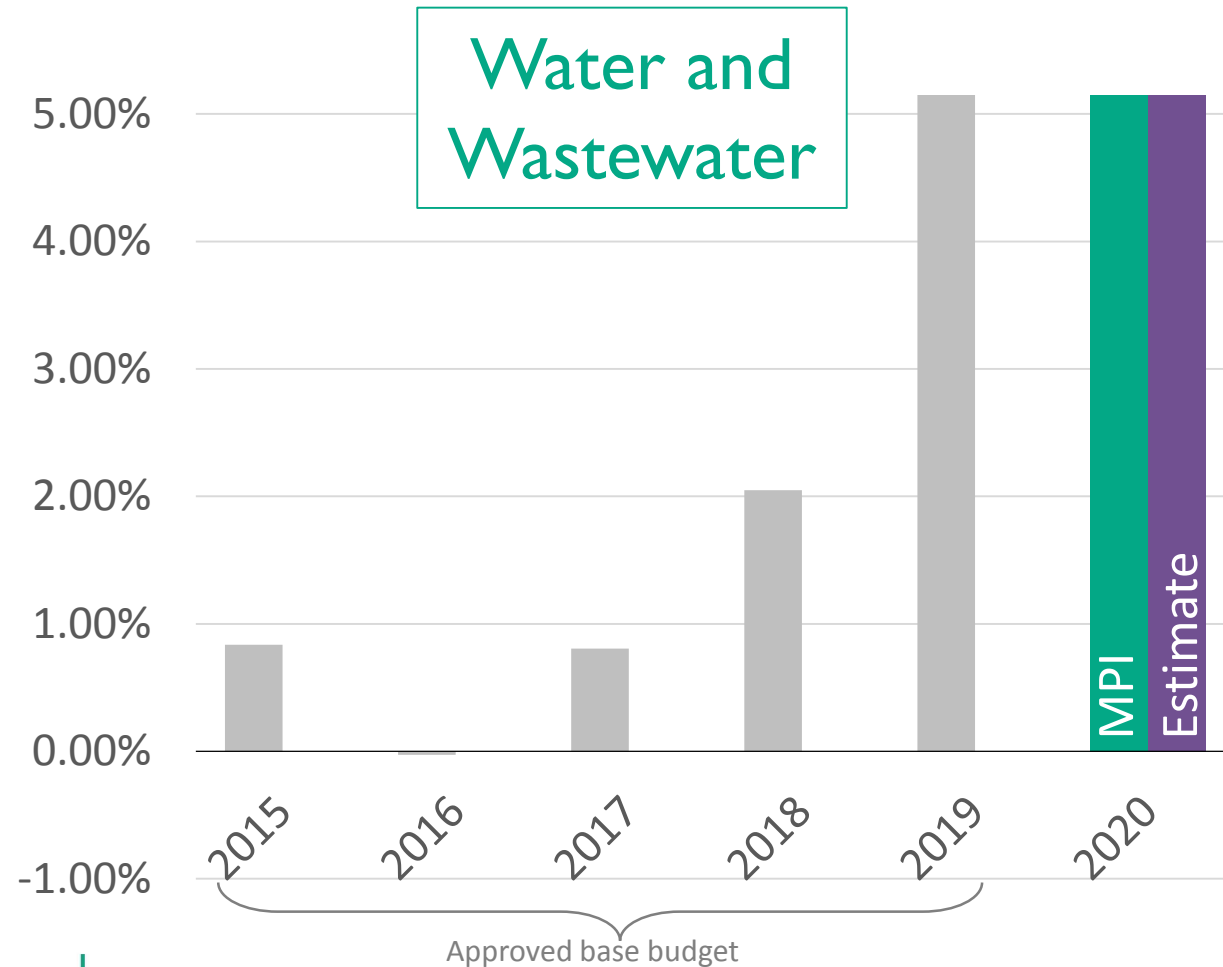
## Pressure on Current Service Delivery



- Staff due diligence to contain pressures is underway
- Where expense pressures estimated at 2.26% cannot be mitigated:
  - Risks will be identified
  - Business cases will be provided for transparency and Council consideration
- Pursue other sources of revenue

# Base Budget Development

## Pressure on Current Service Delivery



- Staff due diligence to contain pressures is underway
- Where expense pressures cannot be mitigated:
  - Risks will be identified
  - Business cases will be provided for transparency and Council consideration
- Pursue other sources of revenue



# Building the Budget

## Base Budget Preliminary Estimates

Budget Item	Levy	Waste Management	Water and Wastewater
Municipal Price Index	\$5.0 M	\$0.7 M	
MPI for ABCs	\$5.4 M		
Water Wastewater Financial Strategy			\$6.0 M
Expense Subtotal	\$10.4 M	\$0.7 M	\$6.0 M
<b>Expense Increase %</b>	<b>2.85%</b>	<b>2.10%</b>	<b>5.15%</b>
Revenue pressures	\$4.4 M	\$2.2 M	
Subtotal	\$14.8 M	\$2.9 M	\$6.0 M
<b>Increase %</b>	<b>4.06%</b>	<b>8.26%</b>	<b>5.15%</b>

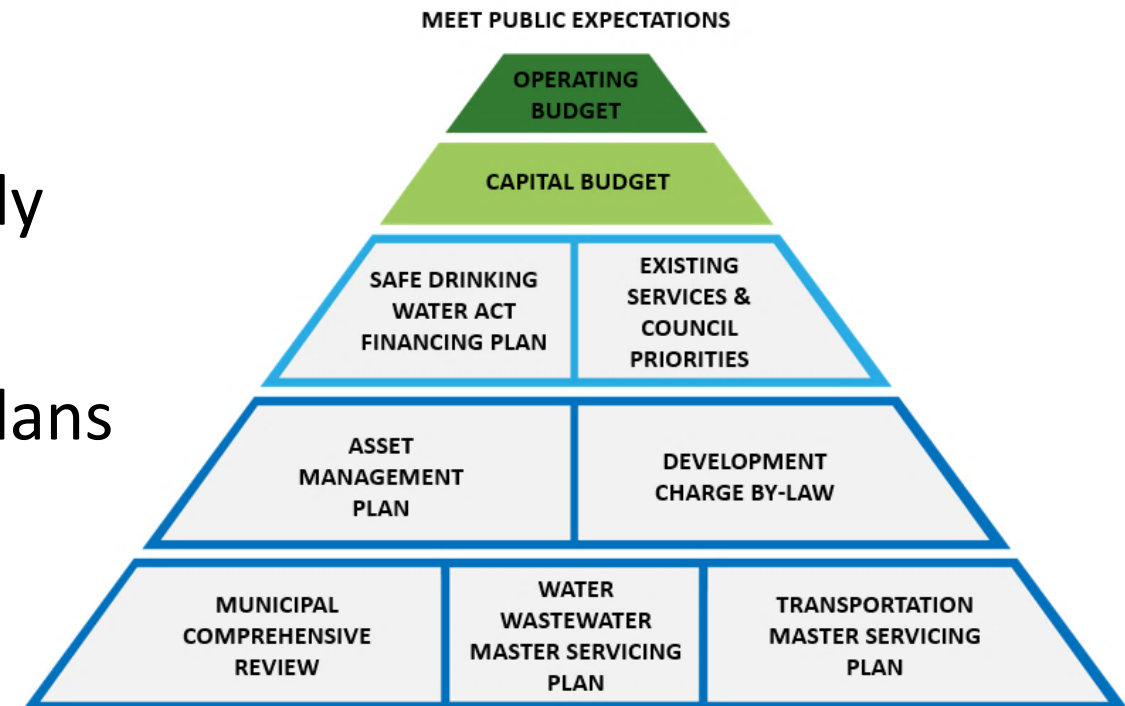
- MPI is a benchmark for expense pressures
  - Currently expense pressures estimated in excess of MPI
- Revenues are not incorporated into the MPI
  - Decisions regarding continuity of service have incremental impacts
  - Continued advocacy regarding provincial download

# Capital Expenditure

## Based on Established Strategies

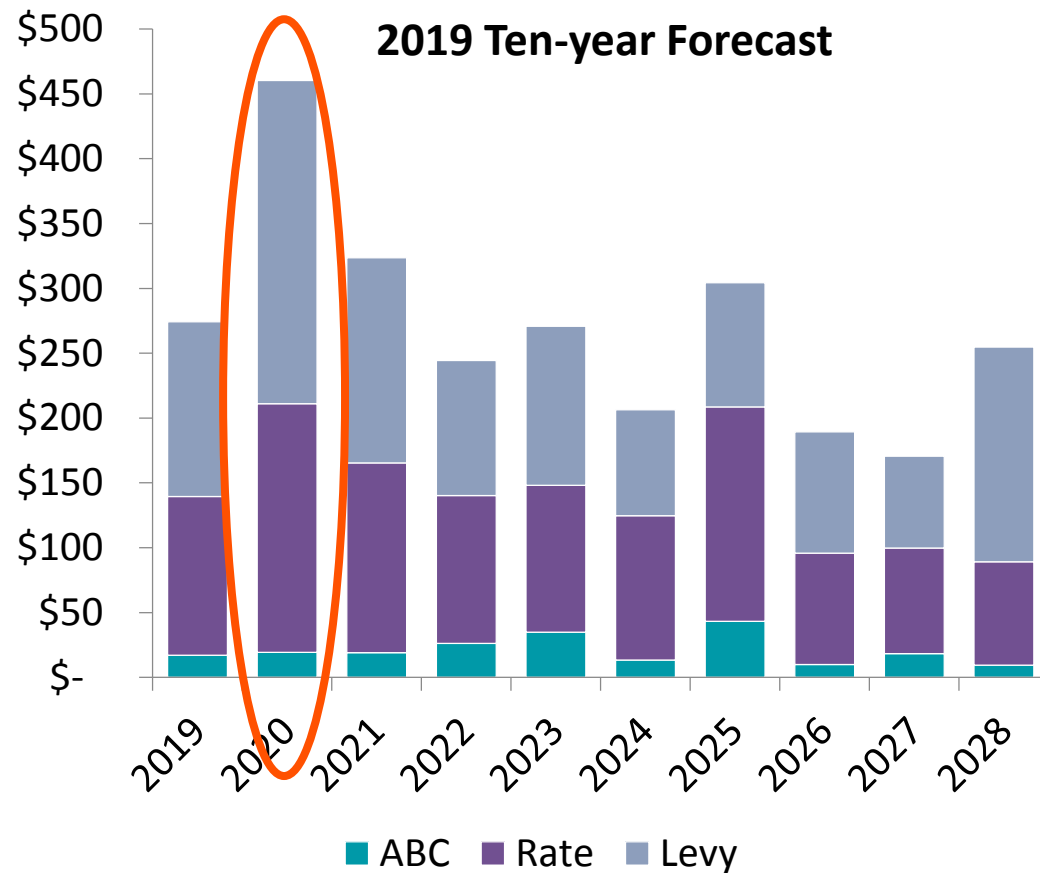
Approved strategies are the basis for long-term sustainability and growth strategies for the Region:

- Asset Management Plan (AMP)
- Development Charge background study
- Growth Plan (MCR)
- Water Wastewater Master Servicing Plans
- Transportation Master Servicing Plan



# Capital Financing

## Require Sustained Increases to Fund AMP Gap



- AMP identified a \$546 million backlog
- Asset Management Office will provide long-range strategies to mitigate but won't fully address shortfalls
- Estimate 2.0% increase each year for 10 years to close the gap
  - 1% (2012,2017), 1.3% (2015,2016)
- Or continue to defer renewal

# Building the Budget

## Capital financing requirements

Budget Item	Levy	Waste Management	Water and Wastewater
Expense Subtotal	\$10.4 M	\$0.7 M	\$6.0 M
Revenue pressures	\$4.4 M	\$2.2 M	
Base Subtotal	\$14.8 M	\$2.9 M	\$6.0 M
<b>Base Increase %</b>	<b>4.06%</b>	<b>8.26%</b>	<b>5.15%</b>
Capital financing	\$7.3 M		See above
Subtotal	\$22.1 M	\$2.9 M	\$6.0 M
<b>Increase %</b>	<b>6.04%</b>	<b>8.26%</b>	<b>5.15%</b>

- Transparent Capital funding strategy
- Added onto Base funding
  - Does not erode funding for current service delivery
  - May support pay as you go or
  - Reserves for on-going sustainability
- Capital expenditure will be driven by AMP and growth strategies

# New Initiatives and Programs

## Transparency for Council Decision Making

- New and enhanced programs of \$16.5M:
  - Niagara Regional Transit, long-term care homes, airports, GO Transit, affordable housing, Waterfront Investment Program
  - Refer to table 1 of the report (page 5)
- New programs will be considered at appropriate committee or COTW
- financial requirements referred to Budget Review Committee for a complete view of corporate need
- Budget Review Committee will make all funding decisions



# Building the Budget

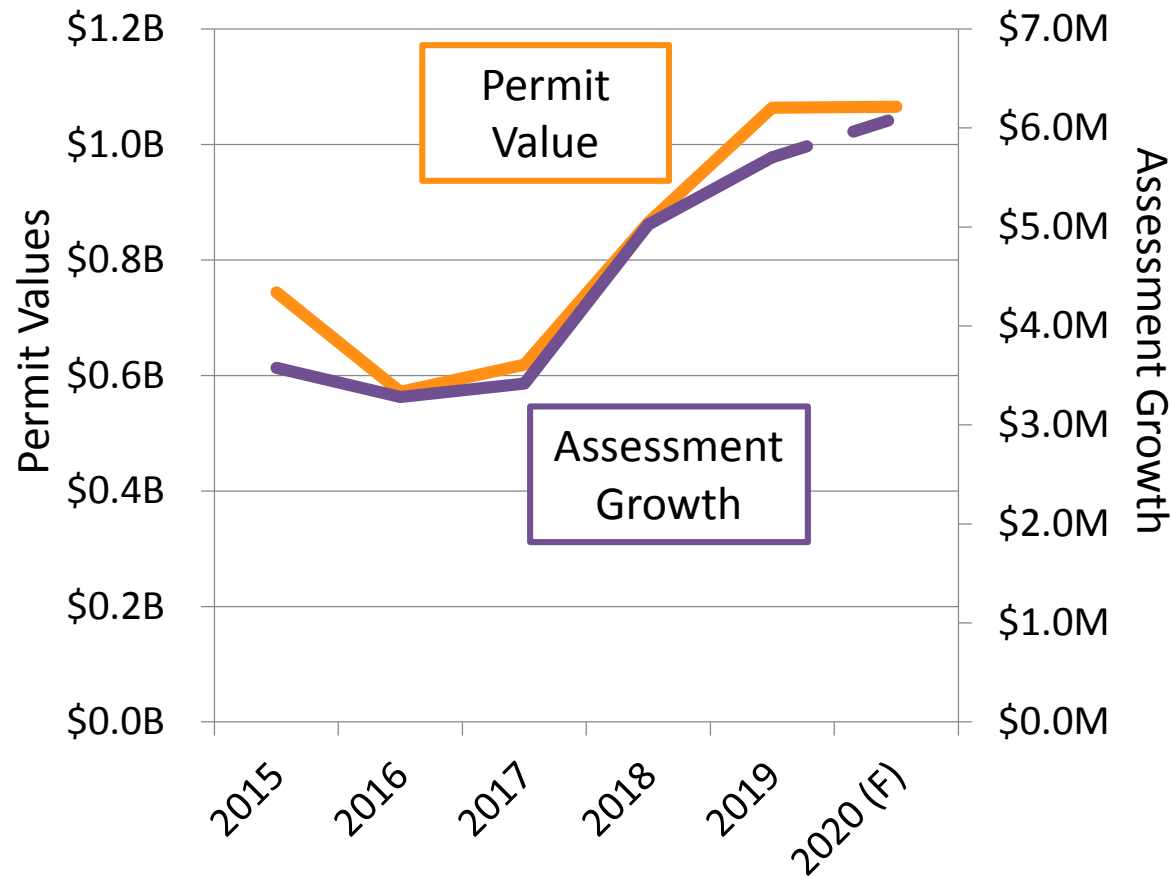
## New Initiatives and Programs

Budget Item	Levy	Waste Management	Water and Wastewater
Expense Subtotal	\$10.4 M	\$0.7 M	\$6.0 M
Revenue pressures	\$4.4 M	\$2.2 M	
Capital financing	\$7.3 M		See above
Subtotal	\$22.1 M	\$2.9 M	\$6.0 M
<b>Increase %</b>	<b>6.04%</b>	<b>8.26%</b>	<b>5.15%</b>
New Programs	\$16.5 M		
Total	\$38.6 M	\$2.9 M	\$6.0 M
<b>Increase %</b>	<b>10.55%</b>	<b>8.26%</b>	<b>5.15%</b>

- Transparent funding for new programs
- Added onto Base funding
  - Does not erode funding for current service delivery
  - May recommend phasing options
  - costs will be refined and business cases completed

# Assessment Growth

1.65% or \$6.1 million new tax revenue from growth



- Experiencing sustained higher growth
- Incentives have contributed to growth (including Tax Increment Grants of \$1.3 million for 2020)
- Balance of revenue (after funding TIGs) should support growth operating and capital costs
- Net zero impact on taxes

# Proposed 2020 Budget Schedule

Budget deliberations begin with **Capital**, then **Rates**, then **ABCs**, and finish with **Levy** prior to the end of the year.

OCTOBER						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

NOVEMBER						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

DECEMBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



Budget Workshop



BRCOTW Meeting



Council/Committee/Committee of the Whole



# Next Steps

- Discussion, review and approval of CSD 40-2019 today
  - Staff will incorporate BRC direction from today into developing the budget
- Budget process will be based on guiding principles and concepts of new policy as approved in CSD 41-2019, June 12, 2019
  - possible sustainability review options for 2020 and forecast
  - asset management strategies for 2021 and forecast
- Capital first to be considered with BRC on October 10
- Preceded by Committee of the Whole on October 3 to review
  - Budget Planning By-law and
  - Capital Financing Policy



Questions?



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**Subject:** 2020 Budget Planning

**Report to:** Budget Review Committee of the Whole

**Report date:** Thursday, June 20, 2019

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## **Recommendations**

1. That the 2020 base budget for existing services **BE PREPARED** with consideration of the Municipal Price Index as calculated in appendix 1 in accordance with recommendations in report CSD 41-2019 Budget Planning Policy Review as follows:
  - a. 2.7% for Regional Departments
  - b. 3.0% for Agencies, Boards, and Commissions
  - c. 2.1% for Waste Management
2. That consideration of a separate levy increase for capital **BE REFERRED** to the Capital Budget - Budget Review Committee of the Whole.
3. That the estimated assessment growth of 1.65% **BE APPORTIONED** to
  - i. tax increment grants estimated at 0.35% and
  - ii. that the remaining net assessment growth of 1.30% support growth related operating and capital costs requested by Regional Departments and ABCs through business cases.
4. That consideration of a separate levy increase for enhancements to or new programs **BE REFERRED** to the Operating Budget - Budget Review Committee of the Whole.
5. That the 2020 budget for Water and Wastewater **BE PREPARED** with an increase of 5.15% in accordance with recommendation in report PW 4-2019 Water and Wastewater Financial Plan for O.Reg. 453/07.
6. That the 2020 budget schedule per appendix 2 **BE APPROVED**.
7. That this report **BE CIRCULATED** to agencies, boards and commissions (ABC's) in accordance with the Budget Control By-law.

## Key Facts

- The purpose of this report is to inform Council of the opportunities and pressures impacting service delivery in order to establish consistent expectations for Council and staff in the preparation of the 2020 Tax Levy and Water, Wastewater and Waste Management Operating and Capital Budgets.
- The recommendations in this report and the guidance for preparing the 2020 budget are consistent with the recommendations and guiding principles in CSD 41-2019 Budget Planning Policy Review.
- The Conference Board of Canada created a unique Municipal Price Index in accordance with their methodology.
- Assessment Growth is forecasted at 1.65% reflecting the recent growth pattern in building permit activity as described in the Financial Considerations below. MPAC data will be used to monitor this estimate and update as the budget is developed.
- Recent provincial announcements will have impacts on the 2020 budget. Staff continue to research the implications of these announcements and will communicate to Council as information becomes available.

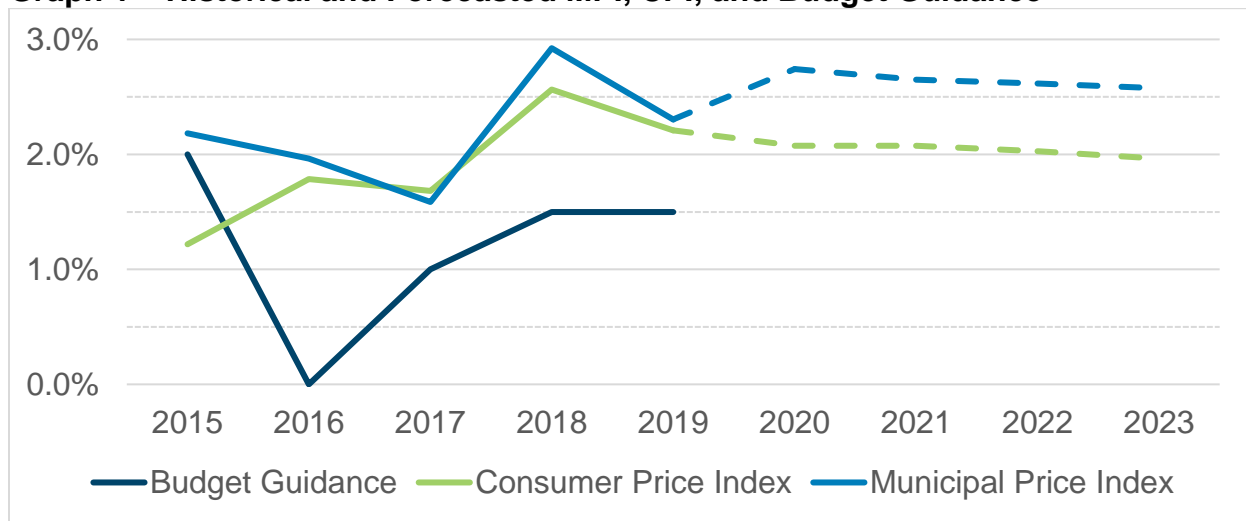
## Financial Considerations

### Base Services Budget

Recommendations presented in report CSD 41-2019 Budget Planning Policy Review suggest the use of a Municipal Price Index (MPI) as a method for budget development, moving away from the traditional core Consumer Price Index (CPI) target. The MPI is not a prescriptive instrument that mandates operating budget expenditures to increase by a designated amount annually; the index helps better inform staff and Council of external economic conditions that will require appropriate fiscal consideration. Sources, factors, and MPI calculations can be found in Appendix 1. Use of an MPI gives consideration to pressures of fuel, utilities and compensation; however some factors are not included such as revenue assumptions, capital financing, impacts from population growth, and new service initiatives. Staff will be able to report to Council on line items increasing in excess of the MPI factors.

Graph 1 demonstrates the alignment between CPI, MPI, and historical guidance for base services, as well as a forecast of CPI and MPI to 2023.

**Graph 1 – Historical and Forecasted MPI, CPI, and Budget Guidance**



#### Levy Budget

Appendices 3 and 4 are a summary of pressures and mitigations that have been quantified for the 2020 levy budget. Staff will undertake mitigation measures to accommodate these items within the calculated MPI. If not all pressures can be accommodated within this index, business cases for additional increases may be considered by Council in particular for revenue pressures which are not factored into the MPI methodology.

#### Waste Management Budget

The pressures impacting the 2020 Waste Management budget are primarily related to net recycling sales revenue decrease of \$2.17 million. Revenues are not considered in the development of the MPI and will be supported by business cases for Council consideration. Further, the collection contract is an extraordinary expense with an estimated pressure of \$0.50 million. As such, the MPI may not be able to address the pressures facing the budget development. Staff will work to mitigate the budget pressures and be prepared to respond with business cases in the event increases are required in excess of the MPI.

#### Water and Wastewater Budget

The Water and Wastewater capital financing tied to the 2016 AMP was considered through the preparation of the Safe Drinking Water Act pro-forma financial statements presented to Public Works Committee in February 2019. The pro-forma statements were prepared for a ten year period and identified a 5.15% increase annually for the years 2019-2028, covering base service costs and capital financing requirements. Council approved a 2019 budget increase of 5.15% in alignment with the recommendations in PW 4-2019 Water and Wastewater Financial Plan for O.Reg. 453/07. The financial plan was approved for use in the development of the 2020 and future budgets.

## Capital Financing

As identified through the 2016 Asset Management Plan (AMP), the target average annual renewal investment (AARI) for the Region to sustain current infrastructure and clear the infrastructure gap within fifty years is \$185.9 million. Current sustainment funding has averaged \$169.1 million over five years. Some investments to infrastructure have been made through the 1% infrastructure deficit reduction reserve approved in 2017, and the Safe Drinking Water Act financial plan recommendations, but further funding is necessary.

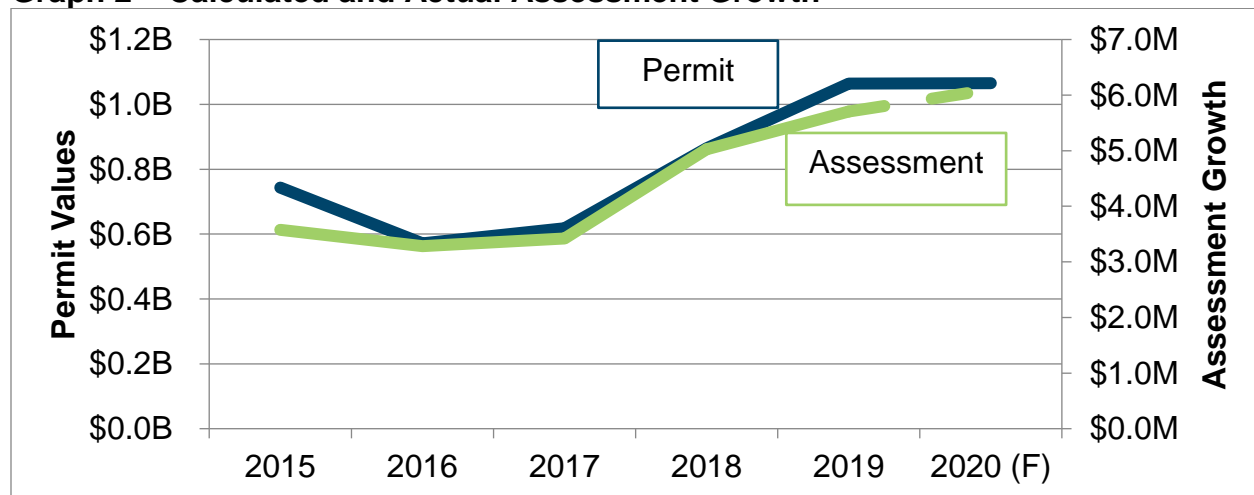
The preliminary estimate for 2020 indicates a levy capital financing increase of 2.0% annually for the next ten (10) years to reduce the funding gap. Staff reported that the annual levy requirement each year for ten years to close the forecasted capital gap was 1% (2012), 1.3% (2015), 1.3% (2016) 1% (2017) in contrast to the 1% one-time addition to the base in 2017 that still continues. Therefore the gap has continued to increase and projects have continued to be deferred.

A Capital Financing policy is being drafted for Council consideration in the fall to establish a strategy for financing capital sustainably. The policy will employ decision criteria to determine the funding mix of pay-as-you-go, reserves, and debt financing. Separate levy and requisition requirements will be presented to Council at the Capital BRCOTW meeting, proposed for October 10<sup>th</sup>.

## Assessment Growth Predictions

Niagara has seen a correlation between permit issuance and assessment growth, typically with a two year lag. Permit issuance remained stable between 2017 and 2018, reaffirming trending forecasts calculating a 1.65% growth factor for 2020. Graph 2 provides a comparison of estimated assessment growth to permit values.

**Graph 2 – Calculated and Actual Assessment Growth**



Timing of assessment growth is largely dependent on MPAC resources and process, as such staff will continue to monitor the trend throughout the year.

Some of the growth realized each year is tied to development for which Council has committed tax increment grants (TIGs). It is important that growth dollars be allocated to honour these commitments before allocating to other priorities. The estimate of TIGs is open to variability, and will be reviewed to determine impact on the 2020 budget, or other timing as added to the tax roll. The projected net growth after funding tax increment grants would be 1.3% or \$4.8 million.

The net assessment growth funding will be available to fund capital and operating costs of growth supported by business cases as submitted by Regional Departments and ABCs.

## Analysis

### New Programs

Staff have identified several strategic initiatives for Council's approval which are currently estimated and will be built into the 2020 budget pending approval of separate levy increases. New requests will be considered at committees and be referred for consideration to the 2020 budget approval process. Table 1 includes details of currently known initiatives.

Table 1 – Strategic Initiatives

Initiative	Description	2020 Estimate
Niagara Regional Transit	To complete the enhancements to the Niagara Regional Transit routes an additional \$3.2 million is required annually. \$3.0 million of the annual costs to operate the Niagara Regional Transit was deferred through transfer from reserve.	\$6.2M
Airports	Governance and funding changes with respect to the Niagara District Airport and Niagara Central Dorothy Rungeling Airport requires annual funding to support operations and capital requirements	\$2.2M
Suicide Preventative Initiative	Increasing Capacity for Suicide Prevention Efforts in Niagara, the Region will have two additional resources for suicide prevention.	\$0.2M
Waterfront Investment Program	The Waterfront Investment Program was deferred for a period of one (1) year through approval of the 2019 budget. This was previously funded through capital levy reserve funding.	\$1.0M

Initiative	Description	2020 Estimate
Smarter Niagara Incentive Program	Base funding for the Smarter Niagara Incentive Program was deferred for a period of one (1) year through approval of the 2019 budget. Regional Council approved a transfer from 2018 surplus to continue offering the grant program in 2019.	\$0.6M
Long-term Care Home Redevelopment	Debt servicing costs for long-term care home redevelopment.	\$3.6M
EMS Central Hub Accommodations	Debt servicing costs for land purchase at the site of the EMS Central Hub.	\$0.4M
NRPS 2019 Position hiring deferral	The Niagara Region Police Service Board approved the deferral of funding for new position hires in 2019, which will require funding in 2020.	\$0.7M
Brock LINC Partnership	A request from Brock University was received for a partnership in the Learn, Innovate, Network, and Commercialize (LINC) program to support post-secondary education and economic development.	\$1.5M
GO Station Infrastructure	When the \$40 million Regional investment in GO train infrastructure is allocated, there may be operating costs associated with the stations.	TBD
Canada Summer Games	The Canada Summer Games Board is finalizing its business plan. The funding request will be determined with the finalization of the legacy capital projects.	TBD
<b>Total</b>		<b>\$16.5M</b>

The above new and enhanced programs equate to 4.51% of the tax levy and are not included in the Municipal Price Index as they are not a part of current base services.

Table 2 summarizes all budgetary factors as identified in this report. It does not include the current estimate of \$17.95 million of base budget pressures in appendix 3 which staff will undertake to accommodate within the MPI. The rigorous budget process over the next few months will update and refine the current estimates and pursue all mitigation options in order to present Council with budget decisions for a sustainable and transparent budget that delivers program and services expected by the public and in alignment with Council's strategic priorities.



**Table 2 – 2020 Budget Impacts (in millions)**

<b>Budgetary Item</b>	<b>Levy</b>	<b>Waste Management</b>	<b>Water and Wastewater</b>
<b>Municipal Price Index for base expenses (Appendix 1)</b>	\$5.0	\$0.7	\$-
<b>MPI for base expenses (ABCs)</b>	5.4	-	-
<b>As per Water Wastewater financial strategy</b>	-	-	6.0
<b>Revenue pressures (Appendix 4)</b>	4.4	2.2	-
<b>Capital Financing</b>	7.3	-	Included in PW 4-2019
<b>New/Enhanced Programs (Table 1)</b>	16.5	-	-
<b>Total Budget Pressure</b>	<b>\$38.6</b>	<b>\$2.9</b>	<b>\$6.0</b>
<b>Total Budget Pressure %</b>	<b>10.55%</b>	<b>8.26%</b>	<b>5.15%</b>

### Budget Timetable

The budget timetable as detailed in appendix 2, was developed with the objective of approving the 2020 budget before the turn of the year. To accommodate this, Budget Review Committee of the Whole meetings have been recommended on Thursdays throughout the last quarter of 2019. Care has been exercised in aligning meeting dates with Council and Committee meeting dates as best possible.

### **Alternatives Reviewed**

The purpose of this report is to inform Council of the 2020 initiatives and service delivery environment to support operating budget development for 2020. Staff has provided Council with information known at this time which will continue to be developed, analyzed, and prioritized, to be delivered to Budget Review Committee to facilitate decision making in accordance with the proposed budget timetable.

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

The 2020 Budget will provide the financial framework to achieve Council's Strategic Priorities.

### **Other Pertinent Reports**

PW 4-2019	Water and Wastewater Financial Plan for O.Reg. 453/07
CSD 41-2019	Budget Planning Policy Review

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Services

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Acting Chief Administrative Officer

*This report was prepared in consultation with Tyler Potts, Senior Budget Analyst, and reviewed by Margaret Murphy, Associate Director Budget Planning and Strategy.*

**Appendices**

Appendix 1	Municipal Price Index
Appendix 2	2020 Budget Schedule
Appendix 3	2020 Levy Budget Pressures - Expenses
Appendix 4	2020 Levy Budget Pressures - Revenues

## Appendix 1 – Municipal Price Index

### 2020 Niagara Municipal Price Index

Expenditure Category	Category Increase	Levy Department Weighting	Agencies, Boards, and Commissions Weighting	Water and Wastewater Weighting	Waste Management Weighting
Compensation	3.3%	47.5%	72.1%	29.6%	7.3%
Professional and Contractual Services	2.0%	8.2%	2.1%	13.4%	81.4%
Telecommunications	2.4%	0.3%	0.5%	0.7%	0.1%
Materials and Commodities	2.1%	2.1%	1.0%	5.2%	1.2%
Asset Maintenance and Rental	2.1%	1.3%	4.5%	7.7%	1.7%
Fuel, Oil, and Natural Gas	1.8%	0.6%	1.3%	0.8%	0.5%
Electricity and Water	1.9%	1.0%	1.7%	13.7%	1.3%
Equipment, Vehicle, and Technology	2.0%	1.3%	0.2%	8.4%	1.8%
Housing, Childcare, Other Benefits	2.0%	32.9%	14.2%	0.0%	0.0%
Rebates and Grants	2.1%	4.5%	2.5%	20.4%	0.7%
Other	2.1%	0.2%	0.0%	0.1%	4.2%
<b>Total</b>		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Municipal Price Index</b>		<b>2.7%</b>	<b>3.0%</b>	<b>2.4%</b>	<b>2.1%</b>
<b>Core Consumer Price Index Target*</b>		<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Difference (percentage points)</b>		<b>0.7%</b>	<b>1.0%</b>	<b>0.4%</b>	<b>0.1%</b>

\*in use in the current guidance policy

Municipal Price Index Inflation Factor Sources

<b>Expenditure Category</b>	<b>Inflation Factor</b>	<b>Geographical Area</b>	<b>Source/Publisher</b>
<b>Compensation</b>	Average Weekly Wages, Public Administration	Canada	Conference Board of Canada (CBOC)
<b>Professional and Contractual Services</b>	Consumption Deflator, Services, Insurance, financial and legal services	Canada	CBOC
<b>Telecommunications</b>	Consumption Deflator, Services, Communication, Recreation and culture services	Canada	CBOC
<b>Materials and Commodities</b>	Consumer Price Index	St. Catharines-Niagara	CBOC
<b>Asset Maintenance and Rental</b>	Consumer Price Index	St. Catharines-Niagara	CBOC
<b>Fuel, Oil, and Natural Gas</b>	Consumption Expenditures, Non-durable goods, Motor fuels and lubricants	Canada	CBOC
<b>Electricity and Water</b>	Electricity Power Price Index	Canada	CBOC
<b>Equipment, Vehicle, and Technology</b>	Consumption Deflator, Durable Goods, Vehicles and parts	Canada	CBOC
<b>Housing, Childcare, Other Benefits</b>	Consumption Expenditures, Services, Education, health and other personal services	Canada	CBOC
<b>Rebates and Grants</b>	Consumer Price Index	St. Catharines-Niagara	CBOC
<b>Other</b>	Consumer Price Index	St. Catharines-Niagara	CBOC

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Appendix 2 – 2020 Budget Schedule

Date	Meeting Type	Subject/Topic
Thurs Oct 3, 4 p.m.	Workshop	Capital for information and education
Thurs Oct 10, 6:30 p.m.	BRCOTW	Capital
Thurs Oct 31, 4 p.m.	Workshop	Rates for information and education
Thurs Nov 7, 6:30 p.m.	BRCOTW	Rates
Thurs Nov 14, 4 p.m.	Workshop	Council Authority over ABCs
Thurs Nov 14, 6:30 p.m.	Council	Rate By-laws
Thurs Nov 21, 9 a.m.*	Workshop	Levy for information and education
Thurs Nov 21, 6:30 p.m.*	BRCOTW	ABCs
Thurs Nov 28, 9 a.m.	Workshop	Levy for information and education (if required)
Thurs Dec 5, 6:30 p.m.	BRCOTW	Levy
Thurs Dec 12, 6:30 p.m.	Council	Levy, Capital, User Fee By-laws

\*all dates align with Council and Committee meeting weeks but for November 21<sup>st</sup>.

### Appendix 3 – 2020 Levy Budget Pressures - Expenses

Expense related pressures – considered in the MPI

<b>Budget Pressures</b>	<b>2020 (\$ million)</b>	<b>Tax Impact %</b>
Development charge grants	5.00	1.37%
Healthcare spending	0.22	0.06%
Long-term Care summer staffing	0.36	0.10%
EMS WSIB presumptive legislation	0.50	0.14%
EMS overtime increase	0.20	0.05%
Other items less than \$100 thousand	0.11	0.03%
<b>Total of 2019 Expense Pressures affecting 2020</b>	<b>6.39</b>	<b>1.75%</b>
Base compensation increases (includes ABCs)	8.42	2.30%
Additional working day (includes ABCs)	1.06	0.29%
Homelessness shelter contracts	0.80	0.22%
Employee Engagement Survey	0.15	0.04%
Road crack sealing	0.25	0.07%
Emerald ash borer tree removal	0.50	0.14%
Impacts of Bill 108	TBD	TBD
Other items less than \$100 thousand	0.38	0.10%
<b>Total of 2020 Expense Pressures</b>	<b>11.56</b>	<b>3.16%</b>
<b>Total Expense Pressures</b>	<b>17.95</b>	<b>4.91%</b>

## Appendix 4 – 2020 Levy Budget Pressures - Revenues

Revenue related pressures – not considered in the MPI

<b>Budget Pressures</b>	<b>2020 (\$ million)</b>	<b>Tax Impact %</b>
Provincial funding cap for Ontario Works cost of administration*	\$0.60	0.16%
Long-term Care Case Mix Index results	0.26	0.07%
Long-term Care Structural Compliance Program funding*	0.16	0.04%
Long-term Care Resident Co-payment increase*	(0.14)	-0.04%
External signal maintenance revenue pressure	0.50	0.14%
<b>Total of 2019 Revenue Pressures affecting 2020</b>	<b>1.38</b>	<b>0.38%</b>
Long-term Care Case Mix Index results	0.36	0.10%
Long-term Care Structural Compliance Program funding*	0.23	0.06%
Long-term Care Resident Co-payment increase*	(0.14)	-0.04%
Changes to the Public Health Provincial/Municipal cost-sharing formula*	0.94	0.26%
EMS Land Ambulance Provincial funding freeze*	1.68	0.46%
Niagara Regional Housing funding reductions	TBD	TBD
SAEO Employment Contract changes	TBD	TBD
SAEO Reductions to direct client benefits	TBD	TBD
<b>Total of 2020 Revenue Pressures</b>	<b>3.05</b>	<b>0.83%</b>
<b>Total Revenue Pressures</b>	<b>\$4.43</b>	<b>1.21%</b>

\*pressures related to provincial funding announcements total \$3.3 million, and are provided further detail in appendix 1 of CSD 49-2019

**Subject:** Q1 Financial Update

**Report to:** Budget Review Committee of the Whole

**Report date:** Thursday, June 20, 2019

## Recommendations

That this report **BE RECEIVED** for information.

## Key Facts

- The purpose of this report is to forecast operating variances to year-end based on actual results as of March 31, 2019 and to outline pressures resulting from both corporate activities and the 2019 Ontario Budget. Many of these pressures will continue to impact 2020 and the preparation of the 2020 Regional budget.
- This report provides an overview of changes to Provincial funding identified to date with estimated impacts to the 2019 Council approved budget ("levy") as well as anticipated impacts on the 2020 budget (appendix 1)
- Staff are forecasting an in year unfavorable levy variance ("pressure") of \$0.62 million as a result of the 2019 Ontario Budget (based on best available information received to date) in addition to other corporate levy in year pressures of \$8.83 million for a total 2019 forecasted levy pressure of \$9.45 million
- Staff are forecasting unfavourable variances of \$4.68 million for rate supported services (\$1.38 million for water and wastewater services and \$3.30 million for waste management)
- This report outlines mitigation strategies identified by staff

## Financial Considerations

This report provides a financial update on the forecasted year-end financial position of the Niagara Region.

<i>(in millions)</i>	Surplus/ (Deficit)	% of Gross Budget Expenditures	<i>(in millions)</i>	Surplus/ (Deficit)	% of Gross Budget Expenditures
Departments & General Government	(9.28)	-1.85%	Water & Wastewater	(1.38)	-1.58%
NRPS	-	0.00%	Waste Management	(3.30)	-6.49%
Court Services	-	0.00%			
NRH	(0.17)	-0.30%			
NPCA	-	0.00%			
Levy Supported	(9.45)	-1.29%			



There are no immediate financial considerations, however in accordance with the Surplus/Deficit policy, actual year-end results are balanced to the Taxpayer Relief Reserve (levy supported services) and the Rate Stabilization Reserves (rate supported services).

### Stabilization Reserves

Stabilization reserves are to be used to stabilize rate or levy requirements due to unanticipated changes in operational requirements (which would include uncertainty in provincial funding).

<i>in millions</i>	<b>Balance as of 12/31/18</b>	<b>% of Gross Operating Expenditures</b>	<b>Target Balance as of 12/31/18*</b>	<b>% of Gross Operating Expenditures</b>	<b>Shortfall</b>
Levy (Taxpayer Relief Reserve)	24.71	5%	73.80	15%	(49.09)
Water Stabilization Reserve	3.44	15%	3.44	15%	-
Wastewater Stabilization Reserve	2.98	5%	8.85	15%	(5.87)
Waste Management Stabilization Reserve	7.43	15%	7.43	15%	-

\*Target balance = 15% of gross operating expenditures

Updates will be provided in conjunction with the second and third quarter financial reports. In addition, further information regarding the implications of the 2019 Ontario budget on programs and services will be brought forward to respective standing committees as appropriate.

## **Analysis**

### 2019 Provincial Budget Pressure

Preliminary 2019 in year levy pressure as a result of the 2019 Ontario Budget is summarized in the chart below. As a result of the Province's deferral of the changes, staff are now estimating a reduction of the initial pressure related to the Provincial budget estimate from \$4.03 million to \$0.62 million. The full impact of these changes will remain a pressure on the 2020 operating budget. Details related to the proposed changes to the program funding models and impact to the levy are outlined in Appendix 1 of the report.

<i>(in millions)</i>			<b>Estimated Pressure May 2019</b>	<b>Revised Estimated Pressure June 2019</b>
<b>Department</b>	<b>Division</b>	<b>Program</b>		
Community Services	Childrens	Core Funding	1.25	-
	Seniors	Structural Compliance Funding		0.02
	SAEO	OW Admin Funding	0.60	0.60
<b>Community Services Total</b>			<b>1.85</b>	<b>0.62</b>
Public Health & Emergency Services	Public Health	Cost Sharing Formula for Mandatory and Related Programs	0.50	-
	EMS	Land Ambulance Grant	1.68	-
<b>Public Health &amp; Emergency Services Total</b>			<b>2.18</b>	<b>-</b>
<b>Total</b>			<b>4.03</b>	<b>0.62</b>

#### Other Corporate Pressures

In addition to the \$0.62 million noted above, staff have identified in year corporate pressures estimated at \$8.83 million, key drivers are as follows –

- Development Charge Exemptions- \$5 million
- Legal Claim - \$1 million
- Emergency Medical Services – Staff Overtime & WSIB - \$0.7 million
- Transportation – External Signal Revenue - \$0.5 million
- Seniors – Staff Overtime & 2019 Case Mix Index (CMI) results - \$0.62 million
- NRH – Carlton Street Rent Revenue - \$0.17 million
- Public Health – Suicide Prevention Initiative - \$0.12 million

#### Mitigation Strategies

The combined pressures for 2019 are estimated at \$9.45 million for which staff have identified mitigation strategies estimated at \$9.45 million, key drivers are as follows –

- Utilization of the DC reserve payback to fund Development Charge Exemptions (per CSD 5-2019) - \$5 million
- Legal – 2018 legal claim payouts less than anticipated - \$1.53 million
- Identified Salary Gapping - \$1.0 million
- Investment Income - \$0.3 million
- Transportation – Delay of Street Lighting Program - \$0.3 million
- Seniors – Increased Accommodation Revenue - \$0.26 million
- Consulting Deferral - \$0.26 million
- NRH Provider Subsidy - \$0.17 million
- Other - \$.63 million

### Risks to 2019 Levy Budget

In addition to the pressures disclosed in this report there are number of items that pose further risk to our 2019 levy. These items have not been confirmed and/or are not easily quantifiable, as such have not been included in the financial analysis.

- The Province is introducing a stronger approach to negotiating outcomes targets with delivery partners. 2018 actuals for the employment outcomes will be the forecasted baseline for 2019. Negotiated employment targets must be set at a minimum of 3% higher than the baseline. Underperforming may result in financial recoveries. The maximum recovery is 15% of the total upload funding, which would equate to an estimated \$1.2M for Niagara
- Changes to Ontario Works benefits (elimination of Transitional Child Benefit, changes to earnings exemption). Although no direct impact on levy, this changes could result in an impact on our clients/the community/agencies/shelters/etc. Further analysis is being prepared and will be provided in a report to PHSSC in July

### Impacts on 2020 Levy Budget

Many of the 2019 Provincial budget pressures noted in this report will also impact 2020 (see appendix 1). In addition to the Provincial budget pressures the majority of the 2019 corporate pressures will also need to be incorporated into the 2020 budget, along with any incremental impacts which are not included in the table below. Impacts and strategies related to funding these estimated pressures will be brought forward to Council as part of the 2020 budget process in CSD 40-2019 2020 Budget Planning Report.

<i>(in millions)</i>	Pressures	
	2019	2020
Provincial Budget	0.62	0.62
Other Corporate	8.83	7.15
<b>Total</b>	<b>9.45</b>	<b>7.77</b>

### Rate Supported Services

Staff are forecasting unfavourable variances of \$4.68 million for rate supported services (\$1.38 million for water and wastewater services and \$3.30 million for waste management). Budget pressures are driven by the volatility in the recycling commodity end market (\$3.30 million), water and wastewater chemical costs (\$0.38 million) and emergency wastewater repairs in Dain City (\$1.0 million). In addition to the pressures noted, there is additional risk that the 2019 repairs and maintenance budget might not be sufficient to cover anticipated costs. Mitigation options include anticipated reduction in the cost of end market material (\$1.13 million), salary gapping and reducing consultant spending by delaying projects. The net pressure is estimated at \$2.77

million (\$1.7 million for Waste Management and \$1.07 million for Water and Wastewater).

Any pressure that is not mitigated in year would be addressed through the year end transfer report, in alignment with the Surplus/Deficit policy, with the recommendation that the deficit be funded from the applicable Rate Stabilization Reserves.

## **Alternatives Reviewed**

This report provides an update on the forecasted financial position of the Niagara Region and therefore alternatives were not required.

## **Relationship to Council Strategic Priorities**

N/A - pending the development of Council Strategic Priorities.

## **Other Pertinent Reports**

CSD 40-2019	2020 Budget Planning Report.
PDS 26-2019	Implications of Bill 108 "More Homes, More Choice Act, 2019

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### **Prepared by:**

Beth Brens, CPA, CA  
Acting Associate Director, Reporting & Analysis  
Enterprise Resource Management Services

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### **Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Enterprise Resource Management Services

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### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with department program financial specialists and the corporate leadership team.*

## **Appendices**

Appendix 1	2019 Provincial Budget Implications
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Appendix 1 – 2019 Provincial Budget Implications

Area Impacted	Provincial Announcement	Description of Announcement and Financial Implications	Tax Levy Pressure (Funding) (in millions)	
			2019	2020
Public Health  2019 budget Gross: \$32.9 Net: \$8.9	Changes to the Provincial/Municipal Public Health Cost-Sharing Formula for Mandatory and Related Programs	<ul style="list-style-type: none"> <li>The provincial funding for many public health programs will be moving to 70% of provincially approved expenditures for 2020-2021. Previously programs were funded at either 75% or 100% provincially. It is anticipated that the provincial funding will be reduced to 60% starting in 2021-2022, however it is not clear the impacts to Niagara as it will be consolidated into a new health unit (see next row).</li> <li>The Province stated that despite the provincial-municipal cost-sharing funding formula, health units are expected to maintain current service levels and accountabilities under the Ontario Public Health Standards.</li> </ul>	No impact anticipated	\$0.94
Public Health  2019 budget Gross: \$32.9 Net: \$8.9	Establishment of Regional Public Health Entities	<ul style="list-style-type: none"> <li>The Province, as part of its commitment to "modernizing public health" also stated in the Budget that they will be establishing 10 regional public health entities (down from the current 35), and 10</li> </ul>	To be determined pending further information from Province	To be determined pending further information from Province

Area Impacted	Provincial Announcement	Description of Announcement and Financial Implications	Tax Levy Pressure (Funding) (in millions)	
			2019	2020
		new regional boards of health with one governance model by 2020-21.		
Land Ambulance (NEMS)  2019 budget Gross: \$44.5 Net: \$20.6	Provincial Funding Freeze – Land Ambulance Grants	<ul style="list-style-type: none"> <li>On April 26, 2019, the Ministry of Health and Long-Term Care (MOHLTC) advised Niagara of its land ambulance grant funding for 2019-20. MOHLTC advised that the Niagara Region will receive the same funding grant as in 2018-19, however the funding will not include a Cost of Living Allowance increase.</li> <li>Niagara Regions Paramedic Services estimate that having no Cost of Living Allowance increase in this year's Land Ambulance Grant would result in a cost pressure in 2020 to the Niagara Region of \$1.7 million</li> <li>Given the announced deferral of the funding reduction, impacts to Niagara are not clear for 2019 or 2020</li> </ul>	No impact anticipated (pending further information from Province)	Approx. \$1.68 (pending further information from Province)
Land Ambulance (NEMS)  2019 budget Gross: \$44.5	Regionalization of Ambulance Service	<ul style="list-style-type: none"> <li>The Province has announced its intention to merge all local ambulance services into 10 regional providers. The objective of this amalgamation is to achieve potential efficiencies, however this</li> </ul>	To be determined pending further information from Province	To be determined pending further information

Area Impacted	Provincial Announcement	Description of Announcement and Financial Implications	Tax Levy Pressure (Funding) (in millions)	
			2019	2020
Net: \$20.6		is also anticipated to impact cost sharing of municipalities in the designated regions.		from Province
Children's Services  2019 budget Gross:\$59.6 Net: \$8.4	Child Care Municipal Cost Sharing Changes	<ul style="list-style-type: none"> <li>It is anticipated in 2020 that:</li> <li>The new provincial funding model will expand expectation of an 80:20 cost share to other funding lines.</li> <li>All administration costs will be required to be cost shared at 50:50 to a cap of 5% of funding allocation in compared to 10% in prior years, however Niagara's practice already aligns with the 5% cap.</li> </ul>	No impact anticipated	To be determined pending further information from Province
Children's Services  2019 budget Gross:\$59.6 Net: \$8.4	Childcare Access and Relief from Expenses (CARE) Tax Credit	<ul style="list-style-type: none"> <li>The Provincial government is planning to implement a change in policy in the way fee subsidy is being delivered and introduced a new CARE tax credit</li> <li>In 2018, approximately \$15.5 million was issued to fee subsidy families.</li> <li>Details regarding the implementation and transition of the CARE tax credit have not been released.</li> <li>Community Services will be providing a more fulsome report on</li> </ul>	No impact anticipated	To be determined pending further information from Province

Area Impacted	Provincial Announcement	Description of Announcement and Financial Implications	Tax Levy Pressure (Funding) (in millions)	
			2019	2020
		system impacts and mitigation strategies		
Senior's Services  2019 budget Gross:\$100.2 Net: \$18.2	Level-of-Care, or Per Diem, Rate Increase	<ul style="list-style-type: none"> <li>A global per diem increase to the level-of-care per diem funding is provided to LTC homes to enhance direct care services as well as to support other operating costs within any of the four envelopes.</li> <li>Effective April 1, 2019 - The Level of Care Per Diem will increase by \$1.77 per resident per day, the increase is non-CMI adjusted.</li> <li>Senior's services plans to expend this additional funding in 2019 and 2020 to address resident acuity</li> </ul>	(\$0.47) <u>\$0.47</u> \$0.00	(\$0.62) <u>\$0.62</u> \$0.00
Senior's Services  2019 budget Gross:\$100.2 Net: \$18.2	Resident Co-Payment Increase	<ul style="list-style-type: none"> <li>The resident co-payment increased by 2.3%. This increases the basic co-payment from \$60.78 to \$62.18 per day. Semi-Private and Private Accommodations have corresponding 2.3% increases on room premiums over and above the basic cost.</li> </ul>	(\$0.14)	(\$0.28)
Senior's Services  2019 budget Gross:\$100.2 Net: \$18.2	Supplementary Staffing and Convalescent Care Top-up	<ul style="list-style-type: none"> <li>Small homes (those with 64 beds or less) will receive a fixed top-up that can be used for any direct care staff.</li> </ul>	(\$0.01) <u>\$0.01</u> \$0.00	(\$0.01) <u>\$0.01</u> \$0.00



Area Impacted	Provincial Announcement	Description of Announcement and Financial Implications	Tax Levy Pressure (Funding) (in millions)	
			2019	2020
		<ul style="list-style-type: none"> <li>The region operates a 20-bed Convalescent Care Program and this program will receive an additional 1% in funding.</li> <li>Senior's services plans to expend this additional funding in 2019 and 2020 to address resident acuity</li> </ul>		
Senior's Services  2019 budget Gross:\$100.2 Net: \$18.2	Structural Compliance Program	<ul style="list-style-type: none"> <li>Effective August 1, 2019, the Structural Compliance Premium will end. This program was initiated in 1998 to support eligible operators with complying with relevant design standards until such time that they were eligible for other Ministry support for developing and upgrading projects (i.e. the Construction Funding Subsidy Program).</li> </ul>	\$0.16	\$0.39
Social Assistance & Employment Opportunities  2019 budget Gross: \$133.0 Net: \$15.0	Provincial funding cap for the 2019 Ontario Works Cost of Administration	<ul style="list-style-type: none"> <li>The Province has introduced a limit on the amount of administration subsidy supporting the Ontario Works program. The subsidy cap will equal each municipality's 2018 actual subsidy claim.</li> </ul>	\$0.60	\$0.60

Area Impacted	Provincial Announcement	Description of Announcement and Financial Implications	Tax Levy Pressure (Funding) (in millions)	
			2019	2020
Social Assistance & Employment Opportunities  2019 budget Gross: \$133.0 Net: \$15.0	Integration of Employment Services between Ontario Works, ODSP, and Employment Ontario	<ul style="list-style-type: none"> <li>The Province reiterated commitments to reform the social assistance system (which includes Ontario Works and Ontario Disability Support Program) by simplifying the rate structure, reducing administration, cutting rules, and providing opportunities to achieve better employment outcomes for social assistance recipients. The Province expects these changes to result in estimated annual savings of over \$1 billion at maturity. Anticipated social assistance program design changes and reform efforts will likely result in reduced funding to the Niagara Region for Ontario Works program delivery and discretionary employment services and supports.</li> </ul>	To be determined pending further information from Province	To be determined pending further information from Province
Planning & Development Services	Bill 108 "More Homes, More Choice Act, 2019	<ul style="list-style-type: none"> <li>On May 2, 2019, the Minister of Municipal Affairs and Housing introduced Bill 108, More Homes, More Choice Act, 2019, an omnibus bill intended to implement the Province's Ontario Housing Supply Action Plan.</li> </ul>	To be determined pending further information from Province	To be determined pending further information from Province

Area Impacted	Provincial Announcement	Description of Announcement and Financial Implications	Tax Levy Pressure (Funding) (in millions)	
			2019	2020
		<ul style="list-style-type: none"> <li>For further information of the impacts of Bill 108 see PDS 26-2019</li> <li>Staff will continue to provide additional comments as information becomes available</li> </ul>		
Niagara Regional Housing (NRH)  2019 budget Gross: \$66.1 Net: \$35.4	Community Housing Renewal Strategy Program Funding	<ul style="list-style-type: none"> <li>Staff are working to understand the implications for 2020 based on the reduction of funding allocations, policy changes, and relationship between the provincial and federal program</li> <li>Funding announced for the next three years will not support substantial increased supply of affordable housing</li> <li>Further reporting will be brought forward to the Board/Committee/Council once further information is received and levy impacts are understood</li> </ul>	No impact anticipated	To be determined pending further information from Province
		<b>Total</b>	\$ 0.62	\$ 3.33

**Minute Item No. 5.1**  
**AC-C 22-2019**  
**Consideration of Reimbursement for Expense**

That Correspondence Item AC-C 22-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated June 24, 2019, respecting Consideration of Reimbursement for Expense, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That legal costs in the total amount of \$6,823.45 requested for reimbursement, as outlined in Item AC-C 39-2018, including accumulated interest, **BE APPROVED** pursuant to section 4.9(d) of the Regional Council Expense Policy; and
2. That staff **BE DIRECTED** to issue payment of \$6,823.45 plus accumulated interest to Aird Berlis LLP.

**Minute Item No. 7.1**  
**AC-C 21-2019**  
**Internal Audit Plan Progress Update Dashboard**

That Correspondence Item AC-C 21-2019, being a memorandum from M. Jurczyk, Director, Internal Controls & Organizational Performance, dated June 24, 2019, respecting Internal Audit Plan Progress Update Dashboard, **BE RECEIVED** for information.

**Minute Item No. 7.2**  
**AC-C 19-2019**  
**NPCA 2018 Financial Statements**

That Correspondence Item AC-C 19-2019, being the Niagara Peninsula Conservation Authority 2018 Financial Statements, dated April 17, 2019, **BE RECEIVED** for information.

**Minute Item No. 7.3**  
**JBM-C 06-2019**  
**Approval of Court Services 2018 Audited Schedule of Revenue, Expenses and Funds Available for Distribution**

That Report JBM-C 06-2019, dated May 30, 2019, respecting Approval of Court Services 2018 Audited Schedule of Revenue, Expenses and Funds Available for Distribution, **BE RECEIVED** for information.

**Minute Item No. 7.  
Consent Items for Information**

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

PHD 10-2019

Approval of 2018-2019 Public Health Program Audits

COM 22-2019

Approval of 2018-2019 Community Services Program Audits

**THE REGIONAL MUNICIPALITY OF NIAGARA  
AUDIT COMMITTEE  
OPEN SESSION**

**AC 04-2019  
Monday, June 24, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Foster, Gale, Redekop, Sendzik, Whalen (Committee Vice-Chair)

Absent/Regrets: Rigby (Committee Chair)

Other Councillors: Greenwood

Staff: D. Gibbs, Director, Legal and Court Services, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, M. Jurczyk, Director, Internal Controls & Organizational Performance, F. Marcella, Internal Auditor, A.-M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk, A. Wheaton, Corporate Reporting Supervisor

Others Present: P. Grenier, Former Regional Councillor

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**1. CALL TO ORDER**

Committee Vice-Chair Whalen called the meeting to order at 1:01 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

There were no presentations.

**4. DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **AC-C 22-2019**

Consideration of Reimbursement for Expense

Moved by Councillor Gale

Seconded by Councillor Foster

That Correspondence Item AC-C 22-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated June 24, 2019, respecting Consideration of Reimbursement for Expense, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That legal costs in the total amount of \$6,823.45 requested for reimbursement, as outlined in Item AC-C 39-2018, including accumulated interest, **BE APPROVED** pursuant to section 4.9(d) of the Regional Council Expense Policy; and
2. That staff **BE DIRECTED** to issue payment of \$6,823.45 plus accumulated interest to Aird Berlis LLP.

Committee requested additional information respecting the expense; therefore Paul Grenier, Former Regional Councillor, was called to the podium.

Councillor Sendzik rose on a point of order stating that the information to be provided would include personal information which should only be provided to Committee in Closed Session.

The Committee Vice-Chair agreed therefore it was,

Moved by Councillor Sendzik

Seconded by Councillor Foster

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

A Personal Matter About an Identifiable Individual - Consideration of Reimbursement for Expense.

**Carried**

6. **CLOSED SESSION**

Committee resolved into closed session at 1:14 p.m.

Committee reconvened in open session at 1:24 p.m. with the following individuals present:

Committee: Bradley (Regional Chair), Foster, Gale, Redekop, Sendzik, Whalen (Committee Vice-Chair)

Absent/Regrets: Rigby (Committee Chair)

Other Councillors: Greenwood

Staff: D. Gibbs, Director, Legal and Court Services, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, M. Jurczyk, Director, Internal Controls & Organizational Performance, F. Marcella, Internal Auditor, A.-M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk, A. Wheaton, Corporate Reporting Supervisor

Others Present: P. Grenier, Former Regional Councillor

Committee Vice-Chair Whalen called upon Mr. Grenier to continue his presentation.

Mr. Grenier provided information respecting the background of the expense for which reimbursement was being considered, attached to these minutes as AC-C 23-2019.

The Committee Vice-Chair called the vote on the motion as follows:

That Correspondence Item AC-C 22-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated June 24, 2019, respecting Consideration of Reimbursement for Expense, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That legal costs in the total amount of \$6,823.45 requested for reimbursement, as outlined in Item AC-C 39-2018, including accumulated interest, **BE APPROVED** pursuant to section 4.9(d) of the Regional Council Expense Policy; and
2. That staff **BE DIRECTED** to issue payment of \$6,823.45 plus accumulated interest to Aird Berlis LLP.

**Carried**



**7. CONSENT ITEMS FOR INFORMATION**

**7.1 AC-C 21-2019**

Internal Audit Plan Progress Update Dashboard

Moved by Councillor Gale

Seconded by Councillor Foster

That Correspondence Item AC-C 21-2019, being a memorandum from M. Jurczyk, Director, Internal Controls & Organizational Performance, dated June 24, 2019, respecting Internal Audit Plan Progress Update Dashboard, **BE RECEIVED** for information.

**Carried**

**7.2 AC-C 19-2019**

NPCA 2018 Financial Statements

Moved by Councillor Gale

Seconded by Councillor Foster

That Correspondence Item AC-C 19-2019, being the Niagara Peninsula Conservation Authority 2018 Financial Statements, dated April 17, 2019, **BE RECEIVED** for information.

**Carried**

**7.3 JBM-C 6-2019**

Approval of Court Services 2018 Audited Schedule of Revenue, Expenses and Funds Available for Distribution

Moved by Councillor Gale

Seconded by Councillor Sendzik

That Report JBM-C 06-2019, dated May 30, 2019, respecting Approval of Court Services 2018 Audited Schedule of Revenue, Expenses and Funds Available for Distribution, **BE RECEIVED** for information.

**Carried**

**7. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Gale  
Seconded by Councillor Sendzik

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

PHD 10-2019

Approval of 2018-2019 Public Health Program Audits

COM 22-2019

Approval of 2018-2019 Community Services Program Audits

**Carried**

**Councillor Information Request(s):**

Provide information respecting the increased WSIB costs associated with Niagara Emergency Medical Services. Councillor Redekop.

**8. OTHER BUSINESS**

There were no items of other business.

**9. NEXT MEETING**

The next meeting will be held on Monday, September 9, 2019 at 1:00 p.m. in the Council Chamber.

**10. ADJOURNMENT**

There being no further business, the meeting adjourned at 2:12 p.m.

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Tim Whalen  
Committee Vice-Chair

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk

*The following are my speaking notes from Audit Committee June 24. I have also attached Mr. Mascarins' opinion on the validity of allegations against me.*

Thank you for the time to present information to you with respect to the delayed payment of a legal bill incurred while I was a Councillor. This bill has been approved by Audit Committee two times and yet remains unpaid. [Audit Committee approved payment again on June 25, 2019].

I am here today to provide background and share what I believe to be confidential information.

To be clear, I never refused to provide information: what is necessary to make an informed decision is very sensitive as it can lead to others experiencing damage from the conversation and I requested in-camera confidentiality.

Preliminary and necessary information includes my compliance with the guidelines for Councillors: when I was about to enter into employment with Chantlers/Don's, I disclosed the information to then Niagara Region Integrity Commissioner John Mascarin and followed his instructions.

The legal fees being questioned relate to the extortion threat I received by email on December 10, 2018.

After these exchanges, I contacted via telephone CAO D'Angelo to inform him of the issue. He advised me to contact John Mascarin at Aird & Berlis to formalize his opinion on conflict. I spoke with CAO D'Angelo again later that day and forwarded the emails to John Mascarin on December 20 to engage with A&B to provide a background opinion.

As said earlier, Audit Committee has approved payment of this invoice twice before. Staff may cite the expense policy when denying payment of this invoice; however, there are many reasons why that is not valid and that Audit Committee authorized the invoice to be paid. According to Section 4.9 of Regional Council Expense Policy, this invoice qualifies under sections a), c), and d).

Further, I consulted with senior staff immediately, as required under Section 5.1 e). I did what was required and asked. I was one of you and in my capacity as a Councillor, became a victim of coercion and extortion.

As an elected official, it was my responsibility to follow the principles and guidelines and rules laid out for municipal government. Unfortunately, because someone disagreed with how I voted, I was told *"you have a conflict because we don't like the way you vote. But if you change your vote, we won't proceed with any action" [against you and your company]*.

This is an affront to all duly elected officials. No expense policy can speak to such things.

I engaged the solicitor because that is what the CAO requested me to do.

The process of trying to finesse the payment through the approval process was not to avoid transparency and proper review but to prevent my then employer Chantler/Don's from reputation injury as a result of a baseless vendetta.

I have shared very specific details about this file with you and trust you will see your way to release me finally from this burden.

I served in municipal government with dedication for 15 years at the city and region. Any of us who step forward and put our lives and professions on hold to serve deserve to be more than a procedural conversation footnote as happened at the last Council meeting

I ask again that the commitment from the Region to pay this legal fee because it was incurred as a result of instructions I received. Staff has been instructed to pay this bill at least twice and yet it remains unpaid. Please honour the commitment and agreement entered into.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Regional Council Expense Policy</i>

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**4.9. Legal Expenses**

- a) Legal costs arising from or in any way related to complaints under the Code of Conduct are Eligible Expenses.
- b) Legal costs related to personal conflict of interest opinions are Ineligible Expenses.
- c) Costs involving certain legal proceedings against Members shall be reimbursed in accordance with the current legal indemnification policy and are subject to review by the Audit Committee for recommendation to Council.
- d) Requests for reimbursement of legal costs outside this policy or the legal indemnification policy shall be submitted to the Audit Committee for recommendation to Council.

**4.10. Election Year Restrictions**

**Note: Revision 1.0 - April 12, 2018, section 4.10 subsections (a) and (b) were repealed (see Report GM 5-2018).**

**Note: Revision 1.0 – April 12, 2018, section 4.10 was amended by adding the following clause (see Report GM 5-2018):**

- c) Regional Councillors shall be directed by the *Use of Municipal Resources During the Election Campaign Period* policy.

**4.11. Timelines**

- a) Members shall submit quarterly expense reports with itemized receipts attached within 30 days after the end of each quarter to allow time for staff to verify and reconcile expenses before posting online; and
- b) Expense report information will be posted online on a quarterly basis and for a rolling period of 7 years plus current year.

**5. Roles and Responsibilities****5.1. Members of Council**

- a) Adhere to this policy;
- b) Submit expenses on a regular monthly timeline;
- c) Sign-off on all expenses submitted to or paid by Niagara Region;
- d) Meet all financial, legal and tax obligations; and,
- e) Consult with Regional Administrative staff for guidance with respect to the eligibility of an expense and/or any interpretation on the application of this policy.

**5.2. Regional Administrative Staff**

- a) Ensure consistent application of this policy;
- b) Process expenses in accordance with this policy;
- c) Ensure the supporting documentation is in place and that expenditures conform to this policy;



**AIRD BERLIS**

John Mascarin  
 Direct: 416.865.7721  
 Email: [jmascarin@airdberlis.com](mailto:jmascarin@airdberlis.com)

January 2, 2018

Our File No.: 142092

Paul Grenier  
 Regional Councillor – Welland  
 The Regional Municipality of Niagara  
 1815 Sir Isaac Brock Way  
 Thorold, ON L2V 4T7

Dear Councillor Grenier:

Re: *Municipal Conflict of Interest Act*  
Don's Portable Toilets

You have asked us to provide you with a legal opinion regarding your obligations under the *Municipal Conflict of Interest Act* (the "MCIA")<sup>1</sup> as they may relate to your employment with respect to Don's Portable Toilets, a company located in Stoney Creek that provides portable sanitation services in the Greater Hamilton area.

#### Background Facts

You are a Regional Councillor for The Regional Municipality of Niagara ("Niagara Region") having first been elected in 2014. Previously, you had been a three-term member of Welland City Council, first elected in 2003.

You are employed by an entity known as Don's Portable Toilets, a wholly-owned subsidiary of Chantler's Environmental Services Limited ("Chantler"). Your employment commenced on May 8, 2017. You are compensated by way of straight salary – no bonus or commission is payable to you on sales.

Tambro Construction ("Tambro") was awarded a contract, through a competitive tender, to build an affordable housing project at 524 Carlton Street, St. Catharines, for Niagara Regional Housing ("NRH"). The construction project was awarded prior to May 8, 2017. Chantler is the provider of portable toilets to Tambro.

NRH is a not-for-profit corporation established by Niagara Region. NRH is listed as an agency, board and commission of Niagara Region on its website although its precise legal nature is not certain. NRH is the contracted affordable housing administrator for Niagara Region as authorized under s. 17 of the *Housing Services Act, 2011*.<sup>2</sup> You are on the Board of Directors for NRH.

<sup>1</sup> R.S.O. 1990, c. M. 50 ("MCIA").

<sup>2</sup> S.O. 2011, c. 6, Sched. 1.

January 2, 2018  
Page 2

You disclosed your employment with Don's Portable Toilets and the Tambro contract to us in our capacity as the then appointed Interim Integrity Commissioner for Niagara Region. You did so on May 18, 2017 prior to the start of a meeting of Regional Council in order to seek advice as to your duties and responsibilities to Niagara Region pursuant to the MCIA.

At that time we advised you that you owe certain duties to NRH and it was recommended that you disclose your employment status with Don's Portable Toilets to the NRH Board notwithstanding that there was no current matter pending for consideration by your employer or Chantler before the NRH Board.

We also noted that the mere fact that you were employed by an entity that had an arrangement with a contractor which had (prior to your employment) been awarded a contract by the NRH did not amount to a contravention of the MCIA.

Furthermore, we understand that you took our advice and, that on May 26, 2017, you disclosed your employment with Don's Portable Toilets at an open meeting of the NRH Board. You also, further to our advice, disclosed to the NRH CEO Dan Troke and Niagara Region CAO Carmen D'Angelo that you had sought our advice and had acted in furtherance thereof.

We now understand that your involvement as a Regional Councillor has come into question in so far as you have voted on matters pertaining directly or indirectly to the Niagara Peninsula Conservation Authority (the "NPCA") while under the employment of Don's Portable Toilets. We note that the authority of an upper-tier municipality with respect to a conservation authority under the *Conservation Authorities Act* is very limited and essentially extends only to appointment of persons to the applicable conservation authority's board of directors.<sup>3</sup>

You are not a member of the board of directors of the NPCA which is comprised of 15 members variously appointed by Niagara Region (12 members), City of Hamilton (2 members) and Haldimand County (1 member). The allegations raised by an elector do not identify a specific matter or matters before Regional Council wherein you failed to comply with your obligations under the MCIA. The elector's concern instead is stated as follows:

My concern is that if you are related to a business that gets any business from the NPCA, as Don's [Portable Toilets] does, then I believe you are in a direct pecuniary conflict of interest when any topic in regards to the NPCA comes up at the Region. I am not certain, but I am determined to find out.

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<sup>3</sup> R.S.O. 1990, c. C.27, ss. 4, 14. The statute establishes conservation authorities as relatively independent and autonomous bodies that have broad powers to accomplish their objects, including the power to acquire and expropriate lands, to purchase personal property, to construct and erect works and structures, to charge fees, and "generally to do all such acts as are necessary for the due carrying out of any project or as may be desirable to further the objects of the authority." Conservation authorities can also apportion their costs of operation to their participating municipalities.

AIRD BERLIS

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I have not finished compiling all of the data but so far I have not been able to find a situation where you recused yourself or declared a conflict, including the recent vote to allow me to address issues on the NPCA budget and the ensuing dialogue.

We have set out below our analysis of the law and have specifically considered the MCIA. We have also, for completeness, commented any possible implications related to Niagara Region's Code of Conduct.

## Analysis

### 1. *Municipal Conflict of Interest Act*

#### (a) *Member Obligations - Declaration of Pecuniary Interest and Recusal*

A member, as defined by the MCIA (which expressly includes a member of council or of a local board), is required to comply with the provisions of section 5 of the statute if the member has a direct, indirect or deemed pecuniary interest (which could have either a positive or a negative financial impact) in a matter that arises at a meeting:

When present at meeting at which matter considered

5. (1) Where a member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the council or local board at which the matter is the subject of consideration, the member,

(a) shall, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;

(b) shall not take part in the discussion of, or vote on any question in respect of the matter; and

(c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

The intent of section 5 of the MCIA is to prohibit members of municipal councils from participating in decisions that would result in monetary benefits or the prevention of financial losses to themselves, indirectly to specified family members, or, also indirectly, to associates or bodies corporate with which they are sufficiently connected.

The requirements of s. 5 are *personal* obligations on a member of council.<sup>4</sup>

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<sup>4</sup> The Declaration of Office under s. 232 of the *Municipal Act, 2001*, S.O. 2001, c. 25, provides, in part, as follows:

3. I will disclose any pecuniary interest, direct or indirect, in accordance with the *Municipal Conflict of Interest Act*.

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(b) Financial Interest

Although the term "pecuniary interest" is not defined by the MCIA, it had been held to be a financial interest related to or involving money".<sup>5</sup>

The jurisprudence has interpreted a pecuniary interest of a member of council to mean some sort of monetary benefit that will be received, or could be received, either in cash or an increase in the value of an asset by the member. It can also mean the avoidance of a decrease in the value of the asset or a decrease of cash payments.

(c) Indirect Pecuniary Interest

A pecuniary interest can take the form of a direct, indirect or deemed interest.

In this case, the elector alleges that you may have an indirect pecuniary interest by virtue of section 2 of the MCIA because you are an employee of Don's Portable Toilets:

Indirect pecuniary interest

2. For the purposes of this Act, a member has an indirect pecuniary interest in any matter in which the council or local board, as the case may be, is concerned, if,

...

(b) the member is a partner of a person or is in the employment of a person or body that has a pecuniary interest in the matter.

Accordingly, by virtue of section 2 you would have an indirect pecuniary interest in any financial interest that Don's Portable Toilets may have in any matter before the Regional Council. However, we do not understand that there was any matter involving Don's Portable Toilets before Regional Council for consideration.

The unspecified matter or matters alleged by the elector relate to instances involving the NPCA.

Although you are a member of Regional Council there was no matter directly (or even indirectly) involving Don's Portable Toilets that was before Regional Council for consideration, debate or discussion.<sup>6</sup>

Since you are not a member of the NPCA, any matter involving or relating to Don's Portable Toilets that was before the NPCA does not trigger any obligations you may have under the MCIA.

<sup>5</sup> *Tuchenhagen v. Mondoux*, (2011), 88 M.P.L.R. (4th) 234 (Ont. Div. Ct.) at para. 31.

<sup>6</sup> "The pecuniary interest must be definable and real rather than hypothetical": *Lorello v. Meffe*, 2010 ONSC 1976, 99 M.P.L.R. (4th) 107, at para. 59.

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The question to be answered with respect to a potential pecuniary interest was put as follows in the leading case of *Greene v. Borins*:

Does the matter to be voted upon have a potential to affect the pecuniary interest of the municipal councillor?<sup>7</sup>

There was no matter relating to the NPCA before Regional Council that had the potential to affect your pecuniary interest, either directly or indirectly.

**(d) Exemptions**

Section 4 of the MCIA recognizes that there are a number of instances in which a member may have a pecuniary interest but that it is not appropriate for the member to have to declare the interest and thereafter to refrain from participating, voting or attempting to influence the voting on the matter. Section 4 sets out eleven enumerated exceptions to the application of the requirements of section 5 (nine specific and two general exemptions).

It is our opinion that the exemption pertaining to an interest in common with electors generally is applicable to your situation as it relates to any consideration by Regional Council or any of its committees with respect to matters generally relating to the NPCA.

We are also of the view that it is likely that the "remote and insignificant" exemption in section 4(k) may also apply with respect to any budget-related or other general matters pertaining to the NPCA that may arise at Regional Council.

Sections 4(j) and (k) of the MCIA provide as follows:

**Where s. 5 does not apply**

4. Section 5 does not apply to a pecuniary interest in any matter that a member may have,

...

- (j) by reason of the member having a pecuniary interest which is an interest in common with electors generally; or
- (k) by reason only of an interest of the member which is so remote or insignificant in its nature that it cannot reasonably be regarded as likely to influence the member.

If one or both of the above exceptions are applicable, the requirements of section 5 of the MCIA do not apply (in other words, you are not required to declare a pecuniary interest or required to recuse yourself from any participation or voting at Regional Council).

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<sup>7</sup> *Greene v. Borins* (1985), 28 M.P.L.R. 251 at para. 42 (Ont. Div. Ct.).

**AIRD BERLIS**

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Both of these exceptions can be regarded as involving circumstances in which an informed person, viewing the matter realistically and practically, and having thought the matter through, would conclude that the pecuniary interest would not affect the council member's ability to make an impartial decision.<sup>8</sup>

Our opinion relates to the consideration of any matters validly before Regional Council related to the NPCA. Should the matter be considered by Regional Council pertain specifically to grants or allocations to the NPCA involving items related to services or equipment provided by Don's Portable Toilets or by Chantler, further consideration should be given as to whether there is a possible potential pecuniary interest that is not merely speculative in nature. Such a matter before Regional Council might have the potential to constitute a true possible pecuniary interest and should be considered on a case-by-case basis (although, given the NPCA's powers and jurisdiction under the *Conservation Authorities Act*, we do not see such a matter arising at Regional Council).

The exception relating to remote or insignificant interests under section 4(k) does not pertain to the quantum of the financial interest at issue but, rather, it applies to the importance of the matter to the member.<sup>9</sup>

The applicable test to determine whether a member has an interest that is so remote or insignificant in its nature such that it cannot reasonably be regarded as likely to influence the member is set out in *Whiteley v. Schnurr*. The question to be asked is:

Would a reasonable elector, being apprised of all the circumstances, be more likely than not to regard the interest of the councillor as likely to influence that councillor's action and decision on the question. In answering the question set out in this test, such elector might consider whether there was any present or prospective financial benefit or detriment, financial or otherwise, that could result depending on the manner in which the member disposed of the subject matter before him or her.<sup>10</sup>

The courts have recently given a greater emphasis to the reasonable elector's consideration of *all of the circumstances* concerning the matter.<sup>11</sup>

Moreover, the Ontario Court of Appeal has indicated that where the remote or insignificant exemption under section 4(k) relates to an indirect or deemed interest, a two stage-test is imposed. As noted in *Ferri v. Ontario (Attorney General)*, it is not appropriate to fix the

<sup>8</sup> *Gammie v. Turner* (2013), 11 M.P.L.R. (5th) 177 at para. 72 (Ont. S.C.J.).

<sup>9</sup> *Magder v. Ford* (2012), 5 M.P.L.R. (5th) 1 (Ont. S.C.J.).

<sup>10</sup> *Whiteley v. Schnurr* (1999), 4 M.P.L.R. (3d) 309 at para. 10 (Ont. S.C.J.).

<sup>11</sup> See the expansive application to the test in section 4(k) set out in the following decisions: *Hazineh v. McCallion* (2013), 11 M.P.L.R. (5th) 18 (Ont. S.C.J.); *Amaral v. Kennedy* (2012), 96 M.P.L.R. (4th) 49 (Ont. Div. Ct.) at paras. 38-44; and *Craig v. Ontario (Attorney General)* (2013), 15 M.P.L.R. (5th) 23 (Ont. S.C.J.) at para. 35.

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member with the same level of significance and proximity as that of the entity or body having the interest under section 2 or the family member under section 3.<sup>12</sup> The Court of Appeal wrote as follows with respect to the interest of a member vis-à-vis his child:

The analysis of whether a councillor's pecuniary interest is too remote or insignificant to be reasonably regarded as likely to influence that councillor cannot be premised on the notion that, unless proven otherwise, the councillor is fixed with the same level of proximity and significance as his child. The s. 4(k) analysis must commence afresh and focus on the proximity and significance of the councillor's pecuniary interest in the context of all the circumstances. In my view, the application judge erred in his approach to s. 4(k) by reading in a rebuttable presumption.<sup>13</sup>

In stating that the section 4(k) analysis "must commence afresh and focus on the proximity and significance of the councillor's pecuniary interest in the context of all the circumstances", the Court of Appeal referenced cases involving pecuniary interests under both sections 2 and 3 of the MCIA.

In this case, even if it can be argued that Don's Portable Toilet's or Chantler might have a potential pecuniary interest in a matter involving the appointment of persons to the NPCA board or the apportionment of NPCA costs that is before Regional Council, it would still have to be established that such financial interest was proximate and significant to you as the employee. Given that you are compensated by fixed salary (and not by bonus or commission), it is our view that it would be very unlikely that you would be fixed with the requisite degree of proximity and significance of interest as your employer or even anything close to it. It is our opinion that your interest would likely be exempted under section 4(k) of the MCIA.

## 2. Code of Conduct for Members of Council

Although no allegations have been made that you contravened Niagara Region's Code of Conduct,<sup>14</sup> we have reviewed same as this document contains provisions related to conflicts of interest.

The Code of Conduct provides that members of Regional Council "shall avoid conflict of interest or unethical behaviour." The document states that it will assist members to identify and handle potential conflicts of interest. The operative section provides as follows:

<sup>12</sup> *Ferri v. Ontario (Attorney General)*, 2015 ONCA 683.

<sup>13</sup> *Ibid*, at para. 15.

<sup>14</sup> Regional Council enacted By-law No. 06-2013 on January 17, 2013, to amend its procedural by-law by replacing Appendix "A", its former Code of Conduct for Members of Council, with the Code of Conduct in its current substantive form. The Code of Conduct was subsequently amended several times. A new up-to-date code of conduct had been proposed but on December 14, 2017, Regional Council voted to reject a significantly emasculated Code of Conduct. Thus Regional Council left in place the Code of Conduct that was essentially enacted in early 2013.

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Members of Council shall fully comply with the provisions of the *Municipal Conflict of Interest Act*. This Act outlines the procedure to be followed if a party wishes to pursue an alleged contravention of the *Municipal Conflict of Interest Act*. Members of Council shall also avoid conflict of interest or unethical behaviour in the following situations (note conflicts are not limited to the following):

Members of Council shall not use their position within the Region to gain any particular interest personal or family advantage or benefit in utilizing any service provided by the Region or in conducting any business on behalf of the Region.

- (i) Members of Council shall not be involved as an official of the Region in judging, inspecting or making a decision on any matter in which they have a personal or family interest. Any Member of Council involved shall immediately declare a conflict of interest as soon as such conflict is identified.

In summary, the above-noted provisions of the Code of Conduct essentially provide that Regional Councillors shall avoid contravening the MCIA and that they shall not use their position at Niagara Region to gain any particular interest, personal or family advantage or benefit in utilizing any service provided by Niagara Region or in conducting any business on behalf of Niagara Region.

It is our opinion that if you have made any decisions related to the NPCA at Niagara Region, none of these decisions would have contravened the MCIA (for the reasons stated in #1 of this correspondence) nor have they provided you any personal or family advantage or benefit in utilizing any service provided by Niagara Region or in conducting any business on behalf of Niagara Region. Moreover, you fully disclosed your employment status to both Niagara Region's CAO and to NRH's CEO, which goes above and beyond the requirements of the Code of Conduct.

Accordingly, to the extent that it might be submitted that the Code of Conduct broadens the scope of conflicts of interest beyond that regulated under the MCIA, it is our opinion that your actions have not contravened the Code of Conduct in any way.

### Conclusions

Based on our review of the matter, it is our opinion that you have not breached the MCIA.

First, your obligations of the MCIA have not been triggered by virtue of any decision, by-law or resolution passed by the NPCA as it might relate to your employer since you are *not* a member of the NPCA.

Second, there was no matter directly involving your employer (or its parent company) that was before Regional Council that required you to declare a pecuniary interest and refrain from voting or participating on.

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Third, any matter before Regional Council related to the NPCA is not a matter that you are precluded from participating in at Regional Council simply by virtue of your employment with Don's Portable Toilets as any pecuniary interest your employer (or its parent company) may have is merely speculative.


Fourth, any financial interest you may have by virtue of your employment by Don's Portable Toilets would be exempted under either sections 4(j) or (k) of the MCIA, unless the matter was tied to or connected with sufficient proximity to the services provided or the goods sold by your employer (or its parent company).

Fifth, even if such a nexus existed, you have only a remote and insignificant proximity and connection to any pecuniary interest arising such that a reasonable elector would not believe that you would be likely to be influenced by such a financial interest in voting one way or the other on any such matter before Regional Council.

Finally, we are also of the view that your actions have not breached Niagara Region's Code of Conduct and any provisions therein related to conflict of interest. You have complied with the requirements of the Code of Conduct and have disclosed your employment status to Niagara Region's CAO. You have avoided any conflict of interest and have not used your position within Niagara Region to gain any particular interest, personal or family advantage or benefit in utilizing any service provided by Niagara Region with the NPCA, all in accordance with the provisions of the Code of Conduct.

Yours truly,

AIRD & BERLIS LLP



John Mascarini

JM/cw

31263745.2

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## MEMORANDUM

AC-C 22-2019

**Subject: Consideration of Reimbursement for Expense**

**Date: June 24, 2019**

**To: Audit Committee**

**From: Ann-Marie Norio, Regional Clerk**

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At its meeting held on June 20, 2019, Regional Council passed the following motion:

*That Consideration of Reimbursement for Expense **BE REFERRED** to the Audit Committee; and*

*That staff **BE DIRECTED** to provide a chronology respecting this request for reimbursement.*

### Chronology

May 2017	John Mascarin appointed as Interim Integrity Commissioner for Niagara Region (was Integrity Commissioner from December 2016)
July 2017	Edward T. McDermott of ADR Chambers Inc. appointed as Integrity Commissioner for Niagara Region (replacing John Mascarin)
November 2017	Regional Council Expense Policy approved. Prior to this time there was no expense policy for Regional Councillors. Expenses were paid upon submission
Jan 2018	Invoice from John Mascarin dated January 31, 2018 for legal expenses for work performed in December 2017
September 2018	Submission of legal expenses to the Audit Committee for consideration of reimbursement in accordance with section 4.9(d) of the Regional Council Expense Policy which notes that expenses outside of the policy or Legal Indemnification Policy shall be submitted to the Audit Committee. As no legal proceedings were commenced against the former-Councillor, there is no entitlement to reimbursement under the Legal Indemnification Policy. Audit Committee passes the following motion:

*That Correspondence Item AC-C 39-2018, being a memorandum from A.-M. Norio, Regional Clerk, dated September 10, 2018, respecting Consideration of Reimbursement for Expense, **BE RECEIVED** and the following recommendation **BE APPROVED**:*

*1. That the expenditure for legal fees in the amount of \$6,732.00, **BE APPROVED** by Regional Council, subject to the receipt of additional confidential information, requested by Audit Committee, at the Regional Council meeting being held on Thursday September 13, 2018.*

September 2018	Regional Council was not in receipt of the additional information requested in the above motion, therefore the expense was not approved by Council
November 2018	Previous term of Council ends
May 2019	Request submitted to Audit Committee for consideration. Audit Committee approved reimbursement of expense
May 2019	Regional Council approved minutes of the Audit Committee at its meeting on May 16, 2019
June 2019	Regional Council reconsiders its decision of May 2019 to approve the reimbursement of the expense, requests that it be referred back to the Audit Committee for consideration with a chronology of events surrounding the matter

Extract from Regional Council Expense Policy related to the reimbursement of legal expenses is below for Committee's reference:

4.9. Legal Expenses

- a) Legal costs arising from or in any way related to complaints under the Code of Conduct are Eligible Expenses.
- b) Legal costs related to personal conflict of interest opinions are Ineligible Expenses.
- c) Costs involving certain legal proceedings against Members shall be reimbursed in accordance with the current legal indemnification policy and are subject to review by the Audit Committee for recommendation to Council.
- d) Requests for reimbursement of legal costs outside this policy or the legal indemnification policy shall be submitted to the Audit Committee for recommendation to Council.



Respectfully submitted and signed by

---

Ann-Marie Norio  
Regional Clerk

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## **MEMORANDUM**

**AC-C 21-2019**

**Subject: Internal Audit Plan Progress Update Dashboard**

**Date: June 24, 2019**

**To: Audit Committee**

**From: Maciej Jurczyk, Director, Internal Control & Organizational Performance**

---

On a quarterly basis, Internal Control & Organizational Performance submits a performance dashboard to the Audit Committee. The objective is to demonstrate progress against the Annual Internal Audit Plan and provide other key performance indicators in a one-page summary. The dashboard is attached as Appendix 1 to AC-C 21-2019.

The 2019 Internal Audit Plan (see AC-C 5-2019) was approved on February 4, 2019 by Audit Committee and ratified by Council on February 28, 2019.

Respectfully submitted and signed by,

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Maciej Jurczyk, CPA, CMA, CIA, CRMA  
Director  
Internal Control & Organizational Performance



# INTERNAL CONTROL & ORGANIZATIONAL PERFORMANCE AUDIT PLAN PROGRESS UPDATE

Current as of June 6, 2019

## Assurance Projects

2017 Interim Audit Work Plan (AC-C 14-2017)	Percentage Complete	Audit Phase	Project Status	Due Date	Dept & Division under review	\$ under review
Purchasing Card	100%	-	Complete	31-Oct-17	ERMS, Procurement	\$9,629,000
Fleet Parts Inventory & Fuel	100%	-	Complete	9-Nov-17	Public Works, Transportation & W	\$1,883,000
Cash Handling	100%	-	Complete	15-Jan-18	Corporate-wide	\$16,180,000
Mobile Telecommunications	100%	-	Complete	15-Jan-18	Corporate Services, IT	\$548,000
Cleaning Contract	100%	-	Complete	15-Jan-18	Corporate Services, Facilities	\$665,000
<b>2018 Audit Plan (AC-C 6-2017)</b>						
Grants & Incentives: Phase 1	100%	-	Complete	7-May-18	Planning/Development & Ec/Dev	\$8,746,000
Grants & Incentives: Phase 2	100%	-	Complete	18-Jun-18	Planning/Development & Ec/Dev	\$8,746,000
Waste and Recycling Drop-Off Depot Agreement	100%	-	Complete	30-Mar-18	Public Works, Waste Management	\$104,000
Procurement: Bidding / Tendering process	90%	Reporting	In Progress	31-Dec-18	ERMS, Procurement	\$470,796,000
Payroll Phase 1: Time keeping	100%	-	Complete	10-Sep-18	Corporate-wide	\$251,284,000
Payroll Phase 2: Payroll processing	100%	-	Complete	24-Oct-18	Corporate Services, HR	\$251,284,000
Controlled Medication Inventory	100%	-	Complete	31-Dec-18	Public Health & Community Service	\$9,000
Accounts Payable	100%	-	Complete	28-Feb-19	ERMS, FMP	\$385,000,000
IT General Controls	100%	-	Complete	30-Apr-18	Corporate Services, IT	Not Applicable
Chippawa CSO Internal Review	100%	-	Complete	10-Sep-18	Public Works, W/WW	\$4,692,000
Children's Services Risk Assessment	100%	-	Complete	28-Feb-19	Community Services, Children's	\$29,468,000
<b>2019 Audit Plan (AC-C 5-2019)</b>						
Homelessness Service Providers Contract Compliance	75%	Fieldwork	In Progress	9-Sep-19	Community Services, Homelessnes	\$11,233,000
Waste Management Contract Compliance	30%	-	Deferred	24-Jun-19	Public Works, Waste Management	\$21,044,000
Employee Benefits Claims	25%	Planning	In Progress	9-Sep-19	Corporate Services, HR	\$19,940,000
HR On-boarding & Off-boarding Audit	0%	-	Not started	2-Dec-19	Corporate Services, HR	\$74,000
Procurement: Sole / Single sourced	5%	Planning	In Progress	9-Sep-19	ERMS, Procurement	\$44,426,000
MTO Driver Certification Program Audit	0%	-	Not started	2-Dec-19	Public Works, Transportation	TBD
Long Term Care Homes Risk Assessment	0%	-	Not started	2-Dec-19	Community Services, Seniors	TBD
Water Treatment Operations Risk Assessment	0%	-	Not started	2-Dec-19	Public Works, W/WW	\$572,000

## Annual Audit Plan Status

### Changes to 2019 Audit Plan:

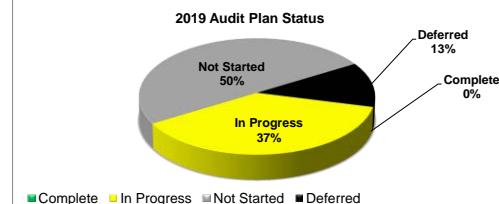
1. Waste Management Contract Compliance Audit (Phase 2 - vendor performance and contract management) deferred to 2020.

### Progress Commentary:

- The objective of the 2019 Internal Audit Plan is to provide independent, objective assurance and advisory services designed to add value through meaningful recommendations and to improve Niagara Region's operations and system of internal controls.

- Internal Control & Organization Performance has completed five projects identified in the 2017 Interim Audit Workplan (AC-C 14-2017); and eleven audit projects from the 2018 Audit Plan (AC-C 6-2017); all audit projects have previously been reported to Audit Committee (except Procurement Audit).

- The 2019 Audit Plan (AC-C 5-2019); was approved by Audit Committee on February 4, 2019 and ratified by Council on February 28, 2019. The theme of this audit plan is contract compliance with Niagara Region's major vendors; whereas the theme of the last audit plan was Procurement (Procure-to-Pay cycle). The Homelessness Review is nearing the completion of the fieldwork stage while the Employee Benefit Claims Audit and Single/Sole-Source Procurement Audits are in planning. Audit Staff separated the Waste Management Contract Compliance Audit project into two phases: Phase 1 objectives included reviewing the prospective May 2019 RFP and providing feedback to the Waste Management Service division; while Phase 2 involved a review of Waste Management contract management practices. Public Works and ERMS Staff requested that this portion be deferred to 2020, which was accommodated and reported to Audit Committee on May 6, 2019 as AC-C 15-2019.



### Other on-going projects & activities:

- Recruiting vacant Process & Compliance Auditor
- Training & Professional Development

## Recommendations Status - current as of May 6, 2019

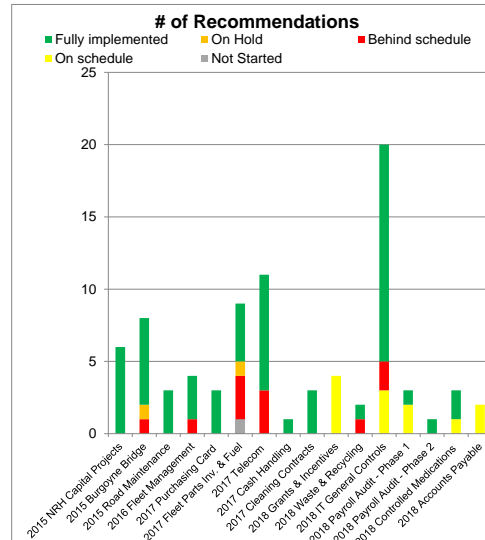
Audit Project Title	Total Recommendations	Not Started	On schedule	Behind schedule	On Hold	Fully implemented
2015 NRH Capital Projects	6	-	-	-	-	6
2015 Burgoyne Bridge	8	-	-	1	1	6
2015 Road Maintenance	3	-	-	-	-	3
2016 Fleet Management	4	-	-	1	-	3
2017 Purchasing Card	3	-	-	-	-	3
2017 Fleet Parts Inv. & Fuel	9	1	-	3	1	4
2017 Telecom	8	-	-	3	-	8
2017 Cash Handling	1	-	-	-	-	1
2017 Cleaning Contracts	3	-	-	-	-	3
2018 Grants & Incentives	4	-	4	-	-	-
2018 Waste & Recycling	2	-	-	1	-	1
2018 IT General Controls	20	-	3	2	-	15
2018 Payroll Audit - Phase 1	3	-	2	-	-	1
2018 Payroll Audit - Phase 2	1	-	-	-	-	1
2018 Controlled Medications	3	-	1	-	-	2
2018 Accounts Payable	2	-	2	-	-	-
TOTAL # of Issues	80	1	12	11	2	57

Audit Project Title	Total Recommendations	Not Started	On schedule	Behind schedule	On Hold	Fully implemented
Corporate Administration	5	-	-	-	1	4
Corporate Services	30	-	5	3	-	22
Community Services	2	-	-	-	-	2
ERMS	14	-	2	-	-	12
Planning & Development	4	-	4	-	-	-
Public Health	4	-	1	2	-	1
Public Works	15	1	-	3	1	10
Other: NRH	6	-	-	-	-	6
TOTAL # of Issues	80	1	12	8	2	57

### Outstanding Recommendations - current as of May 6, 2019:

There are 23 outstanding audit recommendations across all business units (23 when previously reported to the Audit Committee in AC-C 12-2019). Progress is being made against all outstanding Recommendations, and ICOP staff are confident all will be completed within a reasonable period of time. Greater detail is identified in AC-C 14-2019.

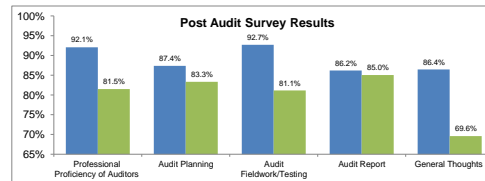


## Post Audit Survey Results

Survey Areas of Interest	2017	2018	2019	Details
Professional Proficiency of Auditors	92.1%	81.5%	NA	Objectivity, professionalism, and knowledge of program areas.
Audit Planning	87.4%	83.3%	NA	Communication effectiveness of scope, objectives, timing and approach.
Audit Fieldwork/Testing	92.7%	81.1%	NA	Effective use of client's time.
Audit Report	86.2%	85.0%	NA	Clear, concise report with timely and meaningful recommendations.
General Thoughts	86.4%	69.6%	NA	Overall benefit of audit and conduct of ICOP team.
<b>AVERAGE SCORE</b>	<b>89.5%</b>	<b>80.6%</b>	<b>NA</b>	

### ICOP Action Plans

ICOP has developed an Audit Manual to standardize our internal practices. This Audit Manual is used for the training and on-boarding of new Audit Staff. The Audit Manual will be reviewed and updated annually. No surveys yet in



## Admin / Human Resources

Personnel:	Title:	Credentials:	Start Date:
Maciej Jurczyk	Director	CPA, CMA, CIA, CRMA	26-Jun-17
Frank Marcella	Internal Auditor	MPA, BEd, CGAP	25-Aug-14
Joan Ugwu	Process & Compliance Auditor	CFE	18-Feb-19
Vacant	Process & Compliance Auditor		-
Xiang Henrik Gao	Internal Audit Analyst	MBA	10-Sep-18
Katie Marnede	Internal Audit Co-op Student		6-May-19

Financial Statements of

**NIAGARA PENINSULA  
CONSERVATION AUTHORITY**

Year ended December 31, 2018



KPMG LLP  
 80 King Street, Suite 620  
 St. Catharines ON L2R 7G1  
 Canada  
 Tel 905-685-4811  
 Fax 905-682-2008

## INDEPENDENT AUDITORS' REPORT

To the Board of Niagara Peninsula Conservation Authority

### ***Opinion***

We have audited the financial statements of Niagara Peninsula Conservation Authority (the Entity), which comprise:

- the statement of financial position as at December 31, 2018
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2018, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other 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 Canadian public sector accounting standards, 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 Entity'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 Entity or to cease operations, or has no realistic alternative but to do so.

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

***Auditors' 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 auditors' 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 generally accepted auditing standards 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 the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, 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 Entity'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 Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Entity 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 represents the underlying transactions and events in a manner that achieves fair presentation.
- 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.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada  
April 17, 2019

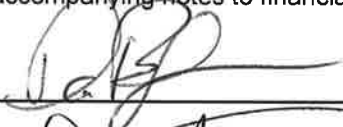
**NIAGARA PENINSULA CONSERVATION AUTHORITY**

## Statement of Financial Position

December 31, 2018, with comparative information for 2017

	2018	2017
<b>Financial assets:</b>		
Cash and cash equivalents	\$ 6,138,740	\$ 4,985,889
Investments	4,256,273	4,076,320
Accounts receivable	278,986	576,404
	<u>10,673,999</u>	<u>9,638,613</u>
<b>Financial liabilities:</b>		
Accounts payable and accrued liabilities	759,075	1,415,417
Employee future benefits (note 3)	73,200	109,500
Deferred revenue (note 5)	1,776,979	2,117,978
Long-term debt (note 4)	700,030	1,460,459
	<u>3,309,284</u>	<u>5,103,354</u>
<b>Net financial assets</b>	<b>7,364,715</b>	<b>4,535,259</b>
<b>Non-financial assets:</b>		
Prepaid expenses	33,109	25,636
Tangible capital assets (note 6)	20,145,167	19,904,908
	<u>20,178,276</u>	<u>19,930,544</u>
<b>Accumulated surplus (note 7)</b>	<b>\$ 27,542,991</b>	<b>\$ 24,465,803</b>

See accompanying notes to financial statement.



Chair



Interim Chief Administrative Officer/Secretary

Treasurer



# NIAGARA PENINSULA CONSERVATION AUTHORITY

## Statement of Operations

Year ended December 31, 2018, with comparative information for 2017

	Budget (note 10)	2018 Actual	2017 Actual
<b>Revenues:</b>			
Government transfers			
Province of Ontario – Ministry of Natural Resources and Forestry ("MNR")	\$ 174,496	\$ 174,496	\$ 174,496
Province of Ontario - Other	299,499	267,038	204,956
Government of Canada	155,000	132,705	231,425
Municipal levies			
General	6,246,119	6,246,119	6,070,715
Special	2,252,166	2,252,166	2,820,257
Authority generated			
User fees, sales and admissions	1,625,350	1,936,971	1,724,747
Niagara Peninsula Conservation Foundation	-	-	68,750
Administration fees	367,500	417,690	533,178
Interest	85,000	155,013	111,391
Other	546,000	701,053	587,132
	11,751,130	12,283,251	12,527,047
<b>Expenses:</b>			
CAO and Administration	1,938,305	2,019,334	1,502,007
Watershed	2,658,203	1,943,791	2,983,489
Corporate Resources	5,097,145	5,242,938	5,881,695
	9,693,653	9,206,063	10,367,191
Annual surplus	2,057,477	3,077,188	2,159,856
Accumulated surplus, beginning of year	24,465,803	24,465,803	22,305,947
Accumulated surplus, end of year	\$ 26,523,280	\$ 27,542,991	\$ 24,465,803

See accompanying notes to financial statement.

**NIAGARA PENINSULA CONSERVATION AUTHORITY****Statement of Change in Net Financial Assets**

Year ended December 31, 2018, with comparative information for 2017

	2018	2017
Annual surplus	\$ 3,077,188	\$ 2,159,856
Acquisition of tangible capital assets	(1,063,320)	(1,135,509)
Amortization of tangible capital assets	823,061	793,886
Proceeds on disposal of tangible capital assets	-	133,704
Gain on disposal of tangible capital assets	-	(133,703)
(Increase) decrease in prepaid expenses	(7,473)	17,994
	2,829,456	1,836,228
Net financial assets, beginning of year	4,535,259	2,699,031
Net financial assets, end of year	\$ 7,364,715	\$ 4,535,259

See accompanying notes to financial statement.

**NIAGARA PENINSULA CONSERVATION AUTHORITY**

## Statement of Changes in Cash Flows

Year ended December 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 3,077,188	\$ 2,159,856
Item not involving cash:		
Amortization of tangible capital assets	823,061	793,886
Contributions of tangible capital assets	(145,000)	-
Gain on disposal of tangible capital assets	-	(133,703)
Employee future benefits	(36,300)	(36,500)
Change in non-cash operating working capital:		
Accounts receivable	297,418	(86,472)
Accrued interest on investments	(2,203)	(507)
Prepaid expenses	(7,473)	17,994
Accounts payable and accrued liabilities	(656,342)	140,133
Deferred revenue	(340,999)	(221,244)
Net change in cash and cash equivalents from operations	3,009,350	2,633,443
Capital activities:		
Purchases of tangible capital assets	(918,320)	(1,135,509)
Proceeds from disposal of tangible capital assets	-	133,704
Net change in cash and cash equivalents from capital activities	(918,320)	(1,001,805)
Investing activities:		
Proceeds from sale of investments	4,072,250	4,000,000
Purchases of investments	(4,250,000)	(4,072,250)
Net change in cash and cash equivalents from investing activities	(177,750)	(72,250)
Financing activities:		
Payments on long-term debt	(760,429)	(982,671)
Net change in cash and cash equivalents	1,152,851	576,717
Cash and cash equivalents, beginning of year	4,985,889	4,409,172
Cash and cash equivalents, end of year	\$ 6,138,740	\$ 4,985,889

See accompanying notes to financial statement.

# NIAGARA PENINSULA CONSERVATION AUTHORITY

## Notes to Financial Statements

Year ended December 31, 2018

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The Niagara Peninsula Conservation Authority ("the Authority") is established under The Conservation Authorities Act of Ontario to further the conservation, restoration, development and management of natural resources. It is exempt from income taxes under section 149(1)(c) of the Income Tax Act.

### 1. Significant accounting policies:

The financial statements of Niagara Peninsula Conservation Authority ("the Authority") are prepared by management in accordance with Public Sector Accounting Standards ("PSAS"). Significant accounting policies adopted by the Authority are as follows:

#### (a) Basis of accounting:

Revenues and expenditures are reported on the accrual basis of accounting. 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 and the creation of a legal obligation to pay.

#### (b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand, balances with banks and guaranteed investment certificates that mature within three months.

#### (c) Investments:

Investments consist of term deposits and are recorded at amortized cost. When there has been a loss in value that is other than a temporary decline in value, the respective investment is written down to recognize the loss. Investment income earned on investments are reported as revenue in the period earned.

#### (d) Deferred revenue:

Deferred revenues represent government transfers and user fees which have been collected but for which related expenses or related services have yet to be performed. These amounts will be recognized as revenues in the fiscal year the services are performed.

#### (e) Non-financial assets:

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

# NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2018

## 1. Significant accounting policies (continued):

### (e) Non-financial assets (continued):

#### (i) Tangible capital assets:

Tangible capital assets are recorded at cost. Cost includes all directly attributable expenses in the acquisition, construction, development and/or betterment of the asset. The Authority does not capitalize interest costs associated with the acquisition or construction of tangible capital assets.

Cost, less residual value of tangible capital assets are amortized on a straight line basis over their estimated useful life. Land is considered to have an infinite life without amortization. Full year amortization is charged in the year of acquisition. Assets under construction are not amortized until the asset is available for productive use.

Amortization is based on the following classifications and useful lives:

Asset	Useful Life - Years
Land Improvements	20 years
Buildings	30 years
Dams	15 to 100 years
Gauge stations	15 to 30 years
Equipment	10 years
Vehicles	5 years
Office equipment	5 years

Contributed tangible capital assets are capitalized at their estimated fair value upon acquisition and recognized as revenue in the year of contribution.

# NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2018

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## 1. Significant accounting policies (continued):

### (f) Revenue recognition:

#### i) 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.

#### ii) Municipal levies

Municipal levies are recognized as revenue in the year in which they meet the definition of an asset, the levy is authorized and the levy event has occurred.

#### iii) Authority generated

User fees, sales and admissions and other income is reported as revenue in the period earned.

### (g) Employee future benefits:

The Authority provides certain employee benefits which will require funding in future periods. These benefits include extended health and dental benefits for early retirees to age 65. The employee future benefits represent management's best estimates of the cost of premiums on benefits up to the date of retirement.

### (h) Use of estimates:

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Actual results could differ from management's best estimates as additional information becomes available in future. Significant estimates include assumptions used in the estimation of employee future benefits.

# NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2018

## 2. Adoption of new accounting standards:

On January 1, 2018, the Authority adopted the following Canadian public sector accounting standards:

- PS 2200 Related party disclosures
- PS 3420 Inter-entity transactions
- PS 3210 Assets
- PS 3320 Contingent assets
- PS 3380 Contractual rights

The adoption of these standards did not result in any adjustments to the financial statements. Requirements for note disclosure where applicable have been included in the notes to the financial statements.

## 3. Employee future benefit:

The Authority provides extended life, health and dental benefits for early retirees to age 65 which will require funding in future periods. The Authority recognizes these retirement benefit costs in the period in which the service is rendered. The accrued benefit liability at December 31, 2018 was estimated by management to be \$73,200 (2017 - \$109,500).

Information about the Authority's benefit plan is as follows:

	2018	2017
Accrued benefit obligation:		
Balance, beginning of year	\$ 109,500	\$ 146,000
Current benefit cost	(9,152)	(9,086)
Benefits paid	(27,148)	(27,414)
Accrued benefit obligation, end of year	\$ 73,200	\$ 109,500

# NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2018

## 4. Long-term debt:

	2018	2017
The Authority has assumed responsibility for the payment of principal and interest charges on long-term debt issued by the Region of Niagara	\$ 700,030	\$ 1,460,459
	\$ 700,030	\$ 1,460,459

Long-term debt bears interest at rates ranging from 4.5% - 4.8%. Total principal payments to be made on the outstanding long-term debt is as follows:

2019	483,705
2020	216,325
	700,030

The Authority paid \$63,691 (2017 - \$109,591) in interest on long-term debt during the year.

## 5. Deferred revenue:

Deferred revenues consist of the following:

	Balance at December 31, 2017	Externally restricted inflows	Revenue earned	Balance at December 31, 2018
User fees and other	\$ 236,184	\$ 132,609	\$ (151,116)	\$ 217,677
Government grants	334,209	27,286	(64,535)	296,960
Welland river restoration - Ontario Power Generation	1,547,585	-	(285,243)	1,262,342
Total	\$ 2,117,978	\$ 159,895	\$ (500,894)	\$ 1,776,979



**NIAGARA PENINSULA CONSERVATION AUTHORITY**

Notes to Financial Statements (continued)

Year ended December 31, 2018

**6. Tangible capital assets:**

Cost	Balance at December 31, 2017	Additions	Transfers/ Disposals	Balance at December 31, 2018
Land	\$ 8,504,864	\$ 150,643	\$ -	\$ 8,655,507
Land improvements	5,616,276	421,377	-	6,037,653
Buildings	5,697,728	51,629	-	5,749,357
Dams	4,986,642	-	-	4,986,642
Gauge stations	403,351	-	-	403,351
Equipment	1,881,280	286,401	-	2,167,681
Vehicles	314,254	-	-	314,254
Office equipment	809,088	49,428	-	858,516
Work-in-progress	133,074	236,917	133,075	236,916
<b>Total</b>	<b>\$ 28,346,557</b>	<b>\$ 1,196,395</b>	<b>\$ 133,075</b>	<b>\$ 29,409,877</b>

Accumulated Amortization	Balance at December 31, 2017	Amortization	Disposals	Balance at December 31, 2018
Land	\$ -	\$ -	\$ -	\$ -
Land improvements	2,738,173	248,249	-	2,986,422
Buildings	2,122,995	182,460	-	2,305,455
Dams	1,653,957	59,084	-	1,713,041
Gauge stations	183,703	20,626	-	204,329
Equipment	983,767	172,514	-	1,156,281
Vehicles	230,992	20,816	-	251,808
Office equipment	528,062	119,312	-	647,374
Work-in-progress	-	-	-	-
<b>Total</b>	<b>\$ 8,441,649</b>	<b>\$ 823,061</b>	<b>\$ -</b>	<b>\$ 9,264,710</b>

	Net book value December 31, 2017	Net book value December 31, 2018
Land	\$ 8,504,864	\$ 8,655,507
Land improvements	2,878,103	3,051,231
Buildings	3,574,733	3,443,902
Dams	3,332,685	3,273,601
Gauge stations	219,648	199,022
Equipment	897,513	1,011,400
Vehicles	83,262	62,446
Office equipment	281,026	211,142
Work-in-progress	133,074	236,916
<b>Total</b>	<b>\$ 19,904,908</b>	<b>\$ 20,145,167</b>

# NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2018

## 6. Tangible capital assets (continued):

Work-in-process, having a value of \$236,916 (\$133,074) has not been amortized. Amortization of these assets will commence when the asset is put into service.

Contributed tangible capital assets have been recognized at fair value at the date of contribution. The value of contributed assets received during the year is \$145,000 (2017 - \$nil) and was comprised of land.

Tangible capital assets recognized at nominal value include land used in the operations and conservation management.

The Authority has not recorded a write-down of tangible capital assets during the year or 2017.

## 7. Accumulated surplus:

Accumulated surplus consists of the following:

	2018	2017
Invested in tangible capital assets	\$ 19,445,137	\$ 18,444,449
Reserves set aside by the Board of the Authority for specific purpose	8,171,054	6,130,854
Unfunded employee future benefits liability	(73,200)	(109,500)
	<u>\$ 27,542,991</u>	<u>\$ 24,465,803</u>

Reserves set aside by the Board of the Authority for specific purpose consists of the following:

	2018	2017
General capital	\$ 1,373,806	\$ 1,058,385
Operating reserve	1,360,743	713,420
Equipment	107,257	279,319
Flood protection	318,406	359,266
Levy differential	1,646,591	1,206,213
Land acquisitions	3,031,880	2,431,880
Restoration	250,000	-
Tree by-law	82,371	82,371
	<u>\$ 8,171,054</u>	<u>\$ 6,130,854</u>

## 8. Credit facility:

The Authority's credit facility includes an overdraft lending account of \$800,000 bearing interest at prime. No amount was outstanding as at the year end. The facility is secured by a general security agreement.

# NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2018

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## 9. Pension plan:

The Authority makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of the 54 (2017 – 58) members of its staff. The plan is a defined benefit plan that specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employees and employers contribute jointly to the plan.

Since OMERS is a multi-employer pension plan, the Authority does not recognize any share of the pension plan deficit of \$4.2 billion (2017 - \$5.4 billion) based on the fair market value of the Plan's assets, as this is a joint responsibility of all Ontario municipal entities and their employees. Contributions were made in the 2018 calendar year at rates ranging from 9.0% to 14.6% depending on the member's designated retirement age and level of earnings. Employer contributions for current and past service are included as an expense in the Statement of Operations. Employer contributions to OMERS for 2018 current and past service was \$378,347 (2017 - \$414,821) and were matched by employee contributions.

# NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2018

## 10. Budget data:

The budget data presented in these financial statements is based upon the 2018 operating budget approved by the Board of the Authority on September 20, 2017 and capital budget approved October 25, 2017. Amortization was not incorporated in the development of the budget and, as such, were not provided on the statement of changes in net financial assets. The chart below reconciles the approved budget to the budget figures reported in these financial statements:

	Budget Amount
Revenues	
Operating	
Approved budget	\$ 9,631,021
Capital	1,258,731
Special levy - reserves	1,040,378
Less:	
Transfers from reserves	(179,000)
Total revenues	11,751,130
Expenses:	
Operating	
Approved budget	10,671,399
Capital	
Approved budget	1,258,731
Add:	
Amortization	823,061
Less:	
Tangible capital assets included in operating expense	(1,258,731)
Transfers to reserves	(1,040,378)
Debt principal payments	(760,429)
Total expenses	9,693,653
Annual surplus	\$ 2,057,477

## 11. Contingencies:

The Authority is involved from time to time in litigation, which arises in the normal course of business. The exact outcome of these actions is not determinable as at the date of reporting. In respect of certain outstanding claims, the Authority believes that insurance coverage is adequate and that no material exposure exists on the eventual settlement of such litigation, therefore no provision has been made in the accompanying financial statements.

## 12. Commitments:

The Authority has approved disbursement of the levy differential reserve to the contributing municipalities in the watershed of the Authority. This disbursement is dependent upon the outcome of any litigation with respect to the municipal levies.

# NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2018

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## 13. Related party transactions:

During the year, the Authority incurred \$75,568 (2017 - \$91,531) in expenditures for per diems, honorariums, and mileage which was paid to and on behalf of members of the Board of Directors for the Authority.

## 14. Contractual rights:

The Authority has contractual rights under contract with various Ministry agencies to receive funds in exchange for services to be provided under those contracts. The Authority is expecting up to \$189,898 in future revenues based on anticipated services to be performed.

## 15. Comparative information:

Certain comparative information has been reclassified to conform to the financial statement presentation adopted for the current year. There is no impact to accumulated surplus as a result of the reclassification.

## 16. Segmented information:

The Authority provides a wide range of services which are categorized by department. Certain departments that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

### CAO and Administration (2017 – Corporate Services)

CAO and administration services is comprised of the administration services of the Authority.

### Watershed

The watershed department is the umbrella for three divisions dedicated to monitoring, regulating, protecting and improving the health and safety of our watersheds.

### Corporate Resources (2017 – Operations)

The corporate resources department is the umbrella for three divisions dedicated to conservation land management, conservation land programming and development and managing the Authority's vehicles and equipment. Conservation land management is the administration department for the conservation areas. Conservation land programming and development is responsible for maintenance and improvements to the conservation areas. The vehicles and equipment department accounts for the cost of maintaining the vehicles and equipment.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Municipal levies have been allocated to the segments based upon budgeted levies for the segment. Interest earned on investments has been allocated to the corporate resources segment.

# NIAGARA PENINSULA CONSERVATION AUTHORITY

Notes to Financial Statements (continued)

Year ended December 31, 2018, with comparative figures for 2017

## 16. Segmented information (continued)

2018				
	CAO and Administration	Watershed	Corporate Resources	Total
<b>Revenues:</b>				
MNRF transfers	\$ 29,496	\$ 145,000	\$ -	\$ 174,496
Government transfers	32,765	334,213	32,765	399,743
Municipal levies	2,143,418	1,542,992	4,811,875	8,498,285
User fees, sales and administration	-	-	1,936,971	1,936,971
Administration fees	-	417,690	-	417,690
Interest	-	-	155,013	155,013
Other	4,945	210,082	486,026	701,053
<b>Total revenues</b>	<b>2,210,624</b>	<b>2,649,977</b>	<b>7,422,650</b>	<b>12,283,251</b>
<b>Expenses:</b>				
Salaries and benefits	1,153,483	1,459,290	2,655,482	5,268,255
Materials and supplies	451,406	179,425	1,277,141	1,907,972
Contracted services	63,416	40,640	212,337	316,393
Professional fees	172,140	184,725	155,360	512,225
Rent and financial expenses	15,619	-	298,847	314,466
Debt service	-	-	63,691	63,691
Amortization	163,270	79,711	580,080	823,061
<b>Total expenses</b>	<b>2,019,334</b>	<b>1,943,791</b>	<b>5,242,938</b>	<b>9,206,063</b>
<b>Annual surplus</b>	<b>\$ 191,290</b>	<b>\$ 706,186</b>	<b>\$ 2,179,712</b>	<b>\$ 3,077,188</b>
2017				
	CAO and Administration	Watershed	Corporate Resources	Total
<b>Revenues:</b>				
MNRF transfers	\$ 75,796	\$ 98,700	\$ -	\$ 174,496
Government transfers	50,639	286,451	99,291	436,381
Municipal levies	3,072,522	2,190,679	3,627,771	8,890,972
User fees, sales and administration	-	-	1,724,747	1,724,747
Niagara Peninsula Conservation Foundation	-	-	68,750	68,750
Administration fees	-	533,178	-	533,178
Interest	-	-	111,391	111,391
Other	8,283	152,027	426,822	587,132
<b>Total revenues</b>	<b>3,207,240</b>	<b>3,261,035</b>	<b>6,058,772</b>	<b>12,527,047</b>
<b>Expenses:</b>				
Salaries and benefits	420,213	2,267,986	3,186,967	5,875,166
Materials and supplies	465,682	220,367	1,342,720	2,028,769
Contracted services	6,351	195,742	196,328	398,421
Professional fees	448,238	219,481	208,081	875,800
Rent and financial expenses	13,169	-	272,389	285,558
Debt service	-	-	109,591	109,591
Amortization	148,354	79,913	565,619	793,886
<b>Total expenses</b>	<b>1,502,007</b>	<b>2,983,489</b>	<b>5,881,695</b>	<b>10,367,191</b>
<b>Annual surplus</b>	<b>\$ 1,705,233</b>	<b>\$ 277,546</b>	<b>\$ 177,077</b>	<b>\$ 2,159,856</b>

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**Subject:** Approval of Court Services 2018 Audited Schedule of Revenue, Expenses and Funds Available for Distribution

**Report to:** The Joint Board of Management, Niagara Region Courts

**Report date:** Thursday, May 30, 2019

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## Recommendations

1. That the draft audited schedule of revenues, expenses and funds available for distribution for the year ended December 31, 2018 for The Regional Municipality of Niagara Court Services ("Court Services") (Appendix 1) **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 and to The Ministry of the Attorney General as per the Memorandum of Understanding, for information.

## Key Facts

- The purpose of the report is to obtain approval of the audited schedule of revenue, expenses and funds available for distribution in accordance with the Niagara Region Courts Inter-municipal Agreement dated April 26, 2000.
- Court Services received an unmodified audit opinion.
- In accordance with AC-C 32-2018 dated June 18, 2018, respecting the Audit Committee Terms of Reference, re "agencies, boards and commission (ABC) financial statements", financial schedules are approved by the governing bodies of the reporting ABC and then referred to Audit Committee for information.

## Financial Considerations

The draft audited schedule of revenues, expenses and funds available for distribution has been prepared in compliance with legislation and in accordance with the financial reporting provisions in the Niagara Region Courts Inter-municipal Agreement dated April 26, 2000.

A copy of the draft audited schedule of revenues, expenses and funds available for distribution for the year ended December 31, 2018 is attached (Appendix 1).

## **Analysis**

The audit of the financial information in the schedule of revenue, expense and funds available for distribution was completed by the Region's auditors, Deloitte. The auditors have indicated that, in their opinion, the financial information in the schedule for the year ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions in the Niagara Region Courts Inter-municipal Agreement dated April 26, 2000.

The approval of the audited schedules of the Region's agencies, boards, and commissions (the ABC's) rests with the governing body of the reporting ABC. Upon approval by the Joint Board of Management, Niagara Region Courts, staff will be authorized to sign the auditor's representation letter to obtain the auditors' signed report.

## **Alternatives Reviewed**

The consolidated financial statements are prepared in accordance with the Niagara Region Courts Inter-municipal Agreement dated April 26, 2000 and therefore no alternative is available.

## **Relationship to Council Strategic Priorities**

Council's strategic priority of advancing organizational excellence was achieved through receiving an unmodified audit opinion on the financial statements and no management letter points.

## **Other Pertinent Reports**

None

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### **Prepared by:**

Beth Brens, CPA, CA  
Acting Associate Director, Reporting &  
Analysis  
Enterprise Resource Management  
Services

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### **Recommended by:**

Todd Harrison  
Commissioner  
Enterprise Resource Management  
Services

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### **Submitted by:**

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



*This report was prepared in consultation with Sara Mota, Program Financial Specialist, Enterprise Resource Management Services.*

**Appendices**

Appendix 1	Draft 2018 Schedule of Revenue, Expenses and Funds Available for Distribution	Page 4
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Schedule of revenues, expenses and funds available for distribution

## **The Regional Municipality of Niagara Court Services**

December 31, 2018

DRAFT

# The Regional Municipality of Niagara Court Services

December 31, 2018

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# Independent Auditor's Report

To the Board Members of The Regional Municipality of Niagara Court Services

## Opinion

We have audited the accompanying schedule of revenues, expenses and funds available for distribution of The Regional Municipality of Niagara Court Services (the "Court Services") for the year ended December 31, 2018 and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule of the Court Services for the year ended December 31, 2018, is prepared, in all material respects, in accordance with the financial reporting provisions in the Niagara Region Courts Intermunicipal Agreement dated April 26, 2000.

## 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 Schedule* section of our report. We are independent of the Court Services in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Court Services in complying with the financial reporting provisions in the Niagara Region Courts Intermunicipal Agreement dated April 26, 2000. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

## Responsibilities of Management and the Board of Directors for the Schedule

Management is responsible for the preparation and fair presentation of the schedule in accordance with the basis of accounting as described in Note 1, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

The Board of Directors are responsible for overseeing the Court Services' financial reporting process.

## Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

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 schedule, 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 Court Services' internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with the Board of Directors 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.

(To be signed Deloitte LLP)

Chartered Professional Accountants  
Licensed Public Accountants  
May 16, 2019

D R A F T

# The Regional Municipality of Niagara

## Court Services

Schedule of revenues, expenses and funds available for distribution  
year ended December 31, 2018

		2018	2017
	Budget	Actual	Actual
	\$	\$	\$
<b>Revenues</b>			
Offence receipts	6,741,000	7,347,729	6,815,694
<b>Controllable expenses</b>			
Salaries and benefits	2,003,317	1,756,743	1,868,881
Program support costs (Note 4)	1,307,383	1,306,159	983,220
Collection charges	110,000	167,256	143,660
Legal	51,500	80,348	80,167
Payment processing costs	66,500	74,299	73,254
Ticket data capture	5,000	-	10,637
Telephone	7,600	8,628	33,826
Business forms	5,400	3,573	11,888
Building and equipment rental	500	253	7,381
Office and administration	47,836	57,623	76,616
	3,605,036	3,454,882	3,289,530
<b>Uncontrollable expenses</b>			
Payments to other municipalities/provinces	300,000	265,523	319,370
Victim fine surcharge	1,000,000	1,048,736	1,050,557
Adjudication	528,000	421,308	551,802
Dedicated fines	25,000	17,001	43,008
Other provincial expenses	194,000	213,923	201,279
	2,047,000	1,966,491	2,166,016
<b>Total expenses</b>	<b>5,652,036</b>	<b>5,421,373</b>	<b>5,455,546</b>
<b>Excess of revenues over expenses</b>	<b>1,088,964</b>	<b>1,926,356</b>	<b>1,360,148</b>
Change in employee benefits and other liabilities	-	(657)	(16,953)
Transfer to Niagara Region (Note 2)	-	(43,847)	(363,428)
<b>Funds available for distribution (Note 3)</b>	<b>1,088,964</b>	<b>1,881,852</b>	<b>979,767</b>

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

# The Regional Municipality of Niagara Court Services

Notes to the schedule

December 31, 2018

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## 1. Significant accounting policies

The schedule of revenues, expenses and funds available for distribution of The Regional Municipality of Niagara Court Services has been prepared by management in accordance with the financial reporting provisions in the Niagara Region Courts Intermunicipal Agreement dated April 26, 2000 (the "agreement").

Significant accounting policies are as follows:

### *Revenues*

Revenues are recorded on a cash basis.

### *Expenses*

Court Services follows the accrual method of accounting for controllable expenses. Controllable expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

Uncontrollable expenses are recorded on a cash basis.

### *Capital assets*

Capital assets and amortization of capital assets are not reported as expenses on the statement of receipts and expenses and funds available for distribution.

### *Transfers to reserves*

Transfers to reserves are based on approval by the Board, as provided for in section 8.6 of the agreement.

### *Employee future benefits*

Court Services provides certain employee benefits which will require funding in future periods. These benefits include sick leave, life insurance, extended health and dental benefits for early retirees.

The costs of sick leave, life insurance, extended health and dental benefits are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, insurance and health care cost trends, long term inflation rates and discount rates. The cost is actuarially determined using the projected benefits method prorated on service. Under this method, the benefit costs are recognized over the expected average service life of the employee group. Any actuarial gains and losses related to the past service of employees are amortized over the expected average remaining service life of the employee group.

## 2. Transfer to Niagara Region

Court Services transferred \$43,847 (2017 - \$363,428) to the Niagara Region Capital Program.

The Niagara Region currently holds \$1,650,000 (2017- \$1,650,000) in a Court Services Facility Renewal reserve to be used by Court Services on future capital projects.

# The Regional Municipality of Niagara Court Services

Notes to the schedule

December 31, 2018

## 3. Distribution to area municipalities

Court Services revenue distribution by municipality is as follows:

	Budget	2018	2017
	\$	\$	\$
Region of Niagara	544,482	940,926	489,883
Niagara Falls	105,633	182,546	94,263
Port Colborne	17,870	30,882	16,428
St. Catharines	140,236	242,344	127,995
Thorold	21,213	36,658	19,185
Welland	44,365	76,667	40,471
Fort Erie	35,490	61,331	32,564
Grimsby	41,094	71,015	36,302
Lincoln	35,068	60,602	31,260
Niagara-on-the-Lake	48,618	84,018	42,840
Pelham	25,157	43,474	22,527
Wainfleet	9,977	17,242	8,940
West Lincoln	19,760	34,147	17,109
	<b>1,088,964</b>	<b>1,881,852</b>	<b>979,767</b>

Included in the current year funds available for distribution of \$1,881,852 is an amount of \$792,888, which is in excess of the budgeted funds available for distribution of \$1,088,964. The current year funds available for distribution has been split between the local area municipalities and the Region in accordance with the Niagara Region Courts Intermunicipal Agreement dated April 26, 2000.

## 4. Program support costs

Court Services records direct operating expenses to their respective activity. In addition, in 2013, the Niagara Region established its first consolidated cost allocation policy with a guiding principle of more closely aligning indirect costs with the support programs and services as defined by the Province in the Financial Information Return (FIR). The new methodology allocates these indirect costs to end programs/services based on usage drivers.

Under this methodology, all departments providing program/service support functions will allocate their costs using drivers specific to each type of expense.

Program support costs which have been allocated are:

	Budget	2018	2017
	\$	\$	\$
Finance services	97,040	100,008	69,977
Human resources services	55,361	47,995	48,149
Organizational performance	58,775	28,325	-
Information technology services	113,605	216,177	113,070
Legal services	18,008	23,233	7,352
Insurance costs	943	976	950
Printing costs	1,593	1,238	800
Mail costs	11,265	17,414	9,708
Communications costs	84	1,307	317
Facilities costs	950,709	869,486	732,897
	<b>1,307,383</b>	<b>1,306,159</b>	<b>983,220</b>



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**Subject:** Approval of 2018-2019 Public Health Program Audits

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, June 11, 2019

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## Recommendations

1. That the draft audited Schedule of Revenues and Expenses for Infant & Child Development Services for the calendar year ended December 31, 2018 (Appendix 1), **BE APPROVED**;
2. That the draft audited Schedules of Revenue and Expenses and Annual Reconciliation Return for the following programs for the fiscal year ended March 31, 2019 (Appendix 2 to 4), **BE APPROVED**;
  - a. Ambulance Communications Services— Schedule of Revenue and Expenses (Appendix 2)
  - b. Community Mental Health Program— Schedule of Revenue and Expenses (Appendix 3) & Annual Reconciliation Return (Appendix 4)
3. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
4. That this report **BE FORWARDED** to the Region's Audit Committee for information.

## Key Facts

- The purpose of the report is to obtain approval of the audited schedules of revenues and expenses in accordance with the provincial requirement.
- The Ministry submission deadline for Infant & Child Development Services is anticipated to be July 31, 2019 (based on prior year reporting schedules, 2018-2019 reporting schedule not yet received).
- The Ministry submission deadlines for the Ambulance Communication Services and Community Mental Health are both June 30, 2019.
- In accordance with report AC-C 28-2018 dated June 18, 2018, respecting the Audit Committee Terms of Reference, which refers to "other audited financial statements", to include special purpose and compliance-based schedules, are approved by the standing committees with oversight of the program and then referred to the Audit Committee for information.

## Financial Considerations

The schedules of revenues and expenses ("financial schedules") have been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the corresponding Ministry.

Draft copies of the schedules of revenues and expenses for the year ended December 31, 2018 and March 31, 2019 are attached as Appendix 1 – 4.

The financial schedules are prepared specifically for the purposes of meeting the requirements outlined in the service agreements with the funding Ministries.

The financial schedules of revenues and expenses have been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the corresponding Ministry.

The financial schedules for Public Health Programs are a provincial requirement as noted in the audit reports for each respective program as follows:

Infant & Child Development Services:

“The schedule is prepared to assist the Program to comply with the financial reporting provisions of the agreement between the Ontario Ministries of Children and Youth Services and Community and Social Services and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose.”

Ambulance Communication

“The schedule is prepared to assist the Region in complying with the financial reporting provisions of the agreement dated May 28, 2010 between the Ontario Ministry of Health and Long-Term Care and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose.”

Community Mental Health Program:

“The schedule is prepared to assist the Region in complying with the financial reporting provisions of the agreement dated April 1, 2018 between the Hamilton Niagara Haldimand Brant Local Health Integration Network and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose.”

## **Analysis**

The audits of these Public Health Programs were completed by the Region’s external auditors, Deloitte. 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 respects, in accordance with the Ministry requirements identified.

The approval of audited schedules performed for Ministry funding purposes rests with the Committee to which the department responsible for the funding reports. In the case of Infant & Child Development Services, approval by Committee and Council satisfies

the Ministry requirement of having approval from Niagara Region's Board of Health. Upon approval by the Committee, these schedules are referred to Audit Committee for information. Then the department's Commissioner and Treasurer will be authorized to sign the auditor's representation letter to obtain the auditors signed report.

Below is a summary of the results of the audited schedules:

- Infant & Child Development Services – This program is not in a grant payable or receivable position as all funding from the Ministry was spent during 2018.
- Ambulance Communication Services – This program has no funds returnable for the current reporting period as the Region has expended \$500,152 in excess of the provincial grant for the period.
- Community Mental Health Program – This program is in a grant repayable position of \$118,789 as at March 31, 2019. This represents a decrease in the grant repayable of \$254,295 compared to the prior period repayable amount of \$373,084.

These financial schedules are subject to minor wording changes once schedules are finalized.

### **Alternatives Reviewed**

The audited schedules are a Ministry requirement and therefore no alternatives are available.

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

Advancing organizational excellence through the preparation and audit of the financial schedules. These audits are Ministry requirements to ensure compliance with the funding agreements in order to continue to provide Ministry funded programs in the Niagara Region.

### **Other Pertinent Reports**

None

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**Prepared by:**

Beth Brens, CPA, CA  
Acting, Associate Director, Reporting &  
Analysis  
Enterprise Resource Management  
Services

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**Recommended by:**

M. Mustafa Hirji, MD MPH FRCPC  
Medical Officer of Health &  
Commissioner (Acting)  
Public Health & Emergency Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Noah Bruce, CPA, CA, Program Financial Specialist, and Michael Leckey, Program Financial Specialist.*

**Appendices**

- Appendix 1 Infant & Child Development Program – Audited Schedule of Revenues and Expenses
- Appendix 2 Ambulance Communications – Audited Schedule of Revenues and Expenses
- Appendix 3 Community Mental Health Program – Schedule of Revenue and Expenses
- Appendix 4 Community Mental Health Program – Annual Reconciliation Return

Schedule of revenue and expenses

**The Regional Municipality of  
Niagara Public Health Department**  
Infant and Child Development Services

December 31, 2018

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# **The Regional Municipality of Niagara Public Health Department**

Infant and Child Development Services  
December 31, 2018

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DRAFT

# Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and the Ministries of Children and Youth Services and Community and Social Services

## Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara Public Health Department – Infant and Child Development Services (the “Program”) for the year ended December 31, 2018 and notes to the schedule (collectively referred to as the “schedule”).

In our opinion, the accompanying schedule of the Program for the year-ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the agreement between the Ontario Ministries of Children and Youth Services and Community and Social Services and the Regional Municipality of Niagara.

## 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 Schedule* section of our report. We are independent of the Program in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Program to comply with the financial reporting provisions of the agreement between the Ontario Ministries of Children and Youth Services and Community and Social Services and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

## Responsibilities of Management and Those Charged with Governance for the Schedule

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

In preparing the schedule, management is responsible for assessing the Program'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 Program or to cease operations, or has no realistic alternative but to do so.

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

### **Auditor's Responsibilities for the Audit of the Schedule**

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

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 schedule, 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 Program's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, 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 Program'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 schedule 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 Program to cease to continue as a going concern.

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  
May 16, 2019



# The Regional Municipality of Niagara

## Public Health Department

Infant and Child Development Services

Schedule of revenue and expenses  
year ended December 31, 2018

	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$
<b>Revenue</b>			
Province of Ontario - Service Contract	568,423	<b>568,428</b>	568,360
One-time Grant	-	<b>3,749</b>	-
	568,423	<b>572,177</b>	568,360
<b>Expenses</b>			
Salaries	422,355	<b>416,223</b>	431,855
Benefits	106,239	<b>102,186</b>	109,840
	528,594	<b>518,409</b>	541,695
Other service costs			
Administration costs (Note 3)	45,740	<b>49,331</b>	32,793
Supplies	6,300	<b>22,059</b>	2,100
Staff travel	22,000	<b>16,237</b>	15,212
Staff training	3,000	<b>8,168</b>	1,817
Audit services	2,646	<b>2,690</b>	2,544
IT licenses and support	2,300	<b>2,035</b>	2,286
Utilities and taxes	2,000	<b>1,792</b>	2,040
Purchased services	1,284	<b>472</b>	660
Fees and dues	300	<b>315</b>	68
	85,570	<b>103,099</b>	59,520
Total expenses	614,164	<b>621,508</b>	601,215
<b>Deficiency of revenue over expenses</b>	(45,741)	<b>(49,331)</b>	(32,855)

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

# The Regional Municipality of Niagara

## Public Health Department

Infant and Child Development Services

Notes to the schedule of revenues and expenses

December 31, 2018

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### 1. Significant accounting policies

This schedule has been prepared for the Ontario Ministries of Children and Youth Services and Community and Social Services ("the Ministry"). It is prepared in accordance with Canadian public sector accounting standards, except that it does not provide for employee future benefits and tangible capital assets are expensed as incurred. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations.

Significant accounting policies are as follows

#### *Revenue and expenses*

Revenue and expenses are reported on the accrual basis of accounting, with the exception of employee future benefits below.

The accrual basis of accounting recognizes revenues as they become available and measurable, expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

#### *Capital assets*

The historical cost and accumulated depreciation of capital assets are not recorded. Capital assets acquired are reported as an expenditure and amortization is not recorded on the statement of revenue and expenditure and surplus.

#### *Employee future benefits*

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

### 2. Grant repayable

	2018	2017
	\$	\$
Grant repayable, beginning of year	-	68
Amounts recovered during the year	-	(68)
Deficiency of revenue over expenses	(49,331)	(32,855)
Expenses not recoverable	49,331	32,855
Grant repayable, end of year	-	-

# The Regional Municipality of Niagara

## Public Health Department

Infant and Child Development Services

Notes to the schedule of revenues and expenses

December 31, 2018

### 3. Administration costs

Administration costs are allocated under the indirect allocation methodology included in the cost allocation policy.

Under this methodology, all departments providing program/service support functions, as identified during the budget process, will allocate their costs using a basis that best match actual costs with the most appropriate beneficial recipient of the cost.

Administration costs are comprised of the following charges:

	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$
Accounting services	1,647	1,443	1,065
Payroll services	10,365	12,280	7,897
Human resources services	6,453	13,704	5,398
IT program support services	19,123	14,830	15,827
Insurance costs	312	298	303
Printing costs	1,403	535	352
Capital financing	6,437	6,241	1,951
	45,740	49,331	32,793

### 4. Budget data

The budget data presented in the schedule is based on the budget data submitted to the Ontario Ministries of Children and Youth Services and Community and Social Services.

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Schedule of revenues and  
expenditures  
The Regional Municipality of Niagara  
Public Health Department  
Ambulance Communications Service

March 31, 2019

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# Independent Auditor's Report

To the Regional Municipality of Niagara and the Ontario Ministry of Health and Long-Term Care

## Opinion

We have audited the accompanying schedule of revenues and expenditures of the Regional Municipality of Niagara Public Health Department – Ambulance Communications Service (the “Program”), for the year ended March 31, 2019 and notes to the schedule (collectively referred to as the “schedule”).

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2019 is prepared, in all material respects, in accordance with the financial reporting provisions of the agreement dated May 28, 2010 between the Ontario Ministry of Health and Long-Term Care and the Regional Municipality of Niagara (the “guidelines”).

## 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 Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Region in complying with the financial reporting provisions of the agreement dated May 28, 2010 between the Ontario Ministry of Health and Long-Term Care and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

## Responsibilities of Management and Those Charged with Governance for the Schedule

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

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

## Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

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 schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants  
Licensed Public Accountants  
[date of audit report]

D R A F T

**The Regional Municipality of Niagara Public Health Department**  
**Ambulance Communications Service**  
**Schedule of revenues and expenditures**  
For the year ended March 31, 2019

	Notes	2019 Budget \$	2019 Actual \$	2018 Actual \$
<b>Revenues</b>				
Provincial grant		5,686,704	<b>5,686,704</b>	5,582,192
Other income		—	<b>10,248</b>	11,220
		<u>5,686,704</u>	<u><b>5,696,952</b></u>	<u>5,593,412</u>
<b>Expenditures</b>				
Salaries and benefits				
Salaries and wages		3,994,108	<b>4,054,990</b>	4,120,458
Employee benefits		998,831	<b>1,415,858</b>	1,114,763
Transportation and communications		154,012	<b>178,494</b>	197,556
Services and rentals		233,133	<b>227,744</b>	247,737
Supplies and equipment		56,572	<b>18,956</b>	30,155
Administrative costs	2	250,048	<b>316,844</b>	420,800
Total expenditures		<u>5,686,704</u>	<u><b>6,212,886</b></u>	<u>6,131,469</u>
Ineligible administration costs	2	—	<b>(15,781)</b>	(81,121)
Total eligible expenditures		<u>5,686,704</u>	<u><b>6,197,105</b></u>	<u>6,050,348</u>
<b>Excess of expenditures over revenues</b>		<u>—</u>	<u><b>(500,153)</b></u>	<u>(456,936)</u>

The accompanying notes to the Schedule are an integral part of this Schedule.

DRAFT



## **1. Significant accounting policies**

### *Basis for presentation*

The schedule of revenues and expenditures is prepared in accordance with the agreement dated May 28, 2010 between the Ontario Ministry of Health and Long-Term Care and the Regional Municipality of Niagara.

The agreement requires the Schedule to be prepared in a manner consistent with generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara Public Health Department has interpreted GAAP to be the recognition and measurement principles of the Canadian public sector accounting standards related specifically to revenues and expenditures, and not the presentation principles or the presentation of all the financial statements and note disclosures required by GAAP for a complete set of financial statements.

### *Revenues and expenditures*

Revenues are reported on the accrual basis of accounting.

Expenditures are recorded if they are eligible for the program and incurred in the year.

### *Capital assets*

Tangible capital assets acquired are reported as an expenditure, amortization is not recorded.

### *Employee future benefits*

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

### *Use of estimates*

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgements.

## **2. Administration costs**

The program records direct operating expenditures to their respective activity. In addition, in 2013, the Region established its first consolidated allocation policy with a guiding principle of more closely aligning indirect costs with the support programs and services as defined by the Province in the Financial Information Return (FIR). The new methodology allocates these indirect costs to end programs/services based on usage drivers.

Under this methodology, all departments providing program/service support functions will allocate their costs using drivers specific to each type of expense.

**The Regional Municipality of Niagara Public Health Department**  
**Ambulance Communications Service**  
**Notes to the schedule of revenues and expenditures**  
March 31, 2019

**2. Administration costs (continued)**

Administration costs, which have been allocated, are:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Accounting services	7,757	7,178
Capital levy	7,997	65,167
Debt costs	7,784	15,954
Financial management	4,815	2,658
Human resources services	33,157	49,927
IT program support services and project costs	108,730	150,609
Land ambulance shared services	67,270	66,533
Legal services	1,706	1,733
Payroll services	72,575	58,210
Printing costs	310	445
Procurement services	4,719	2,290
Property management	24	96
	<b>316,844</b>	<b>420,800</b>

As per this program's funding agreement the following administration costs are considered ineligible and have been shown as a reduction of expense on the schedule of revenues and expenditures:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Capital levy	7,997	65,167
Debt costs	7,784	15,954
	<b>15,781</b>	<b>81,121</b>

**3. Budget data**

The budget data presented in the Schedule is based on the budget data submitted to the Ontario Ministry of Health and Long-Term Care.

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Schedule of revenue and expenses  
The Regional Municipality of Niagara  
Public Health Department  
Community Mental Health Program

March 31, 2019

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Schedule of revenue and expenses	3
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# Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and the Hamilton Niagara Haldimand Brant Local Health Integration Network

## Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara Public Health Department – Community Mental Health Program (the “Program” or “Region”), for the year ended March 31, 2019 and notes to the schedule (collectively referred to as the “schedule”).

In our opinion, the accompanying schedule of the Program for the year-ended March 31, 2019 is prepared, in all material respects, in accordance with the financial reporting provisions of the agreement dated April 1, 2018 between the Hamilton Niagara Haldimand Brant Local Health Integration Network and the Regional Municipality of Niagara (the “guidelines”).

## 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 Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Region in complying with the financial reporting provisions of the agreement dated April 1, 2018 between the Hamilton Niagara Haldimand Brant Local Health Integration Network and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

## Responsibilities of Management and Those Charged with Governance for the Schedule

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

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

## Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

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 schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants  
Licensed Public Accountants  
[date of report]

## The Regional Municipality of Niagara Public Health Department

## Community Mental Health Program

## Schedule of revenue and expenses

Year ended March 31, 2019

	Notes	2019 Budget \$	2019 Actual \$	2018 Actual \$
<b>Revenue</b>				
Province of Ontario Grants		6,138,731	<b>6,138,731</b>	6,113,238
Interest		—	—	2,474
Miscellaneous		1,000	<b>9,536</b>	9,256
		<u>6,139,731</u>	<u><b>6,148,267</b></u>	<u>6,124,968</u>
<b>Expenses</b>				
Compensation				
Salaries		4,581,243	<b>4,487,033</b>	4,305,045
Employee benefits		912,745	<b>865,970</b>	858,133
		<u>5,493,988</u>	<u><b>5,353,003</b></u>	<u>5,163,178</u>
Service costs				
Administration costs	3	39,500	<b>452,073</b>	499,893
Audit and other professional fees		3,307	<b>6,613</b>	17,888
Computer maintenance and supplies		6,725	<b>3,943</b>	4,477
Other expenses		40,107	<b>96,853</b>	41,031
Printing, postage, stationery and office supplies		13,481	<b>14,882</b>	10,210
Rent and property taxes		291,893	<b>267,039</b>	248,467
Staff education		17,771	<b>45,207</b>	33,212
Telephone		22,350	<b>14,918</b>	14,834
Travel		210,609	<b>187,520</b>	179,087
		<u>645,743</u>	<u><b>1,089,048</b></u>	<u>1,049,099</u>
Total expenses		<u>6,139,731</u>	<u><b>6,442,051</b></u>	<u>6,212,277</u>
Ineligible administration costs	3	—	<b>412,573</b>	460,393
Total eligible expenses		<u>6,139,731</u>	<u><b>6,029,478</b></u>	<u>5,751,884</u>
<b>Excess of revenue over eligible expenses</b>		<u>—</u>	<u><b>118,789</b></u>	<u>373,084</u>

The accompanying notes to the Schedule are an integral part of this Schedule.

**The Regional Municipality of Niagara Public Health Department**  
**Community Mental Health Program**  
**Notes to the schedule of revenue and expenses**  
 March 31, 2019

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## 1. Significant accounting policies

The schedule of revenue and expenses has been prepared for the Hamilton Niagara Haldimand Brant Local Health Integration Network. The agreement requires the Schedule to be prepared in a manner consistent with generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles or the presentation of all financial statements and note disclosures required by GAAP for a complete set of financial statements.

Significant accounting policies are as follows.

### *Revenue and expense recognition*

Revenue and expenses are reported on the accrual basis of accounting, with the exception of employee future benefits below.

The accrual basis of accounting recognizes revenues as they become available and measureable, expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### *Capital assets*

Tangible capital assets acquired are reported as an expense, and amortization is not recorded.

### *Employee future benefits*

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

### *Use of estimates*

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgements.

## 2. Grant funding repayable

The grant repayable to the Province of Ontario is subject to audit verification by the Hamilton Niagara Haldimand Brant Local Health Integration Network. The grant repayable is non-interest bearing and is normally repaid in the subsequent year. The grant repayable balance at the end of the year is comprised of the current year excess of revenue over eligible expenses excluding net book value associated with capital one-time funding and the unpaid grant repayable balance from prior years.

	2019 \$	2018 \$
Grant repayable, beginning of year	394,724	208,730
Amounts repaid during the year	(21,641)	(187,090)
Excess of revenue over eligible expenses	118,789	373,084
Grant repayable, end of year	491,872	394,724



**The Regional Municipality of Niagara Public Health Department  
Community Mental Health Program**

**Notes to the schedule of revenue and expenses**

March 31, 2019

**3. Administration costs**

The program records direct operating expenses to their respective activity. In addition, in 2013, the Region established its first consolidated cost allocation policy with a guiding principle of more closely aligning indirect costs with the support programs and services as defined by the Province in the Financial Information Return (FIR). The new methodology allocates these indirect costs to end programs/services based on usage drivers.

Under this methodology, all departments providing program/service support functions will allocate their costs using drivers specific to each type of expense.

Administration costs are comprised of the following charges:

	<b>2019</b>	2018
	<b>\$</b>	<b>\$</b>
Financial services	<b>66,879</b>	59,202
Human resource services	<b>111,110</b>	93,454
IT Services	<b>222,874</b>	264,328
Debt charges	<b>51,210</b>	82,909
Total administration costs	<b>452,073</b>	499,893

As per direction from the funding body, administration costs are limited to \$39,500 (2018 - \$39,500) and therefore administration costs in excess of the limit are considered ineligible and have been shown as a reduction of expense on the schedule of revenue and expenses.

	<b>2019</b>	2018
	<b>\$</b>	<b>\$</b>
Total administration costs	<b>452,073</b>	499,893
Less: administration cost limit	<b>39,500</b>	39,500
Total ineligible administration costs	<b>412,573</b>	460,393

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Annual Reconciliation Report  
The Regional Municipality of Niagara  
Public Health Department  
Community Mental Health Program

March 31, 2019

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# Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara, Hamilton Niagara Haldimand Brant Local Health Integration Network and the Ontario Ministry of Health and Long-Term Care

## Opinion

We have audited the accompanying schedules (ARRFin1 and ARRFin2) and the Proxy Pay Equity Reconciliation Report (excluding statistics and FTEs) of the Annual Reconciliation Report of the Regional Municipality of Niagara Public Health Department Community Mental Health Program (the "Program" or "Region") for the year ended March 31, 2019 and note to the schedules (collectively referred to as the "schedules").

In our opinion, the accompanying schedules of the Program for the year-ended March 31, 2019 have been prepared, in all material respects, in accordance with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health and Long-Term Care (the "guidelines").

## 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 Schedules* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedules are prepared to assist the Program in complying with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health and Long-Term Care. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

## Responsibilities of Management and Those Charged with Governance for the Schedules

Management is responsible for the preparation of the schedules in accordance with the guidelines, 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.

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

**Auditor's Responsibilities for the Audit of the Schedules**

Our objectives are to obtain reasonable assurance about whether the schedules 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 the schedules.

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 schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants  
Licensed Public Accountants  
[date of audit report]

**IDENTIFICATION**

IFIS / Recipient #	100238
SRI Organization Code	473
Report Name	2018-19 Account Reconciliation Report
LHIN Name	Hamilton Niagara Haldimand Brant (Hnhb)
Service Provider Name	Community Mental Health Program
Service Provider Legal Name	Community Mental Health Program

## Service Provider Address

Address 1	1815 Sir Isaac Brock Way
Address 2	0
City	Thorold
Postal Code	L2V 4T7

HSP Contact Name	Michael Leckey
HSP Contact Position	Program Financial Specialist
HSP Contact Phone Number	905-685-4225 x 7439
HSP Contact E-mail Address	michael.leckey@niagararegion.ca

# TOTAL AGENCY

Form ARRfin 1- Total LHIN & Ministry Managed- Financial  
Community Mental Health Program

		TOTAL HSP
<b>TABLE G: Total Agency Reporting</b>	Line #	
<b>Summary by Fund Type (Total Agency Financials)</b>		
Total Revenue Fund Type 1	115	-
Total Expenses Fund Type 1	116	-
<b>Net Surplus/Deficit Fund Type 1 (Hospital)</b>	117	-
Total Revenue Fund Type 2 (Above)	118	6,148,267
Total Expenses Fund Type 2 (Above)	119	6,029,478
<b>Net Surplus/Deficit Fund Type 2 (Community Programs)</b>	120	118,789
Total Revenue Fund Type 3	121	-
Total Expenses Fund Type 3	122	-
<b>Net Surplus/Deficit Fund Type 3 (Other)</b>	123	-
<b>Total Revenue for the Provider</b>	124	6,148,267
<b>Total Expenses for the Provider</b>	125	6,029,478
<b>Net Surplus/Deficit</b>	126	118,789

Form ARRFin2 - LHIN Managed Programs  
Community Mental Health Program

Table B		LHIN - CMHP1	
	Line #	2018-19 Final	Comments (Max 255 Characters)
Funding Initiative		Select Funding Initiative (where applicable)	
LHIN Cash Flow:			
	1		
Funding - Local Health Integrated Networks		6,138,731	
Funding - Provincial MOHLTC (Allocation)	2	-	
Funding - LHINs One Time	3	-	
Funding - MOHLTC One Time	4	-	
Sessional fee funding - LHIN	5	-	
Sessional fee funding - MOHLTC	6	-	
Total LHIN/MOHLTC funding as per cash flow	7	6,138,731	
Service Recipient Revenue	8	-	
Recoveries from External/Internal Sources	9	-	
Donations	10	-	
Other Funding Sources and Other Revenue	11	9,536	Misc.
Other revenue adjustments (detailed comments required)	12	-	
Total revenue adjustments	13	9,536	
Total FUND TYPE 2 funding for settlement purposes	14	6,148,267	
Deferred LHIN/MMP funding used to purchase capitalized items in the current year (Enter as Negative Amount)	15	-	
Amortization of donation revenue and LHIN funding in the current fiscal year	16	-	
Other Adjustments including LHIN/MOHLTC recovery (detailed comments required)	18	-	
Total Revenue FUND TYPE 2	19	6,148,267	
EXPENSES- Fund Type 2			
Compensation			
Salaries and Wages (Worked + Benefit + Purchased)	20	3,954,790	
Benefit Contributions	21	860,237	
Employee Future Benefit Compensation	22	-	
Nurse Practitioner Remuneration	23	32,665	
Medical Staff Remuneration	24	538,527	
Sessional Fees	25	-	
Service Costs			
Med/Surgical Supplies and Drugs	26	-	
Supplies and Sundry Expenses (excl. Med/Surg Supplies & Drugs)	27	330,777	
Community One Time Expense	28	-	
Equipment Expenses	29	45,337	
Amortization on Major Equip and Software License and Fees	30	-	
Contracted Out Expense	31	31,769	
Buildings and Grounds Expenses	32	235,376	
Building Amortization	33	-	
TOTAL EXPENSES Fund Type 2	34	6,029,478	
Depreciation/Amortization of Capital Assets for the Program and Admin & Support	35	-	
Total Capitalized Purchases and Services in current year	36	-	
(CHC & Home Care purposes only) Inadmissible salary expenses	37	-	
(CHC & Home Care purposes only) Less: Other adjustments	38	-	
Total Expenses for Settlement Purposes	39	6,029,478	
Less sessional fee expenses (Enter as Negative Amount)	40	-	
Less one time expenses as per listing below (Negative sum of line 63 & 79)	42	-	
Total operating expenses for settlement purposes	43	6,029,478	
Operating Recovery	44	118,789	
Sessional Fee Recovery	45	-	
One Time Recovery	46	-	
Total Settlement Recovery	47	118,789	
TABLE C: One-Time Expenses			
	Line #	2018-19 Final	Comments (Max 255 Characters)
Capitalized purchases from One Time funding Section C-1			
	48	-	
	49	-	
	50	-	
	51	-	
	52	-	
	53	-	
	54	-	
	55	-	
	56	-	
	57	-	
	58	-	
	59	-	
	60	-	
	61	-	
	62	-	
Total One-time capitalized purchases from One-time funding	63	-	



Form ARRFin2 - LHIN Managed Programs  
Community Mental Health Program

Operating expenses from One Time Funding		LHIN - CMHP1	
Section C-2			
	64	-	
	65	-	
	66	-	
	67	-	
	68	-	
	69	-	
	70	-	
	71	-	
	72	-	
	73	-	
	74	-	
	75	-	
	76	-	
	77	-	
	78	-	
Total One-time operating expenses from One-time funding	79	-	
TABLE D: Operating Expenses		Line #	2018-19 Final
			Comments (Max 255 Characters)
Capitalized expenses Sourced from Operating Funding (Section D-1) ( All capitalized items regardless of amount)			
	80	-	
	81	-	
	82	-	
	83	-	
	84	-	
	85	-	
	86	-	
	87	-	
	88	-	
	89	-	
	90	-	
	91	-	
	92	-	
	93	-	
	94	-	
Total Capitalized expenses from Operating Funding	95	-	
Non- capitalized one-time expenses > \$5,000 Sourced from Operating Funding (Section D-2)			
	96	-	
	97	-	
	98	-	
	99	-	
	100	-	
	101	-	
	102	-	
	103	-	
	104	-	
	105	-	
	106	-	
	107	-	
	108	-	
	109	-	
	110	-	
Total Non-Capitalized One-time expenses >\$5,000 from Operating Funding	111	-	
Total One Time Expenses	112	-	
TABLE F: Sessional Fees Summary			
(Enter the # of Sessions Delivered)			
# of Sessions Delivered (From Sessional Fees)	113	0	
Calculated Cost Per Session	114	0.00	



## Certification by Provider Fiscal 2018-19

Having the authority to bind the Health Service Provider, we certify that the information provided in ARRFIn1, ARRFIn2 and ARRFIn3 are complete and accurate

Community Mental Health Program	
<b>Dr. Mustafa Hirji</b>	
Name of Signing Officer	Date
_____ Signing Officer***	
<b>Medical Officer of Health (Acting)</b>	
Title	
<b>Ron Tripp</b>	
Name of Signing Officer	Date
_____ Signing Officer***	
<b>Chief Administrative Officer (Acting)</b>	
Title	

\*\*\*I have the authority to bind the Health Service Provider

**The Regional Municipality of Niagara Public Health Department**  
**Community Mental Health Program**  
**Note to the Annual Reconciliation Report**  
March 31, 2019

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**1. Significant accounting policies**

*Basis of accounting*

These Schedules have been prepared for the Ontario Ministry of Health and Long-Term Care and the Hamilton Niagara Haldimand Brant Local Health Integration Network. They are prepared in accordance with Canadian public sector accounting standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial information necessarily involves the use of estimates and approximations. These have been made using careful judgments.

*Revenues and expenses*

Revenues and expenses are reported on the accrual basis of accounting, with the exception of employee future benefits below.

The accrual basis of accounting recognizes revenues as they become available and measureable, expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

*Capital assets*

Tangible capital assets acquired are reported as an expenditure, and amortization is not recorded.

*Employee future benefits*

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

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**Subject:** Approval of 2018-2019 Community Service Program Audits

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, June 11, 2019

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## Recommendations

1. That the draft audited schedule of revenues and expenses for the Homelessness Partnering Strategy Program for the fiscal period ended March 31, 2019 (Appendix 1), **BE APPROVED**;
2. That the draft audited schedule of revenues and expenses for the Community Support Service Program, for the calendar year ended December 31, 2018 (Appendix 2), **BE APPROVED**;
3. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
4. That this report **BE FORWARDED** to the Region's Audit Committee for information.

## Key Facts

- The purpose of the report is to obtain approval of the audited schedules in accordance with the federal and provincial funding requirements.
- The Ministry of Employment and Social Development Canada and the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) submission deadlines for the Homelessness Partnering Strategy Program and the Community Support Service Program are July 31, 2019 and June 30, 2019 respectively.
- In accordance with report AC-C 32-2018 dated June 18, 2018, respecting the Audit Committee Terms of Reference, which refers to "other audited financial statements", to include special purpose and compliance-based schedules, are approved by the standing committee with oversight of the program and then referred to Audit Committee for information.

## Financial Considerations

The schedule of revenue and expenses for the Homelessness Partnering Strategy Program has been prepared in compliance with legislation and in accordance with the financial reporting provisions of the agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara. The Annual Reconciliation Return of the Community Support Service Program has been prepared in compliance with the guidelines of the Ontario Health Reporting Standards and the Community Financial Policy issued by the HNHB LHIN through the Multi-Sector Accountability Agreement (MSAA).

Draft copies of the audited schedule of revenues and expenses for the years ended March 31, 2019 and December 31, 2018 are attached as Appendix 1 and 2 respectively.

The financial schedules are prepared specifically for the purposes of meeting the requirements outlined in the service agreements with the funding Ministries. These financial schedules are a federal and provincial requirement as noted in the audit reports for each respective program as follows:

#### Homeless Partnering Strategy Program

“The schedule is prepared to assist the Program in complying with the financial reporting provisions of the agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose.”

#### Community Services Support Program

“The schedules are prepared to assist the Program in complying with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health and Long-Term Care. As a result, the schedule may not be suitable for another purpose.

### **Analysis**

The audits of these Community Service Programs were completed by the Region’s external auditors, Deloitte. 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 respects, in accordance with the requirements identified.

Upon approval by the Council, these schedules are submitted to the respective Ministries in accordance with funding agreement requirements and timelines and are also referred to the Audit Committee for information.

Below is a summary of the results of the audited schedules:

- Homelessness Partnership Strategy Program – This program commenced April 1, 2014 and ends March 31, 2019. The maximum amount of Ministry contribution over the five year period was received totalling \$3,141,055.
- Community Support Service Program – This program has an overall deficit of \$43,551 at the end of December 31, 2018. The deficit is related to lower than anticipated service revenue generated from adult day programs, as a result of

inclement weather and seasonal outbreaks in 2018. \$694 is returnable to the HNHB LHIN as a result of a surplus in the Assisted Living program which has its own restricted funding envelope.

These financial schedules are subject to minor wording changes once schedules are finalized.

### **Alternatives Reviewed**

The audited schedules are a funding agreement requirement and therefore no alternatives are available.

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

Not applicable (pending the development of Council Strategic Priorities).

### **Other Pertinent Reports**

None

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#### **Prepared by:**

Beth Brens, CPA, CA  
Acting Associate Director, Reporting &  
Analysis  
Enterprise Resource Management  
Services

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#### **Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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#### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Kayla De Pauw, CPA, CA, Program Financial Specialist and Jordan Gamble, CPA, CA, Program Financial Specialist.*

### **Appendices**

Appendix 1 2018-2019 Homelessness Partnering Strategy Program – Audited  
Schedule of Revenues and Expenses

Appendix 2 2018 Community Support Service Program Annual Reconciliation Return

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Schedule of revenue and expenses  
The Regional Municipality of Niagara  
Homelessness Partnering Strategy  
Program

March 31, 2019

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Independent Auditor's Report	1-2
Schedule of revenue and expenses	3
Notes to the schedule of revenue and expenses	4

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# Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and the Ministry of Employment and Social Development Canada

## Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara Homelessness Partnering Strategy Program (the "Program" or "Region") for the year ended March 31, 2019 and notes to the schedule (collectively referred to as the "schedule").

In our opinion, the accompanying schedule of the Program for the year ended March 31, 2019 have been prepared, in all material respects, in accordance with the financial reporting provisions of the agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara (the "guidelines").

## 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 Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Program in complying with the financial reporting provisions of the agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

## Responsibilities of Management and Those Charged with Governance for the Schedule

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

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

## Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

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 schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants  
Licensed Public Accountants  
[date of report]

**The Regional Municipality of Niagara Homelessness  
Partnering Strategy Program  
Schedule of revenue and expenses**  
Year ended March 31, 2019

	Note	2019 \$	2018 \$
<b>Revenue</b>			
Ministry funding	2	<b>714,705</b>	714,705
<b>Expenses</b>			
Service providers		<b>643,365</b>	637,897
Chargeback – miscellaneous salaries and benefits		<b>68,549</b>	74,141
Legal and survey expenses		<b>2,791</b>	2,667
Total expenses		<b>714,705</b>	714,705
<b>Excess of eligible expenses over revenue</b>		<b>—</b>	—

The accompanying notes to the Schedule are an integral part of this Schedule.

# The Regional Municipality of Niagara Homelessness Partnering Strategy Program

## Notes to the schedule of revenue and expenses

March 31, 2019

### 1. Significant accounting policies

#### *Basis of accounting*

The Schedule has been prepared for the Ministry of Employment and Social Development Canada. The agreement between the Ministry of Employment and Social Development Canada and the Regional Municipality of Niagara requires the Schedule to be prepared in a manner consistent with generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles or the presentation of all financial statements and note disclosures required by GAAP for a complete set of financial statements.

#### *Revenue and expenses*

Revenues are reported on the accrual basis of accounting.

Expenses are recorded if they are eligible for the program and incurred in the period, except for employee future benefits.

#### *Employee future benefits*

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

### 2. Ministry funding

This project commenced April 1, 2014 and will end March 31, 2019. Total maximum amount of the Ministry's contribution is \$3,141,055.

The maximum amount payable by the Ministry in each fiscal year of the project is:

	\$
2015	476,470
2016	520,470
2017	714,705
2018	714,705
2019	714,705
	<u>3,141,055</u>

The total maximum amount of Canada's contribution was increased from \$2,426,350 to \$3,141,055 to support the Housing First Initiative and current transitional housing programs in 2017, 2018 and 2019.

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Annual Reconciliation Report  
The Regional Municipality of Niagara  
Community Services Department  
Community Support Service Program

December 31, 2018

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Annual Reconciliation Report	3–8
Note to the Annual Reconciliation Report	9

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## Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara, the Ontario Ministry of Health and Long-Term Care and the Hamilton Niagara Haldimand Brant Local Health Integration Network

### Opinion

We have audited the accompanying schedules (ARRFin1 and ARRFin2) and the Proxy Pay Equity Reconciliation Report (excluding statistics and FTEs) of the Annual Reconciliation Report of the Regional Municipality of Niagara Community Services Department - Community Support Service Program (the "Program" or "Region") for the year ended December 31, 2018 and note to the schedules (collectively referred to as the "schedules").

In our opinion, the accompanying schedules of the Program for the year-ended March 31, 2019 have been prepared, in all material respects, in accordance with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health and Long-Term Care (the "guidelines").

### 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 Schedules* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedules are prepared to assist the Program in complying with the financial reporting provisions in the guidelines in Chapters 3 and 4 of the Ontario Healthcare Reporting Standards and the Community Financial Policy (2016) issued by the Ontario Ministry of Health and Long-Term Care. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of Management and Those Charged with Governance for the Schedules

Management is responsible for the preparation of the schedules in accordance with the guidelines, 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.

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



**Auditor's Responsibilities for the Audit of the Schedules**

Our objectives are to obtain reasonable assurance about whether the schedules 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 the schedules.

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 schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants  
Licensed Public Accountants  
[date of audit report]

**IDENTIFICATION**

IFIS / Recipient #	13115
SRI Organization Code	4165
Report Name	2018-19 Account Reconciliation Report
LHIN Name	Hamilton Niagara Haldimand Brant (Hnhb)
Service Provider Name	Regional Municipality Of Niagara
Service Provider Legal Name	Regional Municipality Of Niagara

## Service Provider Address

Address 1	1815 Sir Isaac Brock Way
Address 2	P.O. Box 1042
City	THOROLD
Postal Code	L2V3Z3

HSP Contact Name	Jordan Gamble
HSP Contact Position	Program Financial Specialist
HSP Contact Phone Number	905-685-4225, ext. 3815
HSP Contact E-mail Address	jordan.gamble@niagararegion.ca

# TOTAL AGENCY

Form ARRfin 1- Total LHIN & Ministry Managed- Financial  
Regional Municipality Of Niagara

		TOTAL HSP
<b>TABLE G: Total Agency Reporting</b>	Line #	
<b>Summary by Fund Type (Total Agency Financials)</b>		
Total Revenue Fund Type 1	115	-
Total Expenses Fund Type 1	116	-
<b>Net Surplus/Deficit Fund Type 1 (Hospital)</b>	117	-
Total Revenue Fund Type 2 (Above)	118	7,114,638
Total Expenses Fund Type 2 (Above)	119	7,158,189
<b>Net Surplus/Deficit Fund Type 2 (Community Programs)</b>	120	- 43,551
Total Revenue Fund Type 3	121	-
Total Expenses Fund Type 3	122	-
<b>Net Surplus/Deficit Fund Type 3 (Other)</b>	123	-
<b>Total Revenue for the Provider</b>	124	7,114,638
<b>Total Expenses for the Provider</b>	125	7,158,189
<b>Net Surplus/Deficit</b>	126	- 43,551

Form ARRRfin2 - LHIN Managed Programs Regional Municipality Of Niagara		LHIN - CSS		LHIN - SH	
Table B	Line #	2018-19 Final	Comments (Max 255 Characters)	2018-19 Final	Comments (Max 255 Characters)
Funding Initiative		Select Funding Initiative (where applicable)		Select Funding Initiative (where applicable)	
LHIN Cash Flow:					
	1		reported for 2018 calendar year. Initial allocation of \$5,215,666 plus new base allocation for community paramedicine (\$123,151)		reported for 2018 calendar year
Funding - Local Health Integrated Networks		5,338,819		800,028	
Funding - Provincial MOHLTC (Allocation)	2	-		-	
	3		Community Paramedicine Program Annual Funding (\$195,137) plus a ministry approved deferral at 2017/18 Q3 (\$24,933), Day and stay program funding (\$10,500) and ADP programs serving people with dementia (\$16,071) and Bill 148 funding (\$14,214)		
Funding - LHINs One Time		260,855		1,849	Bill 148
Funding - MOHLTC One Time	4	-		-	
Sessional fee funding - LHIN	5	-		-	
Sessional fee funding - MOHLTC	6	-		-	
Total LHIN/MOHLTC funding as per cash flow	7	5,599,674		801,877	
Service Recipient Revenue	8	701,891		-	
Recoveries from External/Internal Sources	9	11,178		18	
Donations	10	-		-	
Other Funding Sources and Other Revenue	11	-		-	
Other revenue adjustments (detailed comments required)	12	-		-	
Total revenue adjustments	13	713,069		18	
Total FUND TYPE 2 funding for settlement purposes	14	6,312,743		801,895	
Deferred LHIN/MMP funding used to purchase capitalized items in the current year (Enter as Negative Amount)	15	-		-	
Amortization of donation revenue and LHIN funding in the current fiscal year	16	-		-	
Other Adjustments including LHIN/MOHLTC recovery (detailed comments required)	18	-		-	
Total Revenue FUND TYPE 2	19	6,312,743		801,895	
EXPENSES- Fund Type 2					
Compensation					
Salaries and Wages (Worked + Benefit + Purchased)	20	3,368,985		565,222	
Benefit Contributions	21	848,365		140,324	
Employee Future Benefit Compensation	22	-		-	
Nurse Practitioner Remuneration	23	132,074		-	
Medical Staff Remuneration	24	-		-	
Sessional Fees	25	-		-	
Service Costs					
Med/Surgical Supplies and Drugs	26	4,578		4,168	
Supplies and Sundry Expenses (excl. Med/Surg Supplies & Drugs)	27	608,029		67,668	
Community One Time Expense	28	-		-	
Equipment Expenses	29	239,809		6,151	
Amortization on Major Equip and Software License and Fees	30	-		-	
Contracted Out Expense	31	946,049		5,767	
Buildings and Grounds Expenses	32	209,098		11,901	
Building Amortization	33	-		-	
TOTAL EXPENSES Fund Type 2	34	6,356,987		801,201	
Depreciation/Amortization of Capital Assets for the Program and Admin & Support	35	-		-	
Total Capitalized Purchases and Services in current year	36	-		-	
(CHC & Home Care purposes only) Inadmissible salary expenses	37	-		-	
(CHC & Home Care purposes only) Less: Other adjustments	38	-		-	
Total Expenses for Settlement Purposes	39	6,356,987		801,201	
Less sessional fee expenses (Enter as Negative Amount)	40	-		-	
Less one time expenses as per listing below (Negative sum of line 63 & 79)	42	- 260,855		- 1,849	
Total operating expenses for settlement purposes	43	6,096,132		799,352	
Operating Recovery	44	-		694	
Sessional Fee Recovery	45	-		-	
One Time Recovery	46	-		-	
Total Settlement Recovery	47	-		694	
TABLE C: One-Time Expenses	Line #	2018-19 Final	Comments (Max 255 Characters)	2018-19 Final	Comments (Max 255 Characters)
Capitalized purchases from One Time funding Section C-1					
	48	-		-	
	49	-		-	
	50	-		-	
	51	-		-	
	52	-		-	
	53	-		-	
	54	-		-	
	55	-		-	
	56	-		-	
	57	-		-	
	58	-		-	
	59	-		-	
	60	-		-	
	61	-		-	
	62	-		-	
Total One-time capitalized purchases from One-time funding	63	-		-	
Operating expenses from One Time Funding Section C-2					
	64	260,855		1,849	
	65	-		-	
	66	-		-	
	67	-		-	
	68	-		-	
	69	-		-	
	70	-		-	
	71	-		-	
	72	-		-	
	73	-		-	
	74	-		-	
	75	-		-	
	76	-		-	
	77	-		-	
	78	-		-	
Total One-time operating expenses from One-time funding	79	260,855		1,849	

Form ARRfin2 - LHIN Managed Programs Regional Municipality Of Niagara	
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TABLE D: Operating Expenses		Line #	LHIN - CSS		LHIN - SH	
			2018-19 Final	Comments (Max 255 Characters)	2018-19 Final	Comments (Max 255 Characters)
Capitalized expenses Sourced from Operating Funding (Section D-1) ( All capitalized items regardless of amount)						
	80	-		-		
	81	-		-		
	82	-		-		
	83	-		-		
	84	-		-		
	85	-		-		
	86	-		-		
	87	-		-		
	88	-		-		
	89	-		-		
	90	-		-		
	91	-		-		
	92	-		-		
	93	-		-		
	94	-		-		
Total Capitalized expenses from Operating Funding		95	-		-	
Non- capitalized one-time expenses > \$5,000 Sourced from Operating Funding (Section D-2)						
	96	-		-		
	97	-		-		
	98	-		-		
	99	-		-		
	100	-		-		
	101	-		-		
	102	-		-		
	103	-		-		
	104	-		-		
	105	-		-		
	106	-		-		
	107	-		-		
	108	-		-		
	109	-		-		
	110	-		-		
Total Non-Capitalized One-time expenses >\$5,000 from Operating Funding		111	-		-	
Total One Time Expenses		112	260,855		1,849	

TABLE F: Sessional Fees Summary (Enter the # of Sessions Delivered)					
# of Sessions Delivered (From Sessional Fees)	113	0		0	
Calculated Cost Per Session	114	0.00		0.00	



## Certification by Provider Fiscal 2018-19

Having the authority to bind the Health Service Provider, we certify that the information provided in ARRFIn1, ARRFIn2 and ARRFIn3 are complete and accurate

Regional Municipality Of Niagara	
<div></div>	
Name of Signing Officer	Date
Signing Officer***	
<div></div>	
Title	
<div></div>	
Name of Signing Officer	Date
Signing Officer***	
<div></div>	
Title	

\*\*\*I have the authority to bind the Health Service Provider

**The Regional Municipality of Niagara Community Services Department**  
**Community Support Service Program**  
**Note to the Annual Reconciliation Report**  
December 31, 2018

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**1. Significant accounting policies**

*Basis of accounting*

These schedules have been prepared for the Ontario Ministry of Health and Long-Term Care and the Hamilton Niagara Haldimand Brant Local Health Integration Network. They are prepared in accordance with Canadian public sector accounting standards, except that they do not provide for employee future benefits and tangible capital assets are expensed as incurred. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial information necessarily involves the use of estimates and approximations. These have been made using careful judgments.

*Revenue and expenses*

Revenue is recognized as amounts become available and are measurable.

Expenses are recognized as they are incurred and measurable.

*Capital assets*

The historical cost and accumulated depreciation of capital assets are not recorded. Capital assets acquired are reported as expenditures and amortization is not reported on ARRFIn1 and ARRFIn2.

*Employee future benefits*

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.



**Minute Item No. 5.1**

**COM 32-2019**

**Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans**

That Report COM 32-2019, dated July 4, 2019, respecting Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report COM 32-2019 **BE RECEIVED** for information; and
2. That the long-term care redevelopment project **BE REFERRED** for consideration as part of the 2020 budget process.

**THE REGIONAL MUNICIPALITY OF NIAGARA  
COMMITTEE OF THE WHOLE  
MINUTES**

**COTW 05-2019  
Thursday, July 4, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Bellows, Darte, Diodati, Disero, Edgar, Fertich, Gale, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Nicholson, Redekop, Rigby, Sendzik, Ugulini, Whalen, Witteveen, Zalepa

Absent/Regrets: Butters, Bylsma, Campion, Chiocchio, Easton, Foster, Gibson, Junkin, Steele, Villella

Staff: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, K. Desharnais, Communications Consultant, C. Habermebl, Acting Commissioner, Public Works, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, A. Jugley, Commissioner, Community Services, H. Koning, Director, Senior Services, K. Koudys, Communications Advisor, V. Kuhns, Acting Director, Economic Development, D. Morreale, Director, Development Approvals, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Project, R. Tripp, Acting Chief Administrative Officer, J. Whyte, Development Industry Consultant

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**1. CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 6:38 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

Councillor Gale declared an indirect pecuniary interest with respect to Report COM 32-2019 (Agenda Item) and associated presentations respecting Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans as his daughter-in-law is employed at a long-term care home.

**3. PRESENTATIONS**

**3.1 Implementation of Niagara's GO Rail Expansion**

Matt Robinson, Director, GO Implementation Office, provided information respecting Implementation of Niagara's GO Rail Expansion. Topics of the presentation included:

- Niagara Region Investment in GO
- Key Milestones
- Policy Framework
- Transit Oriented Development
- GO Hub and Transit Stations Study
- Station Status
- Next Steps

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 COM 32-2019**

Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans

Henri Koning, Director, Senior Services, provided information respecting Long-Term Care Homes Redevelopment Project Master Planning. Topics of the presentation included:

- Long-Term Care in Niagara
- Guiding Principles
- Role of the Ministry of Health and Long-Term Care
- Financial Implications
- Project Delay Implications

Anthony Greenberg, Associate, Approvals and Development Strategy, SvN, provided information respecting Niagara Region Long-Term Care Master Plan. Topics of the presentation included:

- Goals & Objective
- Study Process & Timeline
- Analysis
- Consultations to Date
- Linhaven Master Plan
- Gilmore Lodge Master Plan

Moved by Councillor Darté  
Seconded by Councillor Redekop

That Report COM 32-2019, dated July 4, 2019, respecting Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report COM 32-2019 **BE RECEIVED** for information; and
2. That the long-term care redevelopment project **BE REFERRED** for consideration as part of the 2020 budget process.

**Carried**

**Councillor Information Request(s):**

Provide additional information respecting the net debt charges of \$5.9 million or 1.6% of the Region's levy. Councillor Redekop.

**6. CONSENT ITEMS FOR INFORMATION**

There were no consent items for information.

**7. OTHER BUSINESS**

There were no items of other business.

**8. NEXT MEETING**

The next meeting will be held on Thursday, August 1, 2019 at 6:30 p.m. in the Council Chamber, Regional Headquarters.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 8:49 p.m.

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Jim Bradley  
Regional Chair

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Ann-Marie Norio  
Regional Clerk



# Implementation of Niagara's GO Rail Expansion

Committee of the Whole  
July 4, 2019



# Agenda Overview

- Niagara Region Investment in GO
- Key Milestones
- Policy Framework
- Transit Oriented Development
- GO Hub & Transit Stations Study
- Station Status
- Conclusion and Next Steps

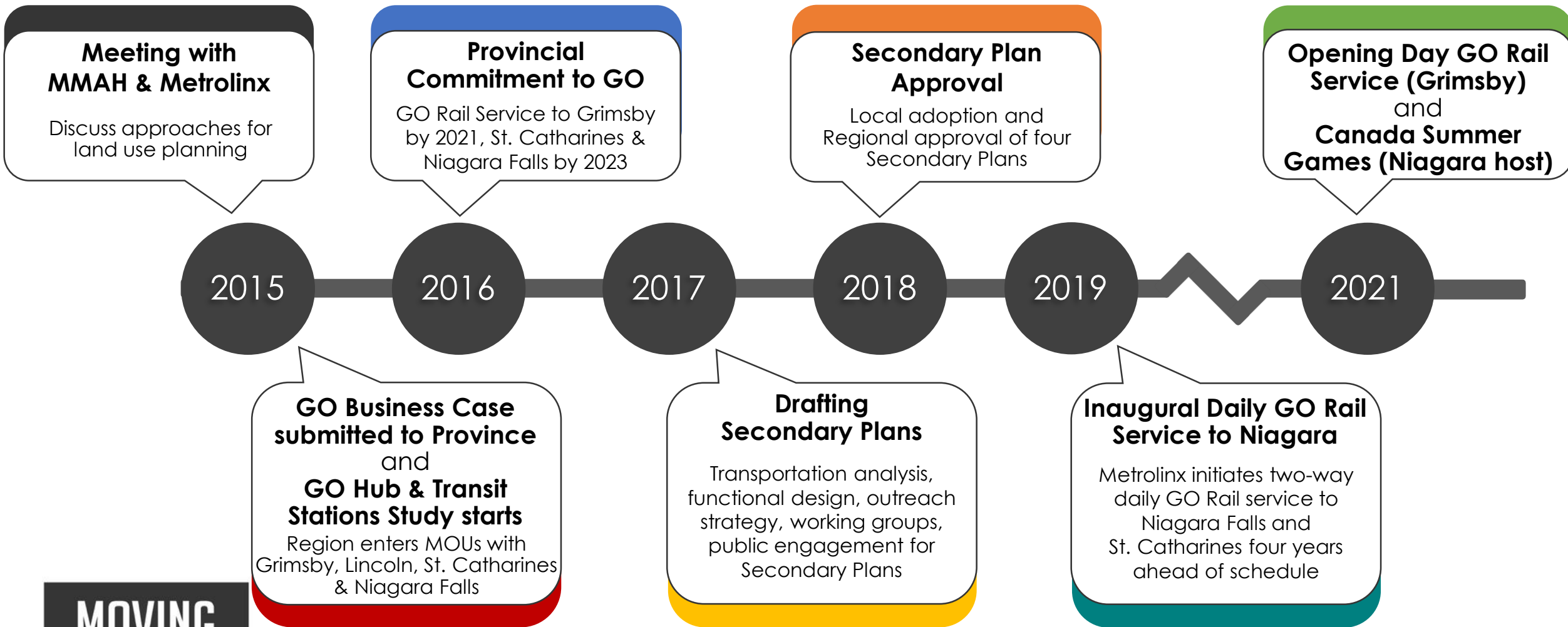


# Niagara Region Investment in GO

- 2015 Business Case: Region committed \$40M (1/3 of projected capital costs) to the expansion of GO rail to Niagara
  - \$40M already set aside (2016 - \$10M; 2017 - \$30M)
  - \$34M remains (Grimsby parcel, GIO, consulting, due diligence)
- \$40M contribution as cornerstone of Niagara project expansion
  - Regional contribution = very positive MX and provincial recognition



# Key Niagara GO Expansion Milestones





# Transit-Supportive Policy Framework

Significant investment in creating proactive policy climate for transit-supportive development:

- GO Transit Niagara Expansion EA (2011)
- Niagara Region Official Plan
- GO Hub & Transit Stations Study (2015)
- Transportation Master Plan (2017)
- Municipal Secondary Plans (2018)
- Local Transit Connections (2019)
- Station Development Strategy (2019)



*".... the development/redevelopment of rail stations to serve as major transit station areas, to support needs of communities along the corridor..."*

- Niagara Region TMP

# Mobility Hub Objectives

## SEAMLESS MOBILITY



Seamless integration of modes at the rapid transit station.



Safe and efficient movement of people with high levels of pedestrian priority.



A well-designed transit station for a high quality user experience.



Strategic parking management.

## PLACEMAKING



A vibrant, mixed-use environment with higher land use intensity.



An attractive public realm.

## SUCCESSFUL IMPLEMENTATION



A minimized ecological footprint.



Effective partnerships and incentives for increased public and private investment.



Flexible planning to accommodate growth and change.

# Transit-Oriented Development (TOD)

Dec. 2018 - new Provincial approach on GO station delivery (TOD)

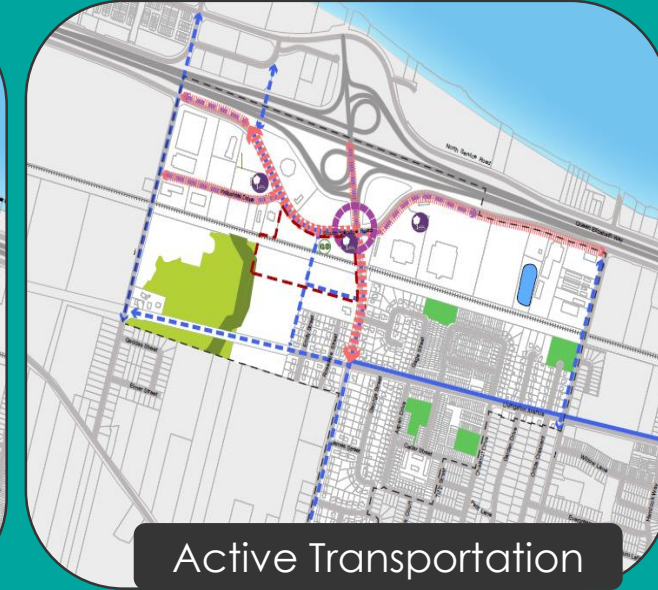
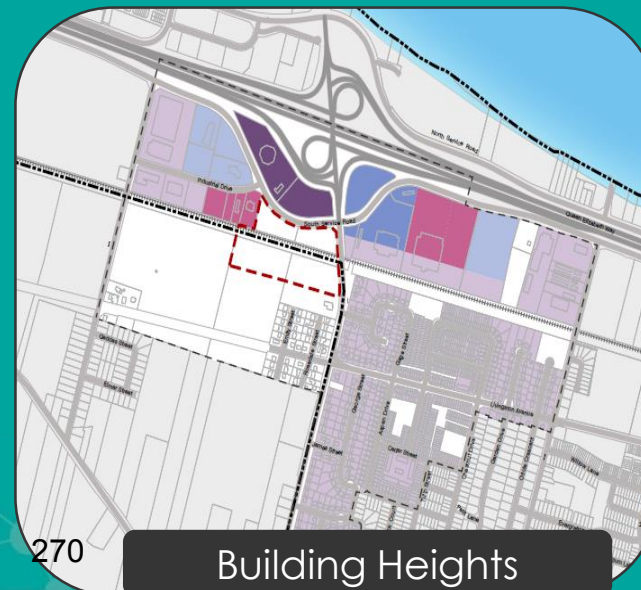
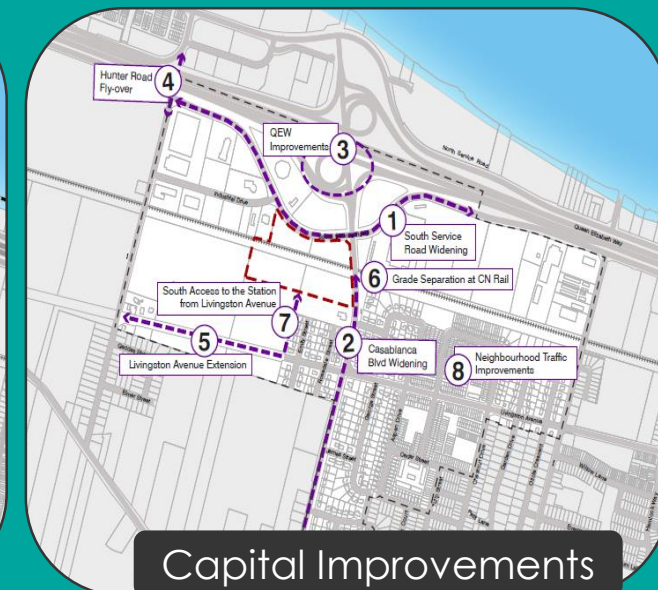
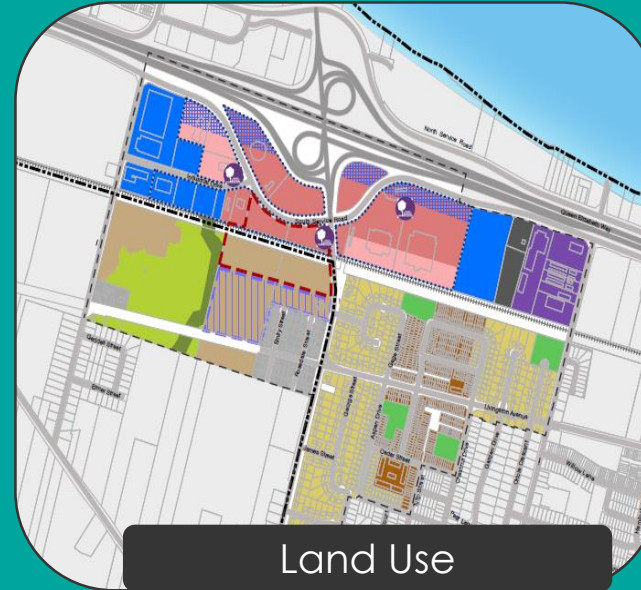
- MX focus is operating service going forward
- Third Party 'Market-driven' (municipal, developer, P3, etc.)
- New delivery approach required for Niagara stations
- MX no longer building at Grimsby; not acquiring STC or NF stations
- MX budget containment – investments now focused on 'in-corridor capital improvements' and rail operations (service frequency)





# GO Hub & Transit Stations Study

- Proactively identified enabling capital work projects for safe and efficient access to each GO Station
- Developed GO Station design precincts around Niagara's identified GO Station sites
- Land uses that permit transit-supportive development and protect existing neighbourhoods
- Clear direction to budget for and move forward with enabling capital work projects at local and regional levels





# Niagara GO Extension: Current Status

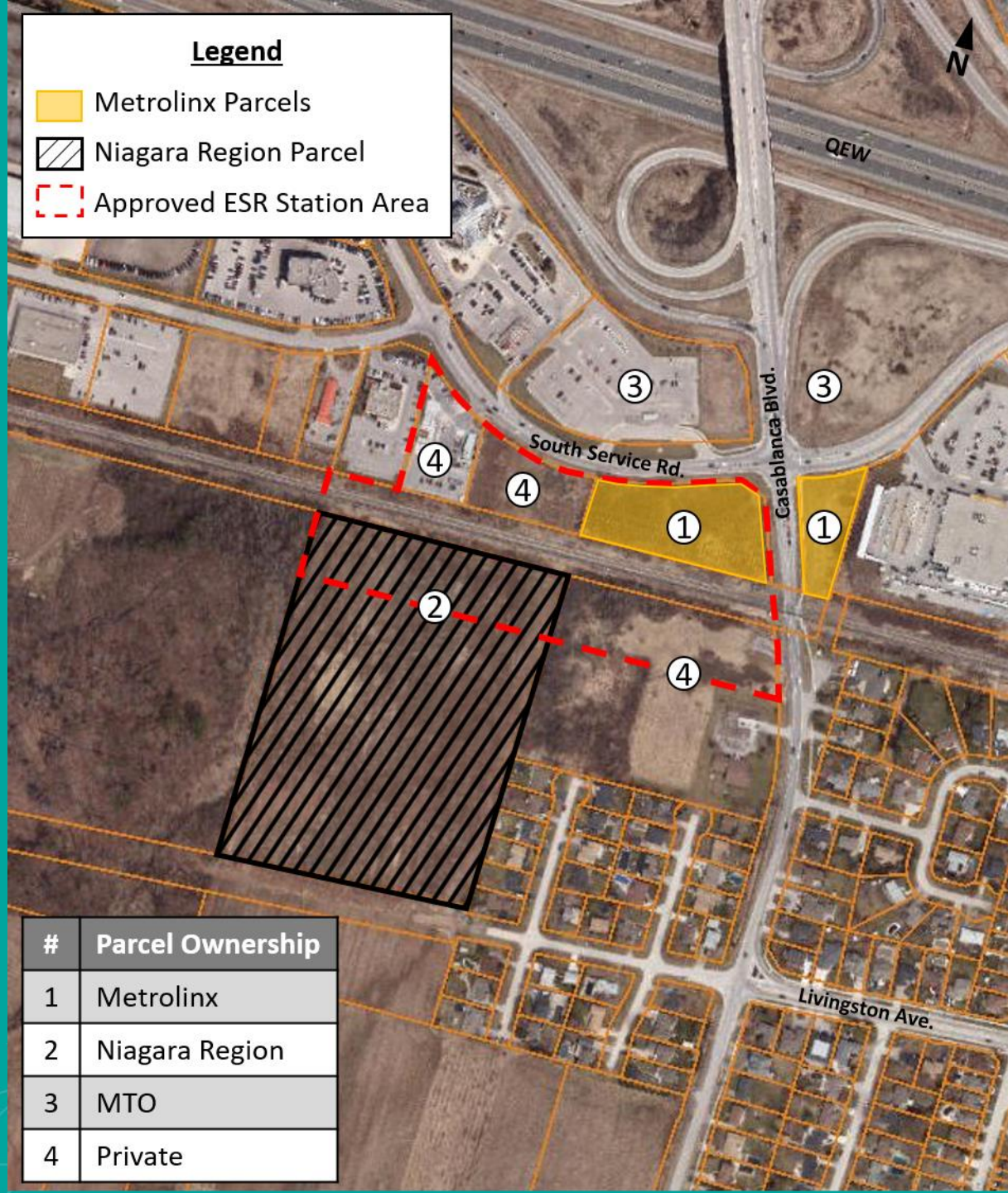
- Grimsby (announced)
  - Subject to Provincial/MX TOD policy
  - New build, greenfield site; MX lands + Regional lands
  - Region acquired 14.2 acres for this express purpose
- Niagara Falls & St. Catharines (in service)
  - Utilizing existing VIA stations
- Lincoln (TBD)
  - 2011 ESR 'future potential station'
  - Opportunity to proceed under Provincial/MX TOD policy





# Grimsby GO Station

- 2011 MX EA identified station area
  - Station area included parking, bus loop, and PPUDO facilities on all of the lands identified as station area
- Region land purchase – start of proactive implementation strategy
- Proactive, comprehensive secondary plan
- Grimsby Council confirms station area
- MX now pursuing “market-driven approach” to station construction
- Casablanca Boulevard/South Service Road reconstruction





# St. Catharines GO Station

- MX detailed design in progress
- Secondary Plan has VIA station as mobility hub & core of the area
- Opportunity to leverage vacant parcels to create a hub with TOD
- Primary station access road MOU
- City's Ridley Road reconstruction
- St. Paul St. West CNR bridge reconstruction

## Metrolinx Functional Design



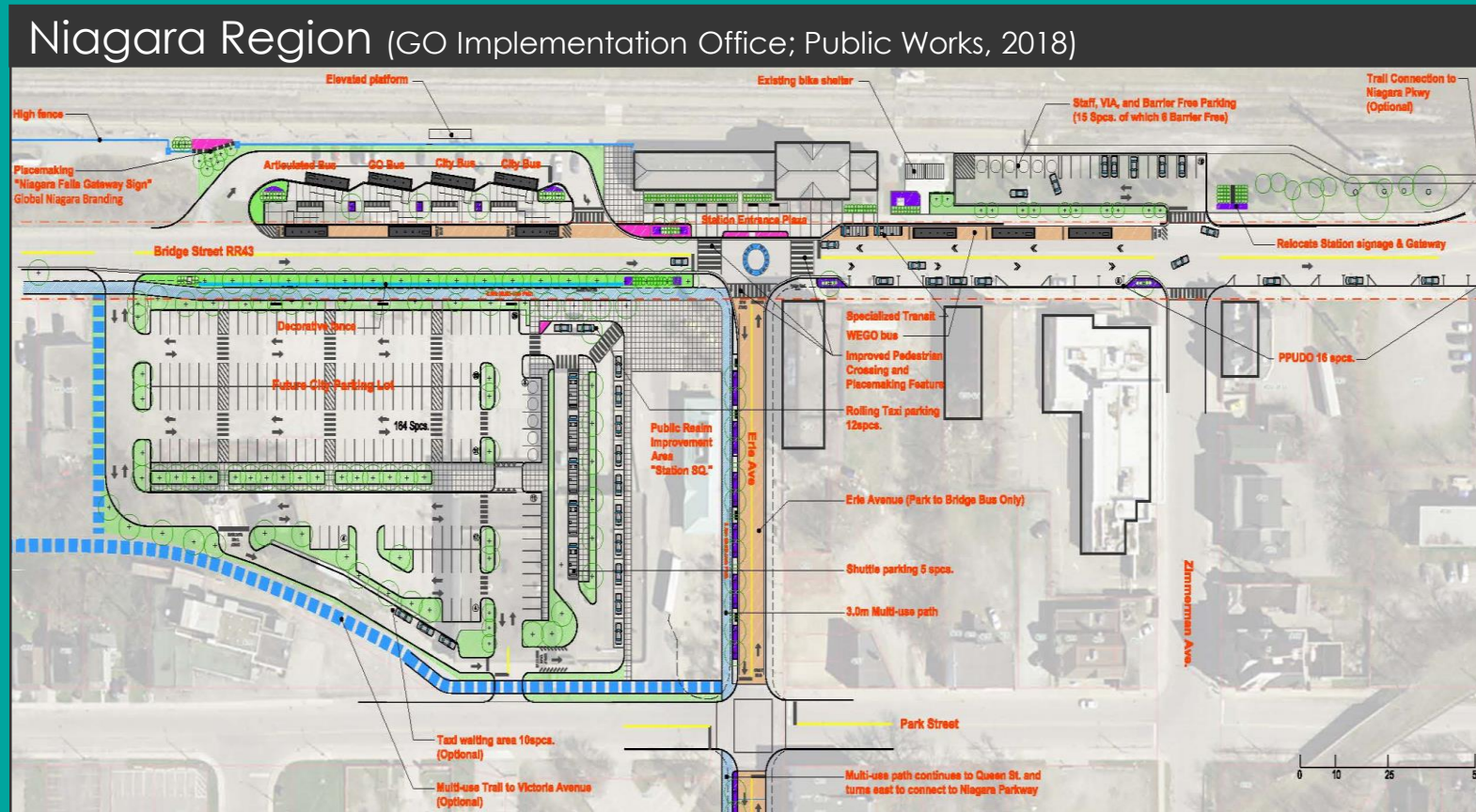
Legend		STATISTICS:	
<span style="color: red;">■</span> Heritage Station Facility	<span style="color: yellow;">●●●</span> Pedestrian Circulation	<b>PARKING</b>	165 CARS
<span style="color: blue;">■</span> Platform	<span style="color: grey;">    </span> Pedestrian Crosswalk	<b>BF PARKING</b>	4 CARS
<span style="color: orange;">■</span> Bus	<span style="color: purple;">↔</span> Planned / Proposed Bike Facility	<b>PPUDO</b>	16 CARS
<span style="color: grey;">■</span> Bus Shelters	<span style="color: green;">🚲</span> Bicycle Shelter		
<span style="color: white;">■</span> Future Facilities	<span style="color: black;">■</span> Mini-Platform		
<span style="color: red;">---</span> 2011 EPR Boundary	<span style="color: blue;">♿</span> Barrier Face Parking		
<span style="color: black;">---</span> Extent of Existing Parking			





# Niagara Falls GO Station Precinct Vision

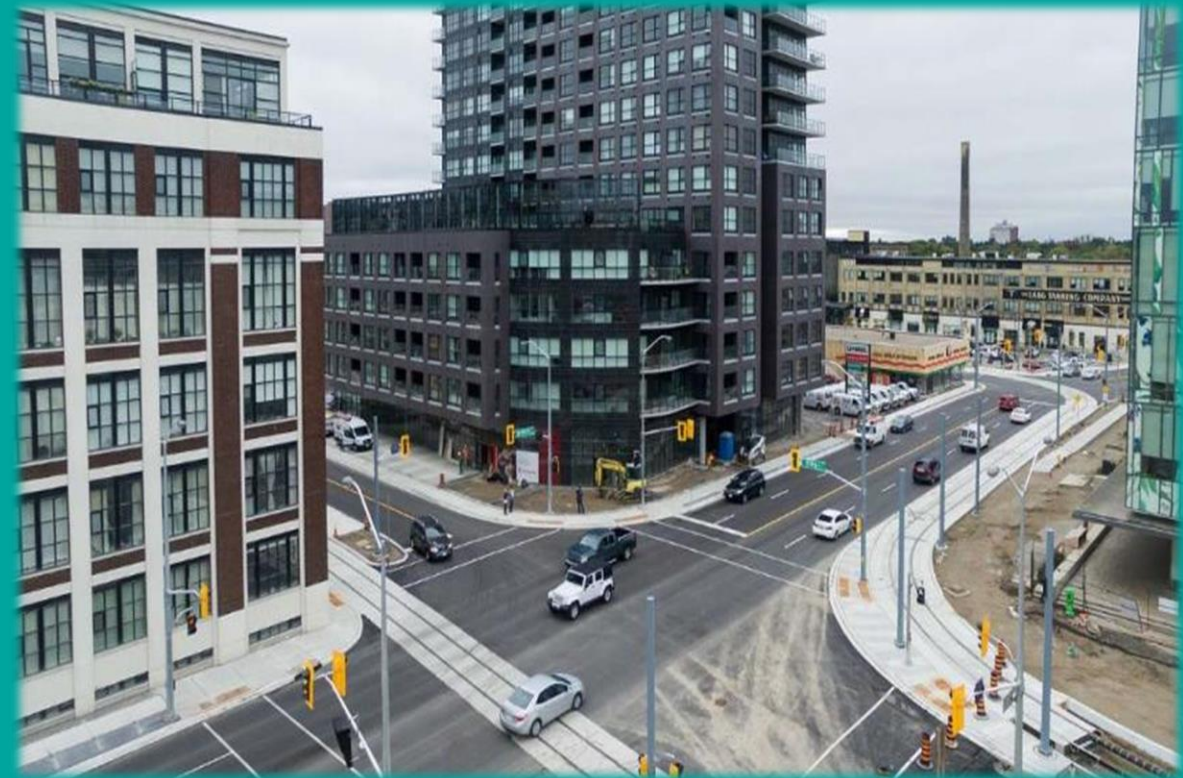
- Region & City partnered to create transformative vision for Niagara Falls GO Station precinct
- Secondary Plan has station as a mobility hub & core of the area
- Catalyst for development
- All precinct elements identified/recommended within Secondary Plan policy
- Region & City will budget for, coordinate, and implement these elements in upcoming years
- Bridge St. reconstruction





# Conclusion/Next Steps

- Municipalities across GGH are **leveraging transit investment to drive growth**
- Transit station areas serve **important function** within regional transportation system
- Current proactive policy framework presents unique opportunity to proactively invest in transportation networks and infrastructure around our GO stations to create vibrant mobility hubs and drive growth
- Niagara Region preparing strategy investment of \$40M existing contribution for Niagara station area improvements as catalyst in establishing true mobility hubs as envisioned in Secondary Plans
- Multi-site station development strategy to Corporate Services in August



*Evolving transit hub in Kitchener (GO rail and LRT station)*

# Long-Term Care Homes Redevelopment Project

## Master Planning

# Long-Term Care in Niagara

- 33 LTC Homes – 3,717 beds
- (private, not-for-profit, municipal)
- Accommodation charges set by MOHLTC
- 17 LTC Homes to be redeveloped
- 8 LTC Homes operated by Niagara Region – 957 beds
- 3 LTC Homes to be redeveloped – 408 beds

# Guiding Principles

- Redevelopment project informed by Alternative Service Delivery review and recommendations by Deloitte:
  - Proceed with design principles of a campus style development, consistent with best practice
  - Build all new homes with at least 128 beds and with 32-bed units to offset overhead, optimize efficiencies and maximize provincial per diem funding
  - Leverage potential for additional revenue through the sale or lease of development opportunities on the sites

# Role of the MOHLTC

- Provides capital funding contribution
- Final approver of where a LTC home is located and size of a home (i.e. # of beds)
- Factors the Ministry considers
  - Will the home location serve the public interest
  - Will the home size serve the public interest
  - Bed capacity within a community
  - Other facilities / services available
  - Current and future demand for LTC beds
  - Funds available for LTC homes in Ontario

# Financial Implications

## **Preliminary Budget Estimate: \$175 million**

*(includes \$15 million approved to date)*

- Data sources – cost consultant, square footage
- Collaborations - community programs and partner agencies
- Additional Beds – 13 beds at Linhaven

## **Funding Sources**

- Cost recovery from partner agencies: \$6 million
- Development charges: \$26 million
- Balance: \$143 million
  - New debt to be approved in 2020 budget: \$128 million

## **MOHLTC Contribution**

- \$66 million over 25 years to offset debt charges

# Project Delay Implications

- Capital investment in aging buildings
- MOHLTC funding is at 2014 levels and not adjusted for inflation
- MOHLTC deadlines – Linhaven December 2022, Gilmore Lodge December 2024
- Joint provincial and municipal project with inter-related deadlines
- Volume of “niche” construction – competition for trades

# Preliminary Master Plans

- SvN Presentation



# Niagara Region Long Term Care

LTC Master Plan  
Committee of the Whole Presentation

2019.07.04

## REGION'S GOALS

Early in the process the Region identified seven key goals and objectives for the project:

1. Determine **optimal location** for new LTCs within each site.
2. Develop **a vision for campuses** in both Fort Erie and St. Catharines.
3. Provide **LTC, housing and co-located services to support independent living** and delay transfer to LTC.
4. Demonstrate how lands not used for LTC can be **developed with suitable and appropriate uses.**
5. Demonstrate **land use compatibility** between the proposed development and surrounding neighbourhoods.
6. **Provide a preliminary rationale** for land uses, the siting of buildings, building density, and open space designs.
7. Demonstrate **key infrastructure** and what improvements may be required.





- Site Analysis and Identification of Opportunities and Constraints
- Review of Planning and Regulatory Context
- Technical Studies (transportation, geotechnical, servicing)
- Market Trend Analysis (by urbanMetrics)
- Stakeholder & Public Engagement
- Consultation with existing LTC staff, residents and families
- Consultations with municipal planning staff

<b>December 13, 2018</b>	<b>Political and Administrative Stakeholder Meeting</b> <i>w/ local and regional councilors of St. Catharines and Ft. Erie</i>
<b>December 17, 2018</b>	<b>Combined Fort Erie and St.Catharines Stakeholder Meeting</b> <i>w/ Fort Erie AB, Senior Citizen's Advisory Committee, Brock University, Niagara College, DSBN, Alzheimer's Society, Hospice Niagara, Niagara Health, Hotel Dieu Shaver Hospital, Niagara Region Health (NRH), Emergency Medical Services (EMS), Pioneer Eldercare, Niagara Home Builders' Association (NHBA), Niagara Association of Realtors, Hamilton Niagara Haldimand Brant (HNHN) Local Health Integration Network (LHIN), Community Health Services, Age Friendly Niagara, LTC Home staff / families / volunteers / residents, Greater Niagara Chamber of Commerce, City of St.Catharines Economic Development</i>
<b>December 20, 2018</b>	<b>Fort Erie Stakeholder Meeting</b> <i>w/ Meals on Wheels, Senior Citizen's Advisory Committee, Beachcombers, LTC Home staff / families / volunteers, Medical Director, Fort Erie Chamber of Commerce, Town of Fort Erie Economic Development, Fort Erie Native Friendship Centre, Lions Club of Fort Erie, Fort Erie Seniors Centre, Community Living Fort Erie.</i>
<b>January 16, 2019</b>	<b>Fort Erie Community Visioning Workshop</b> <i>w/ current Long Term Care home residents, family members, staff and volunteers, neighbours, property owners, local politicians and other community stakeholders</i>
<b>January 17, 2019</b>	<b>St.Catharines Community Visioning Workshop</b> <i>w/ current Long Term Care home residents, family members, staff and volunteers, neighbours, property owners, local politicians and other community stakeholders</i>
<b>March 29, 2019</b>	<b>Informal consultation with Town of Fort Erie Staff</b>
<b>April 1, 2019</b>	<b>Informal consultation with City of St.Catharines Staff</b>
<b>June 19, 2019</b>	<b>Formal pre-consultation meeting with City of St.Catharines Planning Staff</b>
<b>June 27, 2019</b>	<b>Formal pre-consultation meeting with Town of Fort Erie Planning Staff</b>





# LINHAVEN SITE

## St.Catharines

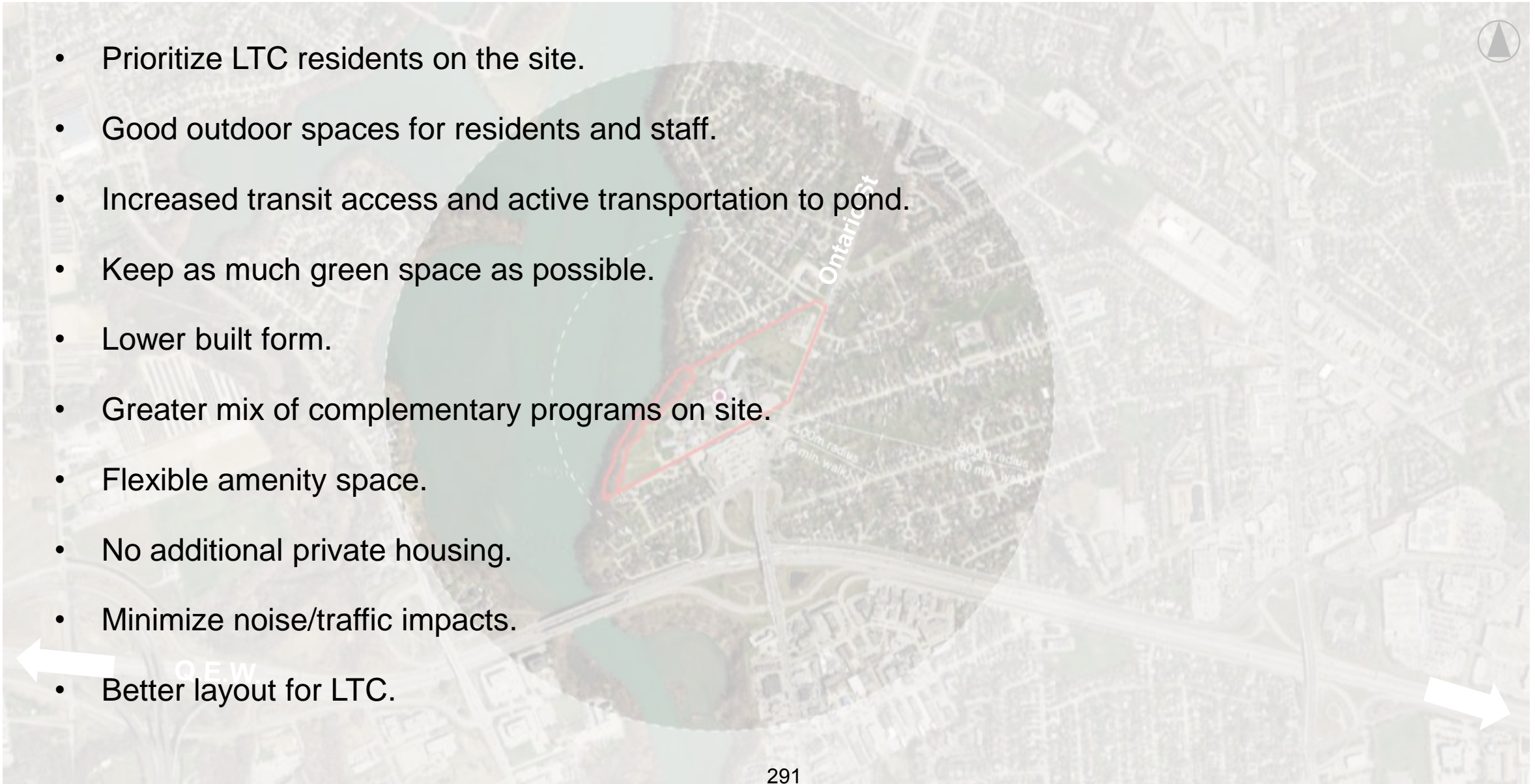
# **DEVELOPING THE LINHAVEN MASTER PLAN**



- 
- **Site's proximity to Martindale Pond** is a great advantage, but also requires careful consideration regarding development setbacks and consideration of environmentally sensitive species
  - Large site provides **opportunities for higher density development** in the interior with a transition to adjacent low-rise neighbourhoods
  - There is **sufficient Servicing and Transportation capacity** for the proposed master plans
  - Market Trends Study:
    - **high viability for residential** including higher density development;
    - **high viability for private retirement housing**;
    - **high viability for medical services**; and
    - **minimal viability for retail space**
  - Land values can **support underground parking** for private development



- Prioritize LTC residents on the site.
- Good outdoor spaces for residents and staff.
- Increased transit access and active transportation to pond.
- Keep as much green space as possible.
- Lower built form.
- Greater mix of complementary programs on site.
- Flexible amenity space.
- No additional private housing.
- Minimize noise/traffic impacts.
- Better layout for LTC.



## LONG-TERM CARE

- To accommodate 261 residents (current number = 248 residents)

## COMMUNITY PROGRAMS

- Adult Day Program / 45 clients per day
- Caregiver “Cafe”/ wellness centre / visiting clinical spaces / community programming
- Linhaven community multi-purpose room
- Ambulatory Rehabilitation Program with focus on fall prevention
- Opportunities for co-location / integration with community partners



# **LINHAVEN MASTER PLAN**



# EXISTING CONDITIONS









# MASTER PLAN









# CONCEPTUAL RENDERING 1











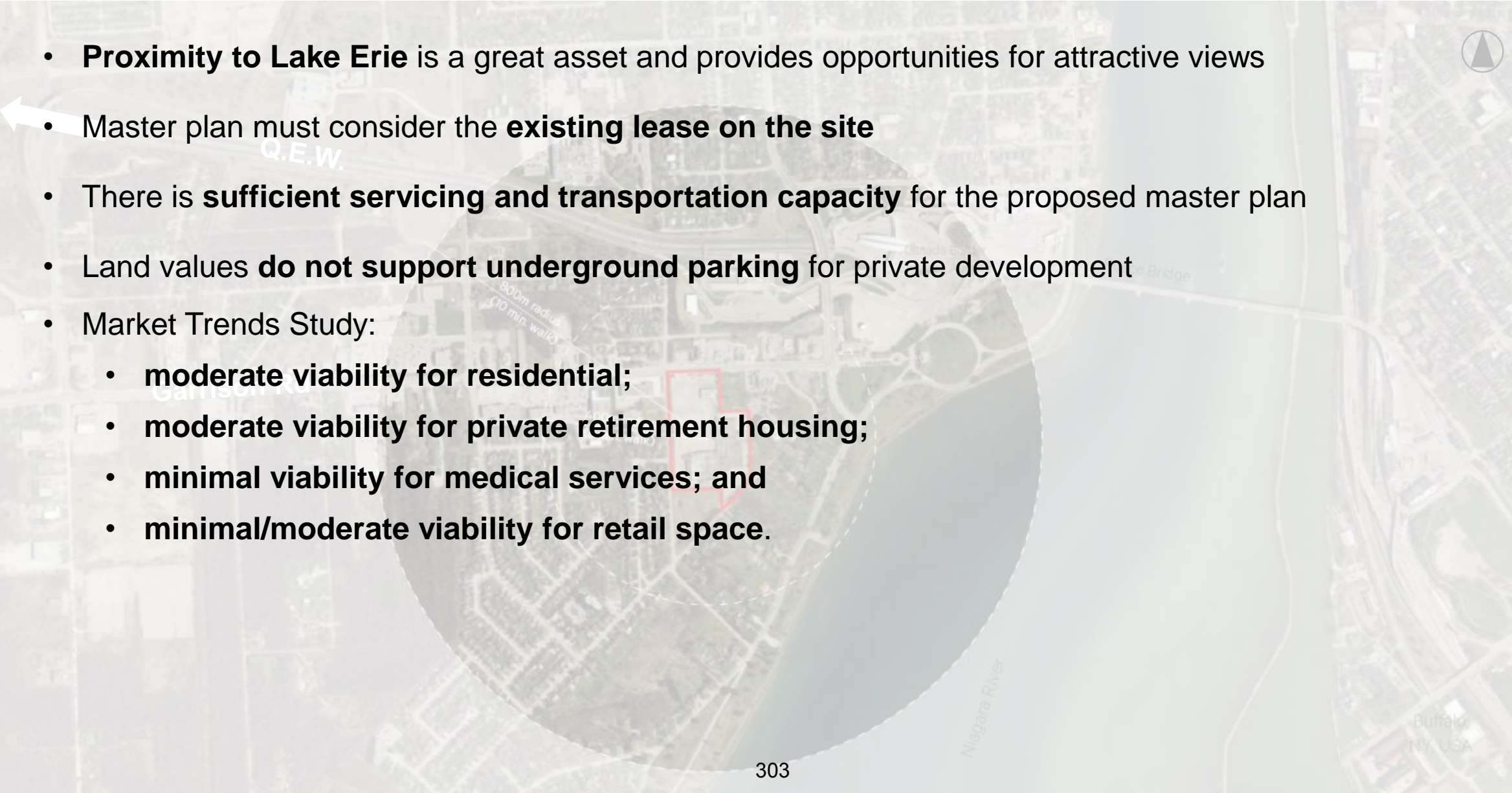


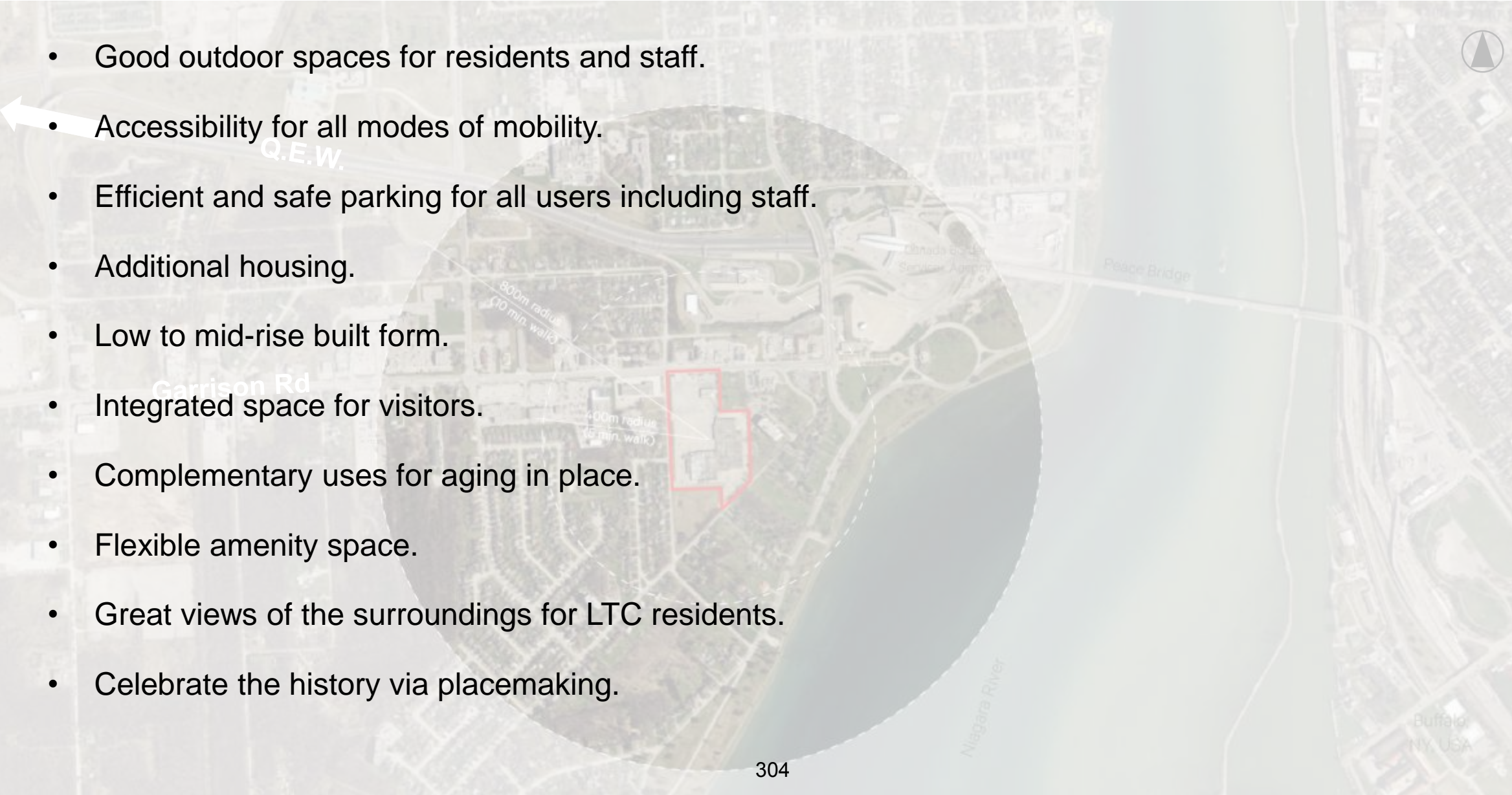
# **GILMORE LODGE SITE**

**Fort Erie**

# **DEVELOPING THE GILMORE LODGE MASTER PLAN**



- 
- **Proximity to Lake Erie** is a great asset and provides opportunities for attractive views
  - Master plan must consider the **existing lease on the site**
  - There is **sufficient servicing and transportation capacity** for the proposed master plan
  - Land values **do not support underground parking** for private development
  - Market Trends Study:
    - **moderate viability for residential;**
    - **moderate viability for private retirement housing;**
    - **minimal viability for medical services; and**
    - **minimal/moderate viability for retail space.**

- 
- Good outdoor spaces for residents and staff.
  - Accessibility for all modes of mobility.
  - Efficient and safe parking for all users including staff.
  - Additional housing.
  - Low to mid-rise built form.
  - Integrated space for visitors.
  - Complementary uses for aging in place.
  - Flexible amenity space.
  - Great views of the surroundings for LTC residents.
  - Celebrate the history via placemaking.



## LONG-TERM CARE

- To accommodate 160 residents

## COMMUNITY PROGRAMS

- Adult Day Program / 20 clients per day
- Caregiver ‘Cafe’/ wellness centre / visiting clinical spaces / community programming
- Geographically designated physio clinic (to be confirmed)
- Opportunities for co-location / integration with community partners
- Potential for Hospice Niagara 10-bed residential program with education, clinical, shared care team and mobile hospice program to serve southern Niagara Region



# **GILMORE LODGE MASTER PLAN**



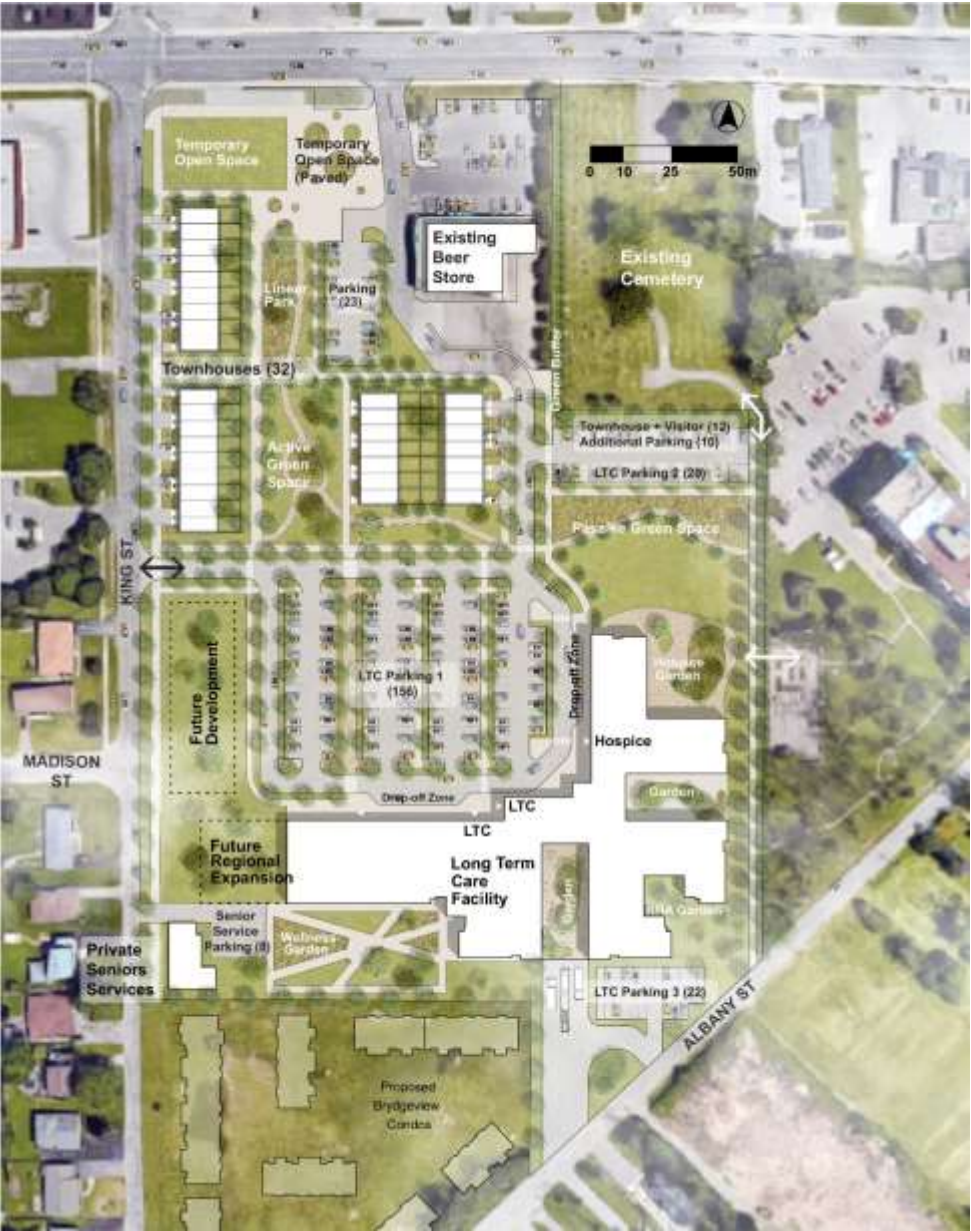
# EXISTING CONDITION





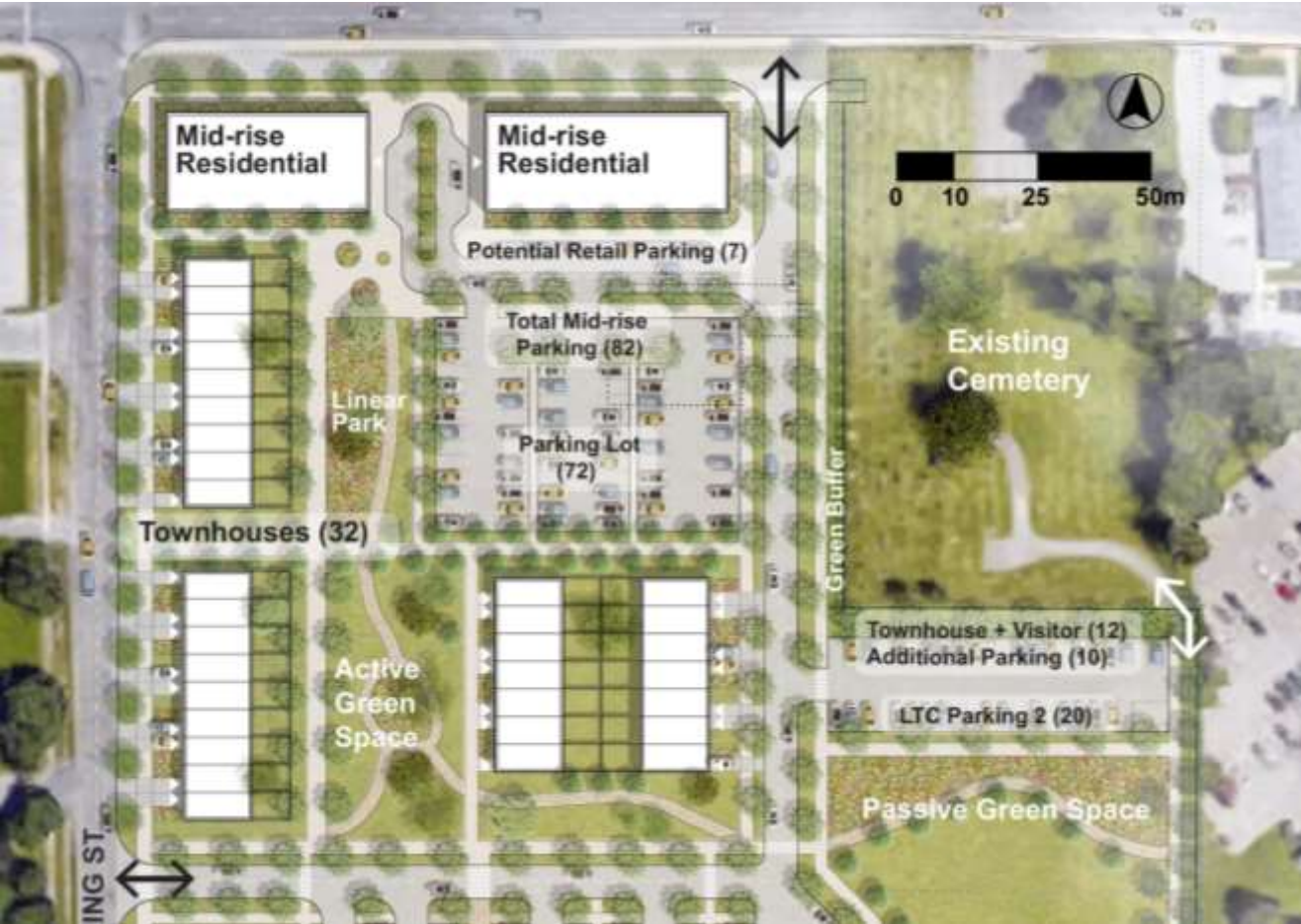


# INTERIM CONDITION





# MASTER PLAN



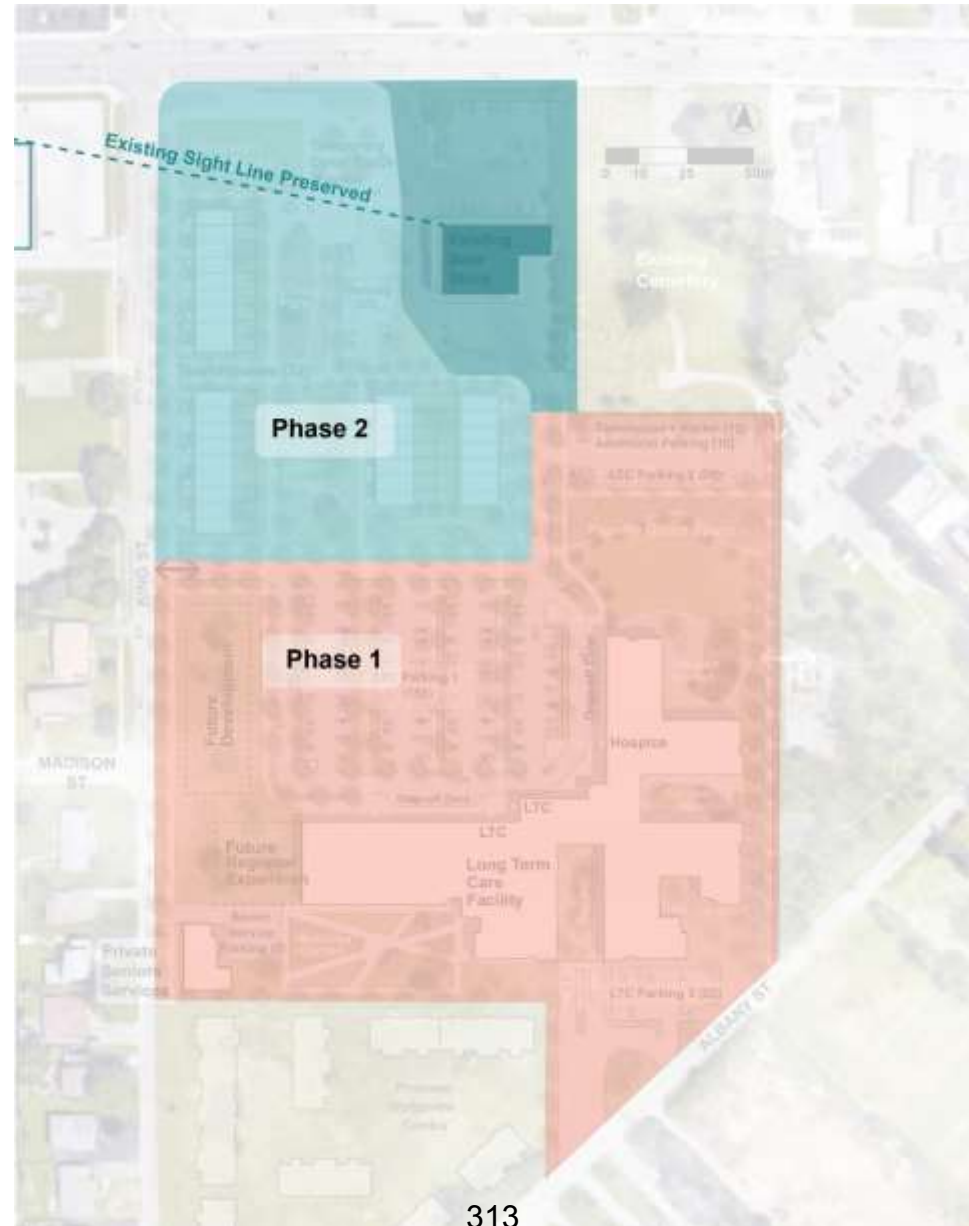








# PHASING







# **NEXT STEPS**

1. Start detailed design and initiate approvals for LTC.
2. Use the master plans to attract development partners and communicate vision.
3. Use the master plans as a basis to amend site zoning by-laws and to reduce delay for development partners.
4. Ensure future zoning provides maximum flexibility while maintaining the overall master plan objectives.
5. Leverage LTC investments to make sites attractive for development partners.
6. Initiate conversations to explore opportunities for complementary housing on non-LTC lands.

**Thank you.**

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**Subject:** Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans

**Report to:** Committee of the Whole

**Report date:** Thursday, July 4, 2019

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## Recommendations

1. That this report **BE RECEIVED** for information and
2. That the long-term care redevelopment project **BE REFERRED** for consideration as part of the 2020 budget process.

## Key Facts

- Three long-term care (LTC) homes operated by Niagara Region must be redeveloped<sup>1</sup> to meet Ministry of Health and Long-Term Care (MOHLTC) structural compliance standards and building code standards<sup>2</sup>.
- Significant work and direction has occurred to date and this report seeks to share with Council the results of preliminary planning efforts and the status of the long-term care home redevelopment project.
- The completed preliminary master plan sets a vision for the future use and campus design and provides clear direction for the siting of the long-term care home.
- The long-term care homes operated by the Region are three of 17 long-term care homes in Niagara identified by the Ministry of Health and Long-Term Care in 2014 as needing to be redeveloped.
- The approach to the Niagara Region redevelopment project was informed by an Alternative Service Delivery review and recommendations by Deloitte.
- The redevelopment process, applications, reporting and building requirements are largely directed by the province.

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<sup>1</sup> The Enhanced Long-Term Care Home Renewal Strategy (announced in October 2014) supports redevelopment of more than 30,000 existing LTC beds in over 300 LTC homes to current design standards by 2025. Homes structurally classified as “B” beds (beds that substantially exceed structural standards of the 1972 Nursing Homes Act Regulation) and “C” beds (beds that meet structural standards of the 1972 Nursing Homes Act Regulation) are part of the LTC Home Renewal Strategy. Redevelopment is the process of renovating or re-building existing LTC homes to meet “new” bed structural classification (beds that comply with the 2015 Long-Term Care Home Design Manual).

<sup>2</sup> LTC Redevelopment Projects incorporating only existing beds must be completed by December 31, 2024. LTC Redevelopment Projects incorporating existing and new beds must be completed by December 31, 2022.

## Financial Considerations

The total capital budget for the project is estimated at approximately \$175 million, \$15.63 million of which has been initiated as part of the 2016 capital budget. The project will be financed through development charges and the issuance of debentures through capital markets. Upon construction completion, the annual construction subsidy received from the MOHLTC will be used to offset future associated debt charges. The total project budget will be refined based on further verification of site plans and home size and submitted for approval as part of the 2020 capital budget. The current capital budget estimate for the project is preliminary and is based on available information at this time. As the project team works through program development and there is more certainty around the hub components of the build, including what partner agencies will be involved and their respective space requirements, a more refined budget estimate will be developed.

Some programmatic elements that have been included in the proposed project scope, and have increased the budget estimate, include the provision for a 10 bed Hospice unit at the Gilmore Lodge site, the addition of 13 new Long Term Care beds at Linhaven and larger community/wellness areas at both homes to accommodate community programs and partner agencies.

The above estimate does not include any costs for servicing or constructing the other proposed private developments being contemplated on the campus. There is potential for additional revenue to the Region through the sale or lease of development opportunities on the two campuses.

The MOHLTC will offset a part of this capital investment through a construction funding subsidy that is paid on a per bed per diem for twenty-five years, and will commence upon admission of the first LTC home resident. This amount is currently estimated to be between \$18.03 and \$18.78 per bed per day based on the most recent financing policy announcements. The total anticipated funding from the MOHLTC is expected to be \$66,575,450 over twenty-five years for both sites.

During the 2019 budget process, the total capital cost was estimated at \$130M with the net debt servicing costs resulting in a levy impact of approx. \$3.6M (1% on the levy), the revised ask of \$175M will result in a levy impact of approx. \$5.9M (1.62% on the levy). This ask will be coming forward as part of the 2020 budget. Two options for funding are a tax levy increase as per the table 1 below or deferral of other capital asks.

Budget pressures have been outlined by staff in the following table as presented to Budget Review Committee but updated for the above revised estimate, to illustrate the potential levy impact estimated for the 2020 budget. Any items being referred to the 2020 budget process should be considered along with the following items:

Table 1

	Levy Amount	Levy Impact %
Suicide Prevention Initiative PHD 8-2019	200,000	0.05%
Niagara Airports CAO 04-2019	2,240,000	0.61%
Waterfront Investment Program – Base funding	1,000,000	0.27%
Smarter Niagara Incentive Program – Base funding	600,000	0.16%
Brock LINC request for funding	1,500,000	0.41%
Niagara Regional Transit - phase in cost	6,213,050	1.70%
NRPS 2019 position hiring deferral	705,996	0.19%
Long-Term Care Home Redevelopment capital funding	5,899,355	1.62%
EMS Central Hub capital funding	390,064	0.11%
<b>Total new initiatives</b>	<b>18,748,465</b>	<b>5.12%</b>

## Analysis

In the winter of 2018, the Regional Municipality of Niagara (Niagara Region) retained MMMC Architects and SvN Planners to provide planning and architectural direction for the redevelopment of two long-term care homes in St. Catharines and Fort Erie. In support of the project, the Region has identified two properties for redevelopment: 403 Ontario Street, the site of the existing Linhaven long-term care home in St. Catharines, and 200 Garrison Road, the former site of the County Fair Mill in Fort Erie which will be the future location of Gilmore Lodge.

In addition to the redevelopment of the homes themselves, Niagara Region is thinking holistically about how these services and care providers may better be integrated with the surrounding communities and how site redevelopment can contribute to complete communities and opportunities for residents to age in place.

The aim of the master planning exercise is to determine what types of complementary services and supports will benefit the long-term care home residents, staff, families and the broader community, as well as identify appropriate forms of development and open spaces which will occupy portions of the sites not occupied by the long-term care homes.

Consultation with stakeholders and members of the community was instrumental in developing a more intimate understanding of the needs and operational requirements of long-term care homes, as well as the types of services, which will help to support the community on the whole. What emerged is an aspirational vision for both sites that will provide long-term care homes set within new, complete communities.

In support of work on this project to date Niagara Region Council previously approved the following:

1. Proceeding with the design principles of a campus or hub style development for LTC home redevelopment, consistent with best practice.
2. Approved site selection criteria, which included criteria for economic development.
3. Approved the three geographic zone approach which focused the siting of LTC facilities on drive times to population and current and future needs expressed through the ratio of beds to population over the age of 75.
4. Directed staff to consider the consolidation of LTC homes to ensure maximization of provincial funding, further supported through an Alternative Services Delivery review.
5. Approved the purchase of the property located at 200 Garrison Road in Fort Erie.
6. Directed staff to develop business case(s) for redevelopment of the LTC beds.
7. Directed staff to submit an application for redevelopment to the MOHLTC with a preferred facility size between 128 to 160 beds at 200 Garrison Road, Fort Erie and a preferred facility size with a range of 160 to 280 beds at 403 Ontario Street, St. Catharines, (further to the consolidation of beds required for redevelopment).
8. Authorized staff to submit an application to the MOHLTC for additional beds at the two proposed sites if required to ensure Resident Home Areas are the optimal size of 32 bed units (to offset overhead, optimize efficiencies and maximize provincial per diem funding).
9. Approved staff to undertake preliminary master development site plan activities for 403 Ontario Street, St. Catharines and 200 Garrison Road, Fort Erie.
10. Directed staff to continue to explore optimal redevelopment opportunities to support a strategic long-range redevelopment plan for all long-term care homes and seniors services in Niagara Region. This direction included continuing to look for additional redevelopment campus sites, engaging with potential community partners and developers to support delivering high quality seniors services in Niagara.
11. Directed staff to report back regarding:
  - The results of the applications to the MOHLTC.
  - The completion of the preliminary design of the LTC facilities.
  - Final determination of bed allocation for the proposed redevelopment.
  - The development of preliminary master plans for the sites.



## **Key Factors in Determining the Locations and Bed Allocation of the new LTC homes**

The approach to the Niagara Region redevelopment project was informed by an Alternate Services Delivery review and recommendations by Deloitte, the consultant retained for this review. A key recommendation was that future homes should be built on a campus style development, with at least 128 beds and in 32 bed unit increments to maximize the value of MOHLTC operating funding. Niagara Region has submitted redevelopment applications to the MOHLTC in line with these recommendations

The MOHLTC makes the final determination on all decisions regarding LTC home location and LTC home bed numbers. The MOHLTC considers a number of factors in determining if a transfer, increase or consolidation of beds would serve the public interest. A key component of this decision is the needs test through which the MOHLTC Minister determines whether a LTC home should be in an area as well as the appropriate number of beds within the LTC home. In making the decision, the Minister considers LTC bed capacity that exists, other facilities or services that are available, the current and predictable continuing demand for LTC beds, funds available for LTC homes in Ontario and other considerations.

In Niagara the MOHLTC needs test is influenced by the redevelopment plans of other LTC operators. There are 33 LTC homes across Niagara. Seventeen of these homes (including three Niagara Region operated homes) must be redeveloped. Most operators have not shared their redevelopment plans at this time. Given this level of uncertainty, the LTC redevelopment landscape in Niagara is very fluid and as such the Region's planning has been flexible to accommodate known market changes<sup>3</sup>.

Niagara-on-the-Lake is anticipating an influx of up to 120 beds and Fort Erie is anticipating an exit of 68 beds. Both these movements have informed the redevelopment application to the province, in terms of location and the recommended number of beds per site.

### **Gilmore Lodge Application – 160 beds**

With the announced 120 additional beds in Niagara-on-the-Lake, and the commitment to build new homes with at least 128 beds, staff are recommending a consolidation of beds from Niagara Region's Upper Canada Lodge home (80 beds) and Gilmore Lodge (80 beds) to build a 160 bed home in Fort Erie. This will mitigate the anticipated loss of beds in Fort Erie from the announced exit of another operator.

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<sup>3</sup> On July 13, 2016 the Ministry of Health and Long-Term Care hosted a news release at Pleasant Manor (operated by the Ontario Conference of Mennonite Brethren Churches) in Niagara-on-the-Lake to announce that the LTC facility was approved for redevelopment. The home currently has 41 beds and has been approved to redevelop up to 160 beds.

Conmed Health Care Group has applied to the MOHLTC to consolidate a number of their properties including Crescent Park Lodge, the 68 bed site in Fort Erie. The intent is to move the 68 beds to the site currently occupied by Oakwood Park Lodge in Niagara Falls (off McLeod Road, near the QEW).

### **Linhaven Application – 261 beds<sup>4</sup>**

A key recommendation influencing the application for Linhaven was that future LTC homes should be built in 32 bed unit increments. In support of this recommendation Council directed staff to apply for additional beds for the Linhaven project to achieve 32 bed units. The application was approved. The MOHLTC has awarded Niagara Region 13 additional LTC beds and has progressed Linhaven into Phase II of the redevelopment process to develop a 261 bed LTC home. With the addition of the 13 new beds the project must be completed and ready for occupancy on or before December 31, 2022.

### **Proposed Master Plan**

Through a holistic master plan and site design exercise, the consultant team has developed two proposed master plans to support Niagara Region's vision of a long-term care home and campus in Fort Erie and St. Catharines (Appendix A, *Region of Niagara Long-Term Care Master Plans*). Each campus will provide outreach, wellness and long-term care services for an aging population, attract new investment and provide housing for families and long-time community members alike.

Master plan development for the two sites has followed the process below:

1. Site analysis and identification of opportunities and constraints.
2. Review of the planning and regulatory context.
3. Coordination of technical studies - transportation, geotechnical, servicing.
4. Completion of a market trend analysis.
5. Facilitating stakeholder and public engagement.
6. Consultation with existing LTC staff, residents and families.
7. Consultations with municipal planning staff.

### **Key Outcomes of Analysis**

#### **Gilmore Lodge Site**

- Proximity to Lake Erie is a great asset and provides opportunities for attractive views.
- Master plans must consider the existing leases on the site.

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<sup>4</sup> The 261 beds includes seven 32 bed units and two specialty programs (Convalescent Care Program-20 beds; Behavioural Support Unit-17 beds).

- There is sufficient servicing and transportation capacity for the proposed master plans.
- Land values do not support underground parking for private development.
- Market trends study:
  - Moderate viability for residential
  - Moderate viability for private retirement housing
  - Minimal / moderate viability for private retirement housing and
  - Minimal / moderate viability for medical services.
- Public Feedback:
  - Good outdoor spaces for residents and staff
  - Accessibility for all modes of mobility
  - Efficient and safe parking for all users including staff
  - Additional housing
  - Low to mid-rise built form
  - Integrated space for visitors
  - Complementary uses for aging in place
  - Flexible amenity space
  - Great views of the surroundings for LTC residents and
  - Celebrate the history via place making.

#### Linhaven Site

- The site's proximity to Martindale Pond is a great advantage but also requires careful consideration regarding development setback and consideration of environmental impacts.
- The large site provides opportunities for higher density development in the interior with a transition to adjacent low-rise neighbourhoods.
- There is sufficient servicing and transportation capacity for the proposed master plans.
- Market trends study:
  - High viability for residential including higher density development
  - Higher viability for private retirement housing
  - High viability for medical services and
  - Minimal viability for retail space.
- Land values can support underground parking for private development.
- Public Feedback:
  - Prioritize LTC residents on the site
  - Good outdoor spaces for residents and staff
  - Increased transit access and active transportation to pond
  - Minimize noise / traffic impact
  - Better layout for LTC
  - Keep as much green space as possible
  - More mix of complimentary programs on site and
  - Flexible amenity space.

### **Next Steps in the Redevelopment Project**

1. Complete preliminary drawings for the Linhaven and Gilmore Lodge LTC homes.
2. Use the master plans as a basis to amend site zoning by-laws and to reduce delay for development partners. Ensure future zoning provides maximum flexibility while maintaining the overall master plan objectives.
3. Use the master plans to attract development partners and communicate vision.
4. Leverage LTC investments to make sites attractive for development partners.
5. Initiate conversations to explore opportunities for complementary housing on non-LTC lands.

### **Alternatives Reviewed**

Not applicable.

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

Not applicable.

### **Other Pertinent Reports**

- RRIT 17-2013 LTC Homes Review – Efficiency Study Recommendations
- RRIT 03-2013 Long-Term Care Redevelopment - Update
- RRIT 05-2014 Long-Term Care Redevelopment - Next Steps
- CAO 05-2015 Update on Alternative Service Delivery Reviews
- CAO 04-2016 Long-Term Care Home Redevelopment
- CAO 10-2016 Long-Term Care Home ASD Report
- CSD 9-2017 A Matter of Property Acquisition for LTCH Redevelopment
- CSD 50-2017 Initiation of Capital Funds – LTCH Redevelopment
- CLC 21-2018 Financing Plan for Niagara Region LTCH Redevelopment
- CSD 15-2018 Long-Term Care Home Redevelopment

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Appendix A            Region of Niagara Long-Term Care Master Plans

Niagara Region

# **LONG-TERM CARE** MASTER PLANS

June 26, 2019





View east over Martindale Pond



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# PART ONE: BACKGROUND

View of New Gilmore Lodge Long-Term Care Home Site



# 1.0 PROJECT INTRODUCTION

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In the winter of 2018, Niagara Region (“the Region”) retained MMMC Architects and SvN Architects + Planners to provide planning and architectural direction for the redevelopment of two Long-Term Care Homes in the municipalities of St. Catharines and Fort Erie. The Region has secured funding to redevelop two Region-run Long-term Care homes and has identified two properties for redevelopment: 403 Ontario Street, the site of the existing Linhaven Long-Term Care Home in St. Catharines, and 200 Garrison Road, the former site of the County Fair Mall in Fort Erie which will be the future location of the Gilmore Lodge Long-Term Care Home. In addition to the redevelopment of the homes themselves, the Region is thinking holistically about how these services and care providers may better be integrated with the surrounding neighbourhoods and how site redevelopment can contribute to the provision of complete communities and opportunities for residents to age in place. The aim of the master planning exercise is to determine what types of complementary services and supports will benefit the Long-Term Care Home residents, staff, families, and the broader community, as well as to identify appropriate form of development and open spaces which will occupy the portions of the site not occupied by the Long-Term Care Homes.

Consultation with stakeholders and members of the community were instrumental in developing a more intimate understanding of the needs and operational requirements of Long-Term Care Homes, as well as the types of services which will help to support the community on the whole. What emerged is an aspirational vision for both sites that will provide Long-Term Care Home facilities set within new, complete communities.

## 1.2 Goals and Objectives

The Region of Niagara is projected to experience a steady increase in the proportion of seniors and older adults in the future. Furthermore, the existing population is older and growing at a significantly slower pace when compared with the rest of the province.

At 11.5 and 15 hectares in Fort Erie and St. Catharines respectively, the sites identified for redevelopment are larger than is needed for the Long-Term Care Homes themselves. This was a deliberate choice by Niagara Region, part of a strategy with dual objectives; on the one hand, to enable the redevelopment of the Linhaven and Gilmore Lodge Long-Term Care Homes as new continuum-of-care campuses, and on the other, as an opportunity to recoup a portion of the up-front capital costs through development partnerships with the private sector.

Regional governments are looking for innovative strategies to pursue cost effective improvements to Long-Term Care Homes. By establishing a master planned framework for community resources the Region is looking to maximize the value of capital investments, to support existing and future populations, and to incentivise private sector investment and economic development in the region.

The master plans contained in this document will serve as a vision for future development and provide the basis for a Zoning By-law Amendment to accelerate future development by the private sector. The funding derived from sale of “up-zoned” lands will be re-directed back to capital reserves and contribute towards ongoing Long-Term Care Home operating costs, service provision and the redevelopment of the next round of Long-Term Care Homes and community resources.

### A. REGION’S GOALS

Early in the process, the Region identified seven key goals and objectives for the project:

- Determine the **optimal location** for new Long-Term Care Homes within each site;
- Develop a **vision for campuses** in both Fort Erie and St. Catharines;
- Provide **Long-Term Care, housing and co-located services** to support independent living and delay transfer to Long-Term Care;
- Demonstrate how lands not used for Long-Term Care can be **developed with suitable and appropriate uses**;
- Demonstrate **land use compatibility** between the proposed development and surrounding neighbourhoods;
- **Provide a preliminary rationale** for land uses, siting of buildings, building density, and open space design; and
- Demonstrate **key infrastructure** and what improvements may be required.

## 1.3 Project Team

The Region has retained MMMC Architects as the project lead to provide full architectural services for the new Long-Term Care Homes. SvN Architects+Planners have been retained to provide urban design and planning support. Other technical consultants contributing to the project include urbanMetrics (market analysis), Paradigm Transportation Solutions (transportation engineering), MTE Consultants (civil engineering), and LCA Environmental Consultants (environmental impact study).

## 1.6 Study Process

The project team began in the winter of 2018 conducting site visits and kick off meetings with representatives from the Region, municipalities and staff of both the Linhaven and Gilmore Lodge Long-Term Care Homes. Based on the information gathered at these initial meetings and site visits, SvN began to develop preliminary site condition diagrams and mapping, which was supplemented with a comprehensive review of in-force planning policy documents. Once these preliminary phases of research were complete, the project team produced a series of analysis materials.

Once an initial round of comments and feedback was received from Region and Municipal staff, the project team initiated a series of targeted stakeholder engagement consultations with key community groups, political representatives and engaged residents, followed by public open house consultations. All consultation events were well attended and the community provided a range of comments and feedback. After feedback from stakeholder and public consultations was consolidated and reviewed, the project team began design development of the master plans which form the basis of this document.





## 1.7 Consultation

Consultation with project stakeholders, the community, Long-Term Care staff and residents was instrumental in providing input to the development of the master plans. Throughout the months of December 2018 and January 2019, the project team conducted a series of targeted stakeholder interviews and visioning sessions. The purpose of these events was to develop an understanding of the relevant contextual factors and priorities for both sites. The range of stakeholders consulted included local community leaders, care providers, representatives from social service organizations and members of the broader public.

In total, eight consultation and engagement events, five stakeholder interview meetings and three public open house information sessions, took place over the course of December 2018 to January 2019. The intent of targeted stakeholder interviews with political and administrative stakeholders from St. Catharines and Fort Erie respectively was to confirm and refine understanding of the high level project goals and objectives. The next stage of consultation focused primarily on community stakeholders, individuals and local organizations with a direct interest or involvement in the Long-Term Care sector, either personally or professionally. Finally a series of public open house information and consultation events were held in both Fort Erie and St. Catharines. The public open house meetings were well attended and provided an accessible venue to engage in productive and informative discussion.

The team heard from current Long-Term Care Home residents, family members, staff and volunteers, neighbours, property owners, local politicians and other community stakeholders. While there was clear distinction in the feedback between the Fort Erie and St. Catharines communities, on the whole there were some consistent messages:

- Prioritize the Long-Term Care Home in terms of siting on the property;
- Encourage a range of clinical and every day amenity uses that can support the needs of both Long-Term Care Home residents and the community at large;
- Promote opportunities for inter-generational activities or interaction, and avoid the appearance/ feel of institutional spaces;
- Provide capacity for additional Long-Term Care Home beds and/or future expansion of the Long-Term Care Homes;
- Retain as much publicly accessible green space and landscaping as possible (although long term upkeep and maintenance was also flagged as an important consideration);
- Include areas in Long-Term Care Home for support staff and volunteer operated programs such as a snack and/or coffee shop;
- Ensure sufficient parking for staff, volunteers and visitors; and,
- Incorporate accessibility considerations (both physical and behavioral) through common areas, public spaces and gardens so that residents and members of the public can enjoy and participate regardless of skill level or ability.

Throughout the public engagement and concept development process, SvN and MMMC architects maintained a close, collaborative working relationship and consulted with Municipal and Regional staff for feedback at regular intervals.





## 2.0 SITE CONTEXT

This section provides a description of each site as well as an analysis of opportunities and constraints from a physical and urban design perspective.





## 2.1 Linhaven

### I. SITE LOCATION AND CONTEXT

The Linhaven site is located at 403 Ontario Street in the north end of St. Catharines. The site is currently occupied by a complex of low-rise buildings. The site benefits from close proximity and easy vehicular access off of the Queen Elizabeth Way.

The site is located between stable residential neighbourhoods adjacent to the north, east and south-west. Immediately abutting the site to the south is the Henley Square Mall, a retail plaza with a large surface parking area. To the west of the site is the Martindale Pond.

### II. EXISTING CONDITIONS

The Linhaven Long-Term Care Home is an aging facility, and over the years, been the subject of several incremental expansion projects and additions. The landscaped setting provides ample greenery and scenic vistas overlooking Martindale Pond, however, safety and environmental concerns result in limited opportunities for public access and obscured visual connections to the water's edge. In addition to the gardens maintained for use by the residents of the Linhaven Long-Term Care Home, the surrounding grounds are frequented by neighbourhood residents for recreation.



Linhaven Site Context



III. OPPORTUNITIES AND CONSTRAINTS

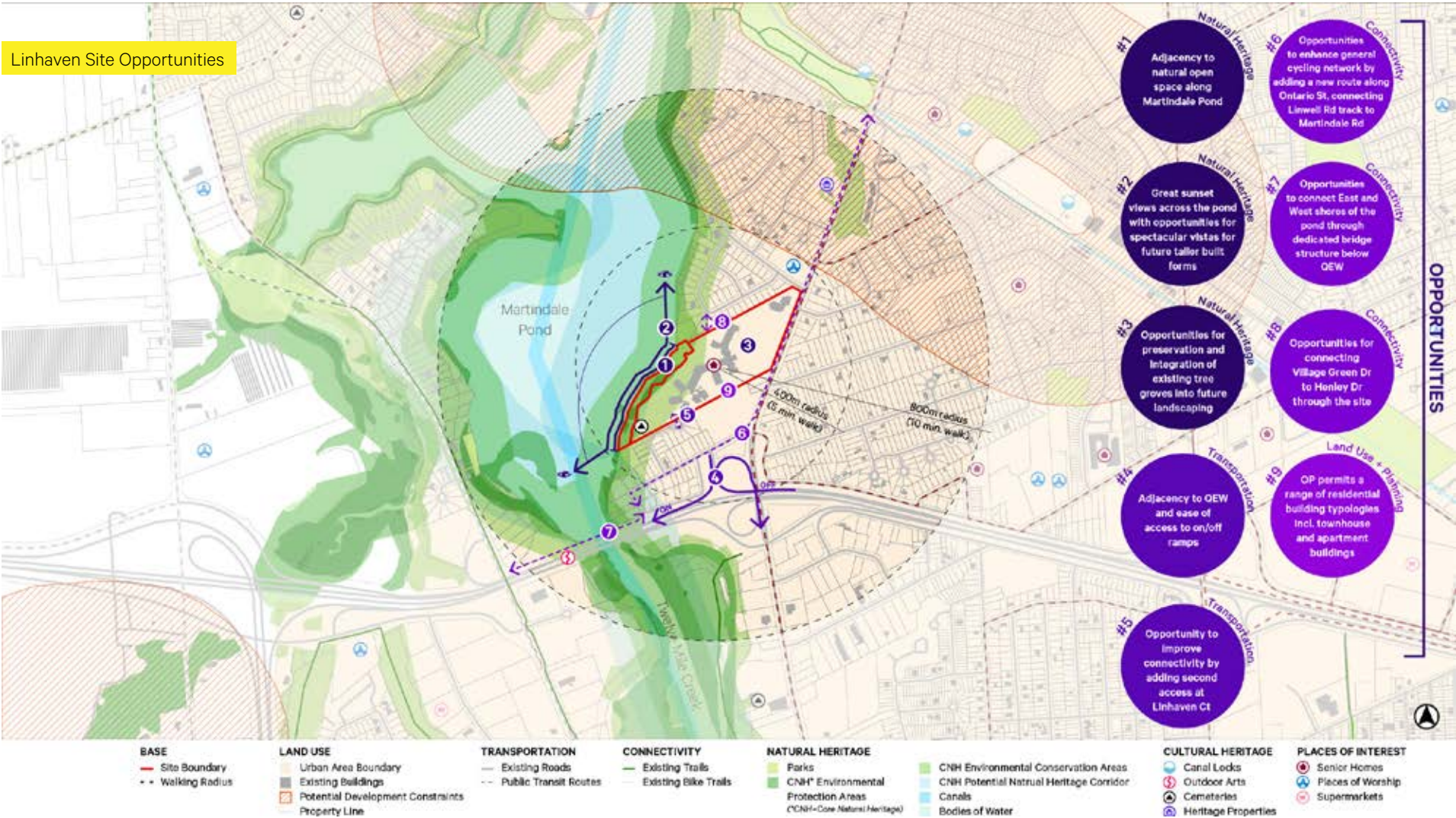
Early in the process the team analyzed opportunities and constraints categorized under the following broad themes:

Natural and Cultural Heritage

Protection and preservation of the existing landscape and trees will be incorporated into the redevelopment strategy, however it is likely that not all of the existing trees will be able to be retained. The top of bank setbacks from Martindale Pond is an important

consideration. Respecting the setbacks as established by the Niagara Peninsula Conservation Authority (NPCA) will be one of the guiding principles for the landscape strategy.

One of the opportunities of the site is the proximity and potential views of Martindale Pond. The well treed banks of the pond limit visibility from the ground level, however there are opportunities for great views from a higher vantage point afforded by the introduction of taller built forms. In addition to the natural heritage considerations, a small historic burial ground is located at the south-westerly extent of the site. Preserving access to this site will need to be considered in any future redevelopment of the site.



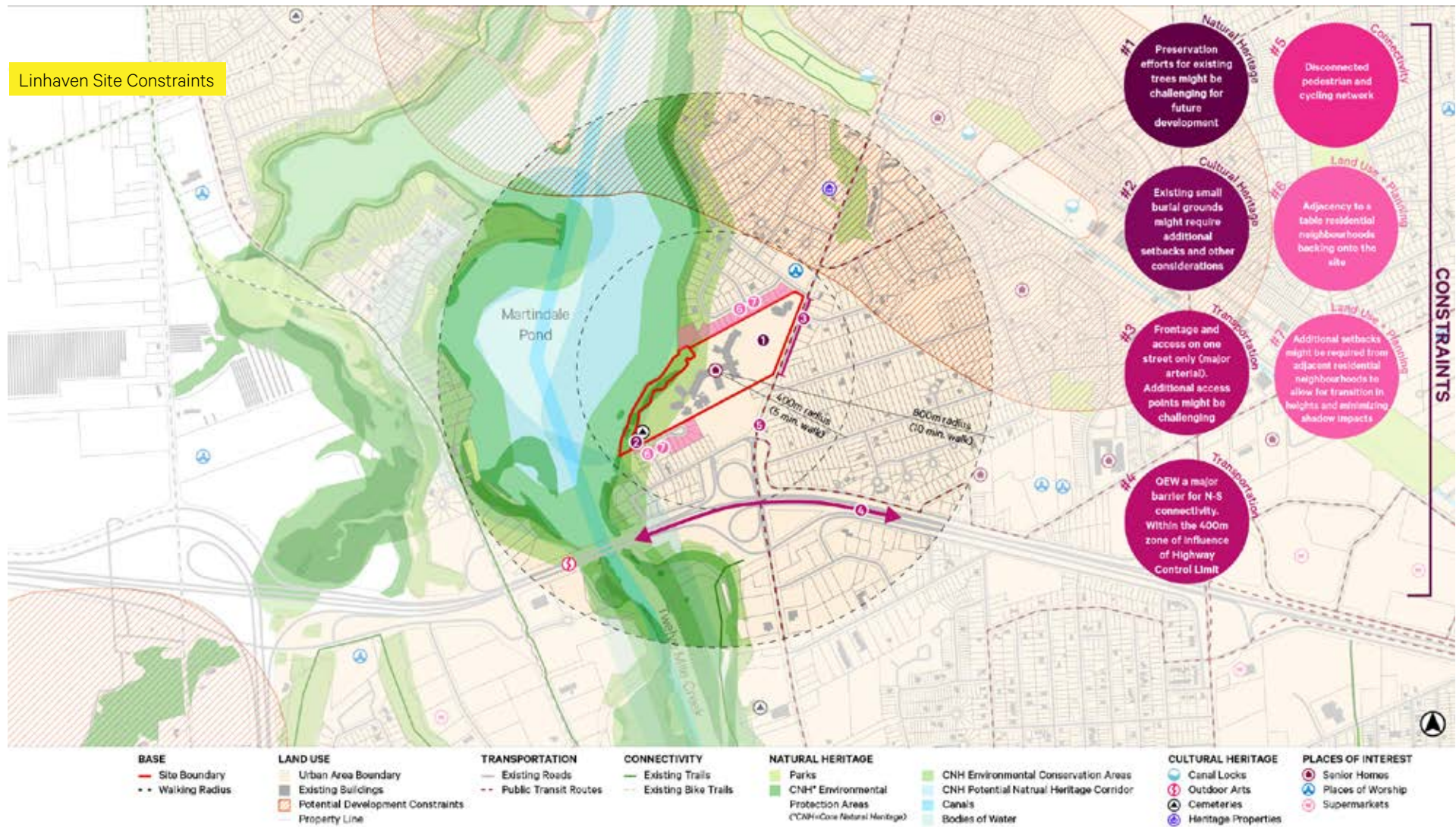


## Transportation and Connectivity

Currently there is only a single access point to the site off of Ontario Street. With an increase in density and activity on site, there will be demand for enhanced vehicular access. Furthermore, although being in close proximity to the QEW is advantageous with respect to regional accessibility, at a more local scale, the many lanes of highway traffic present a barrier to north-south connectivity within the immediate context.

## Land Use and Built Form

Proximity to established residential neighbourhoods to the north and southwest will require careful consideration to the massing of new development and arrangement of uses with higher volumes of vehicular traffic.





## 2.2 Gilmore Lodge

### I. SITE LOCATION AND CONTEXT

In Fort Erie, the existing Gilmore Lodge Long-Term Care Home is to be replaced by a new facility constructed at 200 Garrison Road, the site of the former County Fair Shopping Mall. The site is located less than one kilometer from the Peace Bridge International Border to Buffalo, New York, USA. The site is bounded by Garrison Road to the North, Albany Street to the South and East, and King Street on the Western side. Garrison Road itself is a commercial corridor which is generally characterized by strip malls, restaurants and stand-alone commercial establishments. Low density residential uses flank the site on King Street to the southwest and along Albany Street. An eight storey residential building, the Albany Place Apartments, are located adjacent to the site on the eastern side. Immediately east of the site, on Garrison Road, is St. Joseph's Cemetery which fronts onto Garrison Road, but is accessed from within the block. Directly adjacent to the site, to the south west is a vacant lot that is presently the subject of a development application for 26 residential townhouse units. In the open space east of the site, are a number of formal and informal walking paths as well as community garden plots on the grounds of the Albany Place apartment building.

### II. EXISTING CONDITIONS

The site slopes southward, providing unobstructed views over Lake Erie and the Niagara River toward the Buffalo skyline. Since the demolition of the County Fair Shopping Mall in early 2019 the site is vacant with the exception of the Beer Store at the northeast corner of the site. The Beer Store remains an active retail destination, and is planned to remain in use until the end of its lease or until an alternate location has been determined.





Future Gilmore Lodge Erie Site Context

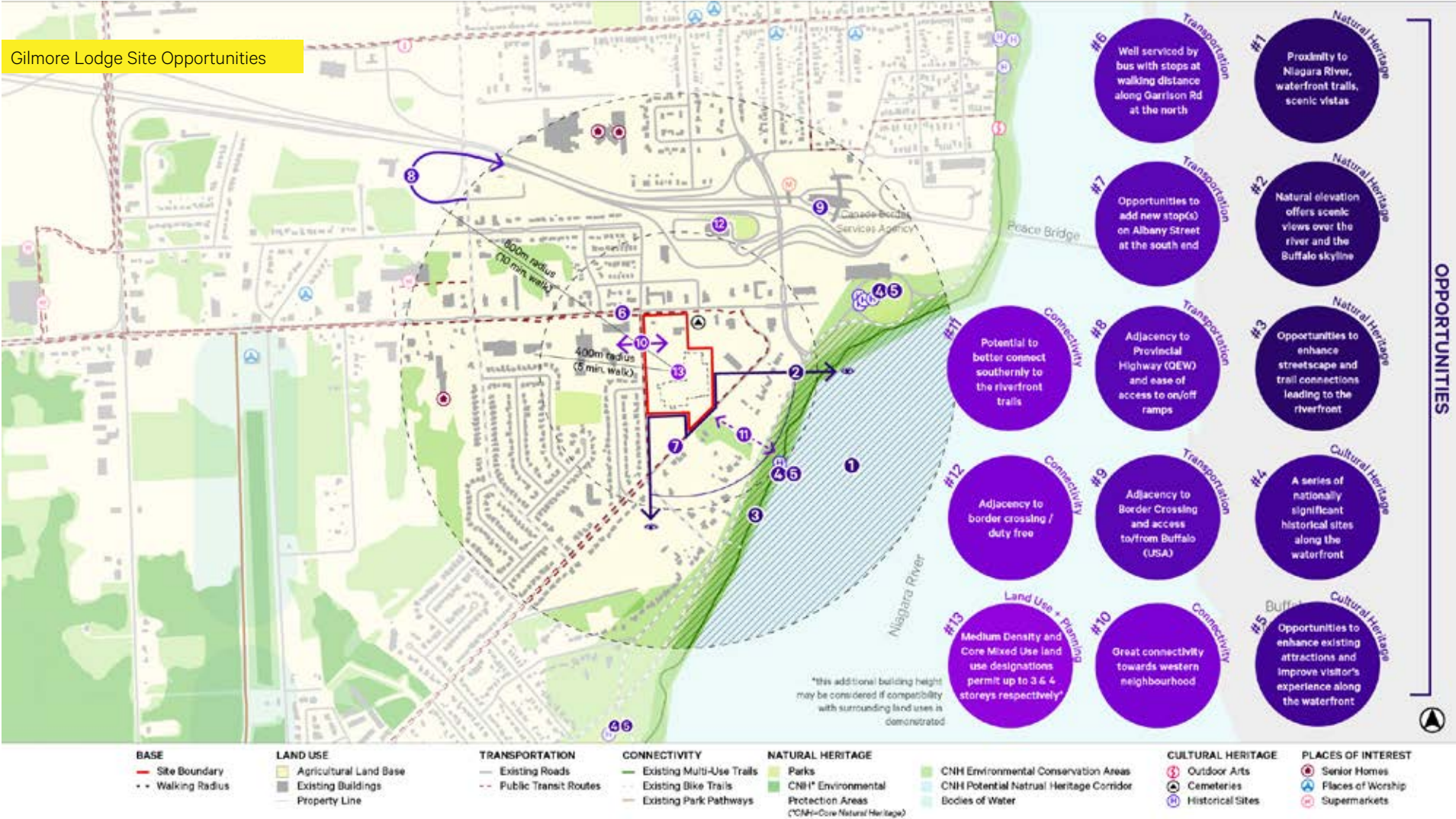


III. OPPORTUNITIES AND CONSTRAINTS

Natural and Cultural Heritage

Beyond the scenic vistas overlooking the Niagara River, Lake Erie’s location in close proximity to the international border with the USA results in a rich military and cultural history. Fort Erie was an important crossing point for the Underground Railroad and was the destination where many enslaved Blacks found freedom in Canada and has been the site of indigenous habitation for many generations. All of this rich history has influenced

and informs the community and present day landscape. Nearby there are a series of historic monuments and landmarks including: Fort Erie itself, as well as the Royal Canadian Legion, Mather Arch and the Veterans Monument. Additionally 180 Garrison Road, immediately adjacent to the future Long-Term Care Home and master plan site, is a cemetery. Preliminary architectural studies have indicated that it is unlikely that development will be impacted by archaeological remains or significant artifacts, however, through the site design and master plan process careful consideration regarding this sensitive use is warranted.





## Transportation and Connectivity

Within the broader study area, the Queen Elizabeth Way has been identified as a barrier between the subject site and neighbourhoods and amenities to the north and in the historic Fort Erie downtown. Although Fort Erie transit does provide accessible buses, transit service is limited.

The sloping topography from the 200 Garrison site, towards the Niagara River and Lake Erie provides scenic vistas of the Buffalo skyline and visual connections to the water, however physical connections to the waterfront are limited. Through the site design

deliberate actions have been taken to improve the pedestrian realm and introduce enhanced landscape design.

## Land Use and Planning

The existing site's zoning implements the 2004 Fort Erie international Gateway Planning Study. It proposes specific zoning to different portions of the site which will mean that implementation of a new master plan will require significant zoning amendments.



## 3.0 PLANNING & REGULATORY CONTEXT

This section provides a high level overview of applicable land use and planning policies that apply to the sites and broader community development. The master plans have been developed with regard to the policy documents summarized here.

### 3.3 Provincial Policy Overview

#### PROVINCIAL POLICY STATEMENT (2014)

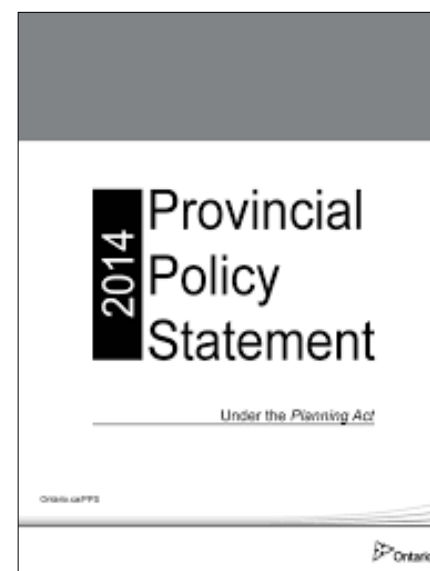
The 2014 Provincial Policy Statement (“the PPS”), provides policy direction on matters of Provincial interest related to land use planning and development in order to foster strong, resilient and complete communities. The objectives of the PPS promote a framework for the development of a clean and healthy environment and to ensure long-term economic prosperity for all Ontarians. Among other policy directions, the PPS encourages healthy, livable, and safe communities that consider the needs of a diverse mix of Ontarians, including the provision of housing for older persons, employment opportunities, institutional facilities, such as Long-Term Care Homes, parks and open spaces and other uses which support the ongoing needs of Ontarians.

The PPS also speaks to the importance of the integration of land use and public service facilities, the development of a range of housing forms and tenures and ensuring connectivity through and to public spaces. The provision of an appropriate mix of housing forms, tenures and affordability levels is also a key priority identified in the PPS, particularly with respect to meeting the social health and well-being requirements of current and future residents, including individuals and groups who may have special needs considerations, such as seniors and/or older persons. Establishing the land use framework for a hub of complimentary community facilities, housing and amenities catered to seniors and older persons will enhance livability for the staff and residents of the Linhaven and Gilmore Lodge Long-Term Care Homes, as well as the for the broader community. Compact and contextually sensitive intensification organized around a pedestrian-oriented network of parks and open spaces will help facilitate and promote active lifestyle choices within the community.

#### A PLACE TO GROW: GROWTH PLAN FOR THE GREATER GOLDEN HORSESHOE (2019)

The Growth Plan for the Greater Golden Horseshoe (“the Growth Plan”) provides a framework for implementing the Province of Ontario’s vision for building stronger, prosperous communities by managing growth within the Greater Golden Horseshoe to the year 2041. In setting out a vision to manage growth, the Growth Plan emphasizes accommodating a significant amount of new development through the intensification of lands within already built-up areas.

The Growth Plan also speaks to the importance of complete communities which provide for people’s daily needs and support healthy and active lifestyle choices. Complete communities make efficient use of land and enhance transportation choices by reducing automobile dependency through the development of mixed-use, transit-supportive and pedestrian-friendly urban environments.



## 3.4 Regional and Municipal Official Plans

### NIAGARA REGION OFFICIAL PLAN

In Ontario, city and town governments are designated either Upper-tier, Single-tier, or Lower-tier municipalities. Both Fort Erie and St. Catharines are Lower-tier municipal entities within the Upper-tier Regional Municipality of Niagara. As such local planning policies and decision making is governed by the 2014 Niagara Regional Official Plan (NROP).

The NROP provides a high level, perspective on the shared assets, resources and infrastructure which support the ongoing growth and prosperity of the region. In describing regional priorities for Managing Growth or Community Facilities and Institutions, the NROP provides a more fine grained perspective of the core objectives of the PPS and Growth Plan. For instance the NROP identifies the extent of Urban and Built-Up Areas and significant sub categories such as the Gateway Economic Zones near international border crossings. Both the Linhaven and Gilmore Lodge master plan sites are within identified Urban Areas in their respective Lower tier Municipalities of Fort Erie and St. Catharines. The Gilmore Lodge site, in Fort Erie, is within the Peace Bridge Gateway Economic Zone. Furthermore, the NROP reiterates directives of Provincial policies such as to “build compact, mixed use transit supportive, active transportation friendly urban environments”, to “provide a framework for developing complete communities all across Niagara, including a diverse mix of land uses, a range of local employment opportunities and housing types, high quality public open spaces...”, and to “encourage the provision of a variety of housing types within urban communities and neighbourhoods to serve a variety of people as they age through the life cycle”.



# ST. CATHARINES OFFICIAL PLAN AND ZONING BY-LAW

The City of St. Catharines Official Plan was adopted by the Corporation of St. Catharines in 2010, and received formal approval from the Region in 2012. The Official Plan provides a long-term vision for the future of St. Catharines to the year 2031 and was developed to implement the policies and directives of the Provincial Growth Plan. The Official Plan is grounded in a community based approach and sets out a vision for St. Catharines, the Garden City; a welcoming and nurturing community. The core principles of the Official Plan include fostering safe and secure, sustainable and healthy urban communities, which provide residents opportunities to connect with and celebrate the historic, cultural and agricultural assets of St. Catharines. The vision which is put forward in the Official Plan serves as a framework for a prosperous and sustainable city, recognizing the interdependence of economic, environmental, social and cultural priorities.

The Linhaven site is designated a Medium Density Residential Area. The Medium Density Residential designation is a subsect of the Neighbourhood Residential land use designation and permits a density range generally between 25-99 units per hectare. As a point of comparison the surrounding Low Density Residential Areas generally permit between 20-32 residential units per hectare.

Passed in December of 2013, the St. Catharines Zoning By-law 2013-283, provides a further level of specificity and direction regarding built form metrics and parameters, implementing the general intent and vision as expressed in the Official Plan. The Linhaven site is currently zoned Community Institutional (I2). The Community Institutional zoning designation permits a range of residential and community service uses including but not limited to Residential Dwelling Units, Day Cares and Long Term Care Homes, Cultural Facilities, Educational institutional and Social Service providers, and establishes a maximum height of 20m. The following is a summary of the By-laws permissions.

St. Catharines Zoning By-Law 2013-283 Summary

Zone	Lot Area	Min. Lot Frontage	Min. Landscaped Open Space	Min. Yard Abutting a Non-Residential Zone	Min. Yard Abutting a Residential Zone	Min. Front Yard	Min. Exterior Yard	Max. Building Height	Minimum Parking Requirement
12 - Community Institutional	Max 6.5 ha	20m	25%	3m	3m or 1/2 height of building (whichever is greater)	6m	6m	20m	1 parking space per dwelling unit (for single, semi and townhouse dwelling units)



# FORT ERIE OFFICIAL PLAN, ZONING BY-LAW AND INTERNATIONAL GATEWAY PLAN

The Town of Fort Erie Official Plan was approved by the region in 2011 and provides an outline for the long term planning framework for the town over a 20 year timeline. The Official plan is designed to ensure the health, safety, and welfare of current and future residents. The Official Plan is grounded in planning principles such as the provision of an appropriate mix of land uses and a range of housing options; fostering distinct, attractive and walkable neighbourhoods; preserving farmland, natural beauty and environmental areas; and involving community stakeholder collaboration in development decisions.

The Official Plan's core goals and objectives speak to the unique character of the Town's many distinct communities and seeks to provide a balance between housing and employment opportunities to accommodate population growth while prioritizing scenic areas and natural features, such as the Niagara River and Lake Erie, as irreplaceable assets and amenities. While Fort Erie has experienced steady population growth, the Town median population is ageing due to a combination of the natural passing of time, and also because of significant number of new residents, over 55 years of age, moving to the

town. As Fort Erie continues to develop, a range of housing types are encouraged provide attractive options for first time homebuyers as well as long-time residents who are able to age in place.

The 2004 International Gateway Strategy was developed to set the groundwork for cohesive development in one of the two Gateway Economic Zones identified in the Niagara Regional Official Plan. The recommendations of the 2004 International Gateway Study were incorporated into the Official Plan through Official Plan Amendment No. 6 in 2011. The site currently contains four separate zoning designations under the current Town of Fort Erie Zoning By-law 129-90 which implement the intent of the International Gateway Study and Official Plan Amendment No. 6. The northernmost portion of the site, fronting Garrison Road, is zoned Core Mixed Use 1 (CMU1), the middle portion of the site, which fronts onto King Street, is a medium density residential area zoned Residential Multiple 1 (RM1), the southernmost portion of the site, fronting onto Albany Street, is a low density residential area zoned Residential 2 (R2). Finally there is a small segment of land in the middle of the site, which is zoned for Open Space (OS). The following provides a high level summary of the development parameters as outlined in the Zoning By-law 129-90.

Fort Erie Zoning By-Law 129-90 Summary

Zone	Lot Area	Min. Lot Frontage	Min. Landscaped Open Space	Min. Side Yard	Exterior Side Yard	Min. Front Yard	Max. Height	Density	Minimum Parking Requirement
CMU1-447	0m <sup>2</sup>	0m	N/A	0m	0m	6m	4 storeys (15m)	N/A	1 space per dwelling unit; 1.5 spaces per apartment or townhouse unit
RM1-446	4000m <sup>2</sup>	6m (towns) 50m (all others)	50% including privacy areas	1.5m	3m	4m-6m	3 Storeys (12m)	Minimum 25 Units / ha (Max. 50 units / ha)	1 space per dwelling unit; 1.5 spaces per apartment or townhouse unit
OS-445	8000m <sup>2</sup>	15m	90% (maximum lot coverage = 10%)	7.5m	7.5m	7.5m	3 storeys (12m)	N/A	1 space per dwelling unit; 1.5 spaces per apartment or townhouse unit
R2	510m <sup>2</sup>	15m-17m	60-70% (maximum lot coverage 30-40% depending on lot size)	1.2m-3m	3m-6m	6m	2 storeys (9m)	Up to 25 units / ha	1 space per dwelling unit; 1.5 spaces per apartment or townhouse unit

# PART TWO: THE MASTER PLANS

## 4.0 APPROACH AND VISION STATEMENT



The master plans are intended as indicative plans reflecting desirable and appropriate development for the sites. The proposed concept plans are an articulation of established best practices in community design and urban planning, meant to provide a flexible framework and practical direction for future private sector investment, as opposed to a prescriptive master plan, detailing precise building locations, massing and strict development parameters. In collaboration with private sector development partners, the eventual implementation and build out of the master plan will likely depart from the specifics of the concept as depicted in the proposed concept plans, however, the intent and objective of creating safe, walkable, environmentally resilient, complete communities attuned to the everyday needs of all residents, particularly seniors, their families and caregivers, are to remain consistent.

In both cases, the master plan concepts began with identification of preferred sites for new Long-Term Care Homes and requisite auxiliary facilities such as hospice care, wellness gardens, day programs and, parking for staff and visitors. Once the preferred location of the Long-Term Care Homes had been determined the next step was to establish a street and block network to support intensification, while maintaining generous publicly accessible amenities such as green space, parks and landscaped areas. The built form and massing proposed is informed by the feedback received from local residents as well as thorough local real-estate market research, transportation and servicing analysis. The following section will provide descriptions of the respective St. Catharine and Fort Erie master plans and will lay out a detailed overview of the intent and outcomes to be achieved in each site.



# 5.0 LINHAVEN MASTER PLAN



The master plan concept for the Linhaven site in St. Catharines locates the new Long-Term Care Home to the eastern edge of the site, adjacent to Ontario Street. A five storey Long-Term Care Home and integrated Wellness Centre serves as the centre piece of an emerging campus of care.

Development blocks have been created for residential infill, oriented along a new east-west private street providing a connection between Linhaven Court and Ontario Street. Mid-rise residential buildings are located in the centre of the site, on the north side of the

new private street. Low-rise townhomes establish a transition in use and scale toward the neighbourhood to the southwest. A network of parks and open spaces, terminating in a landscaped green buffer along the north side of the site provide a separation from adjacent residential neighbourhoods and serve as an improved community meeting place. The following pages describe each master plan components in more detail.



## 5.1 Street and Block Network

The master plan for the Linhaven site is structured around the introduction of a new private street and block network. The intent of the new street and block network is to define feasible development parcels, promote a walkable street network, facilitate views across the site, promote pedestrian safety and active lifestyle choices; and provide an efficient extension to the existing street network which will help minimize traffic impacts.

A new east-west spine will connect Ontario Street to Linhaven Court and provide access to three development blocks: one cluster of community service/Long-Term Care Home uses adjacent to Ontario Street; one cluster of mid-rise residential uses in the centre of the site, flanked by a network of publicly accessible open spaces to the north; and a row of residential townhouses adjacent to the Henley Square Shopping Centre to the south.

The Long-Term Care Home, hospice centre and affiliated seniors care provider agencies comprise a largely self-contained care campus on the eastern portion of the site, closest to Ontario Street. By clustering the Long-Term Care Home, day program, hospice,

wellness centre and other associated services close to Ontario Street, not only are these related service providers able to benefit from proximity to one another, but by locating these facilities close to Ontario Street, visitors, servicing and emergency vehicles are able to have more direct access without introducing additional traffic to surrounding neighbourhoods.

The mid-rise development blocks in the centre of the site take advantage of the site topography and are sited to maximize sightlines and views over Martindale Pond. Between the new Long-Term Care Home and the mid-rise development blocks is a well landscaped surface parking lot for the Long-Term Care Home staff, residents and visitors. Strategically sited private green spaces and landscaped amenities provide opportunities to extend the street and block network in the event of future redevelopment of the Henley Square Mall.



## 5.2 Land Use and Built Form

A range of community health and residential types and tenures are anticipated for the Linhaven site. Broadly speaking, the site is split into three “zones”. Community service uses such as the existing Linhaven Long-Term Care Home, Hospice Niagara and affiliated seniors care facilities will remain, clustered adjacent to Ontario Street. Residential uses will be located at the middle of the site and the west and northern edge of the site will be for natural and open space uses.

All development should be massed and designed to promote a comfortable pedestrian realm with development situated at street edges and utilizing urban design best practices such as step backs, facade articulation, and active at-grade uses. The highest intensity uses are located closest to Ontario Street and the greatest massing is located in the centre of the property. The massing has been located to minimize privacy and shadow impacts on nearby residential neighbourhoods and protect the privacy and quality of life that neighbourhood residents enjoy. The new Long-Term Care Home is proposed at five storeys in height, and will incorporate associated Wellness Centre and day program

facilities, in addition to new space for other seniors care providers and agencies. The existing Hospice will remain as a distinct facility with its own grounds, gardens and access off of Ontario Street.

The mid-rise development blocks are envisioned to accommodate four to eight storeys of new development, reducing in height from the centre of the site to the west and to the north. The townhouse development parcels are located on the southern edge of the site adjacent to the Henley Square Shopping Centre and residential neighbourhood on Linhaven Court. These provide a transition in scale from the higher density uses, toward the residential uses on Linhaven Court. These are envisioned as freehold townhouses but could also be stacked townhomes or low-rise apartment buildings.





## 5.3 Access & Mobility

The intent of mobility framework is to ensure a safe, walkable community, particularly for seniors and individuals with constrained mobility. The introduction of new streets will mitigate traffic impacts on the existing street network. The addition of new pedestrian and multi-use paths will encourage active transportation and lifestyle choices. Sufficient parking has been provided to accommodate Long-Term Care Home staff and visitors, as well as for future residents of the anticipated private sector development.

A new street and pathway network is intended to provide efficient, safe movement options for pedestrians, vehicles and cyclists. A primary east-west spine runs parallel to the southern property line and establishes a direct connection from Ontario Street to Linhaven Court.

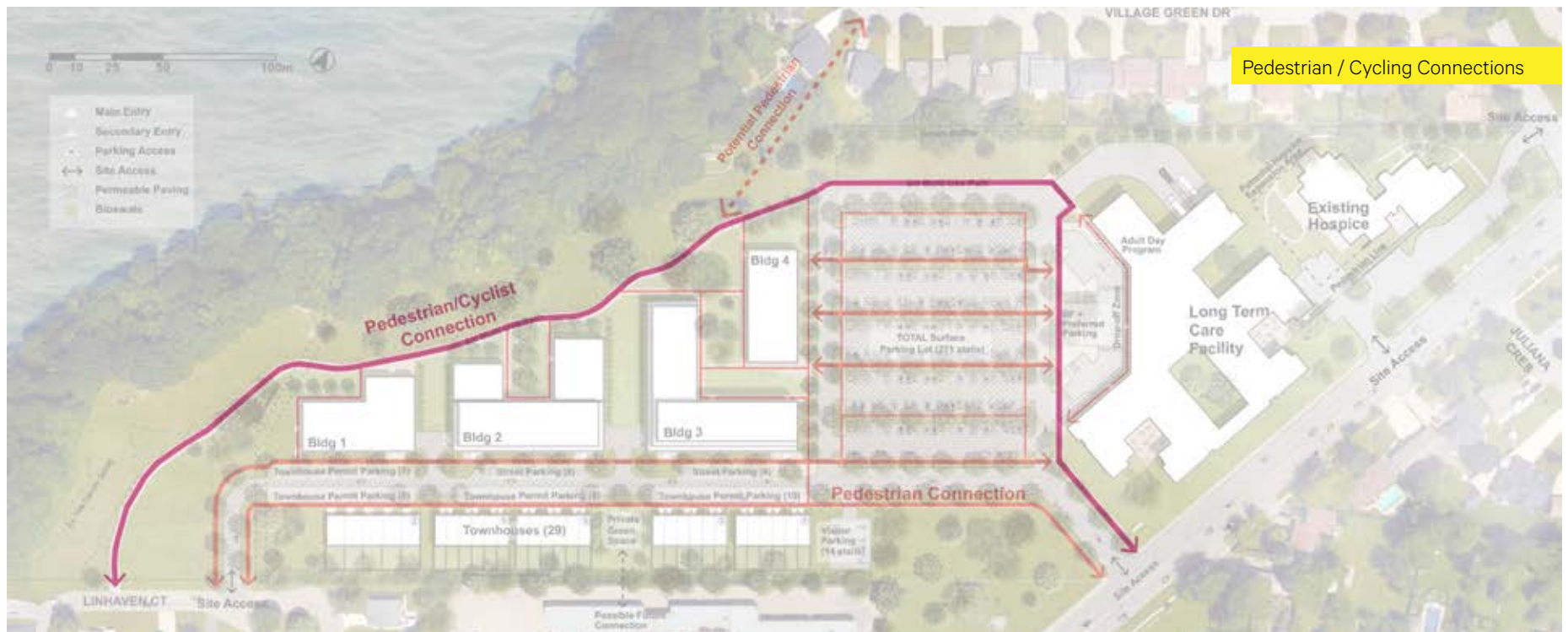
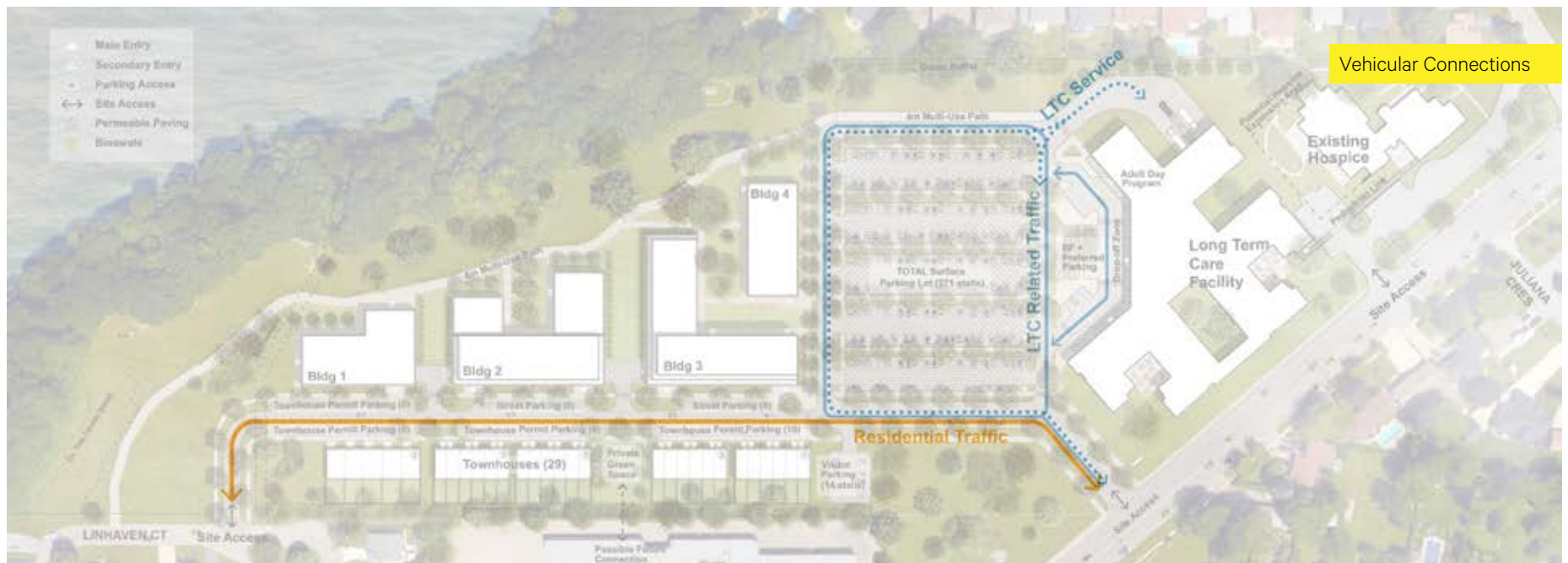
Parking for the townhouse developments should be accommodated through on street parking lay-bys and an additional spillover lot for visitor parking. The mid-rise development is anticipated to provide parking below grade. A central landscaped parking

lot (including features such as landscaped medians and marked pedestrian crossings) serving the Long-Term Care Home, is bounded by a public right-of-way which will allow deliveries and service vehicles to access the property without introducing additional traffic impacts on adjacent neighbourhood streets. By diverting large service and delivery vehicles to the north side of the Long-Term Care Home these potentially disruptive uses are shielded from the primary public line of sight and pedestrian safety for the primary pick up and the drop off area of the Long-Term Care Home will be prioritized.

Throughout the site both public and private streets will have generous sidewalks with amenities such as benches, pedestrian-oriented lighting and street trees. Further the aisles between parking bays in the Long-Term Care Home parking lot will accommodate separated, and landscaped pedestrian paths which serve the dual purposes of reducing strain on the municipal stormwater system and providing safe, well-lit pedestrian routes through the parking lot. The series of parks and open spaces along the north of the site, adjacent to Martindale Pond, provide a multi-use path connection from Linhaven Court directly to the Linhaven Long-Term Care Home.









## 5.4 Public Realm

The intent of the planned public realm network is to provide a safe, enjoyable, and environmentally resilient network of courtyards, open spaces, parks and landscaped areas throughout the site. Generous sidewalks and protected pick up and drop off areas are expected along both sides of all new streets, and should be equipped with pedestrian oriented lighting and other amenities like seating and street trees to provide shade. Along the northwest edge of the site, adjacent to Martindale Pond, a series of connected green spaces provide a generous setback from the stable top of slope to help mitigate against further erosion, and allows for a contiguous multi-use pathway and open space amenity area along the northeastern portion of the site.

The multi-use path and green space network, provides an alternative pedestrian and active transportation network that is open to the broader community. The multi-use pathway is anchored on either side by larger park spaces, in total representing over 11,000 square metres of open space and parks, not including private residential courtyards or wellness gardens associated with the Long-Term Care Home. At the western end of the multi-use path, nearest to Linhaven Court, the largest open space (Green Space 3) will allow for more active recreational use, and may include benches, picnic tables or play areas, whereas Green Space 1 on the eastern end of the multi-use trail, closer to the Long-Term Care Home and parking lot is more suited to passive recreation.



In and around the mid-rise development blocks, private courtyards and landscaped areas should be provided as outdoor amenity areas for future residents and provide fine-grain mid-block connections for residents and visitors to the site. Rooftop gardens and green roofs are encouraged. The central parking lot and private street are intended to incorporate stormwater management strategies such as drought resistant indigenous planting and bio-swales in medians wherever possible. All areas designated for future development will remain open landscaped areas until such a time as the additional capacity is required.

The whole of the multi-use pathway should be open for public use. The courtyards and wellness gardens of the new Linhaven Long-Term Care Home and Hospice Centre are for the use of Long-Term Care Home and Hospice Centre residents and their visitors. These areas may be designed for passive and therapeutic activities, including accessible features such as raised planter beds to accommodate residents with limited mobility.

Rendering - View along proposed multi-use pathway

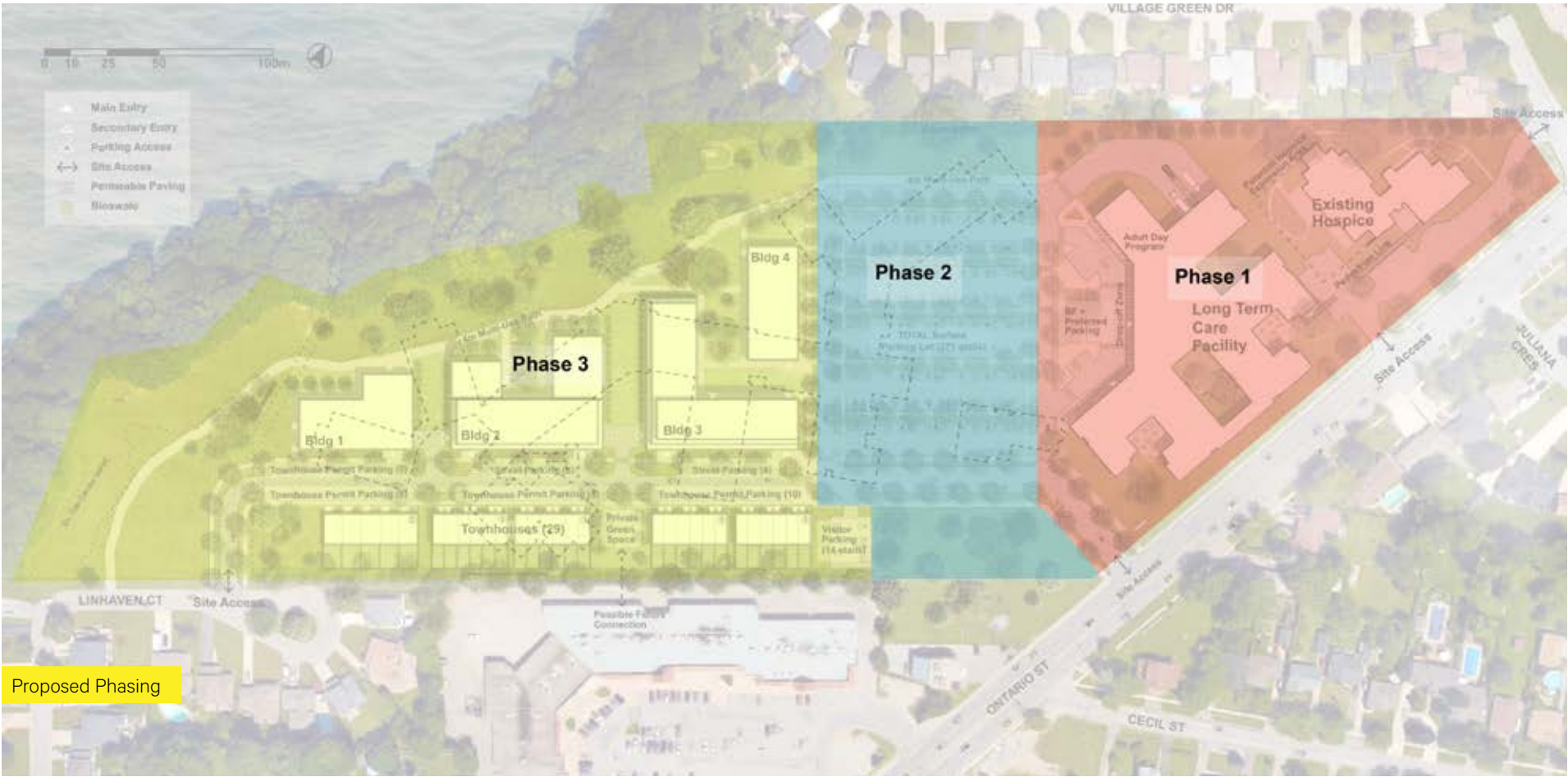




# 5.5 Phasing

The phasing strategy will minimize the impact and of new development on current Linhaven Long-Term Care Home residents, and allow the existing site to operate while the new Long-Term Care Home is under construction. Accordingly Phase One involves the construction of the new Long-Term Care Home. Phase Two consists of the re-location of Long-Term Care Home residents into the new home and demolition of the former Linhaven building. Phase Three will involve private sector development of the mid-rise and townhouse blocks as well as the multi-use trail and landscaped areas. A potential Phase Four will involve the development of future Long-Term Care Home expansion areas or integration with the redevelopment of the adjacent Henley Square Mall site.

The timing of park implementation is to determined at a later stage and through conversations with the City of St. Catharines and private sector development partners.







Existing Linhaven Long-Term Care Home



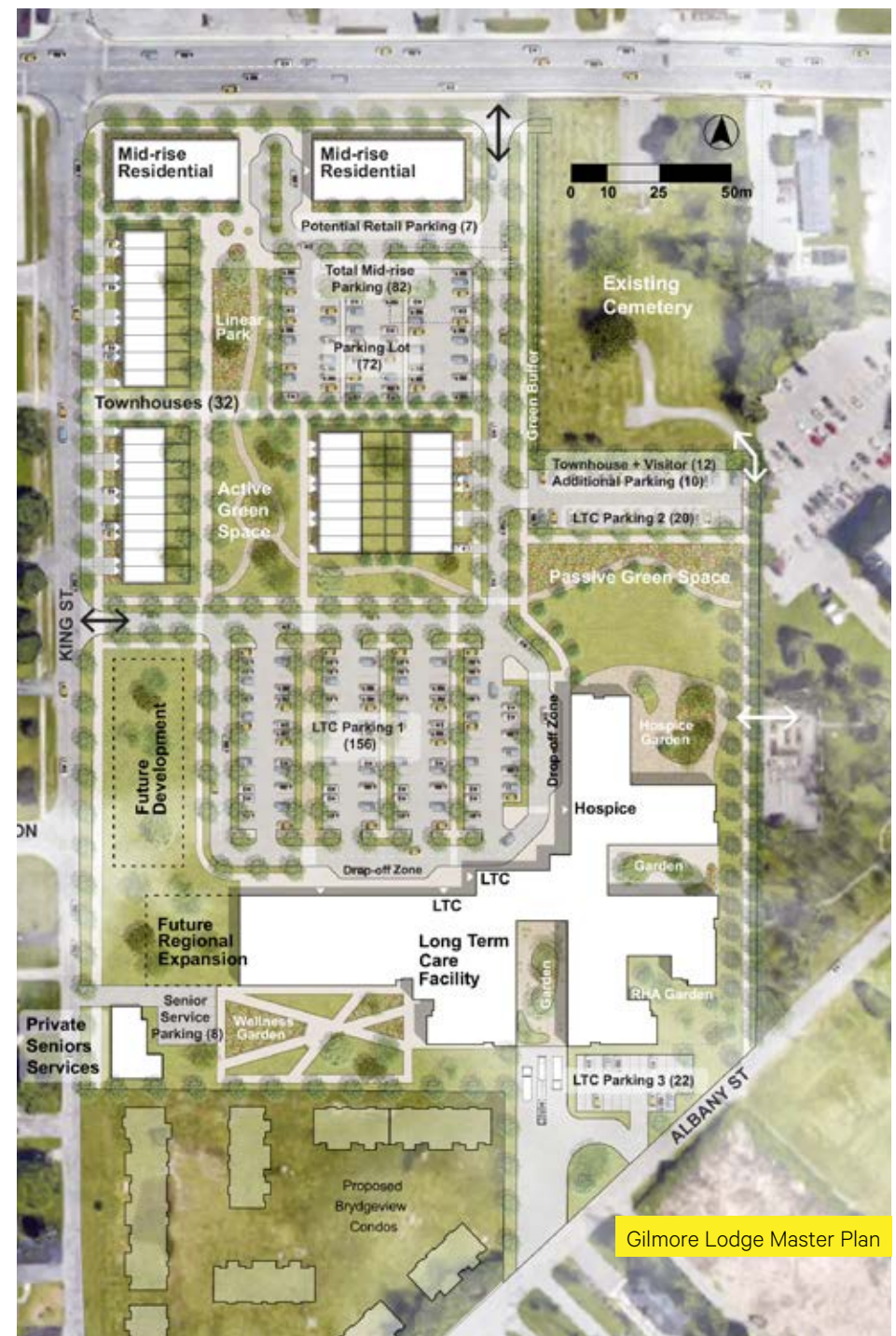
# 6.0 GILMORE LODGE MASTER PLAN

The former site of the County Fair Mall on Garrison Road will be transformed into a new campus of care accompanied by a range of housing and a high quality network of open spaces. The master plan locates the new Gilmore Lodge Long-Term Care Home at the southern extent of the site to take advantage of the views overlooking the Niagara River, Lake Erie and Buffalo skyline.

Opportunities for residential development in the northern portion of the site are organized around a new system of linear parks and community open spaces. The existing Beer Store will be maintained on site for the interim period however could be eventually integrated into the grade level of mixed use residential apartment buildings or relocated entirely.





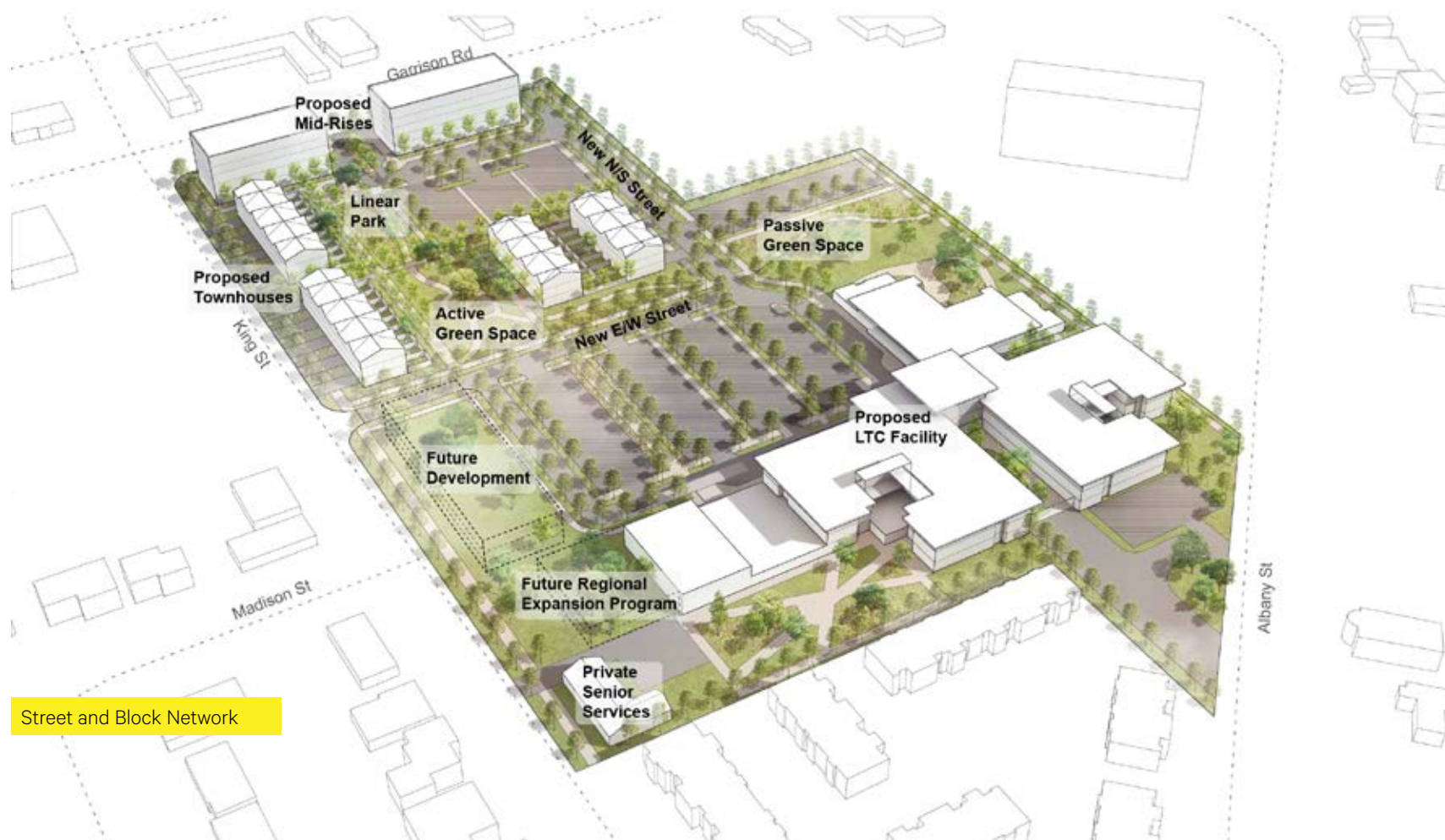




## 6.1 Street and Block Network

The primary objectives of the street and block network for the new Gilmore Lodge master plan is to provide new opportunities for east-west and north-south connectivity within the former County Fair Mall site and create viable development parcels. During the preliminary phases, while the Beer Store remains in situ, vehicular access from Garrison Road through to the Long-Term Care Home is provided via the existing curb cut off of Garrison Road. An additional street will run east-west from King Street, near the mid-point of the site effectively dividing the portion of the property devoted to the Continuum of Care Campus and the private development lands. In the projected full build-out scenario, the Beer Store at the north-east corner of the site is replaced by mid-rise development blocks which may include some retail at grade, potentially integrating the Beer Store into the future re-development concept.

The street and block network that emerges through the introduction of new east-west and north-south streets is intended to not only create walkable blocks but helps also to re-integrate a former shopping mall site into the surrounding urban fabric and community while providing an underlying structure for planned intensification and the development of an appropriate mix of uses.



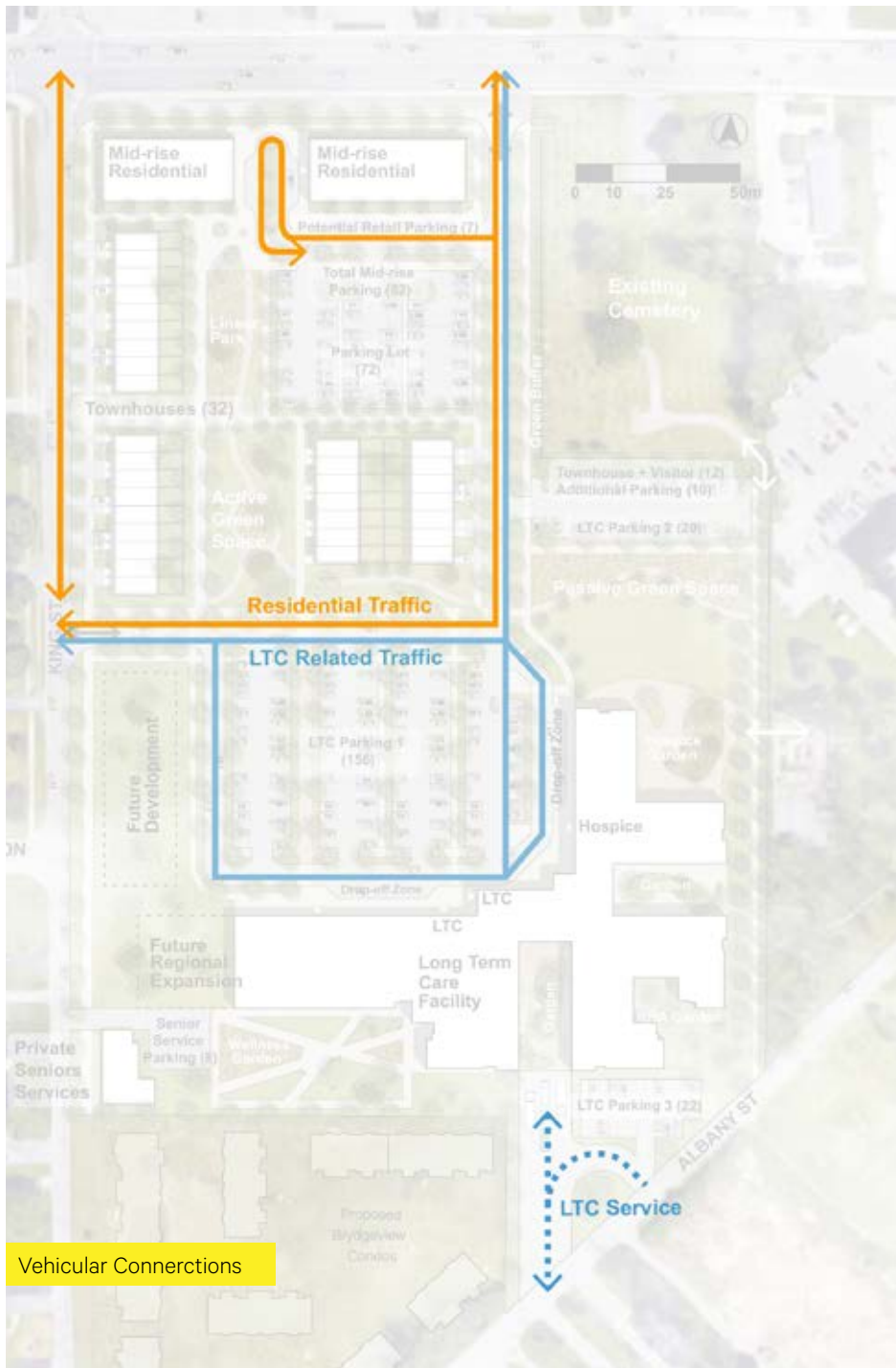
## 6.2 Built Form and Land Use

The new Gilmore Lodge Long-Term Care Home, wellness centre, hospice and private senior's home will be located on the southern portion of the site to take advantage of the views overlooking the Niagara River, Lake Erie and Buffalo skyline, and to orient these lower impact care and supportive residential uses away from the high speed traffic of the Garrison Road commercial corridor. The new Long-Term Care Home will be three storeys tall, and will incorporate gardens and outdoor amenity areas at grade on the surrounding grounds, as well as on upper levels.

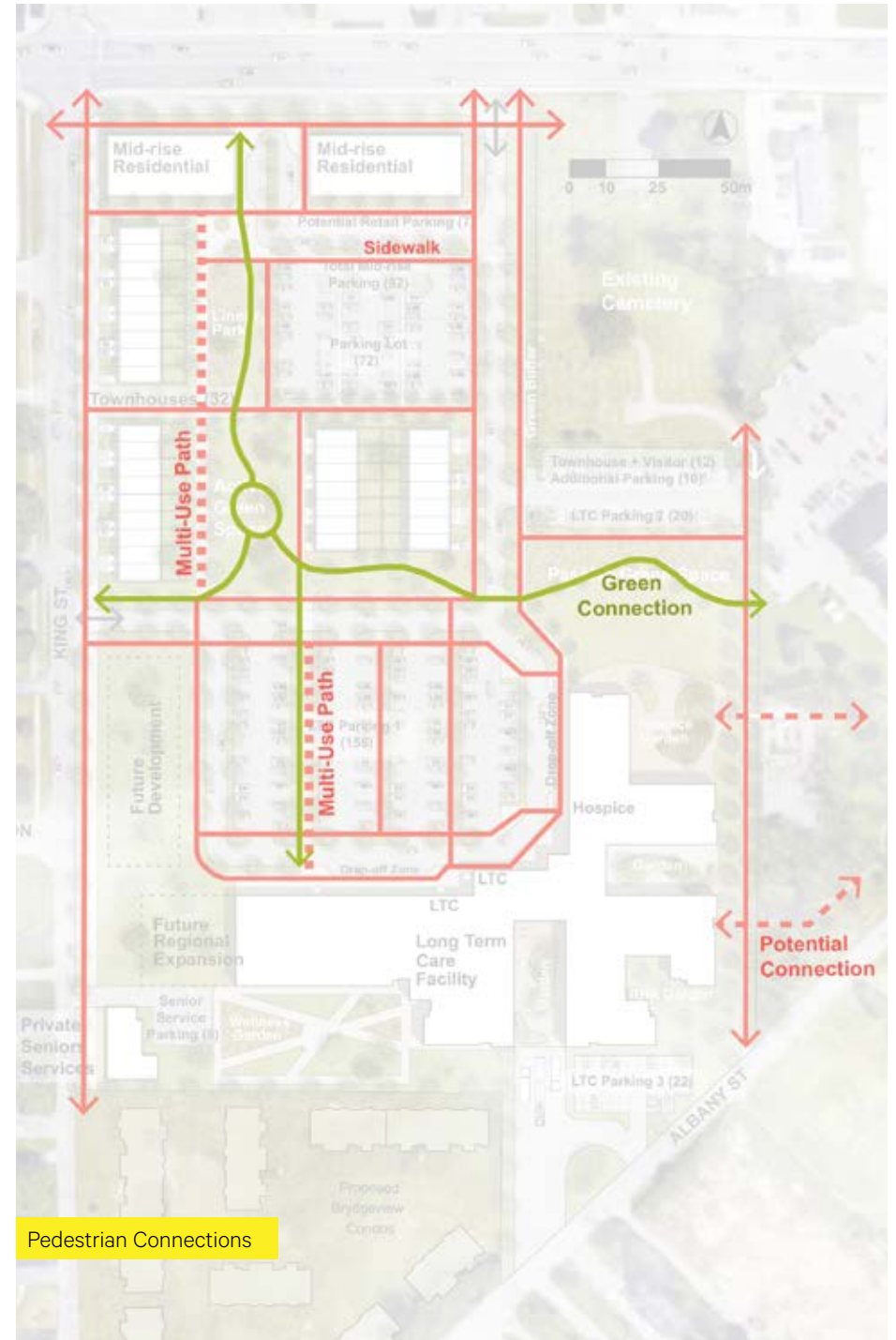
The private development areas are envisioned as two to three storey townhouse development and low to mid-rise residential or mixed-use building at the northern extent of the site on Garrison Road. Along King Street town homes and low-rise future regional development will “complete” the streetscape in forms compatible with the existing low-rise housing on the west side of the street. Along Garrison Road, low to mid-rise buildings should contain retail uses at grade or be built with taller ground levels thereby providing flexibility for these to be converted to commercial uses over time. All development should be designed to promote a human scaled pedestrian experience. Buildings should be located at street edges to frame the public realm and employ Low Impact Development (LID) and urban design best practices.







Vehicular Connerctions



Pedestrian Connections



## 6.3 Access & Mobility

The intent of the system of streets, sidewalks and landscaped pathways is to encourage multi-modal transportation, walking and an active lifestyle while providing for sufficient infrastructure to also accommodate new automobiles without contributing to traffic congestion or strain on parking supply.

Vehicular access will be accommodated off of Garrison Road and off of King Street via two new streets. Servicing and delivery access for the Long-Term Care Home is oriented off of Albany Street. The introduction of new north-south and east-west streets create blocks for future development. Residential traffic and Long-Term Care Home traffic are afforded separate circulation routes so as to minimise conflict and ease congestion. Orienting service and some staff parking off of Albany will help to disperse traffic and circulation patterns and help to relieve potential congestion points.

An integrated network of linear parks, green spaces and walking trails will provide alternatives to driving for Long-Term Care Home families, staff and new residents. All new streets are to include generous sidewalks, curbside planting areas and street trees. The main green space and linear corridor provide a visual and active transportation connection from Garrison Road, deep into the centre of the site connecting with the informal pathways and community garden plots to the east of the property. Through the introduction of new streets and linear park networks a safe, permeable, environmentally resilient and walkable community will be established.



Public Realm Precedents

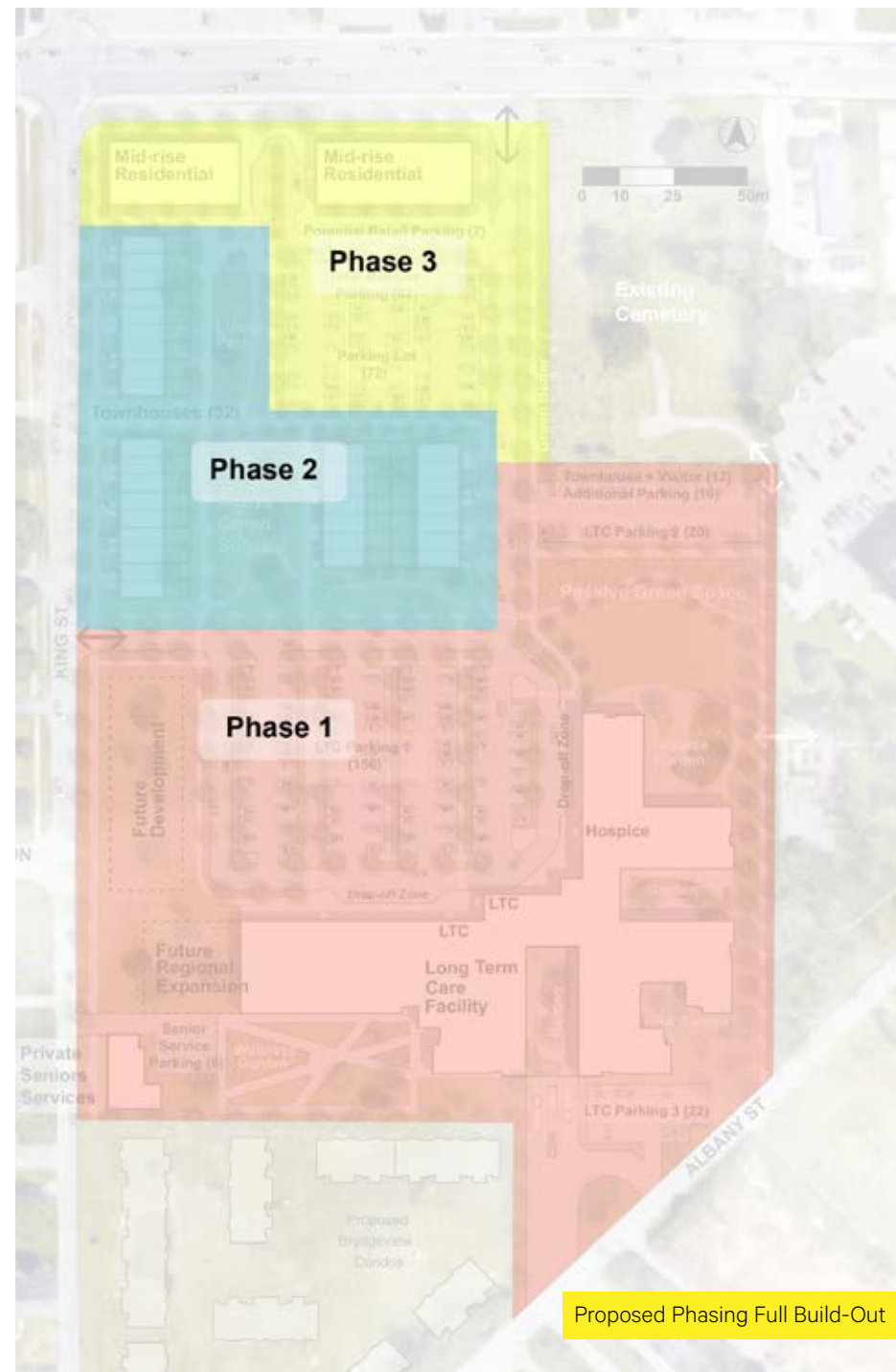
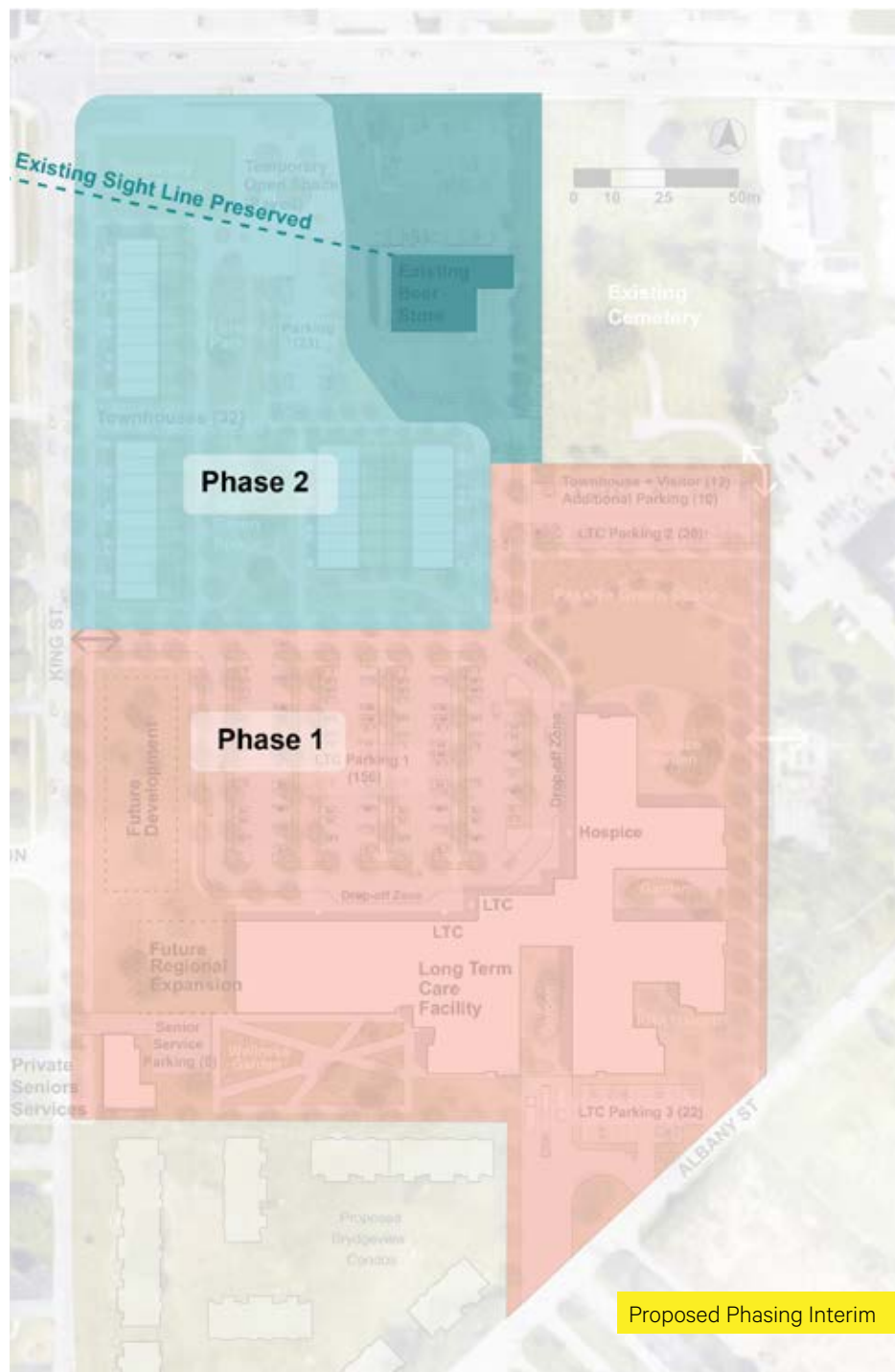
## 6.4 Public Realm

The intent of the planned public realm is to provide a safe and environmentally resilient network of courtyards, open spaces, parks and landscaped areas throughout the masterplan area, providing new opportunities for both active and passive recreational uses as well as a robust system of pedestrian oriented connections to and through the site. The integrated public realm and parks strategy is to ensure that the future development of this site is to enrich and enhance the experience of parks users and nearby residents, transforming a former mall site, into a beautiful residential community.

In concert with the introduction of new streets and roads, an interior system of connected parks, landscaped corridors and open spaces provide a fulsome network of pedestrian and active transportation connectivity within the site. From Garrison Road a linear park serves as a gateway feature and landmark establishing new sightlines through the site, and visual connectivity between the campus of care uses with the surrounding residential neighbourhoods.

Two central park spaces will provide opportunities for both active and passive recreational uses. A northern park space, closer to the planned residential development area will accommodate more active uses, whereas the eastern park, located adjacent to the hospice wing of the Long-Term Care Home will serve a more passive recreational uses, while a number of wellness gardens and outdoor amenity areas associated with the new Gilmore Lodge Long-Term Care Home will provide additional landscaped areas and open spaces. A number of areas have also been identified for potential future development or program expansion.



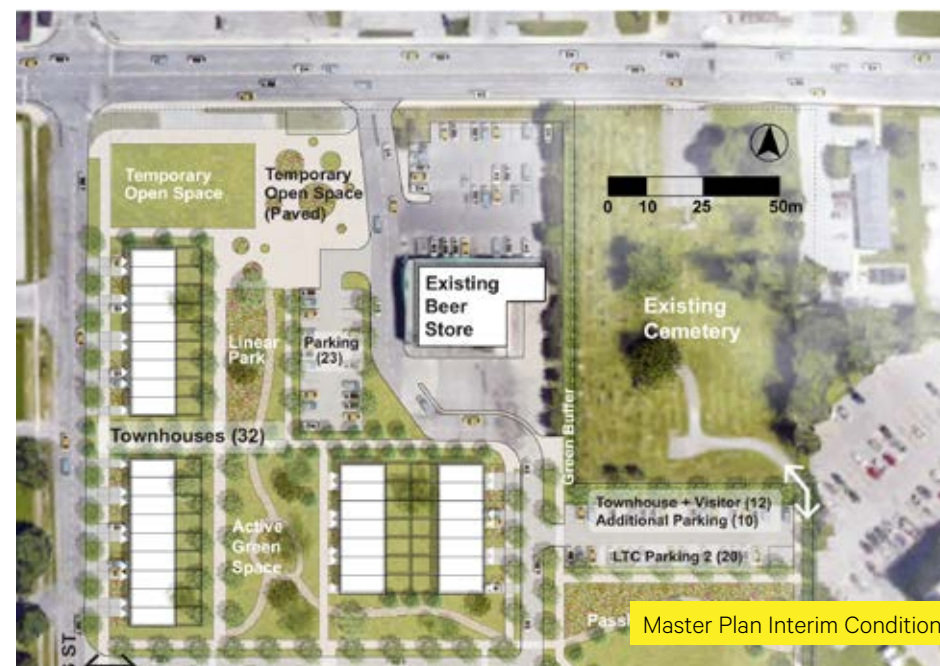


## 6.5 Phasing

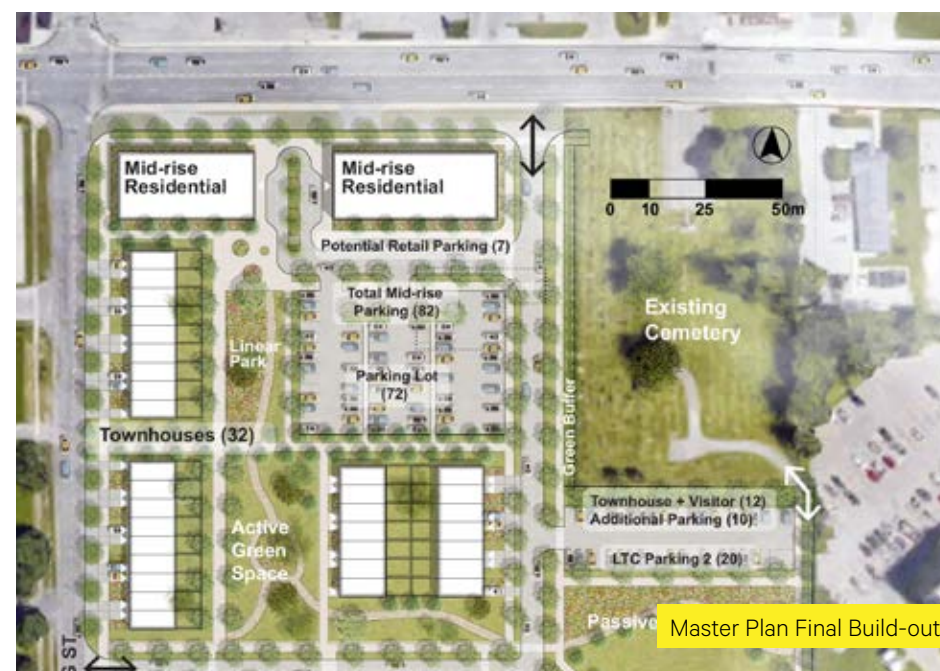
Three phases of construction are anticipated, which generally progress from the south to north of the site. Phase one begins with the construction of the new Continuum-of-care campus, the new Gilmore Lodge Long-Term Care Home, hospice centre, wellness centre and private sector senior's home, along with the associated green spaces, parks and garden areas. Sufficient parking and servicing access for the Long-Term Care Home is also anticipated as is the retention of the existing Beer Store as part of Phase one. Phase two includes the preparation of private sector townhouse development lands, and completion of the greenspace system and linear park connections through the site.

For the duration of the Beer Store's lease the master plan envisions an interim condition which preserves sightlines and access to the Beer Store as well as providing a temporary landscaped public open space at the northern portion of the site. While the Beer Store remains the temporary open space will provide a prominent frontage for the new network of linear parks and open spaces.

Only after the remainder of the site is developed, and the Beer Store's current lease has expired, is the re-development of the Beer Store envisioned. Depending on market conditions, it is possible that the Beer Store and/ or other local service uses may be incorporated into future mid-rise development on Garrison Road as the third and final Phase of the master plan build-out.



Master Plan Interim Condition



Master Plan Final Build-out

# 7.0 Recommendations

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The master plans contained in this report are just the beginning step in implementing the new Long-Term Care Homes and adjacent improvements. The following recommendations are provided to advance the site visions.

## Use the master plans to attract development partners and communicate vision

One of the desired outcomes of this master planning exercise, identified at the very outset of the process, is to encourage and incentivize investment from private sector developers. The proposed master plan has been produced as a deliberately flexible framework rather than a rigid and prescriptive blueprint.

The vision articulated through the master plans are to be taken as a starting place, a thorough synthesis of local community and stakeholder priorities alongside best practice urban design principles. In the pursuit of private sector development partners, the Region and Municipalities can draw on this master plan study to illustrate the potential of the sites.

## 1. Use the master plans as a basis to amend site zoning by-laws and to reduce risk for development partners. Ensure future zoning provides maximum flexibility while maintaining the overall master plan objectives.

The indicative private sector development concepts should be used to inform requisite zoning permissions to allow for intensification while maintaining the principles of the master plan study. Unlike typical site specific zoning by-laws which are tailor made to the envelope of a particular development proposal, a degree of flexibility should be incorporated when updating the as of right zoning permissions for the remainder of the master plan sites.

## 2. Consider investing in catalytic site improvements to make sites attractive for development partners

Through the master plan exercise future parks and open spaces have been identified. Preliminary improvements which start to define the contours of these new parks can have a dramatic and transformative impact from a user perspective. Introducing new parks and open spaces prior to investment from private sector partners will contribute to the desirability and available amenities for prospective partners. Introducing permissions for temporary uses in the interim can be a low risk, high reward strategy for further priming these lands for development partners.

Understanding that there will likely be a gap between the construction of new Long-Term Care Homes and adjacent private sector development, even minor site improvements to the remaining lands can have an impact and help incentivize development.

## 3. Initiate conversations with seniors service partners (such as Niagara Regional Housing and private senior care providers) to tenant proposed wellness centres and explore opportunities for complementary housing on non-Long-Term Care Home lands

In addition to conventional development sector partners, one of the desired outcomes of this process is to foster a cluster of associated services for a broad range of supportive uses. Once development parameters and updated zoning regulations have been established the region should follow up with seniors' service providers engaged at the outset of the project consultation phase.

Even if service providers are not in a position to participate as development partners in their own right, there may be opportunities to identify service gaps or community amenities and resources which would increase the impact of existing program offerings.





**Minute Item No. 4.1**  
**Banners to Honour Veterans**

That the presentation respecting the placement of banners honouring veterans on the Burgoyne Bridge **BE REFERRED** to staff to provide additional information.

**Minute Item 5.1**  
**PW 38-2019**  
**Community Safety Zones**

That Report PW 38-2019, dated July 9, 2019, respecting Community Safety Zones, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the designation of Community Safety Zones (CSZs) **BE APPROVED** for:
  - a. Regional Road 81 (York Road) from Queenston Road to Concession 3 Road in the Town of Niagara-on-the-Lake, length of 1.10 km; and
  - b. Regional Road 24 (Victoria Avenue) from Frederick Avenue to Regional Road 81 (King Street) in the Town of Lincoln, length of 1.20 km
2. That the necessary By-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration; and
3. That Regional Staff **REPORT BACK** with potential future CSZ locations by the end of 2019.

**Minute Item 5.2**  
**PW 35-2019**  
**Automated Speed Enforcement – Safer School Zones Act**

That Report PW 35-2019, dated July 9, 2019, respecting Automated Speed Enforcement - Safer School Zones Act, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Staff **BE AUTHORIZED** to partner with the Ministry of Transportation, the Ministry of the Attorney General, and other partnering municipalities in the Ontario Traffic Council's (OTC) Automated Speed Enforcement (ASE) Working Group (WG) to set-up a consistent program for all municipalities in which to operate ASE technology in Ontario, with a target date of fall 2019 for legislative approval; and
2. That Regional Staff **REPORT BACK** to Public Works Committee upon completion of the OTC working group review and RFP findings, on the award terms and conditions for the Province approved Vendor to supply, install, operate and maintain the ASE System throughout Niagara Regional roads, for a five-year period from 2019 to 2023 with the option to extend up to five additional years; including Transportation operating costs.

**Minute Item 5.3**

**PW 41-2019**

**St. David's Road Interchange Reconstruction and Multi-Use Path Construction**

That Report PW 41-2019, dated July 9, 2019, respecting The St. David's Road Interchange Reconstruction and Multi-Use Path Construction, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Chief Administrative Officer **BE AUTHORIZED** to execute the agreement between The Regional Municipality of Niagara (Niagara Region) and the Ministry of Transportation (MTO) pertaining to the construction, cost sharing and future maintenance of the Multi-Use Path (MUP) and associated interchange reconfiguration works for the St. David's Road Interchange; and
2. That a gross capital budget adjustment in the amount of \$1,470,784 gross and \$0 net **BE RECEIVED** (and **INITIATED**) for the St. David's Road Interchange Reconstruction and Multi-Use Path Construction, and that the project **BE FUNDED** from cost sharing agreements with both the City of St. Catharines and City of Thorold and with Provincial Funding through the Ontario Municipal Commuter Cycling (OMCC) Program as outlined in Appendix A of Report PW 41-2019.

**Minute Item 5.4**

**PW 42-2019**

**Construction Contract: Dain City Sewage Pumping Station Forcemain Replacement**

That Report PW 42-2019, dated July 9, 2019, respecting Construction Contract: Dain City Sewage Pumping Station Forcemain Replacement, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Council **AUTHORIZE** staff to proceed with an award to V. Gibbons Contracting Ltd. in the amount of \$1,544,091 (including contingency and HST) to construct/replace the temporary forcemain in Dain City in accordance with Section 17 of Procurement By-law No. 02-2016, as amended on February 28, 2019.

**Minute Item 5.5**

**PW 40-2019**

**Niagara Specialized Transit Service Delivery Amending Agreement 2019-2020**

That Report PW 40-2019, dated July 9, 2019, respecting Niagara Specialized Transit Service Delivery Amending Agreement 2019-2020, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Chief Administrative Officer **BE AUTHORIZED** to execute the Niagara Specialized Transit (NST) Service Delivery Amending Agreement 2019-2020 between The Regional Municipality of Niagara and The BTS Network Inc. such that the Agreement meets the approval of the Director of Niagara Region Legal and Court Services.

**Minute Item 6**  
**Consent Items for Information**

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

PW 39-2019

Niagara Specialized Transit Operations Review

PW 36-2019

Red Light Camera

PWC-C 19-2019

Waste Collection RFP Schedule

PWC-C 20-2019

Status of the new Niagara-on-the-Lake Wastewater Treatment Plant Testing and Commissioning Process

**Minute Item 9.1**  
**Confidential Report PW 31-2019**  
**A Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019 Waste Collection RFP**

That Confidential Report PW 31-2019, dated July 9, 2019, respecting A Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019 Waste Collection RFP, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

**Minute Item 9.2**  
**Confidential Report PW 28-2019**  
**A Matter Of Advice That Is Subject To Solicitor-Client Privilege Supplemental Information To Confidential Report PW 31-2019 - 2019 Waste Collection RFP.**

That Confidential Report PW 28-2019, dated July 9, 2019, respecting A Matter Of Advice That Is Subject To Solicitor-Client Privilege Supplemental Information To Confidential Report PW 31-2019 - 2019 Waste Collection RFP, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

**Minute Item 9.3**  
**Confidential Report PW 43-2019**  
**A Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019 Waste Collection RFP - Next Steps.**

That Confidential Report PW 28-2019, dated July 9, 2019, respecting A Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019 Waste Collection RFP - Next Steps, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

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

**PWC 7-2019  
Tuesday, July 9, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Bradley (Regional Chair), Disero, Diodati, Junkin

Staff: S. Alkarawi, Associate Director, Transportation Planning, D. Ane, Manager, Program Financial Support, D. Barnhart, Executive Officer to the Regional Chair, M. Evelyn, Legislative Coordinator, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, B. Menage, Director, Procurement and Strategic Acquisition, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Ryall, Acting Commissioner, Public Works, R. Salewytch, Transit Services Program Manager, S. Shafai, Associate Director, Waste Water Operations, S. Tait, Waste Management Program Manager, L. Torbicki, Acting Director, Waste Management Services, R. Tripp, Acting Chief Administrative Officer, A. Tyldesley, Associate Director, Waste Collection and Diversion, S. Wood, Legal Counsel

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**1. CALL TO ORDER**

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

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

### 3. **PRESENTATIONS**

#### 3.1 **Negotiated Request for Proposals – General Overview**

Bart Menage, Director, Procurement and Strategic Acquisitions provided Committee Members with information respecting Negotiated Request for Proposals - General Overview. Topics of the presentation included:

- Benefits
- Risks and Challenges
- The Process
- Negotiation Principles
- Negotiation Process

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

Provide information respecting the protection of confidentiality through the negotiation period. Councillor Sendzik.

Provide a decision matrix tree that illustrates the roles and responsibilities of staff and Council in the negotiated RFP process. Councillor Sendzik.

### 4. **DELEGATIONS**

Moved by Councillor Sendzik  
Seconded by Councillor Insinna

That Cecil Hall **BE PERMITTED** to appear as a delegate respecting the placement of banners on the Burgoyne Bridge to honour veterans.

**Carried**

#### 4.1 **Banners to Honour Veterans**

Cecil Hall, Resident, City of St. Catharines, appeared before Committee to request the Niagara Region allow banners to be placed on the Burgoyne Bridge in honour of veterans during October and November.

Moved by Councillor Ugolini  
Seconded by Councillor Foster

That the presentation respecting the placement of banners honouring veterans on the Burgoyne Bridge **BE REFERRED** to staff to provide additional information.

**Carried**



**5. ITEMS FOR CONSIDERATION**

**5.1 PW 38-2019**

Community Safety Zones

Moved by Councillor Zalepa

Seconded by Councillor Foster

That Report PW 38-2019, dated July 9, 2019, respecting Community Safety Zones, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the designation of Community Safety Zones (CSZs) **BE APPROVED** for:
  - a. Regional Road 81 (York Road) from Queenston Road to Concession 3 Road in the Town of Niagara-on-the-Lake, length of 1.10 km; and
  - b. Regional Road 24 (Victoria Avenue) from Frederick Avenue to Regional Road 81 (King Street) in the Town of Lincoln, length of 1.20 km
2. That the necessary By-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration; and
3. That Regional Staff **REPORT BACK** with potential future CSZ locations by the end of 2019.

**Carried**

**5.2 PW 35-2019**

Automated Speed Enforcement – Safer School Zones Act

Moved by Councillor Edgar

Seconded by Councillor Fertich

That Report PW 35-2019, dated July 9, 2019, respecting Automated Speed Enforcement - Safer School Zones Act, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Staff **BE AUTHORIZED** to partner with the Ministry of Transportation, the Ministry of the Attorney General, and other partnering municipalities in the Ontario Traffic Council's (OTC) Automated Speed Enforcement (ASE) Working Group (WG) to set-up a consistent program for all municipalities in which to operate ASE technology in Ontario, with a target date of fall 2019 for legislative approval; and

2. That Regional Staff **REPORT BACK** to Public Works Committee upon completion of the OTC working group review and RFP findings, on the award terms and conditions for the Province approved Vendor to supply, install, operate and maintain the ASE System throughout Niagara Regional roads, for a five-year period from 2019 to 2023 with the option to extend up to five additional years; including Transportation operating costs.

**Carried**

5.3 PW 41-2019

St. David's Road Interchange Reconstruction and Multi-Use Path Construction

Moved by Councillor Ugolini  
Seconded by Councillor Insinna

That Report PW 41-2019, dated July 9, 2019, respecting The St. David's Road Interchange Reconstruction and Multi-Use Path Construction, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Chief Administrative Officer **BE AUTHORIZED** to execute the agreement between The Regional Municipality of Niagara (Niagara Region) and the Ministry of Transportation (MTO) pertaining to the construction, cost sharing and future maintenance of the Multi-Use Path (MUP) and associated interchange reconfiguration works for the St. David's Road Interchange; and
2. That a gross capital budget adjustment in the amount of \$1,470,784 gross and \$0 net **BE RECEIVED** (and **INITIATED**) for the St. David's Road Interchange Reconstruction and Multi-Use Path Construction, and that the project **BE FUNDED** from cost sharing agreements with both the City of St. Catharines and City of Thorold and with Provincial Funding through the Ontario Municipal Commuter Cycling (OMCC) Program as outlined in Appendix A of Report PW 41-2019.

**Carried**

5.4 PW 42-2019

Construction Contact: Dain City Sewage Pumping Station Forcemain Replacement

Moved by Councillor Chiocchio  
Seconded by Councillor Steele

That Report PW 42-2019, dated July 9, 2019, respecting Construction Contract: Dain City Sewage Pumping Station Forcemain Replacement, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Council **AUTHORIZE** staff to proceed with an award to V. Gibbons Contracting Ltd. in the amount of \$1,544,091 (including contingency and HST) to construct/replace the temporary forcemain in Dain City in accordance with Section 17 of Procurement By-law No. 02-2016, as amended on February 28, 2019.

**Carried**

5.5 PW 40-2019

Niagara Specialized Transit Service Delivery Amending Agreement 2019-2020

Moved by Councillor Ugolini  
Seconded by Councillor Sendzik

That Report PW 40-2019, dated July 9, 2019, respecting Niagara Specialized Transit Service Delivery Amending Agreement 2019-2020, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Chief Administrative Officer **BE AUTHORIZED** to execute the Niagara Specialized Transit (NST) Service Delivery Amending Agreement 2019-2020 between The Regional Municipality of Niagara and The BTS Network Inc. such that the Agreement meets the approval of the Director of Niagara Region Legal and Court Services.

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Ugolini  
Seconded by Councillor Steele

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

PW 39-2019

Niagara Specialized Transit Operations Review

PW 36-2019

Red Light Camera

PWC-C 19-2019

Waste Collection RFP Schedule

PWC-C 20-2019

Status of the new Niagara-on-the-Lake Wastewater Treatment Plant Testing and Commissioning Process

**Carried**

**7. OTHER BUSINESS**

**7.1 Mewburn Bridge Construction Update**

Carolyn Ryall, Acting Commissioner, Public Works, provided an update respecting construction of the Mewburn Road Bridge in Niagara Falls and Concession 6 Road in Niagara-on-the-Lake. She also informed Committee Members that the Ministry of Transportation is not considering constructing an interchange at Highway 405 and Concession 6 Road. She advised that Niagara Region staff are working closely with staff from Niagara-on-the-Lake and the City of Niagara Falls with respect to this area.

**7.2 Environmental Assessment (EA) Regional Road 14 (Bartlett Avenue)**

Committee requested information respecting the EA for Regional Road 14 (Bartlett Avenue) in the Town of Grimsby. Carolyn Ryall, Acting Commissioner, Public Works, advised that this EA was an extensive process and an update on next steps would be provided at a future meeting.

7.3 Regional Road Concerns

Councillor Fertich requested information respecting the resurfacing of Regional Road 81 (Main Street East) in the Town of Grimsby and enquired if the resurfacing could be undertaken sooner. Carolyn Ryall, Acting Commissioner, Public Works, advised that resurfacing for Regional Road 81 from Casablanca Boulevard to Oakes Road is slated for 2020.

Councillor Fertich requested information respecting what portions of Christie Street, Ontario Street and Maple Avenue in the Town of Grimsby are under the responsibility of the Region.

Councillor Insinna enquired if public outreach is undertaken to encourage the use of public transportation during times of significant road work being conducted. Ron Tripp, Acting Chief Administrative Officer, advised that the Transportation Master Plan includes the philosophy that roads be designed to balance the needs for all users.

7.4 Burgoyne Bridge Construction

Councillor Edgar requested information respecting the current construction on the Burgoyne Bridge and enquired if the work could be completed at night so as to not impede traffic. Ron Tripp, Acting Chief Administrative Officer, advised that the work was being undertaken to address the final deficiencies with respect to coatings for the structural steel. He noted that due to safety issues and to ensure the integrity of the work that it had to be completed during the day.

8. CLOSED SESSION

Moved by Councillor Foster  
Seconded by Councillor Ugolini

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

A Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019 Waste Collection RFP;

A Matter Of Advice That Is Subject To Solicitor-Client Privilege Supplemental Information To Confidential Report PW 31-2019 - 2019 Waste Collection RFP; and

A Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019 Waste Collection RFP - Next Steps.

**Carried**

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

Committee reconvened in open session at 12:37 p.m. with the following individuals present:

Committee: Edgar (Committee Vice-Chair), Fertich, Foster, Gale, Heit, Insinna, Nicholson, Rigby (Committee Chair), Sendzik, Steele, Ugulini, Zalepa

Absent/Regrets: Bradley (Regional Chair), Chiocchio, Disero, Diodati, Ip, Junkin, Witteveen

Staff: D. Ane, Manager, Program Financial Support, D. Barnhart, Executive Officer to the Regional Chair, M. Evely, Legislative Coordinator, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, B. Menage, Director, Procurement and Strategic Acquisition, A.-M. Norio, Regional Clerk, C. Ryall, Acting Commissioner, Public Works, S. Tait, Waste Management Program Manager, L. Torbicki, Acting Director, Waste Management Services, R. Tripp, Acting Chief Administrative Officer, A. Tyldesley, Associate Director, Waste Collection and Diversion, S. Wood, Legal Counsel

**9.1 Confidential Report PW 31-2019**

A Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019 Waste Collection RFP

Moved by Councillor Zalepa  
Seconded by Councillor Ugulini

That Confidential Report PW 31-2019, dated July 9, 2019, respecting A Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019 Waste Collection RFP, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

Recorded vote:

Yes (11): Edgar, Fertich, Foster, Gale, Heit, Insinna, Nicholson, Rigby, Sendzik, Steele, Ugulini.

No (1): Zalepa.

**Carried**



9.2 Confidential Report PW 28-2019

A Matter Of Advice That Is Subject To Solicitor-Client Privilege  
Supplemental Information To Confidential Report PW 31-2019 - 2019  
Waste Collection RFP.

Moved by Councillor Insinna  
Seconded by Councillor Steele

That Confidential Report PW 28-2019, dated July 9, 2019, respecting A  
Matter Of Advice That Is Subject To Solicitor-Client Privilege  
Supplemental Information To Confidential Report PW 31-2019 - 2019  
Waste Collection RFP, **BE RECEIVED** and the recommendations therein  
**BE APPROVED**.

**Carried**

9.3 Confidential Report PW 43-2019

A Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019  
Waste Collection RFP - Next Steps.

Moved by Councillor Ugulini  
Seconded by Councillor Heit

That Confidential Report PW 28-2019, dated July 9, 2019, respecting A  
Matter Of Advice That Is Subject To Solicitor-Client Privilege - 2019 Waste  
Collection RFP - Next Steps, **BE RECEIVED** and the recommendations  
therein **BE APPROVED**.

**Carried**

10. **NEXT MEETING**

The next meeting will be held on Tuesday, August 6, 2019 at 9:30 a.m. in the  
Council Chamber, Regional Headquarters.

11. **ADJOURNMENT**

There being no further business, the meeting adjourned at 12:40 p.m.

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Councillor Rigby  
Committee Chair

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Mark Evely  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk

# **NEGOTIATED REQUEST FOR PROPOSAL (NRFP): A GENERAL OVERVIEW**

July 9<sup>th</sup> and 10<sup>th</sup> 2019

# Negotiated RFP “Path”

Date	Process Path and Utilization
2017 September	Approved PAC Work Plan Item
2017 November	PAC Accelerated Implementation
2018 February	Templates and their use approved but with Council Approval
2019 February	Council Approval and adoption of Procurement By-law amendments to use Negotiated RFP
2019 July	In use for 2 Council Approved “In Flight” projects and being considered for 2 “In Development” projects
Beyond	Future use could include other complex projects which meet the criteria outlined herein including acquisitions of IT related requirements



# Benefits

- Non-binding / Flexible Format;
- Fix administrative matters or deficiencies through Rectification;
- Negotiations refine and enhance proposed solutions prior to award;
- Better shared understanding of project/solutions via discussion; and
- Negotiate over-budget bids to reduce exposures resulting from cancellation

# Risks & Challenges

- Bidders can withdraw their bid at any time;
- Compliance with and adherence to Trade Treaty Legislation;
- Pressures on the capacity of staff to manager and facilitate the process;
- Requires an adjustment to a more flexible process; and
- Complexity of the process and lack of certainty of the outcome could impact pricing



# How does it differ from Traditional RFP?

## **Traditional - Binding**

- Best suited to projects with clear specifications, deliverables & evaluation criteria;
- Binding: No modifications to received proposals; “Contract A”;
- Duty to Award with limited options; and
- Bidder (by submitting) is bound to provide the good or service.

## **Negotiated – Non Binding**

- Best suited to projects with high complexity and uncertainty. (better outcomes could be achieved via negotiation and expertise from the market)
- Non-Binding: No expressed or implied obligations;
- Changes/clarifications can be considered – this flexibility extends to the contract stage
- Bidder can withdraw / not obligated to provide good or service until the process concludes.

# The Processes

TRADITIONAL	NEGOTIATED	
CONTRACT "A"	CONCURRENT / BAFO	CONSECUTIVE
I – Mandatory	I – Mandatory and Rectification Period	I – Mandatory and Rectification Period
II – Rated Criteria	II – Rated Criteria	II – Rated Criteria
III – Pricing	III – Pricing	III – Pricing
IV – Ranking and Selection of Top Ranked Proponent	IV – Initial Ranking and Concurrent Negotiations	IV – Ranking and Contract Negotiations
	V – Submission of Best and Final Offers (BAFO)	
	VI – Final Ranking and Contract Negotiations	

# Negotiation Principles

- Focus on the strengths/weaknesses of each proposal;
- Treat all Proponents/proposals confidentially and equally;
- Elimination of any proponent is on the basis of the published evaluation criteria
- Typically results in an increased number of higher-scoring proposals; and
- Improved contract and resulting opportunities

# What can we Negotiate?

- Not open ended / adhere to our process;
- We can clarify requirements;
- We can request improvements in:
  - Pricing; and/or
  - performance terms; and
- We can consider commercially reasonable adjustments to the legal terms and conditions contained in the standard form of agreement issued with the Negotiated RFP.

# What can't we Negotiate?

- Everything and anything;
- Prescriptiveness in our requirements and mandates will limit what is open to negotiation;
- Can't negotiate critical requirements or items deemed “non-negotiable”; and
- Final agreement cannot significantly depart from that define in the original RFP.

# Negotiation Process

- At the conclusion of initial Pricing evaluations:
  - Procurement with the Client will review the top ranked submissions; refine the negotiation strategy;
  - Invited Proponents are provided an Agenda; prepared;
  - Procurement would remain an active participant in the process supporting the Client as the subject matter experts throughout the negotiations; and
  - Record of the negotiations would be documented; contract awarded based on outcome of negotiations



# Questions



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**Subject:** Community Safety Zones

**Report to:** Public Works Committee

**Report date:** Tuesday, July 9, 2019

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## **Recommendations**

1. That the designation of Community Safety Zones (CSZs) **BE APPROVED** for:
  - a. Regional Road 81 (York Road) from Queenston Road to Concession 3 Road in the Town of Niagara-on-the-Lake, length of 1.10 km; and
  - b. Regional Road 24 (Victoria Avenue) from Frederick Avenue to Regional Road 81 (King Street) in the Town of Lincoln, length of 1.20 km
2. That the necessary By-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration; and
3. That Regional Staff **REPORT BACK** with potential future CSZ locations by the end of 2019.

## **Key Facts**

- The purpose of this report is to seek Council approval to implement Community Safety Zones (CSZs) at the locations listed above.
- CSZs are sections of roadways where public safety is of a special concern and traffic offences are subject to double the fines.
- The goal of the CSZ programme is to modify driver behaviour and improve safety on certain sections of road, particularly vulnerable road users like children and seniors.
- Among the last five years from 2013 - 2017, 2016 was the highest in the number of pedestrian and cyclist fatalities and injuries on Niagara Regional roads.
- The maximum collision frequency in 2017 was during peak hours, in the weekdays of schools months.
- Recent traffic studies in the proposed school zones show the following percentage of vehicular traffic that exceeds the posted speed limit:

- Regional Road 81, York Road: 56% and 35% during the weekdays, and 74% and 57% during the school hours for east and westbound traffic respectively, and;
- Regional Road 24, Victoria Avenue: 73% and 76% during the weekdays, and 88% and 73% during the school hours for north and southbound traffic respectively.

## **Financial Considerations**

The cost to establish a Community Safety Zone is minimal in terms of signage installation within the limits of each zone. The costs are covered under the approved 2019 Transportation Services Operating budget.

The community education programs and police enforcement resources have already been discussed with the Niagara Regional Police, Strategic Communications and Public Affairs, Legal & Court Services and Public Health Staff.

## **Analysis**

### **Background**

In June 1998, the Province of Ontario passed Bill 26 - to promote public safety through the creation of community safety zones (CSZs). This Bill, and its regulatory changes, are targeted at improving road safety in Ontario. The proposed amendments to the Highway Traffic Act (RSA 1990) allow Municipal Councils to designate CSZs by Municipal by-law along sections of roadway where public safety is of special concern (i.e., around schools, retirement facilities, parks, etc.). Within CSZs, traffic fines will be increased for violations committed at the CSZs (i.e. speeding).

With the passing of Bill 26, Niagara Regional Council has the authority, under section 214.1 of the Highway Traffic Act, to pass by-laws where deemed necessary to ensure the safety of Niagara residents. In establishing CSZs, this will aid in safe communities.

### **Objective**

The objectives of the CSZs are:

- Traffic safety measures to reduce the number or severity of collisions and/or speeding within designated CSZs;
- A traffic management tool to reduce the rate of Highway Traffic Act (HTA) offences committed within CSZs; and,
- To maintain an enforcement program that is achievable within the current financial and human resources available to Niagara Regional Police.

### **Enforcement**

Niagara Regional Police enforcement and their partnership are required for CSZs to be successful. Regional Staff are working with Niagara Regional Police on enforcing the CSZs in the two locations outlined in the report. Niagara Regional Police resourcing will have to be taken into account as the program grows.

Public will be made aware that a traffic violation occurring within a designated CSZ will have consequences. The intent is to ensure that a CSZ is not just another signed regulation that is sporadically enforced. Therefore, Regional Staff will continue to work with Niagara Regional Police on this safety initiative with enforcement strategies throughout Niagara region.

### **Criteria**

No Provincially recommended technical criteria for the establishment of CSZs currently exists, other than locations where public safety is of special concern, such as in the vicinity of schools, day care centres, retirement homes or areas with high collision rates.

Regional Staff continue to review and evaluate strategically potential high priority locations of CSZs with coordination of enforcement with Niagara Regional Police.

Education and enforcement are key factors in the success of this initiative. Therefore, Transportation Services Staff recommended two (2) locations of CSZs to gain first-hand experience, and then based on that experience, future recommendations for additional CSZs will be formulated and brought back to Committee for further consideration.

### **Site Selection**

Site selection includes locations that have safety concerns or complaints near sensitive areas such as schools, retirement homes and daycares.

Staff considered as part of the site selection the following to prioritize locations:

- Number of safety and speeding complaints at location.
- Percentage of students/families walking to/from school.
- Speeding study results and number of violations.

Area Municipalities share Staff's concern about public safety and also wish to implement CSZs on their roads. The Corporation of the Town of Niagara-on-the-Lake requested Niagara Region to implement a Community Safety Plan in St. Davids, specifically the intersection of Four Mile Creek Road and York Road, to address traffic and pedestrian safety issues around St. Davids Public School. Similarly, concerns have been raised over the last few years for the speeding in the neighbourhood of 20 Valley

School, from Niagara Student Transportation Services, residents and Niagara Region Public Health Staff. This area is also a preferred truck route in the Town of Lincoln.

Staff are targeting that the two (2) CSZs, outlined in Table 1, to commence Monday, September 16, 2019, (after school returns) to ensure the required communication material and education programs are in place during the first week of the school term.

Staff will conduct studies to evaluate CSZs to determine their effectiveness through data collection. Data collection studies consist of “before” and “after” speed and general regulation compliance surveys.

Table 1  
Community Safety Zone locations on Regional Roads

<b>Road</b>	<b>Section</b>	<b>Municipality</b>	<b>School</b>
RR 81 (York Rd)	Queenston Rd to Concession 3 Rd	Town of Niagara-on-the-Lake	St. Davids Public School
RR 24 (Victoria Ave)	Frederick Ave to RR 81 (King St)	Town of Lincoln	Twenty Valley Public School

All Community Safety Zone designations are in effect 24 hours a day, seven (7) days per week. Location plans showing each location are attached to this report (See Appendices 1 and 2).

### **Education**

To maximize the effectiveness of CSZs, being an unfamiliar new traffic safety management tool in Niagara region, it will be necessary to educate the public on their meaning, what it means to contravene a traffic regulation within such a zone, and how to identify a zone. Research has demonstrated that changes in traffic control and regulations require an extensive public education campaign in order to be effective.

Part of the overall review process, Regional Staff will coordinate with the District School Board of Niagara through Niagara Student Transportation Services and Public Health. Staff to identify potential routes to school and opportunities for safety improvements in an effort to encourage active and safe route to school.

The recommendations gathered from the ongoing public consultations will be taken into consideration as part of the overall school zone safety review process. Each time a CSZ is approved, Niagara Region will undertake the following education efforts:

- Have CSZ information brochures distributed, at least two weeks in advance of implementation, to places of public gathering within the newly designated CSZ.

- Prepare a media release explaining the size and location of the CSZ, the consequences associated with committing a violation in the CSZ, and the Niagara Regional Police's commitment to providing strict enforcement in these areas.
- The Community Relations Branch of the Niagara Regional Police will include CSZs in their presentations and appearances at local functions and assemblies.
- The Strategic Communications and Public Affairs Branch of the Niagara Region will ensure all communications and awareness programs are in place with the residents, and local Councillors to provide appropriate notice in advance of implementation.

### **Stakeholders Engagement**

To establish a consistent uniform, set of designation criteria and a co-ordinated approach to the design and implementation of CSZs within Niagara Region, Staff in Transportation Services will establish a Cross-Niagara CSZ Working Group (CNCSZWG). Invitations will include all the local area Municipalities, Niagara Regional Police, Legal and Court Services, Public Health and District School Board of Niagara.

### **Relevant Consultation**

This report has been written in consultation with Regional Staff from Legal and Court Services, Niagara Regional Police, Strategic Communications and Public Affairs, Public Health and the members of the Niagara Student Transportation Services.

### **Alternatives Reviewed**

The Region has implemented various measures to address safety concerns within school zones, including the use of flashing lights, decreasing speed limits during school hours, monitoring, education and awareness.

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

#### **Alignment to Niagara Region Transportation Master Plan**

Niagara Region is undergoing significant change and by 2041 will have grown and evolved on economic, demographic, social and technological fronts. This recommendation will support growth and enhance Niagara globally by promoting an integrated network of roads and highways for the safe movement of people and goods.

Also, this is a step forward to adopting a Vision Zero Road Safety Plan in Niagara Region; helping to reduce aggressive driving and speeding in areas within Niagara Region that have higher concentrations of school children and families.



## Other Pertinent Reports

None.

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### Prepared by:

Sulaf Alkarawi, P.Eng.  
Associate Director  
Transportation Planning  
Public Works Department

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### Recommended by:

Catherine Habermehl  
Acting Commissioner  
Public Works Department

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### Submitted by:

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Carolyn Ryall, Director Transportation Services, Brian McMahon, Program Financial Specialist and Donna Gibbs, Director Legal and Court Services.*

## Appendices

Appendix 1	Details of Signage and Fines	7
Appendix 2	Map of Location 1 – Regional Road 81 (York Road)	9
Appendix 3	Map of Location 2 – Regional Road 24 (Victoria Avenue)	10

## **Appendix 1: Details of Signage and Fines**

### **Signage Details**

Each Community Safety Zone will require signage at the beginning and end of each zone as per the Highway Traffic Act. Given the requirements, each school would require a minimum of four (4) signs (i.e. two (2) per direction) and possibly additional signs mid-block depending on the length of the defined section as seen in the images below.



Figure 1 - Example of Community Safety Zone signage to be installed

### **Fines**

The Highway Traffic Act has been amended to double the legislated minimum penalty provisions for moving offences committed within a CSZ . Demerit points associated with each offence has not been increased from current levels. The designated offences to which increased fines will apply can, for discussion purposes, be divided into three general areas, for which a brief description follows.

(a) Speeding - speeding penalties are based on a specified cost per kilometre as opposed to a general fine range. Both the legislated minimum fine range and the set fines have been doubled for speeding offences.

Example: speeding 22 kilometres over the posted speed limit

	<u>Offence outside a CSZ</u>	<u>Offence within a CSZ</u>
Set fine	\$3.75/km over the limit	\$7.50/km over the limit
Fine amount	\$87.50 + \$15 VFS	\$170.00 + \$30 VFS
(Note: fine amount includes \$5 court costs, VFS means Victim Fine Surcharge)		

Some speeding offences (i.e. 35-49 kilometres over the posted limit) when committed within a CSZ will result in the issuance of a Part III summons (court appearance).

(b) Careless Driving / Racing - careless driving offences have a penalty range of \$200 to \$1,000 outside a CSZ. There is no set fine for this offence if committed within a CSZ, and a Part III summons (court appearance) will be issued. Racing a motor vehicle does not carry a set fine and would result in the issuance of a Part III summons (court appearance) whether committed within or outside a CSZ.

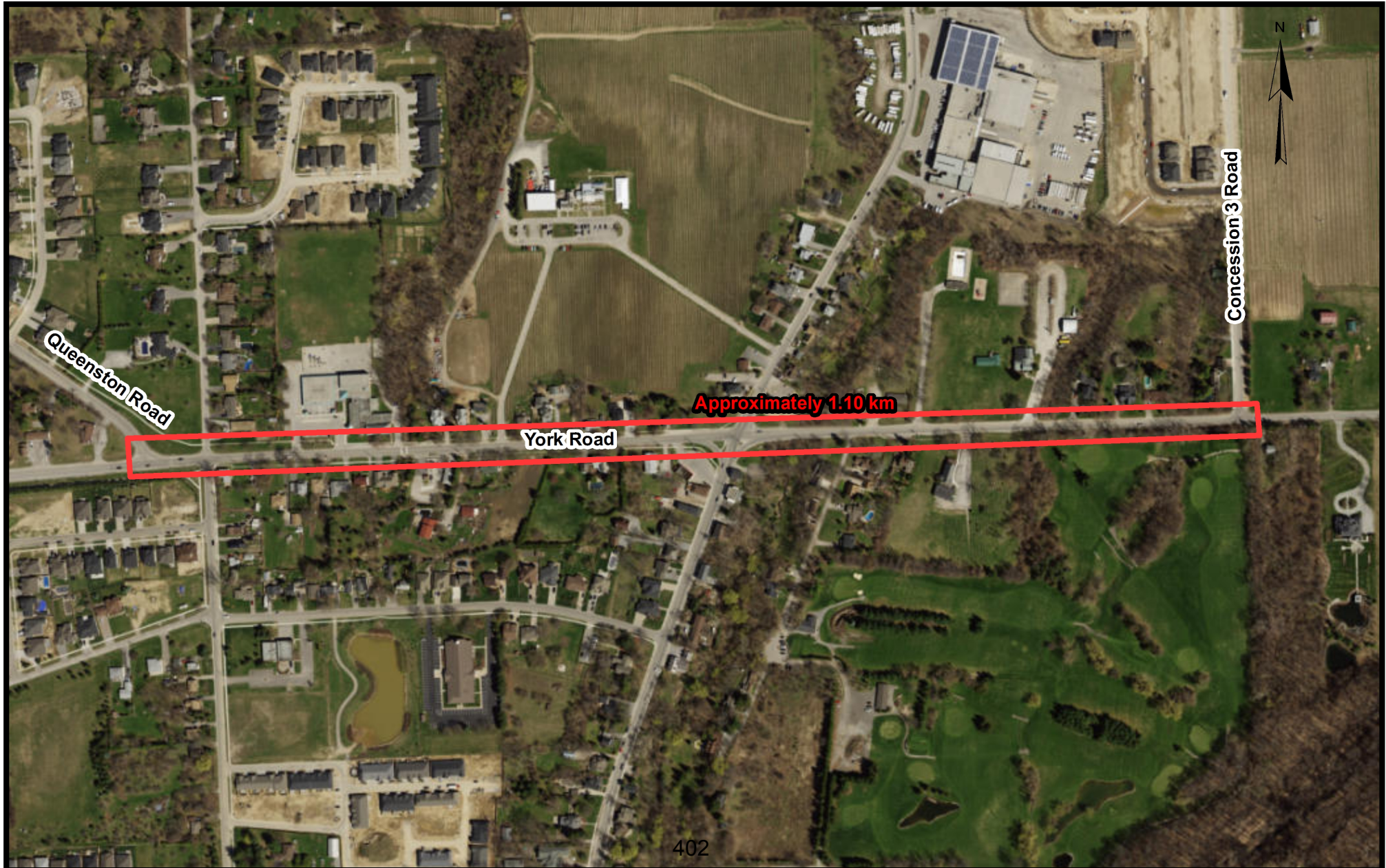
(c) Other Offences - A significant number of other moving offences are subject to increased penalties if committed within a CSZ. The general penalty provisions of the Highway Traffic Act apply a penalty range of \$60 - \$500, with a set fine range of \$90 plus a \$15 Victim Fine Surcharge. Within a CSZ, the penalty range is increased to \$120 - \$500, with a set fine of either \$125 or \$155 (Victim Fine Surcharge of \$20 and \$30 respectively).

It should also be noted that the minimum legislated fines for failing to stop at red or amber lights were recently increased from \$60 to \$150. If either of these offences is committed within a CSZ, the fine amount is doubled. For example:

	<u>Red/Amber light Offence</u>	<u>Red/Amber Light Offence in a CSZ</u>
Penalty Range	\$150 - \$500	\$300 - \$500
Set Fine	\$155 + \$30 VFS	\$305 + \$60 VFS

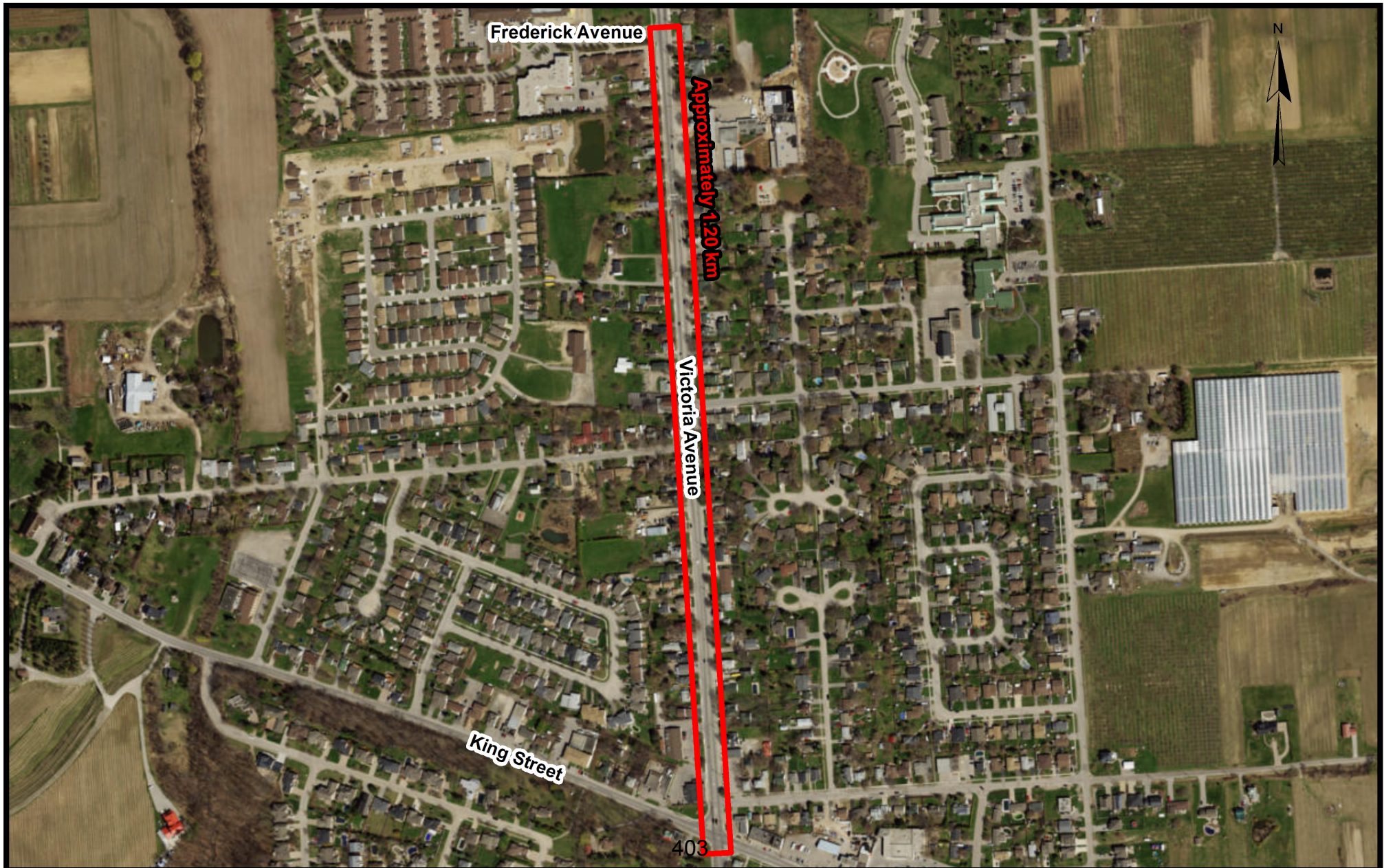


# COMMUNITY SAFETY ZONE REGIONAL ROAD 81 (YORK ROAD) TOWN OF NIAGARA-ON-THE-LAKE





# COMMUNITY SAFETY ZONE REGIONAL ROAD 24 (VICTORIA AVENUE) TOWN OF LINCOLN



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**Subject:** Automated Speed Enforcement – Safer School Zones Act

**Report to:** Public Works Committee

**Report date:** Tuesday, July 9, 2019

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## **Recommendations**

1. That Regional Staff **BE AUTHORIZED** to partner with the Ministry of Transportation, the Ministry of the Attorney General, and other partnering Municipalities in the Ontario Traffic Council's (OTC) Automated Speed Enforcement (ASE) Working Group (WG) to set-up a consistent program for all Municipalities in which to operate ASE technology in Ontario, with a target date of Fall 2019 for Legislative Approval.
2. That Regional Staff **REPORT BACK** to Public Works Committee upon completion of the OTC working group review and RFP findings, on the award terms and conditions for the Province approved Vendor to supply, install, operate and maintain the ASE System throughout Niagara Regional roads, for a five-year period from 2019 to 2023 with the option to extend up to five additional years; including Transportation operating costs.

## **Key Facts**

- Speeding is a primary crash factor and a leading road safety problem, often contributing to one-third of fatal crashes and serving as an aggravating factor in most crashes.
- In 2016, fatal and serious injury collisions on Niagara Regional roads increased by 9.31% over 2015 recorded statistics.
- The statistical analysis of 2016 ranked Niagara Region 20% higher in the number of collisions than similar jurisdictions within Ontario.
- There were approximately 2,648 traffic collisions on Niagara Regional roads in 2017, of which, approximately 17 collisions resulted in traffic fatalities and 324 in serious injuries.
- For many years, Niagara Regional Staff have been dealing with concerns raised by residents regarding speeding; in particular in school zones.
- Bill 65 – Safer School Zones Act, 2017 allows Municipalities, through by-law, to implement and operate technology-based enforcement in community safety zones and school zones on roads under their jurisdiction.



- Automated speed enforcement is complementary to traditional enforcement, focusing on school safety zones and community safety zones.
- The OTC has formed a multi-Municipal working group consisting of Municipalities across Ontario, the Ministry of Transportation Ontario and the Ministry of the Attorney General to develop and cost-share an ASE program for Municipalities throughout the Province.
- By participating in the Working Group Committee, Niagara Regional Staff will have the opportunity to ensure that the needs of Niagara Region will be incorporated in the ASE program and Staff will understand the requirements associated with implementing this new safety tool.

## **Financial Considerations**

Initial funding of this safety initiative will be covered under the approved 2019 Transportation Services Operating Budget for the cost of partnership with the other Municipalities and OTC resources to discuss threshold speeds, site selection criteria, prosecuting issues, legal agreement, communications, joint processing centre requirements, RFP evaluation and other important program details.

Regional Staff will be finalizing and reporting back to the Public Works Committee details of implementation, operation and cost for further consideration. This will be jointly discussed and finalized with Legal and Court Services Staff and introduced as part of that upcoming report.

## **Analysis**

On May 30, 2017, the Ontario Legislature passed Bill 65, the Safer School Zones Act that amended the Ontario Highway Traffic Act (HTA) to, among other things, authorize Municipalities to use ASE technology (known as photo radar) as a tool to address vehicle speed concerns and collision patterns involving speeding.

The Ministry of Transportation is currently preparing the necessary regulations to allow for the implementation of Bill 65. It is anticipated that these changes will be brought forward in Fall 2019, following which municipalities will be able to employ the use of the ASE in community safety and schools zones.

## **Bill 65 – Safer School Zones Act**

Bill 65 amendments to the HTA permits Municipalities to utilize ASE in school zones and in community safety zones where the prescribed rate of speed is less than 80 km/h, and to reduce speed limits on roads with statutory speed limit of 50 km/h by designating areas (by by-law) where speed limits may be lower.

The Ministry of Transportation, in coordination with Ontario Traffic Council, the City of Toronto and 15 other Municipalities is currently developing the necessary regulatory changes to allow for the above.

### **Ontario Traffic Council (OTC)**

The OTC mission statement is “OTC is the voice for enhancing the engineering, education and enforcement sectors of the traffic management sector in Ontario”. As part of their mandate, OTC organized the ASE Working Group that includes to date 15 Municipalities, the Ministry of Transportation and the Ministry of the Attorney General to discuss the development and implementation of ASE. Niagara Regional Staff aim to work in partnership with all parties in the working group to set-up a consistent program for Municipalities in which to operate ASE in Ontario.

A RFP for the supply, installation, operation and maintenance of ASE equipment was issued by the City of Toronto in April 2019. All participating Municipalities will be able to partake in the execution of the ASE contract. This process ensures the same equipment is used throughout the Province with cost savings associated with group purchasing. Similar to the red light camera program, the Ontario Highway Traffic Act would have to be amended to include the specific model of ASE equipment. Municipalities will only use the equipment specified in the Highway Traffic Act.

The ASE WG is also drafting guidelines for the use of temporary and permanent ASE equipment. The guidelines will include recommendations for where ASE should be used, not used and suggestions to help Municipalities optimize the use of the ASE. At this stage, the proposed ASE will be restricted to school zones and community safety zones only. ASE outside those areas are not anticipated at this time.

### **Provincial Offences Act Court Implications**

Speeding infractions are handled by the Municipal Provincial Offences Act Courts pursuant to a Memorandum of Understanding with the Province. In some municipalities there is a concern that Automated Speed Enforcement may overwhelm the court system and that the Province will not be able to supply enough Justices of Peace for trials. This is not anticipated to be the case in Niagara Region.

To facilitate the prosecution of offences, a Joint Processing Centre will be introduced as the best model to ensure consistency and integrity in the operations of ASE. This process would allow Municipalities to share and reduce Municipal operating costs associated with processing infractions. The City of Toronto will establish the Joint Processing Centre for ASE infractions in the Province for all Municipal partners.

## **Details of Fall 2019 Report to Public Work Committee**

To date, nine Municipalities are designated to introduce automated speed enforcement by December 1, 2019, namely, City of Toronto, City of Mississauga, City of Burlington, City of London, City of Brampton, City of Ottawa, Town of Ajax, Regional Municipality of Peel, Regional Municipality of Waterloo, and Regional Municipality of Durham to place 189 automated speed cameras. In total, sixty (60) cameras will be fully operational by December 2019.

With the approval of the Public Works Committee, this will also allow Niagara Region to be a partner of this program.

The Staff report will be prepared to provide an update to the Public Works Committee on:

- Information on how the automated speed enforcement program will be administered and operated throughout the Province
- Financial impact of the program for the proposed 2020 budget
- Results of the Request for Proposal (RFP) 9148-19-0048 for the provision of Automated Speed Enforcement Services in the Province issued by City of Toronto
- Request authority to award the contract to the recommended bidder
- Request authority to enter into operational agreements with Joint Processing Center and Ontario Ministry of Transportation
- Details of communication and education plan

## **Relevant Consultation**

This report has been written in consultation with Staff from Legal and Court Services, Public Health, and the members of the Niagara Student Transportation Services, the Ontario Traffic Council and Steering Committee Automated Speed Enforcement Working Groups.

## **Alternatives Reviewed**

Potential alternatives will be provided in a future report to the Public Works Committee once costs and implications are defined through the finalization of the evaluation and administration process.

## **Relationship to Council Strategic Priorities**

### **Alignment to Niagara Region Transportation Master Plan**

Niagara Region is undergoing significant change and by 2041 will have grown and evolved on economic, demographic, social and technological fronts. This

recommendation will support growth and enhance Niagara globally by promoting an integrated network of roads and highways for the safe movement of people and goods.

Also, this is a step forward to adopting a Vision Zero Road Safety Plan in Niagara Region; helping to reduce aggressive driving and speeding in areas within Niagara Region that have higher concentrations of school children and families.

### **Other Pertinent Reports**

None.

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**Prepared by:**

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Associate Director  
Transportation Planning

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**Recommended by:**

Catharine Habermebl  
Acting Commissioner  
Public Works Department

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Carolyn Ryall, Director Transportation Services, Brian McMahon, Program Financial Specialist and Donna Gibbs, Director Legal and Court Services.*

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**Subject:** St. David's Road Interchange Reconstruction and Multi-Use Path Construction

**Report to:** Public Works Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

1. That the Chief Administrative Officer **BE AUTHORIZED** to execute the agreement between the Regional Municipality of Niagara (Niagara Region) and the Ministry of Transportation (MTO) pertaining to the construction, cost sharing and future maintenance of the Multi-Use Path (MUP) and associated interchange reconfiguration works for the St. David's Road Interchange.
2. That a gross capital budget adjustment in the amount of \$1,470,784 gross and \$0 net **BE RECEIVED** (and **INITIATED**) for the St. David's Road Interchange Reconstruction and Multi-Use Path Construction, and that the project **BE FUNDED** from cost sharing agreements with both the City of St. Catharines and City of Thorold and with Provincial Funding through the Ontario Municipal Commuter Cycling (OMCC) Program as outlined in Appendix A.

## Key Facts

- The purpose of this report is to seek Council approval for the CAO to execute an agreement between Niagara Region and the MTO related to the construction of a MUP on St. David's Road from the most westerly interchange ramp to the most easterly interchange ramp and realign the capital budget for this project with known costs and external funding/cost sharing.
- Region Staff have coordinated with City of St. Catharines and City of Thorold Staff on a cost sharing arrangement for this work.
- Once completed, MUP will contribute to a major link that is required to move pedestrians and cyclists from residential areas east of Hwy 406 to the Brock District.
- Updating costing, cost sharing and external funding associated with this project require a budget adjustment to increase the gross expenditure budget by \$1,470,784 to reflect the total amounts owed to the MTO for the project.
- This proposed budget adjustment is fully funded by external funding and updated cost sharing amounts between the City of St. Catharines and the City of Thorold.
- Per Budget Control By-Law, Council approval is required if the gross adjustment amount being requested is greater than \$1,000,000.

## **Financial Considerations**

Region Staff have worked together with the MTO, City of St. Catharines and the City of Thorold on a plan to extend pedestrian and cycling facilities across the Hwy 406 corridor. In order to construct these facilities in a manner that is safe for the future users, modifications to the existing interchange ramps are necessary.

The cost of these works is in the order of \$3,982,016 (including 1.76% non-refundable HST), of which Niagara Region is responsible for 50%, the City of St. Catharines is responsible for 25% and the City of Thorold is responsible for 25%.

In addition to the works related to the MUP, the MTO has also completed the sign change on Hwy 406 to reflect the previous renaming of St. David's Road to Sir Isaac Brock Way. The cost of the sign change over is in the order of \$288,768 (including 1.76% non-refundable HST).

The total cost due to the MTO is \$4,270,784 (including 1.76% non-refundable HST) inclusive of the MUP construction and the sign change over.

All three cost sharing partners applied to the MTO's OMCC Program Grant and all three partners received varying levels of funding through the Program to offset costs on this project.

Niagara Region received OMCC Program Grant funds in the order of \$2,066,367, which will be partially utilized to offset a portion of the cost of this project as noted in Appendix A. The OMCC Program Grant requires a minimum contribution of 20% by Niagara Region toward the total eligible costs of the project.

In 2018, Council approved project 20000497 (St. David's Road Interchange Improvements at HWY 406) in the amount of \$2,800,000 of gross costs. Updated costing, external funding, and cost sharing associated with the project require an additional \$1,470,784 be added to the project for a total revised gross budget of \$4,270,784.

Funding for the proposed budget adjustment will be provided by the OMCC grant and additional cost sharing from the City of St. Catharines and the City of Thorold. This adjustment would also result in less Capital Levy funding required in the amount of \$627,506, and less development charges required in the amount of \$418,337 associated with this project. See details of the budget adjustment to funding in Appendix A – Total Estimated Project Cost.

Once the project is complete and Niagara Region has received the invoice and made payment to the MTO, Staff will invoice the City of St. Catharines and the City of Thorold for their respective cost share amounts for the project.



## Analysis

In 2015, the MTO commenced an Environmental Assessment on a group of structures in and around Hwy 406 and Hwy 58 including the St. David's Road interchange. Region Staff sent a request to the MTO related to this program requesting that the MTO include provisions for pedestrians and cyclists on their bridge structure over Hwy 406.

Conversations between the parties occurred around the ability to safely add these features to the road section given the close proximity to high-speed highway ramps. Region Staff presented a case for the addition of these features on behalf of Niagara Region and our local Municipal partners.

Staff worked with MTO to review and provide guidance on the preferred treatments on the intersecting high-speed ramps. In late 2016, MTO and Region Staff arrived at a design that all parties felt was safe and accomplished the goals of the affected road authorities.

In March 2017, a MUP was solidified by the tender call of the MTO bridge structure project including the requested active transportation facilities.

In order to complete the connections to the MUP constructed by the MTO Niagara Region has planned works on both the east and west ends as follows:

On the east end of the MUP Niagara Region has a project extending from the east ramp terminal to Collier Road. This project includes the replacement of aging infrastructure, illumination upgrades, urbanization and the extension on the MUP through the entire limits. This Regional project is planned for late 2019/2020 construction.

On the west end, Niagara Region has a project planned to extend the MUP from the west ramp terminal back to Schmon Parkway. This project includes for the extension of the MUP and the construction of two gateway features into the Brock District. Funding for this project was approved in 2019, and construction is planned for late 2019/early 2020.

Other work in the surrounding area will complete further connectivity such as the International Plaza that is being constructed along the frontage of the Niagara Region building. This project is inclusive of a MUP that will fill in the last link between the above mentioned extensions and the previous constructed MUP on Merrittville Hwy.

Once completed, connectivity for pedestrians and cyclists will be realized from Richmond Street at Decew Road in the City of Thorold to St. David's Road at Collier Road in the City of St. Catharines/Thorold. The City of St. Catharines and City of Thorold have future plans to extend this MUP further to the east in a subsequent joint project.

Region Staff have negotiated a maintenance agreement with the City of Thorold for the previous completed sections of the MUP and have obtained agreement in principle to extend that maintenance agreement to include future portions of the MUP.

See Appendix A for Key Map.

### **Alternatives Reviewed**

A number of crossing alternatives at the interchange were reviewed; however, the current alternative was the safest alternative to address the need for active transportation facilities ensuring safety for all users.

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

Active transportation improvements is a key strategy in the Region's Transportation Master Plan under Moving People and Goods. The Brock District Plan is a catalyst for future development of the Brock area and will transform the surrounding area into a best in class experience for visitors, students and those working/living in the area. This is in line with positioning Niagara globally with the experience when visiting this district.

### **Other Pertinent Reports**

PDS 34-2016	Brock District Plan
PW 45-2015	Rehabilitation of the St. David's Road Overpass
PW 90-2014	Proposed Street Name Change, Regional Road 71 St. David's Road, City of St. Catharines and City of Thorold

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**Prepared by:**

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Associate Director, Transportation  
Engineering  
Public Works Department

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**Recommended by:**

Catherine Habermehl  
Acting Commissioner  
Public Works Department

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Carolyn Ryall, Director, Transportation Services, and reviewed by Brian McMahon, Program Financial Specialist.*

**Appendices**

Appendix A	Total Estimated Project Cost	6
Appendix B	Key Map	7

**PW 41-2019 APPENDIX A**  
**Total Estimated Project Cost**  
**Gross Budget Increase with External Funding and Cost Sharing**  
**St. David's Road Interchange Reconstruction and Multi Use Path Construction**

**Total Estimated Project Cost (20000497)\***

**Total Estimated Project Cost - Construction**

Council Approved Budget	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 06/01/2019	Forecast	Budget Remaining
(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C)-(D)-(E)
2,800,000	1,470,784	4,270,784	-	4,270,784	-








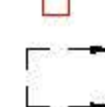
**Project Funding Sources**

Reserve-Infrastructure Deficit / Capital Levy	(1,140,000)	627,506	(512,494)	(1,140,000)	627,506	-
Development Charges - Roads	(760,000)	418,337	(341,663)	-	(341,663)	-
Cost Sharing - St. Catharines	(900,000)	(95,504)	(995,504)	-	(995,504)	-
Cost Sharing - Thorold	-	(995,504)	(995,504)	-	(995,504)	-
Provincial Funding - Ontario Municipal Commuter Cycling (OMCC) Program	-	(1,425,620)	(1,425,620)	-	(1,425,620)	-
	(2,800,000)	(1,470,784)	(4,270,784)	(1,140,000)	(3,130,784)	-

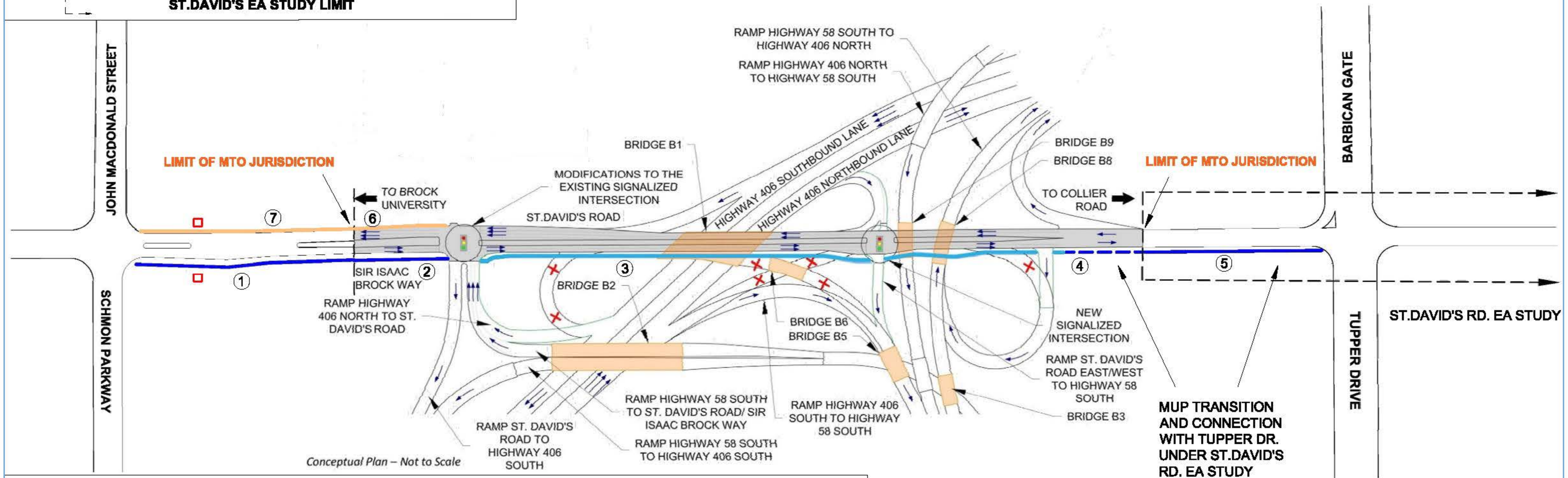
\*All costs include 1.76% non-refundable HST.



## LEGEND

-  REMOVAL OF INFRASTRUCTURE
-  NEW CONSTRUCTION / IMPROVEMENT
-  4.0 m WIDE MULTI-USE PATH
-  SIDE WALK
-  MUP WEST EXTENSION
-  TRAFFIC FLOW DIRECTION
-  GATEWAY (EXACT LOCATION TO BE DETERMINED)
-  ST.DAVID'S EA STUDY LIMIT

## Appendix B PW 41-2019



## NOTE

- |     |  |   |                   |
|-----|--|---|-------------------|
| ① ② | MUP WEST EXTENSION (REGION)                              | ⑥ | SIDEWALK (MTO)    |
| ③   | MUP ON ST.DAVID'S RD. OVERPASS AT HWY 406 / HWY 58 (MTO) | ⑦ | SIDEWALK (REGION) |
| ④   | MUP EAST TRANSITION (UNDER MTO BY REGION)                |   |                   |
| ⑤   | MUP EAST END CONNECTION (REGION)                         |   |                   |

**Niagara Region**  
PUBLIC WORKS

REGIONAL ROAD 71 (SIR ISSAC BROCK WAY / ST DAVID'S RD)  
FROM JOHN MACDONALD ST / SCHMON PKWY TO COLLIER RD  
CITY OF ST.CATHARINES / TOWN OF THOROLD  
MULTI USE PATH

DATE	2018-02-15
SCALE	NOT TO SCALE
REF. No.	RN ###-##
DWG No.	RR 71



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**Subject:** Construction Contract: Dain City Sewage Pumping Station Forcemain Replacement

**Report to:** Public Works Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendation

1. That Council **AUTHORIZE** staff to proceed with an award to V. Gibbons Contracting Ltd. in the amount of \$1,544,091 (including contingency and HST) to construct/replace the temporary forcemain in Dain City in accordance with Section 17 of Procurement By-law No. 02-2016, as amended on February 28, 2019.

## Key Facts

- During a rain event on April 16, 2018, several basements in Dain City experienced flooding. Region staff investigated the situation and found large quantities of a glycerine based substance had been deposited throughout the local sewage collection system.
- On January 1, 2019, the Dain City forcemain was found to be plugged, which necessitated staff hiring tanker trucks to haul sewage directly to the Welland Wastewater Treatment Plant (WWTP).
- The nature of the event met three of the requirements for consideration as a Special Circumstance occurrence as defined in the Region's Procurement By-law, namely:
  - i. an event that is exceptional or could not be foreseen and is likely to pose a threat to the health, safety or welfare of the public;
  - ii. an event that, unless immediately addressed, is likely to cause significant loss or damage to property;
  - iii. an event that has disrupted any essential service that needs to be re-established without delay;
- Staff, with the assistance of V. Gibbons Contracting Ltd., installed a temporary forcemain from the pump station to approximately 150 meters north of Forks Road in an effort to bypass the known blockage (Phase 1). The costs incurred to complete this work was funded with operating dollars.
- Staff are now recommending awarding with Council approval, a further single source contract to V. Gibbons Contracting Ltd. for the construction/replacement of the temporary forcemain (Phase 2) due to the risk that another blockage could result in increased costs of hauling sewage along with negative impacts to the environment and the public.
- As per Schedule B - Purchasing and Execution Authority of the Region's Purchasing Bylaw, the purchasing authority for Special Circumstance awards over \$1,000,000 is Regional Council.



- Design is under way for Phases 3 to 5 (refer to Appendix 1) with construction occurring from the fall of 2019 to late 2020. Design was procured through a competitive process and construction of these subsequent phases will be awarded through a competitive process.

## Financial Considerations

### Operating Costs

To date, staff have invested a considerable amount of time managing this special circumstance event including retaining many third party contractors to assist with the hauling of sewage, cleaning of piping, and construction of an overland forcemain to temporarily rectify the issues. The operating costs expended to date are summarized below (including 1.76% non-refundable HST if applicable):

Summary of Expenditures/Resources	Amount
Third party vendors (8 vendors)	\$ 1,042,889
Estimated internal staff time and fleet resources	167,719
Total	\$ 1,210,608

These costs have been identified as a pressure to the 2019 forecasted financial results.

Any further breaks and/or blockages occurring on the forcemain will result in further costs to Niagara Region in the amount of approximately \$226,300/month (\$51,900 /week) plus costs for repair/replacement of piping. In addition to the above expenditures, there will be a rental cost of \$9000 plus taxes per month for the temporary forcemain piping commencing July 1, 2019.

### Capital Costs

Staff have obtained an estimate from V. Gibbons Contracting Ltd. for the replacement in the amount of \$1,390,502 (including 1.76% non-refundable HST and including 20% contingency). Staff has reviewed this estimate and find that it is inline with past costs for like work. Sufficient budget exists in the project for these amounts (see Appendix 2 for a full budget breakdown).

Water and Wastewater Engineering staff have been providing a significantly higher than normal amount of resources throughout the project in order to manage the project and related issues.

## Analysis

The Dain City Sewage Pump Station (SPS) serves approximately 800 residents/workers in Dain City (Welland) by pumping sewage to the gravity sewer system on Gordon Street some three (3) km away.

During a rain event on April 16, 2018, several basements in Dain City experienced flooding. During that event, Region staff were relief pumping to the environment with the objective of minimizing the sanitary sewer surcharging and flooding.

Region staff investigated the situation and found large quantities of a glycerine based substance had been deposited throughout the local sewage collection system. The City of Welland staff carried out a flushing program to clean the local collection system. Subsequent to the City's cleaning efforts, Region staff further investigated the issue and found that the glycerine based deposits were present through out the pump station piping and the forcemain. In addition, the forcemain was found to have damage typical of that caused by hydrogen sulphide build up in the pipe. Staff then put the processes in place for budgeting to begin design and replacement of the entire forcemain.

Maintenance Staff cleaned out all of the pump station piping and the forcemain in the immediate area of the pump station and replaced the lift station pumps.

On January 1, 2019, the Dain City forcemain was found to be plugged, which necessitated staff hiring tanker trucks to haul sewage directly to the Welland Wastewater Treatment Plant (WWTP) in order to protect residents' basements and avoid spills of untreated sewage to the environment.

On average, one and a half 43,000 litre trucks were filled every hour for the duration of the bypass effort. Total cost of trucking sewage from January 1st to February 26th was \$415,520 (\$226,300/month) excluding taxes.

Staff, with the assistance of Kerry T. Howe Engineering Limited and V. Gibbons Contracting Ltd., established a method to locate the blockage and by February 26, 2019, Gibbons installed a temporary forcemain (temporary in-ground and above ground piping) from the pump station to approximately 150 meters north of Forks Road, connecting to the existing forcemain in an effort to bypass the known blockage.

While this temporary main has allowed staff to avoid the continuing high cost of trucking the sewage, it is temporary and above ground, and thus could be subject to damage. It is staff's opinion that the forcemain needs to be replaced as soon as possible with a permanent, in-ground forcemain to avoid further risk to public safety and the environment.

On April 25, 2019, a new forcemain break was discovered along the railway lines in the area north of Humberstone Road and sewage was again hauled by sewage haulage tankers to the Welland WWTP for a two (2) day period to enable staff to make repairs.

These issues (blockage and leaks) were unforeseen and would pose a risk to the public and/or environment if left unchecked. The forcemain is now monitored on a daily basis so that immediate action can be taken if necessary due to the additional concerns associated with operating the temporary above ground pressurized sewage main. This temporary forcemain needs replacement to restore confidence in at least this section of the forcemain until the entire system is designed and constructed, thus providing continued sewage services to the residents of the Dain City area. There is pressure from the Dain City residents to remove the above ground forcemain. Any delay in completion of this work increases the already high chances of sewage spills to the environment, continued safety and liability concerns with the overland piping, and continuing high costs for trucking of sewage if blockages/leaks occur again.

Design of the replacement is complete and will replace the temporary above ground piping. V. Gibbons Contracting Ltd. have given their commitment to proceed immediately with this construction upon receiving approval from Niagara Region of the sole source award.

## **Alternatives Reviewed**

**Tender construction contract with tender period** – this alternative will result in at least an additional three (3) months time for development and finalization of tender documents and facilitating the tender period and award, resulting in further delayed completion of the work to eliminate the temporary overland forcemain. This delay will increase the risk to the public and environment related with long term operation of the temporary overland forcemain.

Any further breaks and/or blockages occurring on the forcemain will result in further costs to the Region in the amount of approximately \$226,300/month (\$51,900 /week) plus costs for repair/replacement of piping.

## **Relationship to Council Strategic Priorities**

This recommendation is related to the public safety and servicing strategic priority since the planned upgrades will ensure reliable and safe infrastructure within the Niagara Region.

**Other Pertinent Reports**

None

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**Recommended by:**

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Acting Commissioner  
Public Works Department

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**Submitted by:**

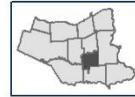
Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Pamela Hamilton, Program Financial Specialist W-WW, and reviewed by Tony Cimino, Associate Director W-WW and Joseph Tonellato, P.Eng., Director W-WW.*

**Appendices**

Appendix 1	Key Map	6
Appendix 2	Project Budget and Costs	7





### Legend

- SPS Sewage Pumping Station
- Phase 1 - Temporary Above Ground Forcemain
- Phase 1 - Temporary Inground Forcemain
- Phase 2 - Forcemain Replacement
- Phase 3 - Forcemain Replacement
- Phase 4 - Forcemain Replacement
- Phase 5 - Forcemain Replacement
- Existing Force Main
- Existing Sanitary Gravity Pipe

1:7,500





**PW 42-2019 APPENDIX 2  
TOTAL ESTIMATED PROJECT COST  
Contract Award**

**Dain City Forcemain Replacement**

	<b>Total Council Approved Budget</b>	<b>Budget Increase / Reallocation</b>	<b>Revised Council Approved Budget</b>	<b>Expended &amp; Committed as of June 12, 2019</b>	<b>Forecasted Costs</b>	<b>Budget Remaining</b>
	<b>(A)</b>	<b>(B)</b>	<b>(C) = (A) + (B)</b>	<b>(D)</b>	<b>(E)</b>	<b>(F) = (C)-(D)-E</b>
<b><u>Total Estimated Project Cost 20000881 *</u></b>						
(a) Construction (includes contract contingency)**	5,129,999	(25,000)	5,104,999	163,061		4,941,938
1. Sole Source Award					1,390,502	(1,390,502)
2. Remaining Construction					3,551,436	(3,551,436)
(b) Project Contingency	500,000		500,000	-	500,000	-
(c) Consulting Engineering Services (Design, Contract Administration, & Inspection)	220,000	25,000	245,000	242,354	2,646	-
(d) Project Management & Internal Costs	175,000		175,000	12,476	162,524	-
<b>Total Estimated Project Cost</b>	<b>6,024,999</b>	<b>-</b>	<b>6,024,999</b>	<b>417,892</b>	<b>5,607,107</b>	<b>-</b>

\* All costs above include the non-refundable 1.76% portion of HST.

\*\* Total contract award is equal to i) \$1,366,452; ii) \$1,390,502 including 1.76% non-refundable HST; iii) \$1,544,091 including 13% HST

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**Subject:** Niagara Specialized Transit Service Delivery Amending Agreement 2019-2020

**Report to:** Public Works Committee

**Report date:** Tuesday, July 9, 2019

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## **Recommendations**

1. That the Chief Administrative Officer **BE AUTHORIZED** to execute the Niagara Specialized Transit (NST) Service Delivery Amending Agreement 2019-2020 between the Regional Municipality of Niagara and The BTS Network Inc. such that the Agreement meets the approval of the Director of Niagara Region Legal and Court Services.

## **Key Facts**

- The purpose of this report is to seek Council's approval of the NST Service Delivery Amending Agreement 2019-2020 which is compliant with the Region's Procurement By-law.
- A new structure limiting the provision of trips provides certainty with regards to budget containment while ensuring continuity of service.
- The two year term of this Amending Agreement provides stability to the service to the end of 2020 while a transit governance decision is sought in Q1/Q2 2020 for both conventional and specialized transit services.
- Phase II of the Stoney Creek Transfer Hub Pilot will be in effect for the duration of the Agreement where the provision of trips directly to Hamilton is to be suspended in favour of utilizing a transfer hub in Stoney Creek that is available for all trip purposes.
- The results of the NST Operations Review (LNTC 9-2018 and PW 39-2019) which will include recommendations for future service delivery models and standards, is expected by the start of Q4 2019.
- Results from the NST Operations Review (PW 39-2019), will be addressed through revisions to existing Standard Operating Procedures and only if required, through another amending agreement.

## **Financial Considerations**

The negotiated Amending Agreement ensures that the net expense of NST service is contained within the forecasted operating budget(s) by establishing a maximum number of trips delivered annually (31,200). The 2019 NST operating budget, while consistent with the baseline approved 2018 budget, realizes an increase of 3.8% in the total number of trips over 2018 (equivalent to an average of 600 trips per week) which was

achieved through reductions in the average trip rate. The reduced average trip rate was a key requirement in the contract negotiations to ensure sufficient service levels could be provided within the approved operating budget. It should be noted that this multi-year contract allows for the 2020 rate to be amended to include a Consumer Price Index (CPI) adjustment ahead of the formal budget approval process; however this is discussed further in the “Alternatives Reviewed” section below. The financial projections of the Amending Agreement are provided in Table 1 below.

**Table 1 – NST Operating Actuals vs. Cost Projections for 2019 and 2020**

<b>Details</b>	<b>2018 Actual</b>	<b>2019 Projected</b>	<b>2020 Projected</b> <i>Estimated @ 2.7% CPI***</i>
# of Trips	30,057	31,200	31,200
Operator Payments*	\$2,627,753	\$2,164,527	\$2,222,969
Fare Revenue**	(\$151,123)	(\$156,870)	(\$156,870)
Net Expense	\$2,476,630	\$2,007,657	\$2,066,099

\* Includes Service Provider payments for late cancellations, handling charges and 1.76% non-refundable HST

\*\* 2019 Operator Payments and Fare Revenue were estimated using 2018 averages

\*\*\* Estimated 2020 Consumer Price Index is assumed to be equal to the Municipal Price Index of 2.7%

## Analysis

The NST Service Delivery Amending Agreement 2019-2020 was structured as an amendment to the original Service Delivery Agreement as a means of simplifying the process, the expectations of both parties, and ensuring compliance with Niagara Region’s Procurement By-law. That said, a number of elements have changed from one agreement to the next and are summarized below.

Trip Volume – This Amending Agreement seeks to provide greater certainty for Niagara Region as it relates to budget containment while guaranteeing levels of service. BTS is now limited to a general average of 600 trips per week (average of 100 trips per day). This translates to a maximum of 31,200 trips (600 trips/week for 52 weeks) per year. Within this average, BTS is given some flexibility as to the actual number of daily trips being booked in order to compensate for the variability that trip cancellations and holidays cause. This will result in some days being slightly above or below the average but will ensure continuity of the service throughout the year and predictability for NST users.

Operating Rates – The operating rates in the original Agreement were dependent on the number of zones traveled by the rider; however this was a holdover from an outdated zone-based revenue model. Once provincial accessibility legislation mandated fare parity between conventional and specialized services, revenues for NST were altered to

reflect a flat fare as is charged in the conventional transit delivery model. In order to streamline the billing process, a weighted average was produced based on the typical trip distribution to produce an operating rate for all trips regardless of distance. As a result of the negotiation process, the operating rate was reduced in October of 2018 from \$78 to \$75, and further reduced to \$68 for 2019. A semi-annual CPI adjustment will be calculated and approved by both parties prior to its implementation for the start of 2020.

Stoney Creek Transfer Hub, Phase II – In PW 51-2017, staff identified a program change relating to trips that NST was delivering to Hamilton. These trips present numerous operational challenges for BTS and are exceptionally expensive for Niagara Region as they cost approximately 60% more than the average operating rate. Staff has since developed a successful transfer hub in Stoney Creek where NST riders are able to transfer to the specialized transit service in Hamilton (DARTS) to complete their journey within the City of Hamilton. With the introduction of the hub in 2018, staff were able to streamline the process of booking transfers across two (2) systems to minimize the impact on the rider. Utilizing the transfer hub has two additional benefits. The first being that riders will no longer be limited to traveling for trips which are medical in nature (which is the current policy direction as Hamilton). The second is that the one-way fare for a trip to Hamilton from Niagara is reduced from \$15.00 to approximately \$9.00. With the key elements of the transfer hub in place, staff are set to suspend the direct trips to Hamilton so that the transfer hub's effectiveness can be properly evaluated. This second phase is expected to last for the duration of this Amending Agreement.

Agreement Duration - The duration of this Amending Agreement has been defined as two (2) years with the start date being back-dated to January 1, 2019 to coincide with the official termination date of the original Agreement. Thus the end date is defined as December 31, 2020. This provides stability to the NST service while potential future transit governance models can be examined. An early termination clause has been included which would require Niagara Region to pay \$100,000. That amount would rise to \$200,000 if at the time of early termination BTS is meeting all of the conditions of the Amending Agreement. This will supply BTS a measure of security, as there are significant challenges in ensuring the provision of a suitable fleet with an uncertain duration. If the full term of the Amending Agreement is reached, Niagara Region is not required to pay this fee.

On-board Duration – Under the original Agreement, a passenger was not to be on board an NST vehicle for a duration greater than two times the travel distance and thus not more than 90 minutes. For the Amending Agreement, the “two times the travel distance” has been removed in favour of an overall duration of 75 minutes. This is reflective of the elimination of the direct trips to Hamilton while also providing BTS some additional flexibility to combine similar trips for the sake of operational efficiency.

NST Client Communication – BTS has agreed to supply each client with a formal confirmation of their trip request within 24 hours of that request being received. This confirmation of receipt shall contain the relevant trips details as well as a “Booking ID” (reference number) and will be delivered via text message, email, or phone as preferred by the client. In addition, no less than 24 hours prior to the date of the desired trip, BTS will confirm or deny the availability of the requested trip with the client via the same delivery method as noted above. Clients will be notified that a trip is not confirmed simply by their submission of a request. Only trips that have been confirmed by this second notification are scheduled for delivery. In the event that a trip is delayed, or projected to be delayed, by more than 10 minutes, BTS shall notify the client via text, email and/or phone as preferred by the client. The requirements noted in this section should help alleviate some of the concerns staff have heard from clients regarding confusion in the trip booking/confirmation process as well as reducing the uncertainty for clients when the vehicle is running behind schedule. Staff will continue to work closely with NST clients as well as BTS and make refinements as necessary to enhance and streamline the service.

On-time Performance – BTS is required to maintain an on-time performance of 95 percent. On-time is defined as arriving up to 15 minutes prior, or up to 10 minutes later than the scheduled pick-up time.

The Specialized Transit Service Review is a component of the Inter-Municipal Transit Working Group’s work plan under the direction of the Linking Niagara Transit Committee. This two-staged study is intended to provide a jurisdictional scan of specialized transit services within the region, recommend improvements that align with the larger conventional transit governance discussion, and also consists of a thorough review of the existing Service Provider’s adherence to the original Agreement. This study is well under way with the results being expected prior to the end of 2019.

That said, staff has recently been provided an initial summary of the NST Operations Review as outlined in PW 39-2019. As these results only highlight opportunities for improvement at a high level, staff will engage with BTS to revise the Standard Operating Procedures to mitigate/eliminate those concerns. Should the necessary changes fundamentally alter the scope of the Amending Agreement, staff will examine opportunities for another amending agreement and/or supplemental service solutions. That summary document will also serve as a reference for monitoring BTS’s improvements going forward.

## **Alternatives Reviewed**

Staff have begun reviewing alternative service delivery options in conjunction with the Specialized Transit Service Review; however due to timing limitations, it was determined that the priority should be placed on maintaining service continuity until decisions are made relating to the larger transit governance model.

Staff are currently developing options for an on-demand, dynamic transit service to be deployed in the western and potentially the southern, municipalities of Niagara. In addition, staff have been reviewing alternative service delivery models in conjunction with the Specialized Transit Service Review. There is a strong potential for alignment between these new opportunities and the existing specialized transit system. This alignment would likely yield a significant opportunity to leverage value and service delivery efficiencies rather than providing two distinct, but similar systems. However, due to timing constraints, it was determined that the priority should be placed on maintaining service continuity until decisions relating to the larger transit governance model are made.

As this multi-year Amending Agreement allows for the 2020 rate to be amended to include a Consumer Price Index (CPI) adjustment outside of the formal budget approval process, the Region may need to reduce the number of trips it can deliver to offset the price increase should a commensurate budget increase not be approved by Council and/or should the CPI adjustment exceed the Municipal Price Index of 2.7%.

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

This report is being brought forward to seek approval to execute a Niagara Specialized Transit Service Delivery Amending Agreement. Supporting transit was a priority of the previous Council under the Moving People and Goods segment and will continue through the consolidation process.

### **Other Pertinent Reports**

PW 39-2019 – NST Operations Review

PW 23-2019 – NRT and NST 2018 Ridership and Revenue Summary

LNTC 9-2018 – Niagara Specialized Transit Service Review Terms of Reference

PW 40-2018 – NST Negotiations and Program Changes

PW 51-2017 – NST Program Change Options

CAO 8-2017 – Niagara Region's Transit Service Delivery and Governance Strategy



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**Prepared by:**

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Program Manager, Transit Services  
Public Works Department

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**Recommended by:**

Catherine Habermehl  
Acting Commissioner  
Public Works Department

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Heather Talbot, Financial and Special Projects Consultant, and reviewed by Matt Robinson, Director, GO Implementation Office.*

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**Subject:** Niagara Specialized Transit Operations Review

**Report to:** Public Works Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

1. That the findings and recommendations outlined in this report **BE CONSIDERED** in conjunction with the Niagara Specialized Transit Service Extension recommended in PW 40-2019.

## Key Facts

- The purpose of this report is to present major findings and near-term recommendations based on an audit of Niagara Specialized Transit (NST) operations and related customer feedback.
- In December 2015, Niagara Region entered into a Service Agreement with The BTS Network Inc. (BTS) for delivery of NST Service.
- In December 2018, Niagara Region initiated a Specialized Transit Study that included a review of current NST operations and retained IBI Group (IBI) as the consultant. A summary of the key findings are as follows:
  - **Key Operational Issues Identified with BTS**
    - Deficiencies in on-time performance - 86.4% against required 95%
    - Inconsistencies with trip data including erroneous reporting and data-integrity issues
    - Inefficiencies with trip scheduling software indirectly affecting customer service
    - Deficiencies in NST client communication – missed trips (client believes the trip has been booked where BTS has no record of the trip request)
    - Non-compliance with the contractual requirements for signage (decal) on vehicles operating NST service
  - **Key Challenges**
    - High trip cancellation rate by service users (almost twice the industry average)
    - Continued and significant increase in the number of new applicants
    - Financial constraints due to Niagara Region budget pressures resulting in unattainable performance standards
    - Contractor compensation on a per passenger trip (and zone) basis may not be well suited to the current trip volumes and Niagara's geography

- **Key Recommendations**

- Wholesale or significant restructuring of the contract with BTS is not recommended in light of the Specialized Transit Study recommendations coming later in the year
- Reduce advance booking requirement from 48 hours to 24 hours, to reduce trip cancellation rates
- BTS to immediately improve upon the on-time performance, fully comply with timely supply of management reports, have a traceable log of all trip requests with any subsequent changes, fully comply with required decaling and signage on vehicles operating for NST trips

## **Financial Considerations**

There are no financial impacts directly related to this report; however, there could be financial impacts arising out of changes to the NST Service Delivery due to this report's recommendations. Should these changes require funding over the approved annual NST budget, a subsequent report shall be brought for Committee's consideration.

## **Analysis**

As part of the NST Operations Review, IBI carried out a comprehensive audit of NST policies, procedures, and processes as well as the contract compliance by the service provider, BTS. Additionally, IBI obtained feedback from NST customers through on-board surveys and Public Information Sessions.

The audit included consideration of service costs, effectiveness, business processes, data management and reporting, regulatory compliance, fleet suitability, and an analysis of performance measures/metrics. IBI, accompanied by Regional staff, made site visits to the BTS Operations Centre in Niagara, and Customer Service Center in Vaughan.

The findings, observations and the recommendations below are for the near-term. The longer-term recommendations will come as part of the Specialized Transit Review study that includes NST as well as local municipal specialized transit systems.

The findings of the audit and customer feedback need to be viewed in the context of some of the challenges outlined below for context:

- In December 2017, Niagara Region issued a termination notice effective January 1, 2019 per the NST Service Agreement terms and invited BTS to enter into negotiations and continuation of NST service delivery in the interim.
- In 2018, the service delivery parameters were adjusted to keep the operating expenses within the defined NST Operating Budget for the year. This resulted in the adjustment of the number of trips being delivered to an average daily maximum. This

was a change from the previous Service Agreement that did not place any limitation on average daily trips, however placed an upper threshold on the maximum trips that would be a trigger point for termination of the Service Agreement

- The NST client base continues to grow consistently and significantly each year through the application process, which continues to drive demand for the Regional service. Any effort to accommodate this increase will require corresponding investments in the program to meet the increasing needs of the community. This will be further reviewed as part of the Specialized Transit Review study.

### • Key Findings and Near-term Recommendations

<b>On-Time Performance (2018 Trips)</b>	
<b>Criteria</b> 95% NST pick-ups operate within the on-time window of 10 min earlier or 10 min later (allowance of 5 minutes for early arrival)	<b>Findings</b> <b>2018 Trips</b> <ul style="list-style-type: none"> <li>• 0-10 min. (On-time) - 86.5%</li> <li>• 11-30 min. (Late) - 10.4%</li> <li>• &gt; 30 min. (Late) - 3.1%</li> </ul>
<b>Observation:</b> BTS is falling short of meeting the performance criteria	
<b>Recommendation:</b> BTS to immediately address this gap to bring up the on-time performance to 95% or better. To address this gap, BTS needs to improve its scheduling processes. For additional details refer below to the box on Trip Scheduling Process (Page 4 of this report).	

<b>Data/ Management Reports (2018)</b>	
<b>Criteria</b> Generate financial and operating reports for both accounting and general monitoring purposes	<b>Findings</b> <ul style="list-style-type: none"> <li>• BTS has the ability to generate robust data management reports, maintains record of operator training, staffing schedules, etc.</li> <li>• Review of operating, call-log, staffing, complaint, etc. data revealed inconsistencies including erroneous reporting and missing data to Niagara Region               <ul style="list-style-type: none"> <li>○ BTS recognized the need to hire a statistician to review and ensure data integrity</li> </ul> </li> <li>• 'Missing' trip data was primarily attributed to human error (failure to hit 'perform' function on MDT/<i>Ridetrack</i>)</li> <li>• BTS misses deadlines in forwarding management reports to Niagara Region even after several reminders, sometimes with inordinate delays in forwarding key reports</li> </ul>
<b>Observations:</b> BTS is falling short of meeting the performance criteria	
<b>Recommendation:</b> <ul style="list-style-type: none"> <li>• BTS to immediately comply with the supply of the trip data records with the agreed upon data-fields properly populated</li> </ul>	

<b>Data/ Management Reports (2018)</b>	
<ul style="list-style-type: none"> <li>BTS needs to deliver agreed upon management reports within the scheduled timeframe as dictated by the Reporting Requirements Tracker</li> </ul>	
<b>Trip Scheduling Process</b>	
<b>Criteria</b> NST pick-ups operate within a window of $\pm 10$ min (5 min. allowance on early arrival time)  Passenger on-board time shall not exceed two (2) times the direct travel time, and at no time exceed 90 minutes in total	<b>Findings</b> <ul style="list-style-type: none"> <li>Around 13.5% trips not picked-up within scheduled window</li> <li>Passenger on-board time exceeds two times travel time and exceeds 90 minutes</li> </ul>
<b>Observations:</b> <ul style="list-style-type: none"> <li>BTS scheduling processes including building of operator runs appear to present an opportunity for enhanced scheduling efficiencies (route optimization)</li> <li>BTS' own scheduling software is used to schedule/build runs - it does not appear the scheduling algorithm runs optimization based on the spatial and temporal distribution of trips</li> <li>Google Map Services is used to determine 'typical' travel times. There does not appear to be user defined parameters reflecting performance metrics that may trigger violations noted by scheduling staff</li> </ul>	
<b>Recommendation:</b> <ul style="list-style-type: none"> <li>BTS to review on-board client duration time with Regional staff</li> <li>Establish trip booking and scheduling parameters in predefined time increments</li> <li>Develop performance metrics (including max. travel times) reflecting zonal service delivery parameters</li> <li>Although not a contract requirement, BTS is advised to review its scheduling software for operational efficiencies as this indirectly affects customer service</li> </ul>	

<b>NST Client Communication</b>	
<b>Criteria</b> Provide a means of notifying passengers in the event of delay, planned and unplanned service disruptions, and a means of recording missed trips and cancellations.	<b>Findings</b> <ul style="list-style-type: none"> <li>Clients complain regarding lack of information when trip changes are made</li> <li>Issue with "missing trips" seem to be common, where a customer believes they have a trip</li> </ul>

NST Client Communication	
	scheduled but Service Provider has no record of trip
<b>Observations:</b> <ul style="list-style-type: none"> <li>According to BTS staff, routing is completed 48 hours in advance, so CSRs can issue a text, email, or phone call to all riders of their pending scheduled trips. CSRs make three (3) attempts to reach each rider (two (2) at 48 hours, and one (1) at 24 hours)</li> <li>BTS scheduling policy indicates that if a time change is needed, said change is scheduled within the original pick-up window</li> <li>Client-based feedback suggest that these policies/processes are not being followed fully</li> </ul>	
<b>Recommendation:</b> <ul style="list-style-type: none"> <li>BTS to review and update NST client notification procedure to have a traceable communication log of the requested trip and any subsequent changes</li> </ul>	

BTS Vehicles Used for NST Operations	
<b>Criteria</b> Ensure signage approved by the Region appears on each vehicle to enable it to be readily recognizable as an NST vehicle	<b>Findings</b> <ul style="list-style-type: none"> <li>Branding and signage (decal) on vehicles indicating NST service, has not been in compliance with contract requirements</li> </ul>
<b>Observations:</b> <ul style="list-style-type: none"> <li>BTS is not in compliance with the contract</li> </ul>	
<b>Recommendation:</b> <ul style="list-style-type: none"> <li>BTS to review with Regional staff the appropriate signage to appear on the NST service delivery vehicles and ensure compliance</li> </ul>	

- **Additional Observations**
  - Trip cancellations are at 23%, with 20.6% on-time cancellations (close to twice industry norm) resulting in service capacity going unused and unnecessary administrative effort being expended. Reduction in the advance booking requirement will help reduce cancellation rates (i.e. reducing trip booking time from 48 hrs. to 24 hrs.)
  - NST drivers are courteous and professional
  - Significant growth in the number of new clients – for 2018 an average of 61 new approved applicants per month
  - Region could consider revising the basis of Service Provider compensation – per trip basis may not be in the best interest of Niagara Region given the



- size/area of service, distribution of trip origins/destinations, and the need to reflect the *shared-ride* nature of specialized transit service delivery. Alternatives including per revenue hour may be considered.
- It is difficult for the contractor to fully comply with the requirement to accommodate 97.5% of trip requests (as per the Original Agreement) given the financial constraints including limits placed on total trip volume resulting in an unaccommodated trip rate averaging close to 14%. As such, both parties agreed to remove this requirement in the Amending Agreement (PW 40-2019).

## **Alternatives Reviewed**

Based on the NST Operations Review, it is possible to go through a formal procurement process with minor updates to the current service delivery model. This alternative is not recommended at this time for the reasons outlined below:

- The Specialized Transit Study is reviewing the future service delivery models that will feed into conventional transit governance review (currently under initiation) which will consider all of Niagara's specialized transit systems as part of a consolidated transit model. The outcome from this review is anticipated by the first quarter of 2020.
- Any new procurement process ahead of the governance review will require a short-term duration for the agreement. This would create logistical issues in terms of start-up time and resource commitments for potential suppliers of the service and would likely require financial offsets.

## **Other Pertinent Reports**

PW 40-2019 NST Service Agreement 2019-2020

PW 51-2017 Niagara Specialized Transit (NST) Program Change Options

PW 61-2015 Niagara Specialized Transit Service Delivery – Contract Award

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**Prepared by:**

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**Recommended by:**

Catherine Habermehl  
Acting Commissioner  
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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Robert Salewysch, Program Manager – Transit Services, and reviewed by Matt Robinson, Director GO Implementation Office.*

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**Subject:** Red Light Camera

**Report to:** Public Works Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

1. That Report PW 36-2019 **BE RECEIVED** for information.

## Key Facts

- Niagara Region Staff are developing a business case to study the feasibility of operating a Red Light Camera (RLC) program throughout Niagara Region.
- Niagara Region Staff will report to Public Works Committee as a component of the Road Safety Plan for Niagara Region on the business case results and final recommendations to operate a RLC system by the end of the 2019 calendar year.
- Collisions involving pedestrians, cyclists or vehicles occur at signalized intersections with a high chance of causing serious injury or death.
- Approximately 20% of reportable collisions on Niagara Regional roads in 2016 and 2017 were angle collisions, with a 1.2% increase in 2018.
- In total, there were 947 collisions at Niagara Regional intersections from 2008 to 2017.
- The Province of Ontario legislated that Municipalities can operate a "Red Light Camera" system since November 2000. The cameras are proven to be an effective means to reduce the incidences of red light infractions making streets safer for all users. Appendix 1 provides further details on red light camera operations and those Municipalities already implementing the program.
- Since the introduction of RLCs, the number of angle collisions have been decreased within those Municipalities that have adopted RLCs (fatality collisions by 40%, Injury collisions by 37%), and the numbers of serious injury for rear-end collisions have decreased by 14% (no record of fatality collisions in rear-end collisions). These benefits also transfer to driver behavior at other intersections that do not have RLCs (a recent study showed a 10.7% reduction in overall collisions and a 22.7% reduction in severe collisions at none-RLC intersections).

## **Financial Considerations**

Funding for this business case will be provided from the 2019 Transportation Services Operating Budget. An RFP will be issued to engage a Consultant to develop a business case for Niagara Region. This will include the associated cost-benefit analysis and setting out the targets, policies, and action plans that will guide Niagara Region in creating safer roads by reducing the number and severity of motor vehicle collisions at intersections.

Future capital and operating costs associated with this program will be considered as part of future budget deliberations by Council.

## **Analysis**

The Province of Ontario introduced the RLC enforcement pilot project for prosecuting red light offenders using photo evidence in 2000. The resulting evaluation study indicated the program was a success and in August 2004, legislation became permanent. Currently, the program is running under Phase 3 which started in 2017 and will be operational through 2021, with an option to join a five (5) year period from 2022 to 2026. Niagara Region will be investigating potential start dates to join the red light camera program and will be bringing this back for consideration in a future report to Council.

Collisions resulting from red light running tend to be more severe than other intersection collisions because they usually involve at least one vehicle travelling at higher speeds. In the most severe collisions, the vehicles hit each other at right angles. The resulting side-impact collisions cause severe injuries, sometimes leading to death.

It can be a challenge, time-consuming and expensive for police enforcement of red light infractions at intersections which add high operational costs to policing and the overall municipal tax burden on residents.

RLCs are a well-established safety enforcement tool in Ontario. The enforcement, along with an education component, have proven to reduce the number of right-angle collisions at intersections.

Based on the business case recommendation, coordination with the Ministry of Transportation and Joint Processing Center, Niagara Regional Staff will report back to the Public Works Committee on options to join, that include safety effectiveness measures, a financial update and cost and revenue potential.

## **What is Red Light Camera Enforcement?**

As a vehicle approaches a red light at or above a set speed, loops immediately in front of the intersection stop bar trigger the red light camera system. Two photographs are

taken; the first photograph shows the red signal and the vehicle positioned at the stop bar before entering an intersection while the second photograph shows the red signal and usually the vehicle positioned in the intersection. Both of the photos are taken of the rear of the vehicle and must clearly show a licence plate.

If the images clearly show a red light violation, then an infraction notice is mailed to the registered owner of the vehicle. Similar to parking tickets, RLC infraction notices are the responsibility of the vehicle owner, no demerit points are involved. It should be noted that vehicles that are in the intersection when the red light comes on are not photographed and are not subject to a RLC violation.

Superimposed on the photograph is identifying information related to the offence to clearly show that the vehicle was moving at the time (i.e., location, time, speed).

The effectiveness of red light cameras can be viewed in terms of reductions in crash frequency, crash severity, and frequency of red light running violations.

**Joint Processing Centre (JPC):**

Operated by the City of Toronto, the JPC views the photos and requests vehicle plate ownership information from MTO to match the ownership information with photos and form the belief that an offence was committed and issues a ticket. Accordingly, Provincial Offences Officers file charges (certificate of offence with the Court at the designated Municipality).

The City of Toronto chairs the RLC Program Steering Committee that manages and updates agreements between Municipalities; whereas the JPC obtains approval from existing Municipalities for 'new' partners and provides approval in principle to the Municipality and MTO.

**Role of the Ministry of Transportation**

The Province provides plate registrant information to Municipalities via the JPC and monitors contractual obligations between the Province and participating Municipalities. Operational Agreements include provisions for:

- Site-specific signage advising of camera enforcement;
- Municipally-led public awareness campaigns on red light running;
- Monitoring of safety effectiveness; and,
- Funding all aspects of the program, including reimbursement of Provincial costs.

**Role of Municipality**

The Municipalities lead and fund the Red Light Camera Program. The program is a partnership between the Provincial Government and Municipalities.

Municipalities must enter into three (3) agreements to operate RLC in their jurisdiction. The Vendor Agreement is to supply, install, operate and maintain camera equipment, and will pay for all equipment, technical and installation costs for the cameras.

The second agreement is the Processing Agreement with the City of Toronto Joint Processing Centre for the operation and cost-sharing of the Processing Centre, which issues offence notices. The last agreement is the Operational Agreement with MTO to provide plate registrant information to the JPC for distribution to Municipalities for prosecution purposes, including certified documents when required at trial.

Over the years, this approach ensures unified and consistent prosecution of offences protecting the overall integrity of the legislative regime.

### **Financial Implication**

The cost to implement a RLC includes the operating cost of the RLC contract, RLC processing fees (City of Toronto), vehicle license information (Province), as well as an education/awareness program. The RLC contract is a fixed fee per location.

A red light camera costs approximately \$30,000 annually which includes the lease, installation and operational costs of each camera (the Vendor cost). There are also additional costs associated with the program such as supporting the Toronto Joint Processing Centre (approximately \$6,000 annually per camera), costs associated with retrieving data from the Ministry of Transportation (approximately \$30,000 per Municipality annually), and other related costs.

Over time, the number of right-angle collisions at the intersections will decrease, which has an associated social cost; however, the fine revenue will also decrease as there is improved compliance with the red lights.

### **Alternatives For Consideration**

Potential alternatives will be provided in a future report to the Public Works Committee once costs and implications are defined through the finalization of the evaluation and administration process.

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

#### **Alignment to Niagara Region Transportation Master Plan**

Niagara Region is undergoing significant change and by 2041 will have grown and evolved on economic, demographic, social and technological fronts. This recommendation will support growth and enhance Niagara's position globally by ensuring the road network is safe.



This is a critical step forward to adopting Vision Zero Road Safety Plan in Niagara Region, by ensuring safe speed limits, conflict-free street design, and up-to-date driver enforcement to prioritize the safe passage of our most vulnerable populations.

### **Other Pertinent Reports**

None.

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**Recommended by:**

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Acting Commissioner  
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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Carolyn Ryall, Director Transportation Services, Brian McMahon, Program Financial Specialist and Donna Gibbs, Director Legal and Court Services.*

### **Appendices**

Appendix 1	Check sheet: Additional Information and Facts	6-7
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## **Appendix 1**

### **Check sheet: Additional Information and Facts**

#### **1. What is red light running and how do cameras work?**

"Red light running" is when a driver enters an intersection after the light has turned red.

Red Light Cameras (RLC) are installed to photograph vehicles that run red lights.

The cameras are in operation 24 hours a day, seven (7) days a week. They are connected to the traffic light (signal) and to sensors that are installed just before the stop bar. The system constantly monitors the traffic light (signal), and the camera takes a picture of any vehicle that does not stop at the red light.

The camera records the:

- Date
- Time of day
- The exact time the car crossed the stop line and the length of time that the red was active
- Vehicle speed
- License plate

The Provincial Offence Officers review these photos, and mail tickets to owners of the vehicles within three (3) weeks from the time of the violation.

#### **2. How do red light cameras increase safety?**

Red light cameras are adopted as a safety initiative at intersections to prevent motorists from running red lights.

Red light cameras cause people to slow down as drivers know that a camera is there; which cause a change in driver behavior. This awareness helps to reduce the accidents and injuries at intersections and changes driver behaviour over time.

Red light cameras have demonstrated a reduction of right-angle collisions at intersections.

#### **3. Is red light running a safety problem in Ontario?**

- Based on Ontario data, red light running accounts for:
- Approximately 0.80% of all HTA convictions. (2015 Ontario data)
- In 2014, approximately 24% of fatal collisions at municipal intersections with traffic signals (13 of 55 such collisions) were due to red light running. (2014 Ontario collision data).

- The participating RLC municipalities issued a total of 974,276 red light camera offence notices to Ontario plate holders between January 1, 2001, and December 31, 2017.
- The most serious type of collision at a municipal intersection is an angle collision. Results from the Red Light Camera pilot evaluation showed cameras successfully reduced this type of collision by 25%.

**4. Which municipalities currently participate in the Red Light Camera Enforcement Program?**

- Toronto, Hamilton, Ottawa, London, Peel Region, Waterloo Region, Halton Region, and York Region currently participate in the Red Light Camera Enforcement Program.
- The participating municipalities by the end of 2018 will be utilizing 336 cameras at 331 high-risk intersections:
  - Toronto (149 cameras; 144 intersections),
  - Ottawa (52 cameras; 51 intersections),
  - Hamilton (24 cameras; 24 intersections),
  - Regional Municipality of Peel (28 cameras; 28 intersections),
  - Regional Municipality of Waterloo (16 cameras; 16 intersections),
  - Regional Municipality of Halton (17 cameras; 17 intersections),
  - Regional Municipality of York (40 cameras; 40 intersections),
  - City of London (8 cameras; 8 intersections).

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**MEMORANDUM****PWC-C 19-2019****Subject: Waste Collection Contract RFP Schedule****Date: Tuesday, July 9, 2019****To: Public Works Committee****From: Sherri Tait, Acting Manager, Policy and Planning**

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In addition to confidential report, PW 43-2019, this memorandum is to provide Public Works Committee members information on the proposed timelines for the next waste collection RFP.

**Proposed Timeline of Next Collection Contract RFP**

<b>Date</b>	<b>Action</b>
July 2019	Release of RFP for next Collection Contract
August 2019	Closing Date of RFP
September / October 2019	Review and Evaluation of RFP, Draft and Finalization of Report to Council
October / November 2019	Council Award

Respectfully submitted and signed by

Sherri Tait  
Acting Manager, Policy and Planning  
Waste Management Services

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## **MEMORANDUM**

**PWC-C 20-2019**

**Subject: Status of the new Niagara-on-the-Lake Wastewater Treatment Plant Testing and Commissioning Process**

**Date: Tuesday, July 9, 2019**

**To: Public Works Committee**

**From: Joe Tonellato, Director, Water and Wastewater Services**

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The purpose of this memorandum is to inform Public Works Committee members about the status of the new Niagara-on-the-Lake Wastewater Treatment Plant testing and commissioning process.

On Tuesday, June 25, Niagara Region Operations and Maintenance Staff, working with Varcon Construction and Procon Constructors, began to direct sewage flows into the new wastewater treatment plant from three sewage pumping stations; namely Lakeshore Road PS, Garrison PS and William Street PS. As a result of this specific work, the 30-day commissioning test of treating residential sewage commenced. Appendix 1 provides an outline of the testing and commissioning process.

Staff will carefully monitoring the plant operations over the next 30 days and if there are no further deficiencies identified, and we are confident all issues have been addressed by the contractor and all processes are working at full function, Niagara Region will be ready to place the plant into full operation.

Niagara Region appreciates the patience of the residents of Niagara-on-the-Lake as we have worked through this process and look forward to a positive outcome. Staff will continue keep stakeholders informed of the progress.

Respectfully submitted and signed by

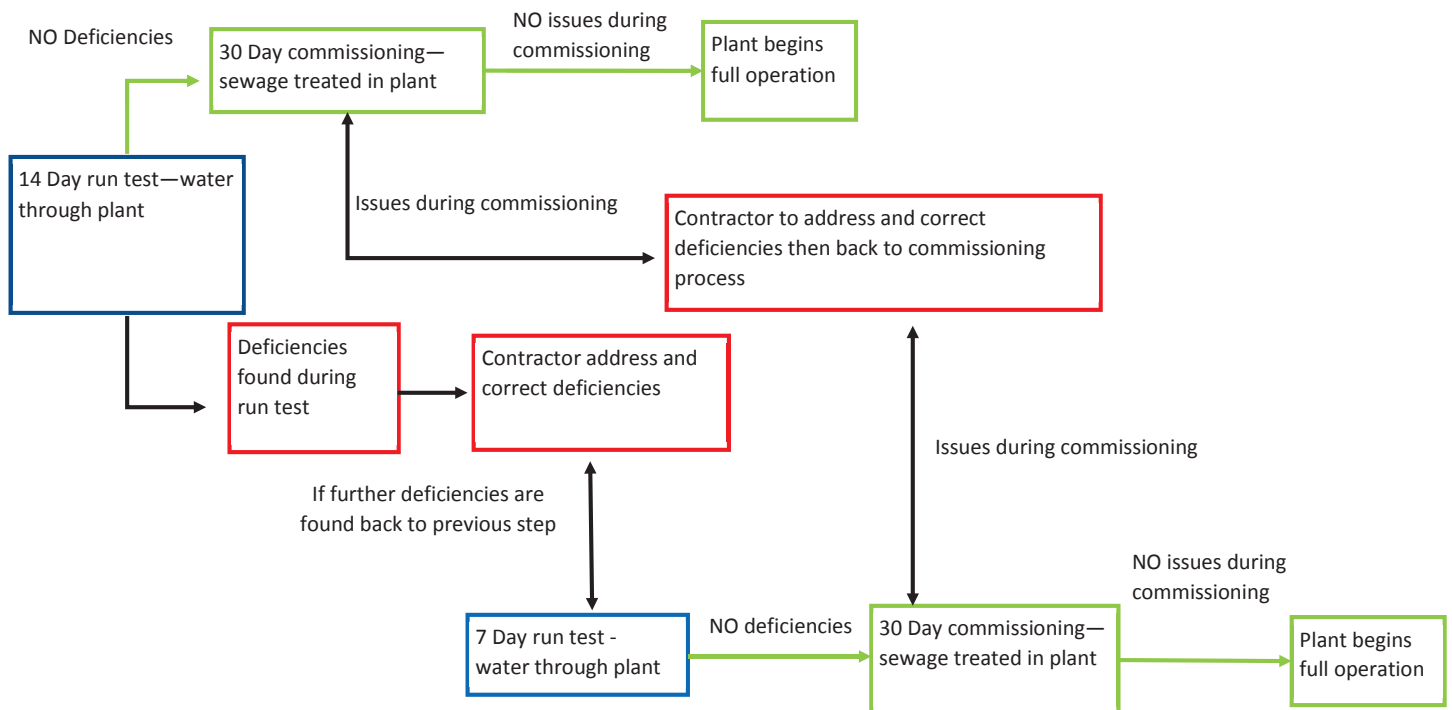
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Joe Tonellato  
Director, Water and Wastewater Services

Appendix 1 Niagara on the Lake WWTP – Testing and Commissioning Process

April 30, 2019

### Niagara on the Lake WWTP - Testing and Commissioning Process





Minute Item No. 5.1

PHD-C 06-2019

**Motion Respecting Response to Proposed Provincial Restructuring of Local Public Health Agencies**

1. That Regional Council **THANKS** the Premier and the Minister of Health for responding to feedback by municipalities to delay funding changes to public health and other municipally operated health and social services;
2. That the Regional Chair **BE DIRECTED** to write a letter to the Minister of Health and the Minister of Municipal Affairs and Housing to request that any restructuring or modernization of local Public Health ensure adherence to the following principles:
  - i. That its unique mandate to keep people and our communities healthy, prevent disease and reduce health inequities be maintained;
  - ii. That its focus on the core functions of public health, including population health assessment and surveillance, promotion of health and wellness, disease prevention, health protection, and emergency management and response be continued;
  - iii. That sufficient funding and human resources to fulfill its unique mandate are ensured;
  - iv. That the focus for public health services be maintained at the community level to best serve residents and lead strategic community partnerships with municipalities, school boards, health care organizations, community agencies and residents;
  - v. That there be senior and medical leadership at the local public health level to provide advice on public health issues to municipal councils and to participate in strategic community partnerships;
  - vi. That local public health services be responsive and tailored to the health needs and priorities of each local community, including those of vulnerable groups or those with specific needs such as the indigenous community;
  - vii. That representation of municipalities on any board of health be proportionate to both their population and to the size of the financial contribution of that municipality to the regional Public Health Entity; and
  - viii. That any transition be carried out with attention to good change management, and while ensuring ongoing service delivery;
3. That the Regional Chair **BE DIRECTED** to work with MARCO/LUMCO and AMO to describe the benefits of Public Health remaining fully integrated with other Niagara Region functions;
4. That the Medical Officer of Health **BE DIRECTED** to continue to report to the Board of Health in a timely manner as any new developments occur;

5. That at a minimum, the Chair of the Board of Health or co-Chair (Public Health) of the Public Health & Social Services Committee **PARTICIPATE** in Ministry consultations with boards of health on public health restructuring, and through the Association of Local Public Health Agencies (alPHa); and
6. That this resolution **BE CIRCULATED** to the Minister of Health, the Minister of Municipal Affairs and Housing, all municipalities, all Boards of Health, AMO, MARCO/LUMCO, and the Association of Local Public Health Agencies.

**Minute Item No. 5.2**

**PHD 12-2019**

**Approval of 2018 Public Health Audits**

That Report PHD 12-2019, dated July 9, 2019, respecting Approval of 2018 Public Health Audits, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited schedule of revenues and expenses and annual reconciliation return for the Public Health General Programs (attached in Appendix 1 and 2 of Report PHD 12-2019), **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. 5.3**

**PHD 13-2019**

**Increasing Capacity for Mental Health Services using External Funding**

That Report PHD 13-2019, dated July 9, 2019, respecting Increasing Capacity for Mental Health Services using External Funding, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** creation of two new full time permanent positions in Mental Health, funded using newly approved LHIN funding; and
2. That staff **BE DIRECTED** to continue to advocate for additional funding for mental health, consistent with the Mental Health & Well-Being objective of Council's new Strategic Plan.

**Minute Item No. 5.4**

**PHD 11-2019**

**Sole Source EMS Interdev Software Support Agreement and Hardware Purchase**

That Report PHD 11-2019, dated July 9, 2019, respecting Sole Source EMS Interdev Software Program Agreement and Hardware Purchase, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Council **AUTHORIZE** staff to proceed with the purchase of Panasonic CF33 laptops and a support and service contract from Interdev as a sole source in accordance with section 18 (a) item (i) of Procurement By-law No. 02-2016, as amended on February 28, 2019, which permits sole source procurement if “compatibility of a Purchase with existing equipment, product standards, facilities or service is paramount consideration.”

**Minute Item No. 5.5**

**COM 29-2019**

**Procurement of Homelessness Services for Period of April 1, 2020- March 31, 2023**

That Report COM 29-2019, dated July 9, 2019, respecting Procurement of Homelessness Services for Period of April 1, 2020 – March 31, 2023, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Negotiated Request for Proposal (NRFP) process **BE INITIATED** in Q3 2019 and that staff **BE AUTHORIZED** to enter into negotiations with the selected proponents based on the multiple NRFP processes, and award in Q1 2020 based on confirmation of funding; and
2. That the evaluation scoring matrix (Appendix A of Report COM 29-2019), to be used to score NRFP submissions from potential proponents, **BE APPROVED**.

**Minute Item No. 5.6**

**COM 31-2019**

**Budget Adjustment – Children’s Services**

That Report COM 31-2019, dated July 9, 2019, respecting Budget Adjustment – Children’s Services, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That an adjustment to the previously adopted 2019 Regional Municipality of Niagara (Niagara Region) operating budget in the amount of \$2,293,053, to be fully funded through the Ministry of Education (MEDU) grants, **BE APPROVED**.

**Minute Item No. 5.7**

**NRH 8-2019**

**Canada-Ontario Community Housing (COCHI) & Ontario Priorities Housing Initiative (OPHI)**

That Report NRH 8-2019 respecting Canada-Ontario Community Housing (COCHI) & Ontario Priorities Housing Initiative (OPHI), **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Niagara Regional Council **APPROVE** the Program and Delivery Fiscal Plan (PDFP) for Year 1-3 under the COCHI and OPHI and **APPROVE** the transfer payment agreement;
2. That the Regional Chair **BE DIRECTED** to demand that the Provincial Government of Ontario provide additional funding for affordable housing programs in Niagara, reinstating the previous funding levels; and
3. That Regional Council **CONSIDER** providing financial compensation for the Provincial funding shortfall to Niagara Regional Housing.

**Minute Item No. 6**

**Consent Items for Information**

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

PHD-C 03-2019

Port Colborne Quarry

PHD-C 04-2019

Mental Health Beds at Niagara Health St. Catharines Site

COM 28-2019

ProKids Program - Providing Recreational/Cultural Opportunities for Children/Youth  
2018 Year End Report

COM 30-2019

School Based Child Care Capital Projects

**Minute Item No. 9.1**

**Confidential Report COM 36-2019**

**A Matter respecting A Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations Carried on by or on Behalf of the Municipality under s.239(2) of the Municipal Act, 2001- Services Transformation**

That Confidential Report COM 36-2019, dated July 9, 2019, respecting A Matter respecting A Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations Carried on by or on Behalf of the Municipality under s.239(2) of the Municipal Act, 2001 – Services Transformation, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

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

**PHSSC 07-2019  
Tuesday, July 9, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bellows, Butters, Darte, Diodati, Foster, Gibson, Greenwood (Committee Co-Chair), Heit, Insinna, Ip, Jordan, Nicholson, Rigby, Sendzik, Whalen

Absent/Regrets: Bradley (Regional Chair), Chiocchio (Committee Co-Chair), Villella

Staff: A. Alfieri-Maiolo, Director, Clinical Services, A. Biscaro, Director, Family Health, Dr. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, S. Kearns, Director, Environmental Health, K. Lotimer, Legislative Coordinator, R. McDougall, Manager, Emergency Medical Services Logistics, A.-M. Norio, Regional Clerk, K. Smith, Chief/Director, Emergency Medical Services, R. Tripp, Acting Chief Administrative Officer

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**1. CALL TO ORDER**

Co-Chair Greenwood called the meeting to order at 2:00 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

**3.1 Negotiated Request for Proposals – General Overview**

Bart Menage, Director, Procurement and Strategic Acquisitions, provided Committee Members with information respecting Negotiated Request for Proposals - General Overview. Topics of the presentation included:

- Benefits
- Risks and Challenges
- The Process
- Negotiation Principles
- Negotiation Process

3.2 Environmental Health Hazards: Agencies & Jurisdictions

Peter Jekel, Manager, Environmental Health and Rabia Bana, Medical Resident, provided information respecting Environmental Health Hazards: Agencies & Jurisdictions. Topics of the presentation included:

- Objectives
- Ontario Public Health Standards
- How is This Achieved?
- Role of Public Health
- Relevant Legislation

**Councillor Information Request(s):**

Provide information respecting additional water testing (i.e. ditch water) in rural areas that may be at risk of potential water contamination. Councillor Butters

Provide an update on ticks and lyme disease for the Public Health and Social Services Committee meeting being held on August 6, 2019. Councillor Bellows

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 PHD-C 06-2019

Motion Respecting Response to Proposed Provincial Restructuring of Local Public Health Agencies

This motion was referred to Committee at the Regional Council meeting held on June 20, 2019.

Moved by Councillor Ip  
Seconded by Councillor Diodati

WHEREAS the Provincial Government has announced restructuring local public health agencies from 35 public health units to 10 new Regional Public Health Entities, governed by autonomous boards of health;

WHEREAS the Province expects to reduce provincial spending on local public health by \$200 million by 2021-22 from a current provincial budget for local public health of approximately \$750 million;

WHEREAS the Province is adjusting the cost-sharing formula with municipalities for local public health;



WHEREAS municipalities such as Niagara, Hamilton, and most others have been contributing more than their 25% share under Provincial policy for many years in order to ensure community needs are met based on the Ontario Public Health Standards, as set out by the provincial government;

WHEREAS the announcements do not contain sufficient detail to be able to fully understand the costs and implications of the proposed restructuring;

WHEREAS the scale of the proposed changes to the governance, organization and funding of local public health is unprecedented in Ontario;

WHEREAS the role of municipal councils is not clear in the proposed restructuring;

WHEREAS local public health agencies that are part of local government such as Niagara already achieve significant administrative efficiencies through the economies of scale from being part of much larger organizations than the future Public Health Entities;

WHEREAS local public health benefits from significant collaboration with social service, planning, recreation, and transportation services all of which address the social determinants of health and determine half of health outcomes;

WHEREAS separating public health agencies that are part of local government may have unintended negative consequences such as reducing municipal leadership on public health issues, reducing transparency and public scrutiny, as well as reducing effectiveness in collaboration on the social determinants of health;

WHEREAS the announcements appear to have a significant likelihood to impact on the delivery of local public health services;

WHEREAS Niagara Regional Council confirms its support of its public health staff in all the work that they do;

WHEREAS lessons from the past show that when the public health system is weakened, serious consequences occur;

WHEREAS expert reports, such as those following Walkerton's drinking water contamination and the outbreak of Severe Acute Respiratory Syndrome (SARS) have highlighted the need for a strong and independent public health sector to protect the health and safety of the public;

WHEREAS local public health has a unique mandate that focuses on upstream approaches to prevent injuries and illness before they occur, as

well as health protection measures that contribute to the safety of our food, water, and environment, and protect us from infectious diseases;

WHEREAS the evidence shows that the success of prevention is largely invisible, but the social and economic returns on these investments are immense with every dollar invested in public health programming saving on average eight dollars in avoided health and social care costs;

WHEREAS to achieve health and reduce “hallway medicine” both a strong health care and a strong public health system are needed;

WHEREAS the independence of the Board of Health and the Medical Officer of Health as the doctor for the community are essential parts of a strong and transparent public health system;

WHEREAS local perspectives add value to provincial priority-setting and decision making;

WHEREAS significant advances in public health have been led through local action, such as the development of tobacco control bylaws; and

WHEREAS the Province has indicated a willingness to consult with boards of health and municipalities on the phased implementation of the proposed changes.

NOW THEREFORE BE IT RESOLVED:

1. That Regional Council **THANKS** the Premier and the Minister of Health for responding to feedback by municipalities to delay funding changes to public health and other municipally operated health and social services;
2. That the Regional Chair **BE DIRECTED** to write a letter to the Minister of Health and the Minister of Municipal Affairs and Housing to request that any restructuring or modernization of local Public Health ensure adherence to the following principles:
  - i. That its unique mandate to keep people and our communities healthy, prevent disease and reduce health inequities be maintained;
  - ii. That its focus on the core functions of public health, including population health assessment and surveillance, promotion of health and wellness, disease prevention, health protection, and emergency management and response be continued;
  - iii. That sufficient funding and human resources to fulfill its unique mandate are ensured;

- iv. That the focus for public health services be maintained at the community level to best serve residents and lead strategic community partnerships with municipalities, school boards, health care organizations, community agencies and residents;
  - v. That there be senior and medical leadership at the local public health level to provide advice on public health issues to municipal councils and to participate in strategic community partnerships;
  - vi. That local public health services be responsive and tailored to the health needs and priorities of each local community, including those of vulnerable groups or those with specific needs such as the indigenous community;
  - vii. That representation of municipalities on any board of health be proportionate to both their population and to the size of the financial contribution of that municipality to the regional Public Health Entity; and
  - viii. That any transition be carried out with attention to good change management, and while ensuring ongoing service delivery;
- 3. That the Regional Chair **BE DIRECTED** to work with MARCO/LUMCO and AMO to describe the benefits of Public Health remaining fully integrated with other Niagara Region functions;
  - 4. That the Medical Officer of Health **BE DIRECTED** to continue to report to the Board of Health in a timely manner as any new developments occur;
  - 5. That at a minimum, the Chair of the Board of Health or co-Chair (Public Health) of the Public Health & Social Services Committee **PARTICIPATE** in Ministry consultations with boards of health on public health restructuring, and through the Association of Local Public Health Agencies (alPHa); and
  - 6. That this resolution **BE CIRCULATED** to the Minister of Health, the Minister of Municipal Affairs and Housing, all municipalities, all Boards of Health, AMO, MARCO/LUMCO, and the Association of Local Public Health Agencies.

**Carried**

5.2 PHD 12-2019

Approval of 2018 Public Health Audits

Moved by Councillor Diodati

Seconded by Councillor Darte

That Report PHD 12-2019, dated July 9, 2019, respecting Approval of 2018 Public Health Audits, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited schedule of revenues and expenses and annual reconciliation return for the Public Health General Programs (attached in Appendix 1 and 2 of Report PHD 12-2019), **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**

5.3 PHD 13-2019

Increasing Capacity for Mental Health Services using External Funding

Moved by Councillor Heit

Seconded by Councillor Whalen

That Report PHD 13-2019, dated July 9, 2019, respecting Increasing Capacity for Mental Health Services using External Funding, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** creation of two new full time permanent positions in Mental Health, funded using newly approved LHIN funding; and
2. That staff **BE DIRECTED** to continue to advocate for additional funding for mental health, consistent with the Mental Health & Well-Being objective of Council's new Strategic Plan.

**Carried**

5.4 PHD 11-2019

Sole Source EMS Interdev Software Support Agreement and Hardware Purchase

Moved by Councillor Rigby  
Seconded by Councillor Heit

That Report PHD 11-2019, dated July 9, 2019, respecting Sole Source EMS Interdev Software Program Agreement and Hardware Purchase, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Council **AUTHORIZE** staff to proceed with the purchase of Panasonic CF33 laptops and a support and service contract from Interdev as a sole source in accordance with section 18 (a) item (i) of Procurement By-law No. 02-2016, as amended on February 28, 2019, which permits sole source procurement if “compatibility of a Purchase with existing equipment, product standards, facilities or service is paramount consideration.”

**Carried**

5.5 COM 29-2019

Procurement of Homelessness Services for Period of April 1, 2020- March 31, 2023

Moved by Councillor Ip  
Seconded by Councillor Diodati

That Report COM 29-2019, dated July 9, 2019, respecting Procurement of Homelessness Services for Period of April 1, 2020 – March 31, 2023, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Negotiated Request for Proposal (NRFP) process **BE INITIATED** in Q3 2019 and that staff **BE AUTHORIZED** to enter into negotiations with the selected proponents based on the multiple NRFP processes, and award in Q1 2020 based on confirmation of funding; and
2. That the evaluation scoring matrix (Appendix A of Report COM 29-2019), to be used to score NRFP submissions from potential proponents, **BE APPROVED**.

**Carried**

5.6 COM 31-2019

Budget Adjustment – Children’s Services

Moved by Councillor Jordan

Seconded by Councillor Rigby

That Report COM 31-2019, dated July 9, 2019, respecting Budget Adjustment – Children’s Services, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That an adjustment to the previously adopted 2019 Regional Municipality of Niagara (Niagara Region) operating budget in the amount of \$2,293,053, to be fully funded through the Ministry of Education (MEDU) grants, **BE APPROVED**.

**Carried**

5.7 NRH 8-2019

Canada-Ontario Community Housing (COCHI) & Ontario  
Priorities Housing Initiative (OPHI)

Moved by Councillor Sendzik

Seconded by Councillor Bellows

That Report NRH 8-2019 respecting Canada-Ontario Community Housing (COCHI) & Ontario Priorities Housing Initiative (OPHI), **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Niagara Regional Council **APPROVE** the Program and Delivery Fiscal Plan (PDFP) for Year 1-3 under the COCHI and OPHI and **APPROVE** the transfer payment agreement;
2. That the Regional Chair **BE DIRECTED** to demand that the Provincial Government of Ontario provide additional funding for affordable housing programs in Niagara, reinstating the previous funding levels; and
3. That Regional Council **CONSIDER** providing financial compensation for the Provincial funding shortfall to Niagara Regional Housing.

**Carried**



**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Gibson  
Seconded by Councillor Foster

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

PHD-C 03-2019  
Port Colborne Quarry

PHD-C 04-2019  
Mental Health Beds at Niagara Health St. Catharines Site

COM 28-2019  
ProKids Program - Providing Recreational/Cultural Opportunities for  
Children/Youth 2018 Year End Report

COM 30-2019  
School Based Child Care Capital Projects

**Carried**

**7. OTHER BUSINESS**

There were no items of other business.

**8. CLOSED SESSION**

Committee did not resolve into closed session.

**9. BUSINESS ARISING FROM CLOSED SESSION**

**9.1 Confidential Report COM 36-2019**

A Matter respecting A Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations Carried on by or on Behalf of the Municipality under s.239(2) of the Municipal Act, 2001- Services Transformation

Moved by Councillor Ip  
Seconded by Councillor Whalen

That Confidential Report COM 36-2019, dated July 9, 2019, respecting A Matter respecting A Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations Carried on by or on Behalf of the Municipality under s.239(2) of the Municipal Act, 2001 – Services Transformation, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

**Carried**

**10. NEXT MEETING**

The next meeting will be held on Tuesday, August 6, 2019 at 2:00 p.m. in the Council Chamber, Regional Headquarters.

**11. ADJOURNMENT**

There being no further business, the meeting adjourned at 3:29 p.m.

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Councillor Greenwood  
Committee Co-Chair

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Kelly Lotimer  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk

# **NEGOTIATED REQUEST FOR PROPOSAL (NRFP): A GENERAL OVERVIEW**

July 9<sup>th</sup> and 10<sup>th</sup> 2019

# Negotiated RFP “Path”

Date	Process Path and Utilization
2017 September	Approved PAC Work Plan Item
2017 November	PAC Accelerated Implementation
2018 February	Templates and their use approved but with Council Approval
2019 February	Council Approval and adoption of Procurement By-law amendments to use Negotiated RFP
2019 July	In use for 2 Council Approved “In Flight” projects and being considered for 2 “In Development” projects
Beyond	Future use could include other complex projects which meet the criteria outlined herein including acquisitions of IT related requirements



# Benefits

- Non-binding / Flexible Format;
- Fix administrative matters or deficiencies through Rectification;
- Negotiations refine and enhance proposed solutions prior to award;
- Better shared understanding of project/solutions via discussion; and
- Negotiate over-budget bids to reduce exposures resulting from cancellation

# Risks & Challenges

- Bidders can withdraw their bid at any time;
- Compliance with and adherence to Trade Treaty Legislation;
- Pressures on the capacity of staff to manager and facilitate the process;
- Requires an adjustment to a more flexible process; and
- Complexity of the process and lack of certainty of the outcome could impact pricing



# How does it differ from Traditional RFP?

## Traditional - Binding

- Best suited to projects with clear specifications, deliverables & evaluation criteria;
- Binding: No modifications to received proposals; “Contract A”;
- Duty to Award with limited options; and
- Bidder (by submitting) is bound to provide the good or service.

## Negotiated – Non Binding

- Best suited to projects with high complexity and uncertainty. (better outcomes could be achieved via negotiation and expertise from the market)
- Non-Binding: No expressed or implied obligations;
- Changes/clarifications can be considered – this flexibility extends to the contract stage
- Bidder can withdraw / not obligated to provide good or service until the process concludes.

# The Processes

TRADITIONAL	NEGOTIATED	
CONTRACT “A”	CONCURRENT / BAFO	CONSECUTIVE
I – Mandatory	I – Mandatory and Rectification Period	I – Mandatory and Rectification Period
II – Rated Criteria	II – Rated Criteria	II – Rated Criteria
III – Pricing	III – Pricing	III – Pricing
IV – Ranking and Selection of Top Ranked Proponent	IV – Initial Ranking and Concurrent Negotiations	IV – Ranking and Contract Negotiations
	V – Submission of Best and Final Offers (BAFO)	
	VI – Final Ranking and Contract Negotiations	

# Negotiation Principles

- Focus on the strengths/weaknesses of each proposal;
- Treat all Proponents/proposals confidentially and equally;
- Elimination of any proponent is on the basis of the published evaluation criteria
- Typically results in an increased number of higher-scoring proposals; and
- Improved contract and resulting opportunities

# What can we Negotiate?

- Not open ended / adhere to our process;
- We can clarify requirements;
- We can request improvements in:
  - Pricing; and/or
  - performance terms; and
- We can consider commercially reasonable adjustments to the legal terms and conditions contained in the standard form of agreement issued with the Negotiated RFP.

# What can't we Negotiate?

- Everything and anything;
- Prescriptiveness in our requirements and mandates will limit what is open to negotiation;
- Can't negotiate critical requirements or items deemed “non-negotiable”; and
- Final agreement cannot significantly depart from that define in the original RFP.

# Negotiation Process

- At the conclusion of initial Pricing evaluations:
  - Procurement with the Client will review the top ranked submissions; refine the negotiation strategy;
  - Invited Proponents are provided an Agenda; prepared;
  - Procurement would remain an active participant in the process supporting the Client as the subject matter experts throughout the negotiations; and
  - Record of the negotiations would be documented; contract awarded based on outcome of negotiations



# Questions



# Environmental Health Hazards: Agencies And Jurisdictions

Environmental Health Division  
Niagara Region Public Health & Emergency Services

# OBJECTIVES

- Describe the role of Public Health in responding to environmental health hazards
- Outline the role of other municipal and provincial agencies in responding to environmental health complaints

# ONTARIO PUBLIC HEALTH STANDARDS

- Timely and effective detection, identification, and response to health hazards and associated **public health risks**, trends, and illnesses
- Engage in community and multi-sectoral collaboration with **municipal and other relevant partners** to promote healthy built and natural environments

# HOW IS THIS ACHIEVED?

1. Identification of health hazards in the physical environment
2. Review of evidence regarding health impacts of environmental exposures
3. Risk assessment
4. Corrective actions to reduce exposure to health hazards while considering their impacts (eg. Infringing others' freedom)

# ROLE OF PUBLIC HEALTH

## Public Health DOES:

- Act when a health hazard exists
- Respond to hazards that impact the population/community
  - Eg. Contaminated public pool

## Public Health DOES NOT:

- Act on the basis of the theoretical potential of a health hazard
- Respond to hazards that affect a single individual
  - Eg. Mould in a private residence



# COLLABORATION

- Public Health Units can work with municipalities to promote and maintain healthy and safe environments
- By-laws
  - Tool to create supportive physical and social environments that reduce exposure to **potential** health hazards
  - A type of healthy public policy
  - Example of a municipal by-law that affects environmental health – Idling control

# PROPERTY STANDARDS

- Enact by-laws that address property standards and maintenance including: *structural integrity, repairs, cleanliness, waste removal, heating, plumbing, electrical, pests*

# EXAMPLES

Mould



Rats



Abandoned Pool



# MINISTRY OF THE ENVIRONMENT, CONSERVATION AND PARKS (MECP)

- “promoting clean and safe **air, land, and water** to ensure healthy communities, ecological protection and sustainable development...”

# EXAMPLES

## Aquifer contamination



## Industrial operations leading to soil pollution

- Eg. Nickel contamination of soil



# RELEVANT LEGISLATION

Law/By-law	Description
Residential Tenancies Act	Landlord obligations for repair and maintenance
Local property standards by-laws	Structural integrity, utilities, safety and security
Health Protection and Promotion Act	Protection of the public from imminent health risks
Ontario Human Rights Code	Accommodation without “undue hardship” to landlord
Ontario Water Resources Act	Regulates sewage disposal and prohibits the discharge of polluting materials that may impair water quality
Clean Water Act	Protect existing and future sources of drinking water
Pesticides Act	Education, license and permit requirements for pesticides
Safe Drinking Water Act	Standards for drinking water quality
Toxics Reduction Act	Reduce the use and creation of prescribed toxic substances



# SUMMARY

- The responsibility of maintaining adequate environmental conditions for health and safety lies with multiple agencies
- Legislation exists that clearly defines roles & responsibilities
- Local by-law enforcement is often the most direct & nimble response
- Public Health can act when a health hazard with population impact exists
- Public Health has little authority prior to a health hazard existing; nor if a hazard affects only one person or household
- Agencies can work together to expedite resolution of a health hazard (eg. property concern) in the most efficient and cost-effective way

**In accordance with the notice and submission deadline requirements of Sections 18.1 (b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Ip a motion to be brought forward for consideration at the June 20, 2019 Council meeting respecting Response to Proposed Provincial Restructuring of Local Public Health Agencies.**

## **Response to the Proposed Provincial Restructuring of Local Public Health Agencies**

WHEREAS the Provincial Government has announced restructuring local public health agencies from 35 public health units to 10 new Regional Public Health Entities, governed by autonomous boards of health;

WHEREAS the Province expects to reduce provincial spending on local public health by \$200 million by 2021-22 from a current provincial budget for local public health of approximately \$750 million;

WHEREAS the Province is adjusting the cost-sharing formula with municipalities for local public health;

WHEREAS municipalities such as Niagara, Hamilton, and most others have been contributing more than their 25% share under Provincial policy for many years in order to ensure community needs are met based on the Ontario Public Health Standards, as set out by the provincial government;

WHEREAS the announcements do not contain sufficient detail to be able to fully understand the costs and implications of the proposed restructuring;

WHEREAS the scale of the proposed changes to the governance, organization and funding of local public health is unprecedented in Ontario;

WHEREAS the role of municipal councils is not clear in the proposed restructuring;

WHEREAS local public health agencies that are part of local government such as Niagara already achieve significant administrative efficiencies through the economies of scale from being part of much larger organizations than the future Public Health Entities;

WHEREAS local public health benefits from significant collaboration with social service, planning, recreation, and transportation services all of which address the social determinants of health and determine half of health outcomes;

WHEREAS separating public health agencies that are part of local government may have unintended negative consequences such as reducing municipal leadership on public health issues, reducing transparency and public scrutiny, as well as reducing effectiveness in collaboration on the social determinants of health;

WHEREAS the announcements appear to have a significant likelihood to impact on the delivery of local public health services;

WHEREAS Niagara Regional Council confirms its support of its public health staff in all the work that they do;

WHEREAS lessons from the past show that when the public health system is weakened, serious consequences occur;

WHEREAS expert reports, such as those following Walkerton's drinking water contamination and the outbreak of Severe Acute Respiratory Syndrome (SARS) have highlighted the need for a strong and independent public health sector to protect the health and safety of the public;

WHEREAS local public health has a unique mandate that focuses on upstream approaches to prevent injuries and illness before they occur, as well as health protection measures that contribute to the safety of our food, water, and environment, and protect us from infectious diseases;

WHEREAS the evidence shows that the success of prevention is largely invisible, but the social and economic returns on these investments are immense with every dollar invested in public health programming saving on average eight dollars in avoided health and social care costs;

WHEREAS to achieve health and reduce "hallway medicine" both a strong health care and a strong public health system are needed;

WHEREAS the independence of the Board of Health and the Medical Officer of Health as the doctor for the community are essential parts of a strong and transparent public health system;

WHEREAS local perspectives add value to provincial priority-setting and decision making;

WHEREAS significant advances in public health have been led through local action, such as the development of tobacco control bylaws; and

WHEREAS the Province has indicated a willingness to consult with boards of health and municipalities on the phased implementation of the proposed changes.

NOW THEREFORE BE IT RESOLVED:

1. That Regional Council **THANKS** the Premier and the Minister of Health & Long Term Care for responding to feedback by municipalities to delay funding changes to public health and other municipally operated health and social services;
2. That the Regional Chair **BE DIRECTED** to write a letter to the Minister of Health & Long Term Care and the Minister of Municipal Affairs and Housing to request that any restructuring or modernization of local Public Health ensure adherence to the following principles:
  - i. That its unique mandate to keep people and our communities healthy, prevent disease and reduce health inequities be maintained;
  - ii. That its focus on the core functions of public health, including population health assessment and surveillance, promotion of health and wellness, disease prevention, health protection, and emergency management and response be continued;
  - iii. That sufficient funding and human resources to fulfill its unique mandate are ensured;
  - iv. That the focus for public health services be maintained at the community level to best serve residents and lead strategic community partnerships with municipalities, school boards, health care organizations, community agencies and residents;
  - v. That there be senior and medical leadership at the local public health level to provide advice on public health issues to municipal councils and to participate in strategic community partnerships;
  - vi. That local public health services be responsive and tailored to the health needs and priorities of each local community, including those of vulnerable groups or those with specific needs such as the indigenous community;

- vii. That representation of municipalities on any board of health be proportionate to both their population and to the size of the financial contribution of that municipality to the regional Public Health Entity; and
  - viii. That any transition be carried out with attention to good change management, and while ensuring ongoing service delivery;
- 3. That the Regional Chair **BE DIRECTED** to work with MARCO/LUMCO and AMO to describe the benefits of Public Health remaining fully integrated with other Niagara Region functions;
- 4. That the Medical Officer of Health **BE DIRECTED** to continue to report to the Board of Health in a timely manner as any new developments occur;
- 5. That at a minimum, the Chair of the Board of Health or co-Chair (Public Health) of the Public Health & Social Services Committee **PARTICIPATE** in Ministry consultations with boards of health on public health restructuring, and through the Association of Local Public Health Agencies (alPHa); and
- 6. That this resolution **BE CIRCULATED** to the Minister of Health & Long Term Care, the Minister of Municipal Affairs and Housing, all municipalities, all Boards of Health, AMO, MARCO/LUMCO, and the Association of Local Public Health Agencies.

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**Subject:** Approval of 2018 Public Health Program Audit

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

1. That the draft audited schedule of revenues and expenses and annual reconciliation return for the Public Health General Programs (attached in Appendix 1 and 2), **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 the report is to obtain approval of the audited schedules of revenues and expenses in accordance with the provincial requirement.
- Draft financial statements are due to the Ministry by June 28, 2019
- In accordance with report AC-C 28-2018 dated June 18, 2018, respecting the Audit Committee Terms of Reference, which refers to "other audited financial statements", to include special purpose and compliance-based schedules, are approved by the standing committees with oversight of the program and then referred to the Audit Committee for information.

## Financial Considerations

The schedule of revenues and expenses ("financial schedule") has been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the Ministry.

Draft copies of the schedule of revenues and expenses and the annual reconciliation return as of December 31, 2018 are attached as Appendix 1 and 2.

The financial schedule is prepared specifically for the purposes of meeting the requirements outlined in the service agreements with the funding Ministry.

The financial schedule for Public Health Programs are a provincial requirement as noted in the audit report as follows:

“The schedule is prepared to assist the Region in complying with the Guidelines. As a result, the schedule may not be suitable for another purpose.”

## **Analysis**

The audit of the Public Health Program has been completed by the Region’s external auditors, Deloitte. 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 respects, in accordance with the Ministry requirements identified.

Upon approval by Council, these schedules are submitted to the Ministry in accordance with funding agreement requirements and timelines and are also referred to the Audit Committee for information.

Below is a summary of the results of the audited schedule:

Public Health General Programs – The total of all programs results in a grant receivable of \$95,377. The receivable reported reflects actual expenditure that is eligible for subsidy.

These financial schedules are subject to minor wording changes once schedules are finalized.

## **Alternatives Reviewed**

The audited schedules are a Ministry requirement and therefore no alternatives are available.

## **Relationship to Council Strategic Priorities**

Not applicable (pending the development and approval of Council Strategic Priorities).

## **Other Pertinent Reports**

None.



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**Prepared by:**

Beth Brens, CPA, CA  
Acting, Associate Director, Reporting &  
Analysis  
Enterprise Resource Management  
Services

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**Recommended by:**

M. Mustafa Hirji, MD MPH FRCPC  
Medical Officer of Health &  
Commissioner (Acting)  
Public Health & Emergency Services

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**Submitted by:**

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

*This report was prepared in consultation with Noah Bruce, CPA, CA, Program Financial Specialist.*

**Appendices**

Appendix 1	General Health Programs – Schedule of Revenues and Expenses
Appendix 2	General Health Programs – Annual Reconciliation Return

Schedule of revenue, expenses and grant receivable/repayable

**The Regional Municipality of  
Niagara Public Health Department**  
General programs

December 31, 2018

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# **The Regional Municipality of Niagara Public Health Department**

General programs  
December 31, 2018

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## Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and the Ontario Ministry of Health and Long Term Care

### Opinion

We have audited the accompanying schedule of revenue, expenses and grant receivable/payable of The Regional Municipality of Niagara Public Health Department – General Programs (the “Program” or “Region”) for the year ended December 31, 2018 and notes to the schedule (collectively referred to as the “schedule”).

In our opinion, the accompanying schedule of the Program for the year ended December 31, 2018, is prepared, in all material respects, in accordance with the Public Health Accountability Agreement effective January 1, 2018 between the Ontario Ministry of Health and Long Term Care and The Regional Municipality of Niagara and the 2017 Program-Based Grants User Guide for Health Programs and Services (the “Guidelines”).

### 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 Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Region in complying with the Guidelines. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation and fair presentation of the schedule in accordance with the basis of accounting as described in Note 1, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

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

### **Auditor's Responsibilities for the Audit of the Schedule**

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this schedule.

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 schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants  
Licensed Public Accountants  
[date of report]

# The Regional Municipality of Niagara Public Health Department

## General Programs

Schedule of revenue, expenses and grant receivable/repayable  
year ended December 31, 2018

	Revenue Budget	Revenue Actual	Expense Budget	Expense Actual	Surplus (deficit) Actual	Add back: ineligible expenses	Add back: eligible expenses (revenues) in excess of Ministry funding (deficit)	Grant repayable (receivable)
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Province of Ontario</b>								
Mandatory Programs MOHLTC (75%)	19,932,700	19,932,858	29,320,016	28,749,412	(8,816,554)	1,173,680	7,643,032	158
Chief Nursing Officer Support	121,500	121,500	121,578	125,710	(4,210)	4,210	-	-
Food Safety - Farm to Fork	78,400	78,400	78,478	78,400	-	(1,645)	1,645	-
Harm Reduction Program	250,000	250,000	250,000	257,683	(7,683)	7,683	-	-
Healthy Smiles Ontario (HSO)	1,250,900	1,250,900	1,253,008	1,325,288	(74,388)	74,388	-	-
Infection Control Program	90,100	90,100	89,557	94,866	(4,766)	4,766	-	-
Infectious Disease Control	611,200	611,200	620,268	643,772	(32,572)	25,637	6,935	-
Needle Exchange Program Initiative	192,000	192,000	191,974	195,003	(3,003)	3,003	-	-
Physician Services Agreement (Medical Officer of Health)	340,000	286,522	340,000	219,636	66,886	900	-	67,786
Safe Water Program	35,300	35,300	35,296	36,200	(900)	900	-	-
Small Drinking Water Systems (75%)	40,400	40,400	53,945	56,551	(16,151)	-	16,151	-
Smoke Free Ontario Strategy Program	668,600	668,600	670,382	758,805	(90,205)	87,810	2,395	-
Social Determinants of Health Nurses	180,500	180,500	179,505	191,545	(11,045)	4,766	6,279	-
Vector-Borne Diseases Program (75%)	500,100	500,100	669,060	667,209	(167,109)	-	167,109	-
Youth Tobacco Use Prevention	80,000	80,000	80,170	85,243	(5,243)	5,243	-	-
<b>One-time</b>								
Business Intelligence Framework (2018-19)	167,100	125,325	-	7,947	117,378	-	(117,378)	-
Vision Screening Tools (2018-19)	42,600	-	-	42,600	(42,600)	-	-	(42,600)
Cannabis Enforcement (2018-19)	52,600	-	-	52,600	(52,600)	-	-	(52,600)
HSO: Dental Operator (2017-18)	-	28,000	-	28,000	-	-	-	-
Needle Exchange Program Initiative: Supplies (2017-18)	-	84,403	-	81,968	2,435	-	-	2,435
Outbreak of Diseases: Infection Prevention (2017-18)	-	3,953	-	3,953	-	-	-	-
Panorama Project (2017-18)	-	94,825	-	96,061	(1,236)	1,236	-	-
Smoking Cessation Programming (2017-18)	-	26,185	-	26,609	(423)	423	-	-
Universal Influenza (UIPP)	-	-	-	45,247	(45,247)	-	35,577	(9,670)
Meningococcal C	-	5,551	-	100,579	(95,028)	-	64,037	(30,991)
Human Papillomavirus	-	26,316	-	154,716	(128,400)	-	98,506	(29,895)
	24,634,000	24,712,937	33,953,236	34,125,603	(9,412,664)	1,393,001	7,924,288	(95,377)
<b>Region grant and other income</b>								
The Regional Municipality of Niagara levy	9,079,296	8,973,504	-	-	8,973,504	-	-	-
Other income	322,000	343,783	-	-	343,783	-	-	-
	9,401,296	9,317,287	-	-	9,317,287	-	-	-
<b>Total</b>	34,035,296	34,030,224	33,953,236	34,125,603	(95,377)	1,393,001	7,924,288	(95,377)

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

# The Regional Municipality of Niagara Public Health Department

## General Programs

Schedule of revenue, expenses and grant receivable/repayable  
year ended December 31, 2017

	Revenue Budget	Revenue Actual	Expense Budget	Expense Actual	Surplus (deficit) Actual	Add back: ineligible expenses	Add back: eligible expenses (revenues) in excess of Ministry funding (deficit)	Grant repayable (receivable)
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Province of Ontario</b>								
Mandatory Programs MOHLTC (75%)	19,352,100	19,352,100	30,705,724	28,133,903	(8,781,803)	1,602,207	7,179,596	-
CNO Support	121,500	121,500	125,458	127,607	(6,107)	3,954	2,153	-
Food Safety - Farm to Fork	78,400	78,400	80,868	116,765	(38,365)	38,365	-	-
Safe Water Program	35,300	35,300	36,435	36,435	(1,135)	1,135	-	-
Harm Reduction Program	250,000	250,000	250,000	251,063	(1,063)	-	1,063	-
Healthy Smiles Ontario	1,226,300	1,226,300	1,272,355	1,337,640	(111,340)	66,275	45,065	-
Infection Control Program	90,100	90,100	92,586	93,891	(3,791)	3,791	-	-
Infectious Disease Control	611,200	611,200	623,192	631,315	(20,115)	20,115	-	-
Physician Services Agreement (Medical Officer of Health)	340,000	289,444	340,680	283,337	6,107	832	-	6,939
Needle Exchange Program Initiative	187,500	174,000	176,525	190,672	(16,672)	3,172	-	(13,500)
Small Drinking Water Systems (75%)	40,400	40,400	56,335	57,060	(16,660)	-	16,660	-
Smoke Free Ontario Strategy Program	668,600	668,600	706,350	737,533	(68,933)	68,297	636	-
Youth Tobacco Use Prevention	80,000	80,000	84,567	85,019	(5,019)	5,019	-	-
Social Determinants of Health Nurses	180,500	180,500	185,437	189,295	(8,795)	8,795	-	-
Vector-Borne Diseases Program (75%)	500,100	499,900	666,700	679,311	(179,411)	-	179,411	-
Universal Influenza (UIPP)	-	-	-	31,638	(31,638)	-	25,268	(6,370)
Meningococcal C	-	21,165	-	152,576	(131,411)	-	100,352	(31,059)
Human Papillomavirus	-	36,601	-	193,103	(156,502)	-	127,007	(29,495)
<b>One-time</b>								
Healthy Menu Choices	108,800	-	-	108,800	(108,800)	-	-	(108,800)
HSO: Dental Operator	28,000	-	-	-	-	-	-	-
Needle Exchange Program Initiative: Program Supplies	109,395	2,494	-	34,992	(32,498)	-	7,506	(24,992)
New Purpose-Built Vaccine Refrigerators	70,000	-	-	70,126	(70,126)	-	126	(70,000)
Outbreak of Diseases: Infection Prevention	14,300	-	-	10,347	(10,347)	-	-	(10,347)
Panorama Project	129,000	40,190	60,644	110,171	(69,981)	1,036	34,770	(34,175)
Public Health Inspector	10,000	-	-	10,000	(10,000)	-	-	(10,000)
Smoking Cessation Programming	30,000	30,000	-	34,123	(4,123)	308	-	(3,815)
Immunization of School Pupils Act	11,200	-	-	11,200	(11,200)	-	-	(11,200)
Investment income	-	-	-	-	-	-	-	-
	24,272,695	23,828,194	35,463,856	33,717,922	(9,889,728)	1,823,301	7,719,613	(346,814)
<b>Region grant and other income</b>								
The Regional Municipality of Niagara levy	10,759,162	9,051,783	-	-	9,051,783	-	-	-
Other income	432,000	491,131	-	-	491,131	-	-	-
	11,191,162	9,542,914	-	-	9,542,914	-	-	-
<b>Total</b>	35,463,857	33,371,108	35,463,856	33,717,922	(346,814)	1,823,301	7,719,613	(346,814)

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



# The Regional Municipality of Niagara

## Public Health Department

General programs

Notes to the schedule

December 31, 2018

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### 1. Significant accounting policies

The schedule has been prepared for the Ontario Ministry of Health and Long Term Care in accordance with the Public Health Accountability Agreement effective January 1, 2018 between the Ontario Ministry of Health and Long Term Care and the Regional Municipality of Niagara and the 2017 Program-Based Grants User Guide (the "guidelines"). The agreement requires the schedule to be prepared in a manner consistent with the generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles and note disclosure required by GAAP for a complete set of financial statements. The financial results for the Healthy Communities Fund is not included in the schedule of revenue, expenses and grant receivable/repayable for the year ended December 31, 2018.

Significant accounting policies are as follows:

- (i) Revenues are reported on the cash basis of accounting.
- (ii) Expenses are recorded if they are eligible for the program and incurred in the period, except for employee future benefits (iv).
- (iii) Tangible capital assets acquired are reported as an expenses and amortization is not recorded.
- (iv) Employee future benefits are provided which will require funding in future periods. These benefits included vacation pay, sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.
- (v) Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgments.
- (vi) Total expenses are reported on the schedule of revenue, expenses and grant receivable/repayable in order to understand the full cost of the program. Ineligible expenses as per the funding agreement have been removed for the purpose of determining the grant repayable/receivable.

### 2. Grant receivable

The grant receivable from the Province of Ontario is subject to audit verification by the Ontario Ministry of Health and Long Term Care. The grants receivable are non-interest bearing and are normally received in the subsequent year.

	2018	2017
	\$	\$
Grant receivable, beginning of year	346,814	4,720
Amounts recovered during the year	(347,053)	(64,970)
Amounts repaid during the year	158	38,626
Adjustment to prior year balances*	1,881	21,624
Grant receivable current year	93,577	346,814
Grant receivable, end of year	95,377	346,814

\*Represents adjustments made to correct differences between amounts originally recorded and amounts settled related to repayable and receivable balances for prior years.

# The Regional Municipality of Niagara Public Health Department

General programs

Notes to the schedule

December 31, 2018

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### 3. Budget data

The budget data presented in the schedule is based on the budget data submitted to the Ontario Ministry of Health and Long Term Care.

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Annual Reconciliation Report

**The Regional Municipality of  
Niagara Public Health Department**  
General programs

December 31, 2018

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# **The Regional Municipality of Niagara Public Health Department**

December 31, 2018

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## Independent Auditor's Report

To the Members of Council of The Regional Municipality of Niagara and the Ontario Ministry of Health and Long Term Care

### Opinion

We have audited the accompanying schedules (4.4, 4.5, 4.6) of the annual reconciliation report of The Regional Municipality of Niagara Public Health Department – General Programs (the "Program" or "Region") for the year ended December 31, 2018 and notes to the report, including a summary of significant accounting policies (collectively referred to as the "schedules").

In our opinion, the accompanying schedules of the Program as at December 31, 2018 is prepared, in all material respects, in accordance with the Public Health Accountability Agreement effective January 1, 2018 between the Ontario Ministry of Health and Long Term Care and The Regional Municipality of Niagara and the Instructions for completing the 2018 Annual Report and Attestation (the "Guidelines").

### 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 Schedules* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedules in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter - Basis of Accounting

We draw attention to the Note to the schedules, which describes the basis of accounting. The schedules are prepared to assist the Region in complying with the Guidelines. As a result, the schedules may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of Management and Those Charged with Governance for the Schedules

Management is responsible for the preparation of the schedules in accordance with the basis of accounting described in the Note to the schedules, and for such internal control as management determines is necessary to enable the preparation of the schedules that is free from material misstatement, whether due to fraud or error.

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

### Auditor's Responsibilities for the Audit of the Schedules

Our objectives are to obtain reasonable assurance about whether the schedules 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 schedules.

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 schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

(To be signed Deloitte LLP)

Chartered Professional Accountants  
Licensed Public Accountants  
[date of report]

# Board of Health for the Niagara Region Public Health Department

## 2018 Annual Reconciliation As of December 31, 2018

### Actual Expenditures by Account January 1, 2018 to December 31, 2018

Account	Budget (at 100%)	Actual (at 100%)	Variance Under / (Over)	
A	B	C	D = B - C	E = D / B
Salaries and Wages	20,713,643	19,716,426	997,217	4.8%
Benefits	4,732,092	5,815,500	(1,083,408)	-22.9%
Travel	491,900	440,243	51,657	10.5%
Professional Services	82,232	263,043	(180,811)	-219.9%
Expenditure Recoveries & Offset Revenues	(322,000)	(285,510)	(36,490)	11.3%
Other Program Expenditures	8,384,866	6,320,246	2,064,620	24.6%
<b>Total Expenditures</b>	<b>34,082,733</b>	<b>32,269,948</b>	<b>1,812,785</b>	<b>5.3%</b>
Adjustments	-	(7)	7	0.0%
<b>Total Adjusted Expenditures</b>	<b>34,082,733</b>	<b>32,269,941</b>	<b>1,812,792</b>	<b>5.3%</b>



# Board of Health for the Niagara Region Public Health Department

## 2018 Annual Reconciliation

As of December 31, 2018

### Expenditure Recoveries & Offset Revenues Reconciliation

January 1, 2018 to December 31, 2018

Mandatory Programs	Actual (at 100%)
Interest Income	
Universal Influenza Immunization Program clinic reimbursement	(9,670)
Meningococcal C Program clinic reimbursement	(36,542)
Human Papilloma Virus Program reimbursement	(56,211)
Other (Specify):	
By-law related product and service, expense reimbursement and miscellaneous revenue	(183,088)
<b>Sub-total Mandatory Programs Expenditure Recoveries &amp; Offset Revenues (A)</b>	<b>(285,510)</b>
Reported in Base Funding and One-Time Funding Worksheets	(285,510)
Difference	-
Other Sources of Funding	
Interest Income	
Other (Specify):	
<b>Sub-total Other Programs Offset Revenues (B)</b>	<b>-</b>
Reported in Base Funding and One-Time Funding Worksheets	-
Difference	-
<b>Total Expenditure Recoveries &amp; Offset Revenues (C = A+B)</b>	<b>(285,510)</b>
Difference	-

**Board of Health for the Niagara Region Public Health Department**

**2018 Annual Reconciliation  
As of December 31, 2018**

**Funding Received from the Ministry**

Programs/Sources of Funding	Cashflow Received in 2018	Prior Year Adjustments Processed in 2018	2018 Adjustments Processed in 2019	Other		Funding Received from the Ministry
				\$	Please Specify	
A	B	C	D	E	F	G = SUM (B:E)
<b>2017-18 One-Time Funding (April 1, 2017 to March 31, 2018)</b>						
<b>Operating Funding</b>						
Smoke-Free Ontario Expanded Smoking Cessation Programming for Priority Populations (100%)	30,000					30,000
Healthy Smiles Ontario Program: Dental Operator (100%)	28,000					28,000
Healthy Menu Choices Act, 2015 -Enforcement (100%)	33,000					33,000
Outbreaks of Diseases: Infection Prevention and Control Lapses (100%)	14,300					14,300
Panorama - Immunization Solution (100%)	129,000					129,000
Public Health Inspector Practicum Program (100%)	10,000					10,000
Needle Exchange Program Initiative (100%)	109,395					109,395
New Purpose-Built Vaccine Refrigerators (100%)	70,000					70,000
<b>2017-18 One-Time Funding Total (A)</b>	<b>423,695</b>					<b>423,695</b>
<b>Base Funding (January 1, 2018 to December 31, 2018)</b>						
Mandatory Programs (Cost-Shared)	19,932,700	158				19,932,858
Chief Nursing Officer Initiative (100%)	121,500					121,500
Electronic Cigarettes Act: Protection and Enforcement (100%)	69,100					69,100
Enhanced Food Safety - Haines Initiative (100%)	78,400					78,400
Enhanced Safe Water Initiative (100%)	35,300					35,300
Harm Reduction Program Enhancement (100%)	250,000					250,000
Healthy Smiles Ontario Program (100%)	1,250,900					1,250,900
Infection Prevention and Control Nurses Initiative (100%)	90,100					90,100
Infectious Diseases Control Initiative (100%)	611,200					611,200
MOH / AMOH Compensation Initiative (100%)	286,522			(39,444)	2018 Year-end accrual	247,078
Needle Exchange Program Initiative (100%)	205,500	(13,500)				192,000
Small Drinking Water Systems Program (Cost-Shared)	40,400					40,400
Smoke-Free Ontario Strategy: Prosecution (100%)	25,200					25,200
Smoke-Free Ontario Strategy: Protection and Enforcement (100%)	474,300					474,300
Smoke-Free Ontario Strategy: Tobacco Control Coordination (100%)	100,000					100,000
Smoke-Free Ontario Strategy: Youth Tobacco Use Prevention (100%)	80,000					80,000
Social Determinants of Health Nurses Initiative (100%)	180,500					180,500
Vector-Borne Diseases Program (Cost-Shared)	500,300	(200)				500,100
<b>Base Funding Total (B)</b>	<b>24,331,922</b>	<b>(13,542)</b>	-	<b>(39,444)</b>		<b>24,278,936</b>
<b>2018-19 One-Time Funding (April 1, 2018 to March 31, 2019)</b>						
<b>Operating Funding</b>						
Mandatory Programs: Business Intelligence Framework (100%)	125,325					125,325
Smoke-Free Ontario Strategy: Cannabis Enforcement (100%)	-					-
Healthy Growth/School Health: Vision Screening Tools (100%)	-					-
<b>2018-19 One-Time Funding Total (C)</b>	<b>125,325</b>	-	-	-		<b>125,325</b>

**Board of Health for the Niagara Region Public Health Department**

2018 Annual Reconciliation As of December 31, 2018									
Annual Reconciliation by Sources of Funding									
Programs/Sources of Funding	Q4 Expenditures (at 100%)	Actual Expenditures (at 100%)	Variance Under / (Over)		Actual Expenditures (at provincial share)	Approved Allocation	Eligible Expenditures	Funding Received from the Ministry	Due to / (From) Province
			\$	(%)					\$
A	B	C	D = B - C	E = D / B	F = C * Prov. Share	G	H = MIN(F,G)	I	J = I - H
2017-18 One-Time Funding (April 1, 2017 to March 31, 2018)									
Operating Funding									
Smoke-Free Ontario Expanded Smoking Cessation Programming for Priority Populations (100%)		30,000			30,000	30,000	30,000	30,000	-
Healthy Smiles Ontario Program: Dental Operator (100%)		28,000			28,000	28,000	28,000	28,000	-
Healthy Menu Choices Act, 2015 -Enforcement (100%)		33,000			33,000	33,000	33,000	33,000	-
Outbreaks of Diseases: Infection Prevention and Control Lapses (100%)		14,300			14,300	14,300	14,300	14,300	-
Panorama - Immunization Solution (100%)		129,846			129,846	129,000	129,000	129,000	-
Public Health Inspector Practicum Program (100%)		10,000			10,000	10,000	10,000	10,000	-
Needle Exchange Program Initiative (100%)		106,960			106,960	109,395	106,960	109,395	2,435
New Purpose-Built Vaccine Refrigerators (100%)		70,125			70,125	70,000	70,000	70,000	-
2017-18 One-Time Funding Total (A)		422,231			422,231	423,695	421,260	423,695	2,435
Base Funding (January 1, 2018 to December 31, 2018)									
Mandatory Programs (Cost-Shared)	27,521,299	27,426,099	95,200	0.3%	20,569,574	19,932,700	19,932,700	19,932,858	158
Chief Nursing Officer Initiative (100%)	121,500	121,500	-	0.0%	121,500	121,500	121,500	121,500	-
Electronic Cigarettes Act: Protection and Enforcement (100%)	69,100	69,100	-	0.0%	69,100	69,100	69,100	69,100	-
Enhanced Food Safety - Haines Initiative (100%)	78,400	78,400	-	0.0%	78,400	78,400	78,400	78,400	-
Enhanced Safe Water Initiative (100%)	35,300	35,300	-	0.0%	35,300	35,300	35,300	35,300	-
Harm Reduction Program Enhancement (100%)	250,000	250,000	-	0.0%	250,000	250,000	250,000	250,000	-
Healthy Smiles Ontario Program (100%)	1,278,900	1,250,900	28,000	2.2%	1,250,900	1,250,900	1,250,900	1,250,900	-
Infection Prevention and Control Nurses Initiative (100%)	90,100	90,100	-	0.0%	90,100	90,100	90,100	90,100	-
Infectious Diseases Control Initiative (100%)	611,200	611,200	-	0.0%	611,200	611,200	611,200	611,200	-
MOH / AMOH Compensation Initiative (100%)		218,736			218,736	179,292	179,292	247,078	67,786
Needle Exchange Program Initiative (100%)	273,968	192,000	81,968	29.9%	192,000	192,000	192,000	192,000	-
Small Drinking Water Systems Program (Cost-Shared)	53,867	53,867	-	0.0%	40,400	40,400	40,400	40,400	-
Smoke-Free Ontario Strategy: Prosecution (100%)	25,200	25,200	-	0.0%	25,200	25,200	25,200	25,200	-
Smoke-Free Ontario Strategy: Protection and Enforcement (100%)	474,300	474,300	-	0.0%	474,300	474,300	474,300	474,300	-
Smoke-Free Ontario Strategy: Tobacco Control Coordination (100%)	100,000	100,000	-	0.0%	100,000	100,000	100,000	100,000	-
Smoke-Free Ontario Strategy: Youth Tobacco Use Prevention (100%)	80,000	80,000	-	0.0%	80,000	80,000	80,000	80,000	-
Social Determinants of Health Nurses Initiative (100%)	180,500	180,500	-	0.0%	180,500	180,500	180,500	180,500	-
Vector-Borne Diseases Program (Cost-Shared)	666,800	666,800	-	0.0%	500,100	500,100	500,100	500,100	-
Base Funding Total (B)	31,910,434	31,924,002	(13,568)	-0.0%	24,887,310	24,210,992	24,210,992	24,278,936	67,944
Total 2018 Annual Reconciliation (A+B)		32,346,233			25,309,541	24,634,687	24,632,252	24,702,631	70,379
2018-19 One-Time Funding (April 1, 2018 to March 31, 2019)									
							Surpluses to be Carried Forward to March 31, 2019		
Operating Funding									
Mandatory Programs: Business Intelligence Framework (100%)	167,100	7,946	159,154	95.2%	7,946	167,100	7,946	125,325	117,379
Smoke-Free Ontario Strategy: Cannabis Enforcement (100%)		52,600			52,600	52,600	52,600	-	(52,600)
Healthy Growth/School Health: Vision Screening Tools (100%)		42,600			42,600	42,600	42,600	-	(42,600)
2018-19 One-Time Funding Total	167,100	103,146	63,954	38.3%	103,146	262,300	103,146	125,325	22,179

# The Regional Municipality of Niagara

## Public Health Department

General programs

Note to the schedules

December 31, 2018

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### 1. Significant accounting policies

The report has been prepared for the Ontario Ministry of Health and Long Term Care in accordance with the Public Health Accountability Agreement effective January 1, 2018 between the Ontario Ministry of Health and Long Term Care and the Regional Municipality of Niagara and the Instructions for completing the 2018 Annual Report and Attestation (the "Guidelines"). The agreement requires the report to be prepared in a manner consistent with the generally accepted accounting principles ("GAAP").

Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles and note disclosure required by GAAP for a complete set of financial statements.

Significant accounting policies are as follows:

#### *Revenue and expenses*

Revenues are recognized in the year in which they are earned. Expenses are recorded if they are eligible for the program and incurred in the period, except for employee future benefits.

#### *Capital assets*

Tangible capital assets acquired are reported as an expenses and amortization is not recorded.

#### *Employee future benefits*

Employee future benefits are provided which will require funding in future periods. These benefits included vacation pay, sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

#### *Use of estimates*

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic report involves the use of estimates and approximations. These have been made using careful judgments.

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**Subject:** Increasing Capacity for Mental Health Services using External Funding

**Report to:** Public Health & Social Services Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

That Regional Council

1. **APPROVE** creation of two new full time permanent positions in Mental Health, funded using newly approved LHIN funding.
2. **DIRECT** staff to continue to advocate for additional funding for Mental Health, consistent with the Mental Health & Well-Being objective of Council's new Strategic Plan.

## Key Facts

- Early Psychosis Intervention (EPI) is a service operated by Niagara Region Mental Health, providing early treatment for individuals between the ages of 14 and 35 years who are experiencing their first episode of psychosis so that the condition is managed immediately, minimizing long term impact on the client
- EPI has seen a 41% increase in demand for service over the past five years
- EPI currently operates at 224% of its target capacity set by the LHIN
- Niagara Region Mental Health is 100% funded by the LHIN with no subsidy from the Regional Levy
- Public Health & Emergency Services has successfully advocated to the LHIN to increase funding for this service by \$161,240 annually in order to expand its capacity with two additional front-line positions
- The impact of the new positions will be an additional 1000 client visits, and approximately a 33% increase in capacity
- Regional Council requires staff to seek its approval before creating any new permanent positions

## Financial Considerations

The annual estimated cost of the Mental Health Nurse would be \$102,407 inclusive of all benefits, and \$58,833 inclusive of benefits for the Peer Specialist. The LHIN has approved funding equal to these costs as per the notices provided in Appendix 1 to this report. Funding will consist of \$85,339 for the Mental Health Nurse and \$49,028 for the Peer Specialist for the remainder of the 2019/2020 fiscal year, which ends March 31, 2020. The base LHIN funding will be increased to the full annual amounts of \$102,407 and \$58,833 for the 2020/2021 fiscal year.

In addition to the 100% funding of the above positions, the LHIN has also provided one-time funding of \$3,000 to support the Mental Health Nurse position and one-time funding of \$4,500 to support the Peer Specialist position to cover expenditures such as training and equipment.

Addition of these two positions in Mental Health is completely funded by the LHIN (including for space, technology, human resources, and other back-office support) with no implication on the Regional Levy, and no net impact on the Regional operating budget.

## **Analysis**

According to the Early Psychosis Intervention Ontario Network (EPION), approximately 3% of the population experiences psychosis. Each year about 12 out of every 100,000 people in Ontario will experience their first episode of psychosis and the overwhelming majority of them will be adolescents and young adults between the ages of 14 and 35 (EPI Program Standards, Ministry of Health and Long Term Care, 2011).

Psychosis is a debilitating condition that may include delusions, hallucinations, disordered thinking and bizarre behaviour. The first few years of psychosis carry the highest risk of serious physical, social and legal consequences. One in 10 people with psychosis die by suicide; two-thirds of these deaths occur within the first five years of illness (EPI Program Standards, Ministry of Health and Long Term Care, 2011).

When we are able to identify psychosis and intervene early, there is a reduction in the duration of the illness and the need for medication and hospital stays. Specialized early intervention treatment helps teenagers and young adults to recover more quickly and return to their regular lives.

Niagara Region Mental Health (NRMH) has been providing EPI services since 2005. The EPI service uses a team approach to treatment and care coordination with a team of two Mental Health Nurses, two Social Workers, one Occupational Therapist, and a consultant psychiatrist. Currently, the EPI team does not include a Peer Specialist.

The EPI team provides several clinics each month. Approximately 80% of the EPI services are provided in the community at locations that are comfortable and convenient for the individuals served.

EPI services include

- ongoing psychiatric/medical assessment and intensive treatment and rehabilitation
- client and family education support and counselling
- crisis intervention
- cognitive behaviour therapy

- supportive psychotherapy
- relapse prevention

Provincial EPI Program Standards outline the following timelines for service:

- 72 hours between referral and initial contact
- 2 weeks between referral and face-to-face clinic appointment
- 30 days between referral and assessment by the psychiatrist.

Current local demand far exceeds resources available. We have seen a steady increase in demand for service (over 40% since 2014). This has resulted in wait times that are significantly longer than the above provincial standards. Last year, the EPI team saw 168 individuals despite the performance target set by the LHIN being 75 individuals; current services is therefore 224% above the target.

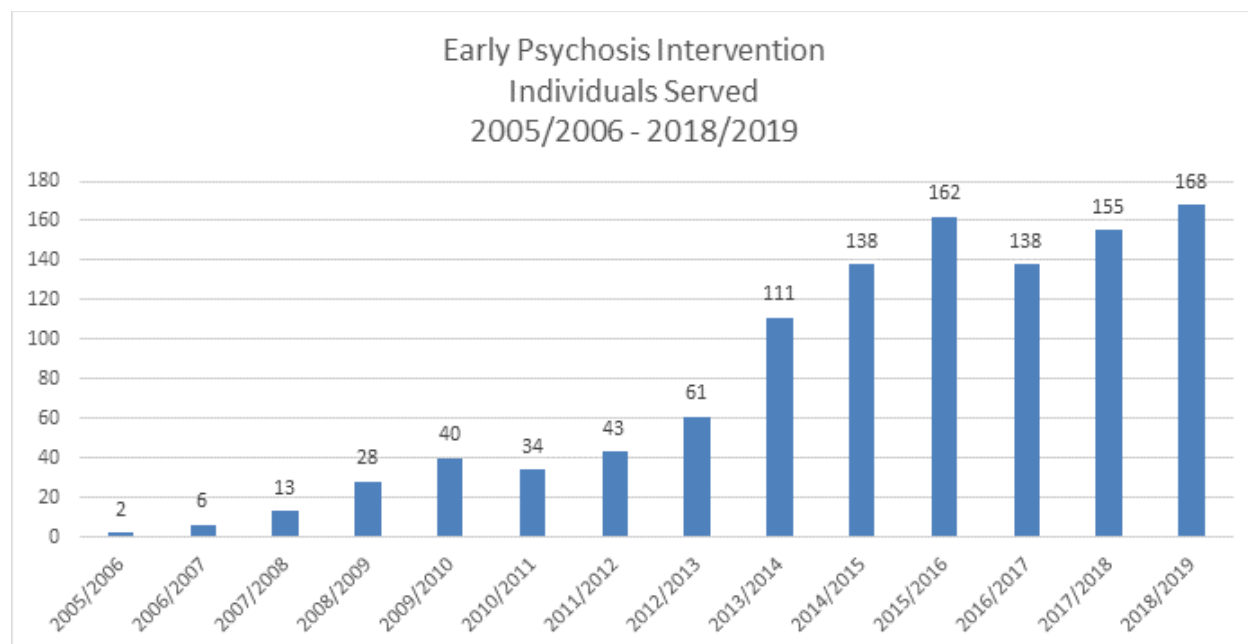


Figure 1 Individuals Served in EPI by Year

The two full time positions planned for creation are a Mental Health Nurse and a Peer Specialist. The addition of one Mental Health Nurse will facilitate the assessment and treatment of an additional 25 individuals each year. The proposed addition of one Peer Specialist will enhance the EPI team's ability to serve individuals from a lived experience perspective. The EPI Program Standards state that an EPI team should include a peer worker who provides psychosocial support and education for individuals and their families. Together, the new positions will provide an additional 1000 client visits each year.



## **Alternatives Reviewed**

If the new positions are not created, the new funding must be returned to the LHIN since the Region cannot retain unused surplus LHIN funding, nor use it for other purposes. Doing this would result in wait times continuing to increase and continuing to worsen against the EPI Program Standards. This would result in increased days of untreated illness and potentially an increase in the use of ambulance services and hospital emergency services. Without the additional of a Peer Specialist, the EPI team is unable to provide valuable lived experience in supporting individuals and their families.

## **Relationship to Council Strategic Priorities**

This recommendation supports objective 2.2 of the new Council Strategic Plan for improved Mental Health & Well-Being. This report's recommendations increase access to Mental Health treatment in Niagara for individuals experiencing their first episode of psychosis, and their families, with no net budget impact on the Region.

## **Other Pertinent Reports**

None

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### **Prepared by:**

Lisa Panetta  
Manager, Mental Health  
Clinical Services Division  
Public Health & Emergency Services

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### **Recommended by:**

M. Mustafa Hirji, MD MPH FRCPC  
Medical Officer of Health &  
Commissioner (Acting)  
Public Health & Emergency Services

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### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Krista Whittard, Clinical Team Manager, Mental Health and Michael Leckey, Program Financial Specialist, and reviewed by Angela Alfieri-Maiolo, Director, Clinical Services.*

## **Appendices**

PHD 13-2019 – Appendix 1  
PHD 13-2019 – Appendix 2

211 Pritchard Road, Unit 1  
Hamilton, ON L8J 0G5  
Tel: 905 523-8600  
Toll Free: 1 800 810-0000  
[www.hnhblhin.on.ca](http://www.hnhblhin.on.ca)

211, chemin Pritchard, unité 1  
Hamilton, ON L8J 0G5  
Téléphone : 905 523-8600  
Sans frais : 1 800 810-0000  
[www.hnhblhin.on.ca](http://www.hnhblhin.on.ca)

June 3, 2019

Dr. Mustafa Hirji  
Acting Medical Officer and Commissioner of Public Health  
The Regional Municipality of Niagara - Mental Health  
1815 Sir Isaac Brock Way PO Box 1052 Stn Main  
Thorold ON L2V 0A2

Dear Dr. Hirji:

**Re: Peer Support Services Program 2019-20**

The Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN) is pleased to advise The Regional Municipality of Niagara - Mental Health (RMON) that it will be receiving up to an additional \$49,028 base funding in 2019-20 (annualized to \$58,833 in 2020-21) and one-time funding of \$4,500 to support the Peer Support Services Program. Details of the funding, including applicable terms and conditions are set out in Schedule A.

In accordance with the *Local Health System Integration Act, 2006* the LHIN hereby gives notice that, subject to RMON's agreement, it proposes to amend the Multi-Sector Service Accountability Agreement (MSAA) between the HNHB LHIN and RMON to reflect the additional funding and conditions with effect as of the date of this letter.

Please be advised that if your agency is fulfilling a sponsoring or lead agency role, you are accountable to the LHIN for the deliverables, funding and reporting. This approval is conditional on organizations submitting financial and performance reports to the LHIN on a prescribed schedule as described in the attached Schedule A.

The HNHB LHIN will provide the additional funding as set out in the attached schedules, subject to the Ministry of Health and Long-Term Care (ministry) receiving the necessary appropriation from the Ontario Legislature.

RMON is required to maintain financial records for this allocation. Unspent funds, and funds not used for the intended and approved purposes, are subject to recovery.

It is also essential that you manage costs within your approved budget.

Please indicate RMON's acceptance of the proposed funding, the conditions on which it is provided, and RMON's agreement to the amendment of the MSAA by signing below and returning one copy of this letter **by June 18, 2019**, to the attention of Shannon Lawrence, Analyst, Funding, HNHB LHIN, 211 Pritchard Rd., Unit 1, Hamilton ON, L8J 0G5. Please also return a copy electronically to [shannon.lawrence@lhins.on.ca](mailto:shannon.lawrence@lhins.on.ca).

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Dr. Mustafa Hirji

Should you have any questions regarding the information provided in the letter, please contact Derek Bodden, Director, Finance, at [derek.bodden@lhins.on.ca](mailto:derek.bodden@lhins.on.ca) or (905) 523-8600, ext. 4228.

Sincerely,



Donna Cripps  
Chief Executive Officer  
Hamilton Niagara Haldimand Brant Local Health Integration Network

Att: Schedule A  
Performance & Budget Reporting Templates

c: Jim Bradley, Regional Chair, RMON  
Donovan D'Amboise, Manager, Financial Reporting, RMON  
Kelly Cimek, Director, Planning, HNHB LHIN  
Derek Bodden, Director, Finance, HNHB LHIN

I agree to the terms and conditions in this letter dated June 3, 2019 regarding Peer Support Services Program 2019-20.

**AGREED TO AND ACCEPTED BY**

The Regional Municipality of Niagara - Mental Health

By:

Mustafa Hirji

Acting Medical Officer and Commissioner of  
Public Health

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

I have authority to bind The Regional Municipality of Niagara - Mental Health

and By:

Jim Bradley

Regional Chair

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

I have authority to bind The Regional Municipality of Niagara - Mental Health

.../3



### Schedule A

1. **2019-20 Funding Details:** \$49,028 (annualized to \$58,833 in 2020-21) (Base Funding) and one-time funding of \$4,500.

2. **Program Description:**

Expansion of 1 FTE peer support worker in the early intervention program within mental health and addictions in Niagara to increase clients served by peer support services such as one-to-one or group-based support and decrease wait times for individuals accessing these services.

3. **Specific Terms and Conditions Applicable to the Funding:**

The Regional Municipality of Niagara - Mental Health (RMON) agrees that it will:

- (a) use the funding to support the Peer Support Services Program and for no other purpose. This funding cannot be diverted to fund increases in employee compensation.
- (b) not use surplus funds for any other program without prior written consent from the HNHB LHIN. This funding is subject to recovery and reconciliation.
- (c) have all new staff hired under this funding complete Ontario's San'yas Indigenous Cultural Safety Training by the end of Q3 2019-20. This online, self-directed training will be paid for by the HNHB LHIN and can be arranged by emailing [hnhb.submissions@lhins.on.ca](mailto:hnhb.submissions@lhins.on.ca).
- (d) as a team member work in collaboration with other health service providers on coordinated care planning based on the Health Links Model of Care and following the provincial coordinated care plan template.

4. **Financial and Statistical Performance and Reporting:**

- a) Financial and statistical Quarterly Reporting will be reported under the following Functional Centre in SRI: COM Primary Care – MH Early Intervention 72 5 10 76 51
- b) New statistical targets associated with this funding are outlined below. These annual and pro-rated volumes are also found in the Budget Reporting template:

COM Primary Care – MH Early Intervention 72 5 10 76 51	Annual Performance Targets (Beginning 2020-21)	Pro-rated Performance Targets (Fiscal year 2019-20)
Individuals Served	50	42
Visits	750	625
Group Session	45	38
Group Participant Attendances	300	250

- c) Please include the funding and expense updates in the Budget Adjustment columns on the financial pages in the appropriate functional centre effective Quarter 2.

.../4

Dr. Mustafa Hirji

- d) Supplemental financial and performance reporting is required utilizing the Reporting Template attached. Reporting periods are as follows:

Reporting Period	Dates of Reporting Period	Due Date
Quarter 1	April 1, 2019 – June 30, 2019	August 7, 2019
Quarter 2	July 1, 2019 – September 30, 2019	November 7, 2019
Quarter 3	October 1, 2019 – December 31, 2019	February 7, 2020
Year-End Report	January 1, 2020 – March 31, 2020	June 7, 2020

- e) The need for supplemental (performance and/or financial) reporting beyond June 7, 2020 will be determined by the LHIN in conjunction with RMON.
- f) Please provide a year-end report by June 7, 2020 on the following:
- Number of individuals who report improved health and mental health and addictions outcomes after accessing peer support services; and
  - Number of individuals who report an increased awareness of mental health and addictions issues and resources to support their recovery.
- g) The performance and budget reporting templates are to be submitted to [hnhb.reporting@lhins.on.ca](mailto:hnhb.reporting@lhins.on.ca).

Should you have any questions related to these templates, please contact Doris Downie, Advisor, Funding (budget reporting) at [doris.downie@lhins.on.ca](mailto:doris.downie@lhins.on.ca) or Kiran Kumar, Advisor, Performance & Accountability (performance reporting) at [kiran.kumar@lhins.on.ca](mailto:kiran.kumar@lhins.on.ca). For questions related to Mental Health & Addictions planning at the HNHB LHIN, please contact Kelly Cimek, Director, Planning at [kelly.cimek@lhins.on.ca](mailto:kelly.cimek@lhins.on.ca).



2019-20
Regional Municipality of Nanara - Mental Health Program
Early Psychosis Intervention - Peer Support
Mental Health
100238
4034

[illegible]

FC Code	Secondary Account	Unit Definition	Annual Number	Units of Service	
				Pro Rated	10
72 5 10 75 51	8-900'-451' - 455'	Votes For Public-Use House and Telephone-In Contracted Out	750		625
#1/A	#1/A	#1/A	-	-	#
#2/A	#1/A	#1/A	-	-	#
#3/A	#1/A	#1/A	-	-	#
#4/A	#1/A	#1/A	-	-	#
#5/A	#1/A	#1/A	-	-	#
#6/A	#1/A	#1/A	-	-	#
		Administration Costs			
		Total Revenue (non-LHN funding)			
		TOTAL FUNDING REQUESTED*			
		* Totals must agree to 12 Month Budget of One Time Funding			

## Legend:

HSP to complete via drop-down  
HSP to complete manually  
LHIN to complete

## Peer Support Services Program 2019-20

## Program Status Report

Project Name	Early Psychosis Intervention - Peer Support
Service Sector	Mental Health
Lead Organization Name	Regional Municipality of Niagara - Mental Health Program
Project Description	Expansion of 1 FTE peer support worker in the early intervention mental health and addictions sector in Niagara. Will increase clients served by peer support services such as one-to-one or group-based support and decrease wait times for individuals accessing these services.
Project HSP Contact	
Project HSP Partners	
Reporting Start Month and Year	Month Year

Quality Dimension	Measures	Annual Target	2019-20				2020-21				2021-22				Current Cumulative
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Appropriately Resourced	FTEs Hired	1													0
Access	Visits	750													0
Access	Individuals Served	50													0
Access	Groups	45													0
Access	Group Participant Attendances	300													0
Access	Average number of days clients waited to access service	Report Only													0

## Additional HSP's Comments on Program Implementation (add additional comments to each quarterly report):

## LHIN Review Comments:

Please provide a year end report by June 7, 2020 on the following:

- a) Number of individuals who report improved health and mental health and addictions outcomes after accessing peer support services; and  
b) Number of individuals who report an increased awareness of mental health and addictions issues and resources to support their recovery.



211 Pritchard Road, Unit 1  
Hamilton, ON L8J 0G5  
Tel: 905 523-8600  
Toll Free: 1 800 810-0000  
[www.hnhblhin.on.ca](http://www.hnhblhin.on.ca)

211, chemin Pritchard, unité 1  
Hamilton, ON L8J 0G5  
Téléphone : 905 523-8600  
Sans frais : 1 800 810-0000  
[www.hnhblhin.on.ca](http://www.hnhblhin.on.ca)

June 3, 2019

Dr. Mustafa Hirji  
Acting Medical Officer and Commissioner of Public Health  
The Regional Municipality of Niagara - Mental Health  
1815 Sir Isaac Brock Way PO Box 1052 Stn Main  
Thorold ON L2V 0A2

Dear Dr. Hirji:

**Re: Early Psychosis Intervention Program 2019-20**

The Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN) is pleased to advise The Regional Municipality of Niagara - Mental Health (RMON) that it will be receiving up to an additional \$85,339 base funding in 2019-20 (annualized to \$102,407 in 2020-21) and one-time funding of \$3,000 to support the Early Psychosis Intervention Program. Details of the funding, including applicable terms and conditions are set out in Schedule A.

In accordance with the *Local Health System Integration Act, 2006* the LHIN hereby gives notice that, subject to RMON's agreement, it proposes to amend the Multi-Sector Service Accountability Agreement (MSAA) between the HNHB LHIN and RMON to reflect the additional funding and conditions with effect as of the date of this letter.

Please be advised that if your agency is fulfilling a sponsoring or lead agency role, you are accountable to the LHIN for the deliverables, funding and reporting. This approval is conditional on organizations submitting financial and performance reports to the LHIN on a prescribed schedule as described in the attached Schedule A.

The HNHB LHIN will provide the additional funding as set out in the attached schedules, subject to the Ministry of Health and Long-Term Care (ministry) receiving the necessary appropriation from the Ontario Legislature.

RMON is required to maintain financial records for this allocation. Unspent funds, and funds not used for the intended and approved purposes, are subject to recovery.

It is also essential that you manage costs within your approved budget.

Please indicate RMON's acceptance of the proposed funding, the conditions on which it is provided, and RMON's agreement to the amendment of the MSAA by signing below and returning one copy of this letter **by June 18, 2019**, to the attention of Shannon Lawrence, Analyst, Funding, HNHB LHIN, 211 Pritchard Rd., Unit 1, Hamilton ON, L8J 0G5. Please also return a copy electronically to [shannon.lawrence@lhins.on.ca](mailto:shannon.lawrence@lhins.on.ca).

Dr. Mustafa Hirji

Should you have any questions regarding the information provided in the letter, please contact Derek Bodden, Director, Finance, at [derek.bodden@lhins.on.ca](mailto:derek.bodden@lhins.on.ca) or (905) 523-8600, ext. 4228.

Sincerely,



Donna Cripps  
Chief Executive Officer  
Hamilton Niagara Haldimand Brant Local Health Integration Network

Att: Schedule A  
Budget & Performance Reporting Templates

c: Jim Bradley, Regional Chair, RMON  
Donovan D'Amboise, Manager, Financial Reporting, RMON  
Kelly Cimek, Director, Planning, HNHB LHIN  
Derek Bodden, Director, Finance, HNHB LHIN

I agree to the terms and conditions in this letter dated June 3, 2019 regarding Early Psychosis Intervention Program 2019-20.

**AGREED TO AND ACCEPTED BY**

The Regional Municipality of Niagara - Mental Health

By:

Mustafa Hirji

Acting Medical Officer and Commissioner of  
Public Health

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

I have authority to bind The Regional Municipality of Niagara - Mental Health

and By:

Jim Bradley

Regional Chair

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

I have authority to bind The Regional Municipality of Niagara - Mental Health

.../3

### Schedule A

1. **2019-20 Funding Details:** \$85,339 (annualized to \$102,407 in 2020-21) (Base Funding) and one-time funding of \$3,000.
2. **Program Description:**  
Expansion of Early Psychosis Intervention program(s) in Niagara by 1 FTE Registered Nurse will increase individualized psychosocial interventions including the use of psychotherapies and supports related to family education and intervention, education, and/or employment.

3. **Specific Terms and Conditions Applicable to the Funding:**

The Regional Municipality of Niagara - Mental Health (RMON) agrees that it will:

- (a) use the funding to support the Early Psychosis Intervention Program and for no other purpose. This funding cannot be diverted to fund increases in employee compensation.
- (b) not use surplus funds for any other program without prior written consent from the HNHB LHIN. This funding is subject to recovery and reconciliation.
- (c) have all new staff hired under this funding complete Ontario's San'yas Indigenous Cultural Safety Training by the end of Q3 2019-20. This online, self-directed training will be paid for by the HNHB LHIN and can be arranged by emailing [hnhb.submissions@lhins.on.ca](mailto:hnhb.submissions@lhins.on.ca).
- (d) as the integrated care lead, develop a coordinated care plan in collaboration with other health service providers on all patients associated with this funding based on the Health Links Model of Care and following the provincial coordinated care plan template

4. **Financial and Statistical Performance and Reporting:**

- a) Financial and statistical Quarterly Reporting will be reported under the following Functional Centre in SRI: COM Primary Care – MH Early Intervention 72 5 10 76 51
- b) New statistical targets associated with this funding are outlined below. These annual and pro-rated volumes are also found in the Budget Reporting template:

COM Primary Care – MH Early Intervention 72 5 10 76 51	Annual Performance Targets (Beginning 2020-21)	Pro-rated Performance Targets (Fiscal year 2019-20)
Individuals Served	25	21
Visits	500	417

- c) Please include the funding and expense updates in the Budget Adjustment columns on the financial pages in the appropriate functional centre effective Quarter 2.



Dr. Mustafa Hirji

- d) Supplemental financial and performance reporting is required utilizing the Reporting Template attached. Reporting periods are as follows:

Reporting Period	Dates of Reporting Period	Due Date
Quarter 1	April 1, 2019 – June 30, 2019	August 7, 2019
Quarter 2	July 1, 2019 – September 30, 2019	November 7, 2019
Quarter 3	October 1, 2019 – December 31, 2019	February 7, 2020
Year-End Report	January 1, 2020 – March 31, 2020	June 7, 2020

- e) The need for supplemental (performance and/or financial) reporting beyond June 7, 2020 will be determined by the LHIN in conjunction with RMON.
- f) Please provide a year-end report by June 7, 2020 on the following:
- Number of individuals who report improved health and mental health outcomes after accessing individualized psychosocial interventions; and
  - Number of individuals who receive supports related to family education and intervention, education and/or employment.
- g) The performance and budget reporting templates are to be submitted to [hnhb.reporting@lhins.on.ca](mailto:hnhb.reporting@lhins.on.ca).
- Should you have any questions related to these templates, please contact Doris Downie, Advisor, Funding (budget reporting) at [doris.downie@lhins.on.ca](mailto:doris.downie@lhins.on.ca) or Kiran Kumar, Advisor, Performance & Accountability (performance reporting) at [kiran.kumar@lhins.on.ca](mailto:kiran.kumar@lhins.on.ca). For questions related to Mental Health & Addictions planning at the HNHB LHIN, please contact Kelly Cimek, Director, Planning at [kelly.cimek@lhins.on.ca](mailto:kelly.cimek@lhins.on.ca).

2019-20	Regional Municipality of Niagara - Mental Health Services Early Psychosis Intervention Mental Health 100238 4034
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Regional Municipality of Niagara - Mental Health Program	4012740
Early Psychosis Intervention	
Mental Health	
100238	
4034	

**Mental Health**  
**LHIN Program: Revenue & Expenses**

[illegible][illegible]

## Legend:

HSP to complete via drop-down  
HSP to complete manually  
LHIN to complete

### Early Psychosis Intervention Program 2019-20

Program Status Report

Project Name	Early Psychosis Intervention
Service Sector	Mental Health
Lead Organization Name	Regional Municipality of Niagara - Mental Health Program
Project Description	Expansion of Early Psychosis Intervention program(s) in Niagara by 1 FTE Registered Nurse will increase individualized psychosocial interventions including the use of psychotherapies and supports related to family education and intervention, education, and/or employment.
Project HSP Contact	
Project HSP Partners	
Reporting Start Month and Year	Month Year

Quality Dimension	Measures	Annual Target	2019-20				2020-21				2021-22				Current Cumulative
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Appropriately Resourced	FTE's Hired	1.0													0
Access	Visits	500													0
Access	Individuals Served	25													0
Access	Average number of days clients waited to access service.	Report Only													0
															0
															0
															0

Additional HSP's Comments on Program Implementation (add additional comments to each quarterly report):

LHIN Review Comments:

Please provide a year end report by June 7, 2020 on the following:

- Number of individuals who report improved health and mental health outcomes after accessing individualized psychosocial interventions; and
- Number of individuals who receive supports related to family education and intervention, education and/or employment.



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**Subject:** Sole Source EMS Interdev Software Support Agreement and Hardware Purchase

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

1. That Council **AUTHORIZE** staff to proceed with the purchase of Panasonic CF33 laptops, and a support and service contract from Interdev as a sole source in accordance with section 18 (a) items (i) of Procurement By-law No. 02-2016, as amended on February 28, 2019 which permits sole source procurement if “compatibility of a Purchase with existing equipment, product standards, facilities or service is paramount consideration.”

## Key Facts

- The purpose of this report is to obtain Regional Council's approval to award a single source contract greater than \$1 million in accordance with Schedule B of Procurement By-law No. 02-2016, as amended on February 28, 2019
- Panasonic CF31 laptops are used by paramedics to complete mandatory electronic patient care records (ePCR)
- The current hardware is at end of life and no longer supported by the vendor
- Niagara Region owns the licenses for Interdev's iMedic Electronic Patient Care Record (ePCR) software
- Niagara EMS has used Interdev's iMedic ePCR application as it's standard for 6 years
- An Expression of Interest (EOI) was conducted in Q2 2018 that provided insight to options for alternate ePCR providers and associated hardware
- The result of the EOI provided the basis for the recommendation to continue using the current vendor as the provider of software and hardware
- By purchasing the hardware and software through the same contract, economic and operational efficiencies are gained through the support and service of both products

## Financial Considerations

Funding of \$696,000 for hardware replacements of the current Panasonic CF31s was approved and initiated through project 20000607 as part of the 2018 capital budget (CSD 65-2017).



The cost of the replacement hardware is \$577,118 plus applicable taxes (net Regional cost of \$587,275 inclusive of non-refundable HST) (Appendix 1). This quote includes installation of software, modems and mounting units to be used in the vehicles. This amount is \$108,725 under budget and will be returned to the general capital levy project for future use.

In addition to the capital purchase of the laptops, the service contract with the current ePCR provider requires renewal. Costs associated with the ePCR contract are included in the existing operating budget. The renewals have increased by the rate of inflation (as determined by the Canadian Inflation Calculator) and these increases will be included within future operating budgets. Annual operating costs are \$154,686; (2019/2020), \$174,022 (2020/2021), and \$193,358 (2021/2022). The 2021/2022 cost includes an option to renew at the same price plus an inflationary adjustment based on the Consumer Price Index (CPI) for a 4<sup>th</sup> and 5<sup>th</sup> year. Detailed quotes are provided in Appendix 2.

## **Analysis**

Since 2013, Niagara EMS has been using Interdev as our electronic patient care record (ePCR) system and the 5-year service level agreement expired on February 1, 2018. An extension of the service was negotiated until August 31, 2018 and month to month since that time to provide time to review ePCR service provider options through an Expression of Interest that was issued Q2 2018.

Niagara EMS has recently undertaken a System Transformation Project (STP) that is setting a course to change the way in which EMS services have been provided; into one that is integrated with the broader health system and uses evidence-informed decision-making to plan these services. While consideration was given to this being an opportune time to procure a patient record system that will help the service move into this new way of service delivery, it has ultimately been determined that the opposite is actually the case. As the future service delivery processes and procedures are continuously evolving and it is not entirely clear what that future will look like in terms of the specific needs/requirements related to an ePCR system, issuing a an RFP at this juncture would be premature. As well, currently many systems are working hard to offer full integration with provincial and local health record management systems, however this is all relatively new and it is uncertain how this is going to develop with the various providers of ePCR systems in Ontario.

As the work of the STP continues over the next 12-24 months, it will become clearer as to the future needs of the service and the opportunity to better plan for adopting a system to help us meet those needs, rather than procuring a system now and having to adapt the system to meet its abilities.

Staff's recommendation is to contract InterDev, for a three year service and maintenance agreement with two additional one-year options (3+1+1).

This will allow Niagara EMS to procure a contract with the current provider and that coupled with a Performance Agreement element which addresses current issues with the system will result in the following benefits which:

- provides Niagara EMS with 12-18 months to continue with the System Transformation Project to better understand long-term needs for patient record management;
- allows (with the completion of the above) an additional 12-18 months to consider and conduct a procurement process and any resultant time required to transition to a new system;
- positions the organization in both budget and human resources for a possible change in the next 36-60 months;
- defers the timing of a procurement for a new ePCR system until systems will have established the ability for data sharing between various health record systems;
- avoids any service disruption to the organization, which is already undergoing substantial changes in service delivery; and
- ensures that the necessary replacement hardware is procured in a timely manner as there is risk associated with the current aging hardware

Niagara EMS is currently operating on a month-by-month basis with Interdev while we work through the details of a service level agreement (SLA) and seek approvals for the sole source procurement.

## **Alternatives Reviewed**

An RFP could be conducted for a new system. As described above, however, the timing is not well-suited to knowing requirements for a future system, nor for having options with provincial and local health record integration. With respect to the RFP process, an evaluation of the level of effort not only in the proposal process itself but the business implications (should the result require a change in system provider) would require an abundance of resources which are not currently available unless front line service is reduced.

An Expression of Interest completed in June of 2018 identified two other vendors currently providing ePCR services in Ontario. Both of these systems are used in very few Ontario services.

Not purchasing new hardware and software is not recommended, as the Service is legislatively required to provide patient care record documentation that is in accordance with standards, and an ePCR system can no longer function reliably unless new hardware and software is purchased.

In absence of the use of electronic charting, paper-based documentation would remain the only option. This is not recommended. Paper-based documentation virtually eliminates the ability to integrate with other e-health systems and would negate the ability to access vital data and statistical information. It would also undermine Niagara EMS's current status as technological leader and innovator in the province, and harm Niagara Region's claim to operating a dedicated communication (dispatch) centre given that this was done to create a technology testing ground for the province.

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

The purchase of ePCR software and hardware for Niagara EMS is in keeping with Council's objectives for High Quality, Efficient, and Coordinated Core Services as well as Fiscal Sustainability.

### **Other Pertinent Reports**

Not applicable

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#### **Prepared by:**

Kevin Smith  
Chief, Niagara Emergency Medical  
Services & Director, Emergency  
Services

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#### **Recommended by:**

M. Mustafa Hirji, MD MPH RCPC  
Medical Officer of Health &  
Commissioner (Acting)  
Public Health & Emergency Services

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#### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

### **Appendices**

Appendix 1

Interdev Quote

Page 5

Appendix 2

Annual Services

Page 6-8

## Appendix 1



## Quote

Date: 5/16/2019  
Quote #  
20190516\_Niagara

TO Randy McDougall  
Niagara EMS

1-289-929-6581

Salesperson	Job	Payment Terms	Due Date
KM			

Qty	Description	MSRP	Interdev Offered Unit Price	Line Total
108	<b>CF33LC11AAVM</b> MK1, 8GB, 256GB SSD, STANDARD BATTERY, REAR CAMERA, <b>LTE</b> , WIN10, 64 BIT, ENGLISH	5,498.00	4,149.20	448,113.60
108	<b>CFVEK331LMP</b> Full Red Backlit Keyboard Dock for CF-33. Ethernet, SDXC (full-size), HDMI, VGA, USB 2.0, USB 3.0 x2, Serial (USB), Docking Connector, Handle, Kensington Lock, Tablet Release Lever with Lock/Unlock Tab	918.00	753.03	81,413.64
110	iMEDIC set-up/ installation, encryption, mobi, antivirus etc.		500.00	N/C
2	<b>CF20G7108VM</b> MK2, DUAL, 8GB, <b>256GB SSD</b> , WEBCAM, REAR CAMERA, BRIDGE BATTERY, <b>LTE</b> , WIN10, 64 BIT, ENGLISH	6,203.00	4,295.25	8,590.50
50	<b>DS-PAN-1106</b> Havis Cradle (no electronics) for Panasonic Toughbook 33		780.00	39,000.00
Subtotal				\$577,117.74
HST 13%				\$75,025.31
Total				\$652,143.05

Thank you for your business!

## Appendix 2

### Annual Services

Interdev's ongoing support services is as below:

#### Niagara EMS Support for Year 1 (April 1, 2019 to March 31, 2020)

Support	Price	Units	Cost / Year	Discount 20%
Platinum Support per laptop / year	600	105	63,000	50,400
System Hosting or on-site support	2000	12	24,000	19,200
Software Upgrades 20% of license cost (per year)	250,690	0.2	50,138	40,110
iMedic Web Paramedic Portal	70	216	15,120	12,096
Interdev Analytics User CAL	1200	1	1,200	960
Interdev Analytics Document CAL	600	4	2,400	1,920
CADLink Connection Maintenance	300	105	31,500	25,200
CADLink Communication Server Hosting	500	12	6,000	4,800
<b>Total Annual Support</b>			<b>\$193,358.00</b>	<b>\$154,686.40</b>

**Niagara EMS Support for Year 2  
 (April 1, 2020 to March 31, 2021)**

<b>Support</b>	<b>Price</b>	<b>Units</b>	<b>Cost / Year</b>	<b>Discount 10%</b>
Platinum Support per laptop / year	600	105	63,000	56,700
System Hosting or on-site support	2000	12	24,000	21,600
Software Upgrades 20% of license cost (per year)	250,690	0.2	50,138	45,124
iMedic Web Paramedic Portal	70	216	15,120	13,608
Interdev Analytics User CAL	1200	1	1,200	1,080
Interdev Analytics Document CAL	600	4	2,400	2,160
CADLink Connection Maintenance	300	105	31,500	28,350
CADLink Communication Server Hosting	500	12	6,000	5,400
<b>Total Annual Support</b>			<b>\$193,358.00</b>	<b>\$174,022.20</b>

\*A percent increase as per the Consumer Price Index will be in addition.

### Niagara EMS Support for Year 3 and Optional Years 4 & 5

Support	Price	Units	Cost / Year
Platinum Support per laptop / year	600	105	63,000
System Hosting or on-site support	2000	12	24,000
Software Upgrades 20% of license cost (per year)	250,690	0.2	50,138
iMedic Web Paramedic Portal	70	216	15,120
Interdev Analytics User CAL	1200	1	1,200
Interdev Analytics Document CAL	600	4	2,400
CADLink Connection Maintenance	300	105	31,500
CADLink Communication Server Hosting	500	12	6,000
<b>Total Annual Support</b>			<b>\$193,358.00</b>

\*A percent increase per year as per the Consumer Price Index will be in addition.

\*HST extra



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**Subject:** Procurement of Homelessness Services for Period of April 1, 2020-March 31, 2023

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

1. That the Negotiated Request for Proposal (NRFP) process **BE INITIATED** in Q3 2019 and that Staff **BE AUTHORIZED** to enter into negotiations with the selected proponents based on the multiple NRFP processes, and award in Q1 2020 based on confirmation of funding.
2. That the evaluation scoring matrix (Appendix A), to be used to score NRFP submissions from potential proponents, **BE APPROVED**.

## Key Facts

- The purpose of this report is to seek Regional Council's approval of a number of recommendations pertaining to the formal procurement for the homelessness service system for the period of 2020 to 2023.
- Homelessness Services will be issuing multiple Negotiated Request for Proposals with the goal to seek preferred proponents who will be invited to enter into direct contract negotiations with Homelessness Services for service delivery and to participate in the transformation to an improved integrated homelessness services system.
- NRFPs will be executed in the following priority areas: prevention, outreach, shelter, transitional housing, Housing First and Home for Good supportive housing.
- Throughout 2019 information was gathered through ongoing planning activities and community engagement to inform the NRFP framework and procurement process, evaluation-scoring matrix, and service system scopes of work.

## Financial Considerations

1. Homelessness Services is primarily funded by the Ministry of Municipal Affairs and Housing (MMAH) \$8,286,923 (which includes Community Homelessness Prevention Initiative (CHPI) and Home for Good funding), the federal Reaching Home funding (\$958,596) as well as Regional levy (\$1,703,561 -15.6%) for the year 2019.

2. a) Funding of an estimated \$7.1 million per annum from provincial, federal and levy contributions will be utilized for contract awards, subject to confirmation of funding amounts.  
  
b) Remaining monies are used in the area of prevention to support the housing stability plan (\$2.0 M), Niagara Emergency Energy Fund (\$0.5 M), program direct delivery (\$0.8 M) and program administration including inter-company charges (\$0.6 M).
3. Termination clauses will exist in all agreements should the need to terminate early, based on future funding announcements, be required.
4. Homelessness Services is anticipating a 2020 budget pressure of an estimated \$800,000 to maintain existing service levels as provided during 2019.

## Analysis

Community Services operationalizes the Region's provincially mandated responsibilities as the Consolidated Municipal Service Manager (CMSM) for the homelessness system in Niagara. Its key responsibility is service system planning and administration for the homelessness system, and it operates under rules established by the MMAH. The Region also receives federal funding under Reaching Home (previously known as *Homelessness Partnering Strategy*) and is identified as the local Community Entity for this funding.

Homelessness services are currently delivered by 22 community providers through purchase of service contracts with Niagara Region and a partnership with the Social Assistance and Employment Opportunities (SAEO) division. The types of homelessness services align with the Council approved priorities of outreach, supported transitional housing, Housing First, emergency shelters and homelessness prevention, and with approaches recommended in the province's *Long Term Affordable Housing Strategy*.

Niagara Region contracts with service providers will end on March 31, 2020.

Consistent with past practice, Niagara Region intends to contract for the three-year period from April 1, 2020 - March 31, 2023 and will be issuing multiple negotiated request for proposals in accordance with the Procurement By-Law.

Homelessness Services undertook a full system review in 2019, which included a comprehensive consultation process with service providers and resulted in ten recommendations as outlined in the January 2019 *Homelessness Systems Service Review* report by Whitesell & Company. These key recommendations are intended to transform the system in order to better serve clients with targeted outcomes measured

through new key performance indicators. The NRFP process will support the transition and transformation of the existing homelessness service system.

The NRFP will be standard among six service areas (shelter, outreach, supported transitional housing, prevention, Housing First and Home for Good). These priorities will address Niagara Region's contractual obligations for federal and provincial funding and will also help advance action details in *"A Home for All: Niagara's 10 year community Action Plan to help people find and keep housing"*. There will be separate schedules for each service area to allow for customized submissions.

### **Procurement approach and evaluation scoring matrix**

To accommodate providers submitting for more than one funding priority, the NRFPs will be staggered over a four-week period from October 1 to October 29, 2019, with deadlines six weeks after issuance.

The NRFP will identify preferred proponents who will enter into contract negotiations to operate homelessness services. Proponents will also be expected to participate in the transformation to a new integrated homeless system.

NRFP Review Panels will be established, with members' selected based on criteria, such as:

- Knowledge of the homelessness sector,
- Having no conflict of interest, real or perceived,
- Professional qualifications,
- Years of experience within the human services/homelessness services industry, and
- Local area knowledge.

Once NRFP submissions are received, members will review and score written submissions.

Proponents will be required to complete a written submission for each service area of interest. After the NRFP closing date, Niagara Region's Strategic Sourcing division will review all submissions to determine compliance. All compliant written submissions will be distributed to Review Panel members for review and scoring.

Written submissions will be scored, out of a possible 100 points based on:

- Organizational Capacity and Fit (20 points)
- Quality Service Delivery (40 points)
- Collaboration and Partnerships (15 points)
- Innovation and Continuous Improvement (15 points)
- Budget (10 points).

See Appendix A for further details on the above.

The preferred proponents for each service area will be based on the highest score, and will be invited to enter into contract negotiations with Niagara Region to provide that particular service, and participate in the transformation to a new, more integrated system. Niagara Region will continue to enter into contract negotiations with the proponents having the next highest score for the specific service area until all funding is allocated. More than one proponent may be awarded in each category.

Pending Committee and Council approval of this report, the following is the proposed multiple NRFP schedule:

Steps	Timelines
Council Approval	July 2019
NRFP Information Session (for interested proponents)	September 2019
NRFP Issuance (staggered)	Oct-Nov 2019
NRFP Close (staggered)	Nov-Dec 2019
Evaluation of NRFP	Dec 2019 – Jan 2020
Negotiations	Until complete (anticipated by Feb 2020)
Announcement of Preferred Proponents	Feb 2020

Subject to provincial, federal and levy funding and following negotiations, Homelessness Services will enter into purchase of service agreements with preferred proponents to ensure continuity of services across Niagara.

Homelessness Services will monitor to ensure any transfers of services are provided in accordance with the service agreement. Should the service provider fail to perform these services, Niagara Region may terminate the service agreement in accordance with the terms and conditions of the agreement.

Reporting on the successful proponents will be provided to the Public Health and Social Services Committee and Regional Council based on the requirements in the purchasing by-law for delegating spending authority to staff. (By-Law – 02-2016).

### **Alternatives Reviewed**

Not applicable.

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

Not applicable.

## Other Pertinent Reports

- COM 10-2019 Homelessness Services System Review
- COM 23-2019 Niagara Region Application for Built for Zero Canada
- COM 26-2019 Homelessness Services Report 2018

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### Prepared by:

Jeffrey Sinclair, BBA  
Homelessness Action Plan Advisor  
Community Services

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### Recommended by:

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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### Submitted by:

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared with input from Chandra Hardeen, Manager, Homelessness Services; Kayla DePauw, Program Finance Specialist; Jeff Mulligan, Manager, Strategic Sourcing; and reviewed by Cathy Cousins, Director, Homelessness and Community Engagement.*

## Appendices

Appendix A – Proposed Evaluation Scoring Matrix

Item	Evaluation Components	Points
Demonstrates organizational capacity and fit	<p>1) Demonstrates that service delivery will support Homelessness System of Niagara and align with service system review and HHAP.</p> <p>2) Demonstrates experience providing key activities that comprise the service, including the minimum service activities identified in Schedule A. Clearly identifies:</p> <ul style="list-style-type: none"> <li>• specialized approaches, capabilities, and/or assets</li> <li>• access to in-kind, complimentary or other relevant services</li> </ul> <p>3) Demonstrates a clear understanding of how the service fits into the organizational structure</p> <p>4) Demonstrates history of fiscal responsibility and management capability</p> <p>5) Demonstrates development and retention of a team of qualified staff through:</p> <ul style="list-style-type: none"> <li>• Current staffing expertise and administrative supports</li> <li>• Specific recruitment and retention strategies, on-boarding practices</li> <li>• Professional development approach to keep informed on the latest research on Homelessness services and other relevant topics.</li> <li>• Strategies for retention of staff</li> </ul> <p>6) Past monitors to be considered with demonstrated capacity</p>	20
Demonstrates quality service delivery	<p>1) Clearly identifies target population(s) and geographic area(s) for service and demonstrates expertise in serving target population(s) and geographic area(s)</p> <p>2) Clearly identifies how the key activities of service delivery will achieve the expected service outcomes for clients and support KPI's for that service area</p>	40
Demonstrates collaboration and partnership	<p>1) Demonstrates how the project supports one or more goals of Niagara's 10-year housing and homelessness action plan, <i>A Home for All</i></p> <p>2) Identifies an intentional approach for the organization to engage broadly with community partners to support achievement of service outcomes</p> <p>3) Clearly identifies existing and new key collaborations/partnerships, their partnership role and contribution, and how the contribution supports expected service outcomes identified in Schedule A.</p> <p>4) Demonstrates a recognition of the value of Lived Experience through structured activities that:</p> <ul style="list-style-type: none"> <li>• Engage clients beyond their role as "service user"</li> <li>• Include persons with lived experience and engaging them in in decision-making</li> <li>• Solicit and respond to client feedback</li> </ul>	15

Demonstrates Innovation and continuous improvement	<p>1) Demonstrates adaption and use of best practices for service delivery</p> <p>2) Demonstrates an understanding of how the service fits within the Homelessness System 2.0 model and demonstrates willingness to support the successful transformation of Niagara homelessness services system to Homelessness System 2.0.</p> <p>3) Demonstrates an understanding of key trends that impact achievement of service outcomes.</p> <ul style="list-style-type: none"> <li>• Identifies one or more key barriers to success, and for each barrier identifies one or more organizational strategies to mitigate their impact</li> <li>• Identifies one or more key opportunities to support success, and for each opportunity identifies one or more organizational strategies to leverage them</li> </ul>	15
Project costs	<p>1) Proposed budget is aligned with program objectives, is reasonable and clearly articulates both NRFP funded costs and contributions from other sources. (There is no requirement for other contributions; however, applications which include other contributions will be evaluated more favourably).</p> <p>2) No more than 10% of the budget is spent on administration, including management oversight of the service and providing program space, etc.</p>	10



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**Subject:** Budget Adjustment – Children’s Services

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

That an adjustment to the previously adopted 2019 Regional Municipality of Niagara (Niagara Region) operating budget in the amount of \$2,293,053, to be fully funded through the Ministry of Education (MEDU) grants, **BE APPROVED**.

## Key Facts

- The purpose of this report is to inform Council of the in-year funding announcement received from the MEDU for Children’s Services and obtain approval of the related budget adjustment. In-year receipt of funding must comply with by-law 2017-63, Budget Control, items 6.6(a) and 6.6(b), requiring Council’s approval for any amounts received in excess of \$1 million for operating programs.
- In 2018 Children’s Services prepared their 2019 budget with a conservative approach to the MEDU funding amounts due to anticipated funding reductions. Children’s Services removed Fee Stabilization and Indigenous-led Child Care and Child and Family Programs funding from their 2019 Budget, as it was understood that they were time-limited grants. Estimates of all other funding amounts budgeted remained the same as the 2018 MEDU actual funding, for a total of \$41,770,048.
- On April 18, 2019, a preliminary funding announcement was made by MEDU to the Region for \$40,519,596, in comparison to the estimated amount included in the 2019 Niagara Region operating budget of \$41,770,048. This resulted in an anticipated \$1,250,452 decrease in funding. Similar decreases across Ontario, and anticipated increased cost share requirements, received significant push back from the municipalities.
- On June 7, 2019, MEDU announced a final revised child care funding amount of \$44,063,101 for 2019. This increase is attributable to mainly one-time grants, specific to support child care expansion, fee stabilization and Indigenous-led child care and child and family programs. This results in funding of \$2,293,053 over the initial budgeted estimate of \$41,770,048 for which a budget adjustment is required.

## Financial Considerations

MEDU recently confirmed the 2019 funding allocation for Niagara Region in early June 2019. This amount is now comparable to what was provided to Niagara Region in 2018, with a slight increase of \$65,893 or 0.2%. The following table depicts the approved 2019 MEDU funding announcements compared to the funding originally budgeted for as part

of the approved 2019 Niagara Region operating budget (as well as what was originally announced in April 2019):

2019 Child Care Service Agreement	April 18, 2019 MEDU Funding Announcement (for information)	2019 Regional Budget for MEDU Funding	June 7, 2019 MEDU Funding Agreement	Budget Adjustment Required
<b>Total Operating Allocation</b>	<b>\$ 27,233,653</b>	<b>\$28,483,419</b>	<b>\$28,385,468</b>	<b>(\$97,751)</b>
<b>Other Allocations</b>				
Wage Enhancement	4,804,924	4,811,525	4,898,801	87,276
Small Waterworks		591	791	200
Fee Stabilization Support	298,700	-	298,700	298,700
Expansion Plan and Early Learning Child Care (ELCC) Funding	7,706,219	8,055,338	8,971,150	915,812
Base Funding for Licensed Home Child Care (LHCC)	476,100	419,175	476,100	56,925
Indigenous-led Child Care and Child and Family Programs			1,032,091	1,032,091
<b>Total Other Allocation</b>	<b>13,285,943</b>	<b>13,286,629</b>	<b>15,677,633</b>	<b>2,391,004</b>
<b>Total 2019 Child Care Allocation</b>	<b>\$ 40,519,596</b>	<b>\$41,770,048</b>	<b>\$44,063,101</b>	<b>\$2,293,053</b>

## Analysis

This item is being brought to committee in compliance with by-law 2017-63, Budget Control, requiring Council approval for budget adjustments in excess of \$1 million.

The funding grants received in addition to those originally budgeted for in the 2019 Niagara Region operating budget will be invested in their respective program areas in accordance to provincial funding guidelines. There are no levy impacts for this budget adjustment for 2019. Further information of the funding types referred to in the previous table are detailed below:

### 2019 Child Care Service Agreement

*Total Operating Allocation* - The Total Operating Allocation includes administration dollars for the planning and management of the licensed child care and early years' service system, and core service delivery of; subsidized child care for families in need, supports for children with special needs within licensed child care programs; and funds to support the costs of operating licensed child care programs in order to reduce wait

times and fees for services, stabilize service levels, and improve access to high quality affordable early learning and child care services for children and their families.

*Wage Enhancement Grant/Home Child Care Enhancement Grant* - The Wage Enhancement Grant / Home Child Care Enhancement Grant is 100% funded by the MEDU to increase staff wages in the licensed child care sector (no cost sharing is required).

*Expansion Plan and Early Learning Child Care Funding* – The purpose of the funding is to support parents, families and communities in their efforts to ensure the best possible future for their children. This funding provides investments in early learning and child care to increase quality, accessibility, affordability, flexibility, and inclusivity, with prioritization for children aged 0-6 years old. The expansion funding will assist in supporting increased access to licensed child care for children aged 0-4 years. The funding includes ongoing support to the first two years of the expansion plan, in addition to operating funding to support school-based capital spaces that have opened through the expansion plan and tied to specific expansion targets.

*Fee Stabilization Support* - The Fee Stabilization Support funding was a one-time transition allocation to mitigate increases to parent fees as a result of the increase to the minimum wage requirement in 2018. It was anticipated that this would only be one-time funding and therefore not budgeted in 2019. The current allocation has been provided for the period of January to March 2019. As of March 31, 2019, this funding commitment from MEDU has ended.

*Base Funding for Licensed Home Child Care* – This funding has been provided to support a base funding model for licensed home child care agencies, of which Niagara Region is the larger of two local licensed agencies that oversee home child care sites in Niagara. The base funding is intended to provide stable, predictable funding to assist licensed home child care agencies with forecasting, planning, and actively recruiting more providers.

*Indigenous-led Child Care and Child and Family Programs* – These programs, formerly known as *The Journey Together*, seek to increase the number of culturally relevant and Indigenous-led licensed child care spaces and expand access to child and family programs for Indigenous children and families off reserves.

## **Alternatives Reviewed**

No alternatives were reviewed, as the funding must be spent in accordance with MEDU requirements.

## **Relationship to Council Strategic Priorities**

Not applicable.

## **Other Pertinent Reports**

- COM 05-2017 Wage Enhancement Grant
- COM 24-2017 Licensed Child Care Expansion Plan
- COM 05-2018 2018 Journey Together Funding.

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### **Prepared by:**

John Pickles, CPA, CA  
Program Financial Specialist  
Enterprise Resource Management  
Services

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### **Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Sandra Noël, Manager, Children's Services, Lori Bell, Manager, Children's Services and Donovan D'Amboise, Manager, Program Financial Support.*



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June 19, 2019

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

Dear Ms. Norio:

At their June 19, 2019 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in report NRH 8-2019:

1. That the Niagara Regional Housing Board of Directors **RECOMMENDS** to Regional Council the APPROVAL of the Program and Delivery Fiscal Plan (PDFP) for Year 1-3 under the COCHI and OPHI and approve the transfer payment agreement.
2. That the Niagara Regional Housing Board of Directors **DIRECTS** staff to proceed with the determination of the administrative requirements for the delivery of the programs.
3. That the Niagara Regional Housing Board of Directors **REQUEST** Regional Council to direct the Regional Chair to demand that the Provincial government provide additional funding for affordable housing programs in Niagara , reinstating the previous funding levels.
4. That the Niagara Regional Housing Board of Directors **REQUEST** that Regional Council consider providing financial compensation for the Provincial funding shortfall to Niagara Regional Housing.

Your assistance is requested in moving report NRH 8-2019, Canada-Ontario Community Housing (COCHI) & Ontario Priorities Housing Initiative (OPHI) through proper channels to Council for approval.

Sincerely,

Mayor Walter Sendzik  
Chair

**REPORT TO: Board of Directors of Niagara Regional Housing**

**SUBJECT: Canada-Ontario Community Housing (COCHI) & Ontario  
Priorities Housing Initiative (OPHI)**

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## **RECOMMENDATION**

1. That the Niagara Regional Housing Board of Directors **RECOMMENDS** to Regional Council the APPROVAL of the Program and Delivery Fiscal Plan (PDFP) for Year 1- 3 under the COCHI and OPHI and approve the transfer payment agreement.
2. That the Niagara Regional Housing Board of Directors **DIRECTS** staff to proceed with the determination of the administrative requirements for the delivery of the programs.
3. That the Niagara Regional Housing Board of Directors **REQUEST** Regional Council to direct the Regional Chair to demand that the Provincial government provide additional funding for affordable housing programs in Niagara , reinstating the previous funding levels.
4. That the Niagara Regional Housing Board of Directors **REQUEST** that Regional Council consider providing financial compensation for the Provincial funding shortfall to Niagara Regional Housing.

## **PURPOSE**

This report has been prepared to address the requirements necessary to access the COCHI and OPHI funding as outlined in the Community Housing Renewal Strategy (CHRS) (Appendix A). The PDFP requires approval by the Service Manager and a signature from the Regional Chair and Regional Clerk.

## **KEY FACTS**

- Niagara Regional Housing's allocation under COCHI is \$1,950,183, the allocation under OPHI is \$8,751,300 for a total of **\$10,701,483** over three years, April 2019- March 2022 (Appendix B).
- Niagara Regional Housing's allocation of the COCHI and OPHI for year 1 is \$4,145,379, year two \$2,482,380 and year three \$4,073,724.
- COCHI and OPHI funding for Year 1 (2019) are directed toward capital expenditures specifically.
- The re-confirmed IAH-E allocation for 2019 of \$2,270,400 which is directed to operating expenditures of which spending is already approved in the 2019 budget.

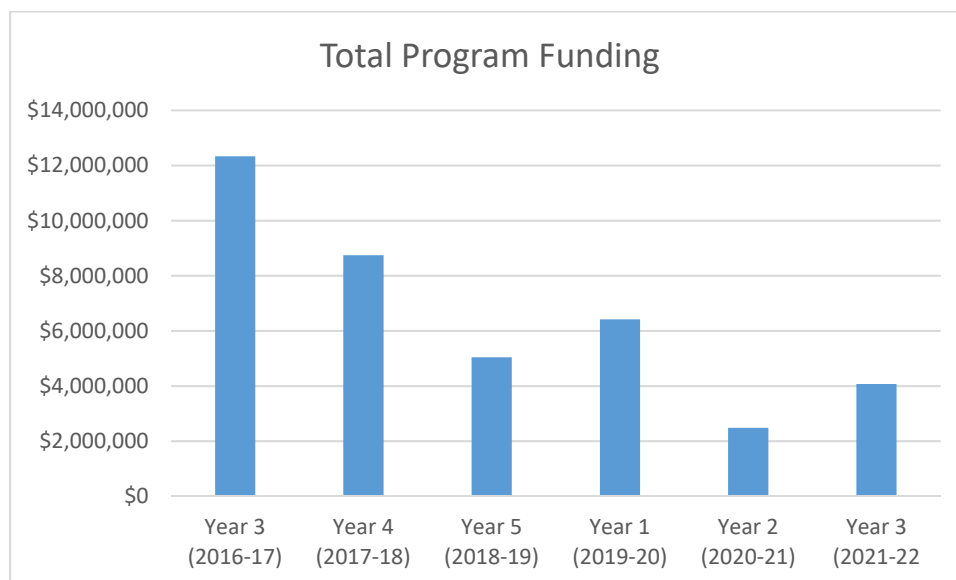
- The COCHI and OPHI Year 1-3 Funding Allocation is to be applied to rent subsidies, support services, capital repair, new development, Niagara Renovates and Welcome Home Niagara. A total of 5% of the funding is allocated to Service Manager administrative costs.
- Due to a decrease in funding, NRH will need to examine budgeting carefully to address shortfalls in specific program areas and contained herein are recommendations as such.

## CONSIDERATIONS

### Financial

The Province has provided NRH the funding allocation for Niagara, and guidelines for the programs included in the Community Housing Renewal Strategy (CHRS). Of significant concern is the impact of the \$13.15 million (50.3%) reduction in funding for affordable housing programs over the next three years (Appendix C). The 2016 to 2018 allocations under the Investment in Affordable Housing extension (IAH-E) and the Social Infrastructure Funding (SIF) programs totaled \$26,122,100 compared to the 2019 to 2021 allocation of \$12,971,883

This will mean a reduced ability to offer programs that support renovations, accessibility, home ownership and new development. In an effort to address some of these shortfalls, NRH will use the Revolving Loan Funds to support Niagara Renovates and Welcome Home Niagara in the 2020 and 2021 budgets.



Not included in the above chart is a one-time funding in 2016 under the SIF for the Social Housing Improvement Program of \$5,790,000 that was specific for the repair of existing Public Housing and Social Housing Providers. There was also an additional \$289,500 in administration funding associated with that funding.



There will be no impact to the Regional Levy. All funding to be received is Federal and Provincial funding.

### **Corporate**

COCHI and OPHI funding will be used to support the Region's Housing and Homelessness Action Plan (HHAP). More specifically the goals of: "House people who do not have a home" and "Increase opportunities and options across housing continuum".

### **Governmental Partners**

The COCHI and OPHI programs are funded in partnership between the Provincial and Federal governments.

### **Public and or Service Users**

COCHI and OPHI funding will be used directly to support maintaining households currently receiving housing allowances. In addition, this funding will address repairs for both homeowners and non-profits and co-ops, increasing opportunities for low to moderate income households to enter into homeownership and toward the intensification of residential neighborhood currently owned by NRH. All initiatives will be focused on maintaining and growing housing stock in Niagara in order to provide members of the community with safe and affordable housing.

### **ANALYSIS**

One of the key objectives of the COCHI program is to provide funding for an array of housing options that address affordable housing needs across the housing continuum. With the submission of a PDFP, Service Managers demonstrate how they will respond to the housing needs in their community through the allocation of funding over any one or more of the four components under the program:

1. New Supply of Social Housing
2. Repair to Social Housing
3. Rent Supplements
4. Transitional Housing Funding

The key objectives of OPHI include:

1. Rent Supplement/Housing Allowance & Support Services
2. New Supply (rental construction, acquisition, rehabilitation, conversion)
3. Homeownership
4. Ontario Renovates

Although COCHI and OPHI are separate programs they are designed to share common elements and are “stackable” or may be used in combination with one another to fund programs. Guidelines specify that all dollars delivered under these funding streams are given on a “use it, or lose it” basis which means that 100% of all dollars allocated in a year must be spent within that year or it will be reallocated to other providers in need. 90% of all allocations must be committed by December 31<sup>st</sup> with the remaining 10% spent no later than March 31<sup>st</sup> of the following year.

## **Allocations for the April 2019-March 2022 Period**

### **Homeownership – Welcome Home Niagara**

The Home Ownership component aims to assist low to moderate income renter households to purchase affordable homes by providing down payment assistance in the form of a forgivable loan.

Specific objectives are:

- To provide renter households with an opportunity to move into homeownership
- To ease the demand for rental housing by assisting renter households to purchase affordable homes
- To encourage non-profit affordable homeownership developers to build affordable homeownership units

Under this program, total funding advanced to each homeowner is capped at 5% of the purchase price of the home. NRH has allocated \$200,000 of the 2019 OPHI funding for this program.

The 2019 call for Welcome Home Niagara applications yielded over 30 applications, however the funding allotted to the this program for 2019 will support the purchase of only 4- 6 homes. In an effort to provide a greater number of down payments, \$100,000 was moved from the revolving loan fund into the 2019 Welcome Home Niagara budget (NRH 19-180-2.7). NRH prioritized this additional funding for applicants currently living in social housing which moves them along the housing continuum from renting to owning their own home. This will help free up valuable social housing units.

In 2020 WHN will have a budget of \$100,000 and in 2021, an allocation of \$280,000. With an evaluation of need and considering application volume, NRH may elect to provide additional dollars to this program through the Revolving Loan Program in each of the coming two years' operating budget.

Applications are currently being approved for WHN, working within the budget set forth by the province under IAH-E of \$180,000, plus the \$100,000 contribution from the revolving loan fund. Due to the low number of approvals budgeted for this year the program will maintain a waitlist for future approvals.

## **Niagara Renovates**

The Niagara Renovates component provides financial assistance in the form of a forgivable loan to renovate and/or rehabilitate affordable ownership and rental properties.

The objectives are:

- To improve the living conditions of households in need through financial assistance to repair deficiencies
- To foster independent living of seniors and persons with disabilities by providing financial assistance to support modifications and renovations to increase accessibility of affordable rental and ownership properties
- To increase the supply of affordable rental housing by providing assistance to create secondary suites in existing single family homes.

The sub components are

- 1) To assist low to moderate income homeowner households to repair their home to bring it to acceptable standards while improving the energy efficiency of the unit and to increase accessibility of the unit.
- 2) To provide multi-residential landlords of affordable rental units essential repairs or to modify units for accessibility, and to rehabilitate and improve existing homeless shelters.

In 2019/20 the Niagara Renovates budget will be a combination of already committed dollars from the IAH-E funding as well an allocation from OPHI for a total of \$376,370. Funding under this program will be prioritized for repairs for non-profits and co-ops as well as working with the Niagara Region to provide repairs to improve local homeless shelters.

The maximum funding for a single applicant is \$22,000 for home-owners, \$25,000 for secondary suites and a maximum of \$90,000 for multi-unit rehabilitation (funding is prorated based on a per-unit and per building max).

Allocations for Niagara Renovates in the 2020-22 (2020- \$519,321, 2021- \$600,00) years are increased year over year (to start to bring the service levels back to what they are in the 2019 with an aim to help as many people in Niagara as possible to remain safe in their own homes). The greater number of households that are able to remain in their current living situation, the less impact on the rental market, in particular the NRH waitlists which are realizing unprecedented numbers.

## **Repairs**

The 2019/20 budget has allocated \$361,740 under COCHI for building repair, which must support the repair of both Niagara Regional Housing owned units as well as those identified for housing providers. Priority will be given to fund emergency repairs as well as projects that were previously cancelled under the cap and trade funding in 2018. To further determine spending priorities, the recently completed building condition assessments (BCA), performed on the owned and non-profit & co-op buildings in Niagara, will be consulted.

## **Rental Assistance**

The objective of the rental assistance component is to address affordability issues of households across Niagara and is delivered in the form of Housing allowances.

The 2019 budget for rental assistance programs is a part of the final year of funding through the IAH-E funding. Rental assistance through this program currently has a budget of \$1,150,000 and will require a large commitment to maintain current service levels.

In 2020 the allocation of \$1,056,960. will be directed toward maintaining rents that have been funded to date under various iterations of the IAH-E program. In order to maintain current service levels through March 2022, \$1,152,060. must be budgeted in Year 3 of the program.

In an effort to maximize the dollars and preserve the current tenancies supported by the IAH-E funding, staff will be working diligently to convert any eligible households to an RGI (Rent Geared to Income) subsidy or support the transition to the new Canada-Ontario Rent Benefit Program. The transitions of these households will require careful planning as the amounts that tenants are eligible for will vary from their current subsidy. The new program will provide only \$2,500 annually to recipients while current IAH-E program recipients are eligible for up to a maximum of \$4,200 annually. Preservation of existing agreements is imperative to ensure housing remains stable for those receiving funds under these programs. Take up of additional households in these programs will be very difficult with the limited funds.

## **Support Services**

New to the OPHI funding is the expansion to include Support Services to existing Housing Providers under Social Housing Agreements and rental units using OPHI funding. The current 2019 operating budget for NRH included a pilot for an additional Community Programs Coordinator (CPC). To sustain this program and increase by one more FTE the \$350,554 is budgeted for 2020 & 2021(2020-\$150,000 and 2021-\$200,554). These additional FTE will be dedicated to improving

CPC services to NRH as well as an expansion to provide this service to the non-profit and co-op housing providers and the rent supplement landlords. The investment in this position is intended to reduce evictions, preserve provider and landlord relationships and create solutions for hard to serve tenants.

### **Rental Housing Component - New Development**

The Rental Housing component will:

1. Increase the supply of Community Rental Housing for households on, or eligible to be on, social housing waitlists
2. Ensure that safe adequate and affordable rental housing is available to Niagara households

Niagara Regional Housing is currently the owner of residential property in Niagara Falls. Preliminary investigation suggested that intensification of this area will maximize the site and number of units. The intensification project is included in the 2019 Capital Budget pending additional funding sources. This capital project will see the demolition of the current single unit homes to create space for two new multi-unit buildings.

The discussions around this intensification are in collaboration with the Niagara Region and City of Niagara Falls Planning Department. The project is projecting two separate sites with a18 units on one, and approximately 60 on the other.

The proposed allocation of \$3,000,000 for 2019 of OPHI funding will be directed toward construction costs in conjunction with some capital reserves and DC revenues. Do to the lack of available funds some debt may be required to complete this project.

### **Urban Native**

The COCHI funding guidelines specify allocations to Urban Native Housing. In Niagara two providers are currently under agreement with NRH and will be receiving dollars for repairs and development under the repair budget line.

## Administration

COCHI/OPHI funding allows for a maximum of 5% of total funding to be used for administration costs to deliver the programs. In 2019 this is equal to \$207,269. The 5% allocations for 2020 and 2021 are \$124,119 and \$203,686 respectively. This is a significant decline in funding for staffing in comparison to the past 3 years.

Economies will need to be examined with the view to ensure that all staff duties can remain addressed. Senior staff will be reviewing current staffing levels and aims to keep all current positions whole but ultimately adjustments to the current FTE may need to be made.

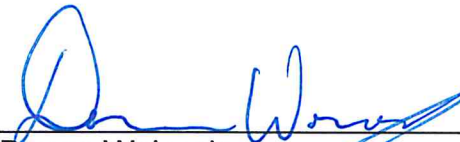
## ALTERNATIVES REVIEWED

N/A

## ORIGIN OF REPORT

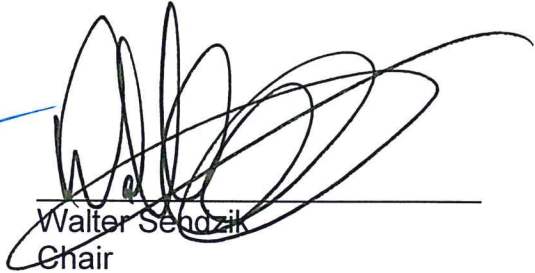
This report has been brought forward by staff

**Submitted by:**



Donna Woiceshyn  
Chief Executive Officer

**Approved by:**



Walter Sendzik  
Chair

*This report was prepared by Jenny Shickluna Manager Housing Programs consultation with Stephanie Muhic, Program Financial Specialist and Donna Woiceshyn, CEO.*

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

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April 17, 2019

Mr. Jim Bradley  
Regional Chair  
Regional Municipality of Niagara  
1815 Sir Isaac Brock Way  
PO Box 1042  
Thorold ON L2V 4T7

Dear Regional Chair Bradley:

A handwritten signature in black ink that reads 'Jim'.

Our government for the people understands the importance of housing that is affordable, adequate and accessible, and that meets the needs of Ontario's diverse communities and populations. Despite the significant budget challenges our government faces, I am pleased that we will support critical continued housing investments and leverage federal funding under the National Housing Strategy through new provincial investments. I am writing to you today to outline funding for housing and homelessness programs as confirmed through the 2019 Ontario Budget.

My Ministry will be providing over \$1 billion in transfer payments for housing and homelessness programs in 2019-20, inclusive of federal transfers. As we work to address the province's fiscal circumstances, total transfers will decrease slightly in 2020-21 to just under \$1 billion and will return in 2021-22 to just over \$1 billion, subject to future multi-year budget decisions. This funding envelope enables us to maintain commitments to existing programs and use a flexible approach to cost-match funds for the National Housing Strategy over a multi-year period. The vast majority of these transfer payment programs flow through Service Managers.

This letter provides further program-by-program information and your specific allocations are detailed in an attachment.



## Ongoing Programs

The **Investment in Affordable Housing for Ontario (2014 Extension)** program has successfully helped communities to build affordable rental housing, make home ownership attainable for lower-income Ontarians and offer funding for much-needed repairs. Federal funding under this program concluded in 2018-19. Our government is committing \$80.1 million in 2019-20 to complete the cost-matching requirements under this program. I am pleased to confirm your funding allocation for this final year of program funding, consistent with the previously communicated planning allocation.

To support communities across Ontario in their efforts to prevent and address homelessness, the **Community Homelessness Prevention Initiative (CHPI)** provides a flexible, outcomes-based, and accountable approach to funding. Despite the significant fiscal challenges this government faces, I am pleased we are able to maintain this critical funding in 2019-20 at the 2018-19 level of \$323.7 million and to increase funding to a new base of \$338.7 million beginning in 2020-21.

Our government recognizes how critical supportive housing investments are to address homelessness and maintain housing stability for some of our most vulnerable people. I am also pleased to advise that province-wide operating investments in the **Home for Good** program and **Indigenous Supportive Housing Program** will be maintained at the current level of \$63 million for each of the next two years (2019-20 and 2020-21). Existing capital commitments will also be maintained.

It is our government's intention to increase the ongoing level of provincial operating funding for the Home for Good and Indigenous Supportive Housing Programs to \$94.7 million in 2021-22. Decisions regarding allocation of the increased funding will be determined at a later date.

It is critical that the investment our government has allocated to supportive housing is fully used to support as many households as possible to find the housing and supports they need. I was disappointed to learn that you were unable to fully allocate your 2018-19 Home for Good operating allocation.

I am committed to providing Home for Good funding to you in 2019-20 and beyond at a level that enables you to continue to support households currently housed through this program and any new households who may be housed in

buildings that may be coming on stream through currently committed Home for Good capital investments.

In order to confirm your appropriate funding allocation for 2019-20 and beyond, I am asking that you renew your Home for Good Take-Up Plan to demonstrate your funding plans and capacity to deliver. This plan is requested by May 31. Your 2019-20 allocation will be confirmed following receipt and review of this plan.

### **New Programs**

Today I announced our government's Community Housing Renewal Strategy – a multi-year plan to sustain and grow our community housing system. Two new programs are being launched in 2019-20 to support this Strategy, leveraging federal investments under the bilateral agreement between the Ministry of Municipal Affairs and Housing and Canada Mortgage and Housing Corporation.

The **Canada-Ontario Community Housing Initiative (COCHI)** will provide funding to replace the federal Social Housing Agreement funding that expires each year, beginning 2019-20. Total federal funding under this program is \$33.2 million in the current year, \$81.0 million in 2020-21 and \$112.1 million in 2021-22.

The federal government has acknowledged that their funding for social housing has declined over time and through their funding of the Canada-Ontario Community Housing Initiative federal social housing investments will be maintained at about the 2018-19 levels. Over the period that federal expenditures have been declining, municipal expenditures on social housing have been growing. As allowed under the bilateral agreement, current municipal spending on social housing will be used to count as the cost-matching required under this program.

This funding can be used to repair, regenerate and expand community housing and to protect affordability support for tenants. It can be used to support community housing providers whose original program arrangements are expiring and help them to become more sustainable. Service Managers will be given significant flexibility to determine priorities locally, in consultation with their housing providers. In addition, consistent with the bilateral agreement, Service Managers will be required to give priority to Indigenous providers under the

Urban Native Housing program who have expiring operating agreements, where these exist.

Your allocation amounts are equivalent to the amount of funding you are losing under the Social Housing Agreement each year.

Note that in addition to allocations to Service Managers, Canada-Ontario Community Housing Initiative funding is also being made available to support other housing providers who have received legacy Social Housing Agreement funding through provincial ministries, such as supportive housing providers.

The **Ontario Priorities Housing Initiative** will also launch in 2019-20, providing flexible funding to all 47 Service Managers and the two Indigenous Program Administrators to address local priorities in the areas of housing supply and affordability, including new affordable rental construction, community housing repair, rental assistance, tenant supports and affordable homeownership. The design of this program will build on our joint success in the delivery of the Investment in Affordable Housing Program.

Our government is committed to fully cost-match this program. Total federal and provincial funding of \$123.3 million in 2019-20, \$65 million in 2020-21 and \$99.9 million in 2021-22 will be available to allocate under the program. Provincial spending of \$34.7 million from existing programs across 2018-19 and 2019-20 will be counted towards the cost-matching requirement.

### **Canada-Ontario Housing Benefit**

The province plans to begin negotiations with the Canada Mortgage and Housing Corporation shortly to finalize the program design and amend the bilateral agreement for the **Canada-Ontario Housing Benefit**. This will allow housing benefits to begin flowing to Ontario households beginning April 2020, when federal funding becomes available.

In the meantime, the province will continue to provide portable housing benefits to **Survivors of Domestic Violence and Human Trafficking** who are eligible under the Special Priority Policy and who choose to take a portable housing benefit as an alternative to waiting for a rent-geared-to-income unit to become available. This critical program is available province-wide and provides benefits that are portable across the province, enabling recipients to make the housing

choices that are best for them. \$10 million is available for this program in 2019-20.

Once the Canada-Ontario Housing Benefit becomes available, we plan to continue to support these households – as well as others – through the new benefit program.

### **Next Steps**

Additional details concerning these initiatives, including Program Guidelines and a draft Transfer Payment Agreement for new programs, will be shared with your staff in the coming days.

I am pleased that our government for the people is able to continue to support the important work that you do to improve housing outcomes in your community, while we also work to improve Ontario's overall fiscal situation. I look forward to continuing our work together.

Yours truly,

A handwritten signature in black ink, appearing to read 'Steve Clark', with a stylized flourish at the end.

The Honourable Steve Clark  
Minister of Municipal Affairs and Housing

- c. Mr. Ron Trip, Chief Administrative Officer, Regional Municipality of Niagara  
Ms. Donna Woiceshyn, Chief Executive Officer, Regional Municipality of Niagara

## APPENDIX – FUNDING ALLOCATIONS

### Regional Municipality of Niagara

<b>Program</b>	<b>2019-20 Confirmed Allocation</b>	<b>2020-21 Planning Allocation</b>	<b>2021-22 Planning Allocation</b>
<b>Investment in Affordable Housing for Ontario (2014 Extension)</b>	\$2,270,400	N/A	N/A
<b>Community Homelessness Prevention Initiative</b>	\$7,536,433	\$7,847,786	\$7,847,786
<b>Home for Good – Operating</b>	TBC	TBC	TBC
<b>Canada-Ontario Community Housing Initiative</b>	\$380,779	\$531,980	\$1,037,424
<b>Ontario Priorities Housing Initiative</b>	\$3,764,600	\$1,950,400	\$3,036,300

**Appendix B****Breakdown of the COCHI/OPHI PDFP**

<b>Community Housing Renewal Strategy</b>	<b>2019-2020 Confirmed Allocation</b>	<b>2020-2021 Confirmed Allocation</b>	<b>2021-2022 Confirmed Allocation</b>	<b>Total per Allocation</b>	
<b>Funding Program</b>					
*Canada-Ontario Community Housing Initiative (COCHI)	380,779	531,980	1,037,424	1,950,183	
*Ontario Priorities Housing Initiative (OPHI)	3,764,600	1,950,400	3,036,300	8,751,300	
<b>Total Allocation for Community Housing</b>	<b>4,145,379</b>	<b>2,482,380</b>	<b>4,073,724</b>	<b>10,701,483</b>	
<b>Program Delivery</b>					
<b>Operating Expenditures</b>					
Rental Supplements		800,000	800,000	1,600,000	OPHI
Housing Allowances		256,960	352,060	609,020	OPHI
Support Services*		150,000	200,554	350,554	OPHI
<b>Total Operating Expenditures</b>	<b>-</b>	<b>1,206,960</b>	<b>1,352,614</b>	<b>2,559,574</b>	
<b>Capital Expenditures</b>					
Repair	361,740	531,980	1,037,424		COCHI
New Developmemt	3,000,000	-	600,000		OPHI
Niagara Renovates	-	519,321	600,000		OPHI
Repair - Providers and Shelters	376,370				OPHI
Homeownership	200,000	100,000	280,000		OPHI
<b>Total Capital Expenditures</b>	<b>3,938,110</b>	<b>1,151,301</b>	<b>2,517,424</b>	<b>7,606,835</b>	
<b>Administration</b>	<b>207,269</b>	<b>124,119</b>	<b>203,686</b>	<b>535,074</b>	<b>COCHI/OPHI</b>
<b>Total Expendatures</b>	<b>4,145,379</b>	<b>2,482,380</b>	<b>4,073,724</b>	<b>10,701,483</b>	

## Appendix C

### Funding Allocation Past 3 years vs. Current 3 Years

	SIF/IAH-E 3 yr total = <b>\$26,122,100</b>			COCHI/OPHI 3 yr total= <b>\$12,971,883</b>			
Program Funding	Year 3 (2016-17)	Year 4 (2017-18)	Year 5 (2018-19)	Year 1 (2019-20)	Year 2 (2020-21)	Year 3 (2021-22)	Total
RS/HA (including Housing First)	2,543,232	3,980,734	1,119,000	1,074,000	1,056,960	1,152,060	<b>10,925,986</b>
Support Services (New in CHRS)					150,000	200,554	<b>350,554</b>
New Development	8,193,817	2,888,000	2,031,524	3,000,000	-	600,000	<b>16,713,341</b>
Repair Program				738,110	531,980	1,037,424	<b>2,307,514</b>
Niagara Renovates	770,000	1,000,000	1,126,300	911,015	519,321	600,000	<b>4,926,636</b>
Welcome Home Niagara	280,000	478,000	380,000	380,000	100,000	280,000	<b>1,898,000</b>
Administration Funding	546,551	398,366	386,576	312,654	124,119	203,686	<b>1,971,952</b>
Total Annual Allocation	<b>12,333,600</b>	<b>8,745,100</b>	<b>5,043,400</b>	<b>6,415,779</b>	<b>2,482,380</b>	<b>4,073,724</b>	<b>39,093,983</b>
(2016-2018) Funding <b>\$26,122,100</b>				(2019-2021)Funding <b>\$12,971,883</b>			

\*does not include \$5,790,000 million SHIP (Social Housing Improvement Program, 2016 one time capital repair funding for providers)



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## MEMORANDUM

PHD-C 03-2019

**Subject:** Port Colborne Quarry  
**Date:** July 9, 2019  
**To:** Public Health and Social Services Committee  
**From:** Andrea Feller, Associate Medical Officer of Health

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As per the request at PHSSC on June 11, 2019, this is an update on the Port Colborne quarry as relates to Public Health.

### Legal Jurisdiction

- Under the *Ontario Water Resources Act*, protecting the integrity and safety of source water falls to the Ministry of Environment, Conservation and Parks (MECP). MECP is also afforded the powers to enforce and compel protection of source water from contamination through that *Act*. Public Health has no legal authority to prevent contamination of source water.
- The role of Public Health is to protect individuals from contaminated water, only after the water has been contaminated and is being provided for consumption. Public Health has legal authority in such cases to protect individuals from provision of contaminated water.
- Approval of quarry work in Port Colborne and protection of the aquifer from contamination is therefore the responsibility of the MECP. Currently all legal authority to act resides with them, and not Public Health.
- If there ever became any issue with the drinking water becoming contaminated and the public was at risk, Public Health would then become the agency with legal powers to *Act*. In most cases, Public Health would be working collaboratively with the MECP so that both our legal authorities could be applied in concert.

### Current Plans for Quarry

- The Port Colborne quarry is owned by Rankin construction.
- MECP is fully aware of the owner's plans for the quarry and, in fulfilling its responsibilities to protect the acquirer from contamination, is requiring the owner to complete a hydrogeological assessment, to implement a ground water monitoring plan, and to meet all other requirements by the MECP.
- Once the plan has been approved by the MECP, the owner can then apply for a permit from the City of Port Colborne.
- The City will not be in a position to approve the permit until a plan is signed and approved by the MECP.

- If a plan is put into place, MECP would also have oversight around its implementation in regard to any risk of contamination.
- Current expectations are that redevelopment of the quarry will not occur for 20 to 50 years.

Respectfully submitted and signed by

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Andrea Feller, MD, MS, FAAP, FACPM  
Associate Medical Officer of Health

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**MEMORANDUM****PHD-C 04-2019****Subject: Mental Health Beds at Niagara Health St. Catharines Site****Date: July 9, 2019****To: Public Health & Social Services Committee****From: M. Mustafa Hirji, Medical Officer of Health & Commissioner (Acting)**

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At the April 25, 2019 meeting of Regional Council, discussion occurred around the number of mental health beds at the St. Catharines Site of Niagara Health. In particular, there was some concern that an initial plan to have 50 beds had been scaled back and now there were only six beds.

Based on follow-up with Niagara Health, the following are the numbers of mental health beds at the St. Catharines Site:

Unit	Number of Beds
Acute Unit 1B	21
Acute Unit 1M	24
Specialized Unit 1A	24
Transition to Independent Living Unit	6
Psychiatric Intensive Care Unit	9
Psychiatric Emergency Service	4
<b>Total Mental Health Beds</b>	<b>88</b>

There are a total of 88 mental health beds at the Niagara Health St. Catharines Site.

Respectfully submitted and signed by

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M. Mustafa Hirji, MD MPH FRCPC  
Medical Officer of Health & Commissioner (Acting)

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**Subject:** ProKids Program – Providing Recreational/Cultural Opportunities for Children/Youth 2018 Year End Report

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

That this report **BE RECEIVED** for information.

## Key Facts

- The purpose of this report is to provide Council with a year-end report on the ProKids program.
- In 2018, 2,398 children and youth from low-income families participated in a sports, recreation or arts program of their choice supported through the ProKids program.
- Every year since the program's inception, Niagara Region has invested \$250,000 to support the healthy development of disadvantaged children by supporting their participation in activities through the ProKids program.
- The YMCA of Niagara seeks additional donations, funds and in-kind contributions. In 2018, the YMCA of Niagara garnered additional resources of an approximate value of nearly \$386,000 to support the program.

## Financial Considerations

The Niagara Region investment of \$250,000 to support the ProKids program was made available through the approved 2018 Social Assistance and Employment Opportunities (SAEO) budget (100% levy). Part of the \$250,000 in funding is used to support program delivery costs (20%), and the rest for purchasing registration fees.

The YMCA of Niagara is the program placement-coordinating agency. In this role, the YMCA works to maximize funding by seeking in-kind contributions (waived or reduced registration fees) from participating sports clubs and programs, as well as donations from the private sector and funds from social service agencies. In 2018, additional contributions valued at \$385,739 were received and combined with the annual investment from Niagara Region. Total funding provided to this program was \$635,739, allowing 2,398 children and youth from across Niagara to participate in a sport, recreation or arts program.

## Analysis

ProKids was implemented in Niagara as a pilot project in January 2000, after the release of research from McMaster University, which concluded that investing dollars to support the involvement of children and youth in sport and recreation activities was a sound investment in the healthy development of children, benefitting their families and the community.

The ProKids program supports the participation of financially disadvantaged children and youth (0 to 18 years) in the sport, recreation or arts program of their choice. The program operates across all 12 municipalities within Niagara. This program helps to cover some or all of the registration costs for families with an annual taxable income below \$40,000. Once eligibility is confirmed by Children's Services, a service request is forwarded to the ProKids Coordinator at the YMCA of Niagara. Families are contacted by the Coordinator and provided with a full range of options for sports, recreation and arts programs. The process is completely confidential and once placed, children/youth are fully integrated into the selected activities.

Each child or youth receives an allocation up to \$100 annually to participate. The ProKids Coordinator works to ensure each \$100 allocation is maximized by leveraging in-kind contributions from sports clubs and recreation programs (through reduced or waived registration fees), donations made by private business and/or fundraising events, and community foundation funds. The example below illustrates how the ProKids Coordinator will use combinations of resources to stretch the funds with the goal to support as many children as possible:

- Hockey registration is \$250. A private business made a donation \$1,000 to the ProKids program to support children wanting to play hockey. One hundred dollars of the donation is used towards the registration, the ProKids program pays \$25, and the remaining \$125 of the registration fee is waived by the hockey club.

In addition to covering the cost of registration fees, the ProKids Coordinator has developed partnerships with organizations to provide free equipment to those families who need added support, thus removing any additional barriers to participation.

ProKids works in partnership with other programs, such as Canadian Tire Jumpstart to support as many families as possible. Families can apply to ProKids at any time throughout the year, and can reapply each year. Because of this, families can turn to the ProKids program if their application to another program is declined. This can occur for a number of reasons such as: program funds have been depleted; the timing between the funding and the activity starting do not coincide; or the family has already received financial support through another program. The demand in Niagara, for such programs, is known to exceed the funds and resources available, as was the case in 2016, when applications exceeded available funds which required a moratorium of new

applications. This prompted a critical review and subsequent changes to eligibility policies and processes, and other opportunities for refinement. Children's Services staff closely monitor the program uptake on a monthly basis, with the goal of meeting increasing demand for the ProKids program.

In addition to Regional funding, community and individual donations are crucial to program success and viability. Since the launch of the pilot project in January 2000, donations, and in-kind contributions have a total value of over \$3 million dollars, and have benefited just over 39,000 children and youth. Over the years, the ProKids program has grown to include approximately 160 sports clubs, recreation and arts organizations offering children and youth activities such as swimming, rowing, hockey, soccer, dance, acting/drama, arts, Scouts, Brownies, etc.

### **Alternatives Reviewed**

Not applicable – year-end report.

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

Not applicable.

### **Other Pertinent Reports**

- COM 11-2018 ProKids Program – Providing Recreational/Cultural Opportunities for Children/Youth 2017 Year End Report

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#### **Prepared by:**

Sandra Noël  
Manager  
Community Services

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#### **Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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#### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was reviewed by Darlene Edgar, Director, Children's Services.*

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**Subject:** School Based Child Care Capital Projects

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, July 9, 2019

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## Recommendations

That this report **BE RECEIVED** for information.

## Key Facts

- In June 2017, the Ministry of Education (MEDU) announced the Early Years Capital Program, to provide school boards with capital funding to support school-based licensed child care centre builds and retrofits with the goal to create new licensed child care spaces for children ages 0-4 years.
- In Niagara, three local school boards each submitted a capital build proposal and were approved by the MEDU. The capital funding will help the school boards create 100 new licensed child care spaces within schools in Niagara.
- In April 2019 Niagara Region Children's Services was asked by the Ministry of Education to confirm support for ongoing operating funding within the existing child care allocation, for the additional licensed child care spaces, as a result of the school based capital builds.
- In 2020, should there be no additional increase in operating funding from the province, and with the addition of new spaces, licensed child care service providers will see a decrease in their general operating grant funding, and as a result parent fees will likely increase.
- Operating grant funding is intended to assist with increased access and affordability to licensed childcare. With these additional builds Niagara is on track to achieve its ministry directed expansion targets.

## Financial Considerations

The Early Years Capital Program (EYCP) provides 100% capital funding for school boards from the Ministry of Education. Three local school boards were approved for capital funding to support three capital projects. The funding will support the creation of 100 new licensed child care spaces in schools consisting of 30 infant spaces, 30 toddler spaces and 40 preschool age spaces.

While the capital funding is 100% provincially funded, the MEDU has asked Niagara Region Children's Services, as the local service system manager, to confirm support for ongoing operating funding for the additional 100 spaces.



It is planned that operating grant funding will be provided from Niagara's current provincial funding allocation. It should be noted that it is anticipated that fees may rise as our allocation is distributed to accommodate not only these three builds but also six additional previously approved builds. Currently, the average daily child care fees in Niagara (\$43.10)<sup>1</sup> are below the provincial average and staff commit to continue monitoring local fees and provide a future report to committee as these new builds come into operation.

There are no financial implications for 2019 (as the builds will not be completed until 2020).

## Analysis

On June 12, 2017 the Ministry of Education announced the 2017-18 Early Years Capital Program. The EYCP is an investment of \$1.6 billion in capital funding for school boards across Ontario to support school-based "stand-alone" child care capital builds and retrofits to create new licensed child care spaces for children aged 0 to 4 years. The EYCP supports the MEDU vision for child care and early years under the *Renewed Early Years and Child Care Policy Framework*, as well as the commitments made in Ontario's Action Plan under the Canada-Ontario Early Learning and Child Care Agreement (ELCC).

Further to the province's request for capital funding applications, Children's Services supported local school boards by reviewing each submission to ensure alignment with local and provincial priorities, resulting in three school board submissions for EYCP funding.

In December 2017, the MEDU announced three local school boards were approved for three school-based child care capital build projects. When complete, the three school-based capital build projects will provide a total of 100 new licensed child care spaces consisting of 30 infant spaces, 30 toddler spaces and 40 preschool age spaces.

The following table provides more information regarding the municipality, recipient school board, and the number of new licensed child care spaces.

Municipality	School Board	Infant spaces	Toddler spaces	Preschool Spaces	Total # of new spaces
St. Catharines	Conseil scolaire Viamonde	10	15	16	41

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<sup>1</sup> Ministry of Education 2018 Licensed Child Care Operations Survey, from April 1 2018 to June 30 2018

Municipality	School Board	Infant spaces	Toddler spaces	Preschool Spaces	Total # of new spaces
St. Catharines	DSBN	10	-	-	10
Niagara Falls	NCDSB	10	15	24	49

The additional spaces supports Children's Services in meeting a local expansion target established by the MEDU as a requirement to fulfill the funding obligations associated with both the Child Care Expansion Plan and the federal-provincial Early Learning and Child Care Agreement.

While the new licensed child care spaces are a welcome addition to the system, it is understood that operating grant funding will come from Niagara's current provincial funding allocation. On April 26, 2019 the MEDU asked Niagara Region Children's Services, as the local service system manager, to confirm it will financially support the operation of the 100 new licensed child care spaces within the existing child care budget from the province.

The 100 new licensed child care spaces increase Niagara's licensed child care space capacity to meet the increasing demand for licensed child care. As of June 17, 2019 there were just over 5,200 unique children listed on the centralized registry waiting for a space within a licensed child care centre. As well, because the provincial child care budget allocation is based on licensed child care space capacity, additional spaces created through the three school-based "stand-alone" child care capital builds will help maximize Niagara's potential provincial operating funding.

The Children's Services 2019 child care budget will not be impacted as the capital builds have not yet started/completed. The potential impact will occur upon completion of the capital build projects and Ministry licensing expected in 2020. As Niagara on boards the spaces associated with these new builds, it is understood that grant funding may be slightly reduced to all operators. As a result, this will likely result in an increase in local child care fees.

With the new provincial approach to child care, announced in the 2019 provincial budget, families not in receipt of financial support for their child care costs may benefit from the new CARE tax credit, as this may help to offset some of the increased child care costs. As well, some hope that the tax credit may prove to be an incentive for families to participate in the licensed child care system.

Children's Services will continue to monitor and analyze impacts from forthcoming provincial policy announcements, and, as needed, develop strategies to minimize any negative impacts to the system to maintain access to quality child care for Niagara residents.

### **Alternatives Reviewed**

This report is initiated by staff to provide Council with information related to a service enhancement.

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

Not applicable.

### **Other Pertinent Reports**

COM 24-2017 Licensed Child Care Expansion Plan

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#### **Prepared by:**

Sandra Noël  
Manager, Early Years and Child Care  
Services  
Community Services

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#### **Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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#### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Lori Bell, Manager, Children's Services, John Pickles, Program Financial Analyst, and reviewed by Darlene Edgar, Director, Children's Services.*

**Minute Item No. 5.1**  
**CLK 9-2019**  
**50<sup>th</sup> Anniversary Committee**

That Report CLK 9-2019, dated July 10, 2019, respecting 50<sup>th</sup> Anniversary Committee, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the terms of reference for the 50th Anniversary Committee, attached as Appendix 1 to Report CLK 9-2019, **BE APPROVED**;
2. That up to five (5) members of Regional Council **BE APPOINTED** to the Committee; and
3. That the Committee **BE DISCONTINUED** effective December 31, 2020.

**Minute Item No. 6**  
**Consent Items for Information**

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

CSC-C 12-2019  
2019 Property Tax Capping Claw Back Percentage

CSD 56-2019  
Long Term Care Home Redevelopment Financing

**Minute Item No. 9.1**  
**Confidential CSD 48-2019**

**A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-client privilege under s. 239(2) of the Municipal Act, 2001 – Kingdom Construction Limited Update on Outcome of May 8, 2019 Mediation**

That Confidential Memorandum CSD 48-2019, dated July 10, 2019, respecting A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-client privilege under s. 239(2) of the Municipal Act, 2001 – Kingdom Construction Limited Update on Outcome of May 8, 2019 Mediation, **BE RECEIVED** for information.

**Minute Item No. 9.2**  
**Confidential CSD 50-2019**

**A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client privilege under s. 239(2) of the Municipal Act, 2001 – Update Regarding Niagara-on-the-Lake Wastewater Treatment Plant**

That Confidential Report CSD 50-2019, dated July 10, 2019, respecting A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client privilege under s. 239(2) of the Municipal Act, 2001 – Update Regarding Niagara-on-the-Lake Wastewater Treatment Plant, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

**Minute Item No. 9.3**

**Confidential CSC-C 13-2019**

**A Matter Respecting Litigation under s. 239(2) of the Municipal Act, 2001 – 2017  
Niagara Regional Police Services Property Damage Claim**

That Confidential Memorandum CSC-C 13-2019, dated July 10, 2019, respecting A Matter Respecting Litigation under s. 239(2) of the Municipal Act, 2001 – 2017 Niagara Regional Police Services Property Damage Claim, **BE RECEIVED** for information.

**THE REGIONAL MUNICIPALITY OF NIAGARA  
CORPORATE SERVICES COMMITTEE  
OPEN SESSION**

**CSC 07-2019  
Wednesday, July 10, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Butters, Edgar, Fertich, Foster, Gale, Heit, Rigby (Committee Chair) , Whalen (Committee Vice-Chair)

Absent/Regrets: Bradley (Regional Chair), Campion, Diodati, Easton, Ip, Redekop

Staff: H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, K. Lotimer, Legislative Coordinator, B. Menage, Director, Procurement & Strategic Acquisitions, A.-M. Norio, Regional Clerk, D. Pasto, Risk Management Program Manager

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**1. CALL TO ORDER**

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

**2. DISCLOSURES OF PECUNIARY INTEREST**

Councillor Gale declared an indirect pecuniary interest with respect to Memorandum CSD 56-2019 (Agenda Item 6.2), respecting Long-Term Care Home Redevelopment Financing, as his daughter-in-law is employed at a long-term care home.

**3. PRESENTATIONS**

**3.1 Negotiated Request for Proposals – General Overview**

The presentation respecting Negotiated Request for Proposals – General Overview had been provided at the Standing Committee meetings held on July 9, 2019, which were attended by the Committee members present; therefore, it was withdrawn.

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 CLK 9-2019**  
50<sup>th</sup> Anniversary Committee

Moved by Councillor Whalen  
Seconded by Councillor Fertich

That Report CLK 9-2019, dated July 10, 2019, respecting 50<sup>th</sup> Anniversary Committee, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the terms of reference for the 50th Anniversary Committee, attached as Appendix 1 to Report CLK 9-2019, **BE APPROVED**;
2. That up to five (5) members of Regional Council **BE APPOINTED** to the Committee; and
3. That the Committee **BE DISCONTINUED** effective December 31, 2020.

**Carried**

**Councillor Information Requests:**

Provide information respecting the budget for the 40<sup>th</sup> Anniversary celebrations.  
Councillor Heit

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Edgar  
Seconded by Councillor Butters

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

CSC-C 12-2019  
2019 Property Tax Capping Claw Back Percentage

CSD 56-2019  
Long Term Care Home Redevelopment Financing

**Carried**

**7. OTHER BUSINESS**

There were no items of other business.

**8. CLOSED SESSION**

Committee did not resolve into closed session.



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

9.1 **Confidential CSD 48-2019**

A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-client privilege under s. 239(2) of the Municipal Act, 2001 – Kingdom Construction Limited Update on Outcome of May 8, 2019 Mediation

Moved by Councillor Rigby  
Seconded by Councillor Gale

That Confidential Memorandum CSD 48-2019, dated July 10, 2019, respecting A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-client privilege under s. 239(2) of the Municipal Act, 2001 – Kingdom Construction Limited Update on Outcome of May 8, 2019 Mediation, **BE RECEIVED** for information.

**Carried**

9.2 **Confidential CSD 50-2019**

A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client privilege under s. 239(2) of the Municipal Act, 2001 – Update Regarding Niagara-on-the-Lake Wastewater Treatment Plant

Moved by Councillor Rigby  
Seconded by Councillor Gale

That Confidential Report CSD 50-2019, dated July 10, 2019, respecting A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client privilege under s. 239(2) of the Municipal Act, 2001 – Update Regarding Niagara-on-the-Lake Wastewater Treatment Plant, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

**Carried**

9.3 Confidential CSC-C 13-2019

A Matter Respecting Litigation under s. 239(2) of the Municipal Act, 2001  
– 2017 Niagara Regional Police Services Property Damage Claim

Moved by Councillor Rigby  
Seconded by Councillor Gale

That Confidential Memorandum CSC-C 13-2019, dated July 10, 2019,  
respecting A Matter Respecting Litigation under s. 239(2) of the Municipal  
Act, 2001 – 2017 Niagara Regional Police Services Property Damage  
Claim, **BE RECEIVED** for information.

**Carried**

10. **NEXT MEETING**

The next meeting will be held on Wednesday, August 7, 2019 at 9:30 a.m. in the  
Council Chamber, Regional Headquarters.

11. **ADJOURNMENT**

There being no further business, the meeting adjourned at 9:38 a.m.

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Councillor Foster  
Committee Chair

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Kelly Lotimer  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk

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**Subject:** 50<sup>th</sup> Anniversary Committee

**Report to:** Corporate Services Committee

**Report date:** Wednesday, July 10, 2019

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## Recommendations

1. That the terms of reference for the 50<sup>th</sup> Anniversary Committee, attached as Appendix 1 to Report CLK 9-2019, **BE APPROVED**;
2. That up to five (5) members of Regional Council **BE APPOINTED** to the Committee; and
3. That the Committee **BE DISCONTINUED** effective December 31, 2020.

## Key Facts

- At its meeting held on June 20, 2019, Regional Council approved the establishment of a committee to plan and organize events to commemorate the 50<sup>th</sup> anniversary of the Regional Municipality of Niagara.
- The Regional Municipality of Niagara was officially formed on January 1, 1970
- To celebrate the 40<sup>th</sup> anniversary of the Region, a number of activities and events were held
- The Committee will provide recommendations respecting facilitating, planning and organizing events to commemorate the 50<sup>th</sup> anniversary of Niagara Region.

## Financial Considerations

There is no budget established for this initiative. The Committee would be required to set a budget which would then be subject to approval as part of the 2020 budget process.

## Analysis

Niagara Region was formed in 1970 and will celebrate its 50<sup>th</sup> anniversary in 2020. At its meeting held on June 20, 2019, Regional Council considered a motion to establish a Committee to celebrate this milestone.

The role of the Committee will be to facilitate, plan and organize events throughout the Region to highlight the history and accomplishments of Niagara Region and increase awareness of Regional programs and services.

This Committee would provide recommendations on possible celebration initiatives to Regional Council for consideration.

Membership on the Committee will be from up to five (5) Regional Councillors which will provide an opportunity for a cross-section of view points. In addition the Regional Clerk and Executive Officer to the Regional Chair will be non-voting members.

The Chief Administrative Officer, members of the Corporate Leadership Team and Corporate Communications, will serve as resources for the Committee.

### **Alternatives Reviewed**

There were no alternatives reviewed as the direction to establish this Committee was provided by Regional Council.

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

This initiative falls in line with Council's draft strategic priority of Sustainable and Engaging Government, specifically it reinforces Niagara Region's commitment to high quality, efficient, fiscally sustainable and coordinated core services through enhanced communication, partnerships and collaborations with the community.

### **Other Pertinent Reports**

None.

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**Prepared and Recommended by:**  
Ann-Marie Norio  
Regional Clerk  
Corporate Services Administration

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

### **Appendices**

Appendix 1                      DRAFT Terms of Reference

Page 3

**NIAGARA REGION 50<sup>TH</sup> ANNIVERSARY COMMITTEE  
(NRAC)**

**TERMS OF REFERENCE**

**DRAFT**

**Appendix to Report CLK 7-2019**

**Recommended for Approval by the <Corporate Services Committee> on <date>**

**Ratified by Regional Council on <date>**

**Consolidated Version as of <date>**

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**1. PREAMBLE**

The 50<sup>th</sup> Anniversary Committee was established by Regional Council to commemorate the Region's 50<sup>th</sup> anniversary.

**2. MANDATE**

To communicate and celebrate the accomplishments and initiatives of Niagara Region and recognize the Region's 50<sup>th</sup> anniversary.

**3. GOALS/PURPOSE**

- Facilitate, plan and organize events to commemorate the Regional Municipality of Niagara's 50<sup>th</sup> anniversary
- Communicate the history and accomplishments of the Region over the last 50 years through various initiatives

**4. REPORTING STRUCTURE**

The NRAC will report directly to Regional Council.

**5. BUDGET**

The NRAC shall have an annual operating budget to be used for valid Committee purposes as detailed in the budget approved by Regional Council for the current year.

The Committee shall submit a budget request to Regional Council for its consideration and approval.

**6. MEMBERSHIP**

**6.1 Composition**

Membership for the NRAC shall not exceed a maximum of 9 members.

Membership for the NRAC shall include up to five (5) Regional Councillors. The Regional Clerk or designate and the Executive Officer to the Regional Chair will be non-voting members of this Committee.

**6.2 Term**

The term of membership shall be until December 31, 2020.



### **6.3 Privacy**

The meetings of the NRAC are public. Members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Member information, other than name or municipality, will be kept confidential in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

## **7. ROLES & RESPONSIBILITIES**

### **7.1 Chair & Vice Chair**

A Chair and Vice Chair will be elected from Committee members at the first meeting to preside over meetings and Committee business.

It is the role of the Chair to preside over Committee meetings so that its business can be carried out efficiently and effectively, and to act as a liaison between the Committee and Regional Council.

It is the role of the Vice Chair to preside over Committee meetings in the absence of the Chair and to perform any other duties delegated by the Chair or as assigned by the Committee through a majority vote.

### **7.2 Committee Members**

All NRAC members, including the Chair and Vice Chair, have the responsibility to help achieve the NRAC's Mandate and Goals/Purposes. Committee members are also responsible for:

- Reviewing meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the issues under consideration;
- Working diligently to complete assigned activities;
- Participating on working groups, as appropriate;
- Agreeing to describe, process and resolve issues in a professional and respectful manner;
- Providing input to help identify future projects or strategic priorities for future years' work;
- Communicating activities of the Committee to groups represented or those who may have an interest and offer information back to the Committee.

## **8. WORKING GROUPS**

To fulfill its mandate and accomplish its goals, the NRAC may establish working groups to deal with specific issues or projects. The working groups will meet, as needed, to review specific issues referred to them by the NRAC and otherwise complete their assigned tasks.

Working groups are considered to be time-limited, project specific sub-committees of the NRAC in that they are convened to accomplish a specific task (or tasks) in a narrowly defined time period.

Working groups must be comprised of at least two (2) members of the NRAC and may include community members and other individuals with relevant knowledge and expertise. Local municipal participation should be sought depending on the nature of the work being undertaken.

Working groups shall be chaired where possible by a voting member of the NRAC and shall provide regular updates to the NRAC regarding recommendations on assigned projects. Minutes of the meetings of the working group shall be recorded and submitted to the NRAC for proper directing through the approval process. Working groups may meet at a time and place as decided by the members of the working group.

Administrative support shall be provided by a staff representative of the NRAC or designate.

## **9. RESOURCES**

The Clerk's Department is the designated lead department providing resource support for the NRAC; however, the Committee also has access to the technical expertise of staff from other Regional departments as may be required. It is recognized that staff time and the level of participation will be dependent on other departmental priorities as determined by senior management and/or Regional Council. As required, additional resources may be sought. Additional resourcing may be required for projects with senior levels of government.

The Committee shall receive administrative support from the Office of the Regional Clerk for meeting and agenda management.

## **10. MEETINGS**

An appropriate meeting schedule shall be set for the NRAC. The schedule will be circulated to the members for approval each year. Should a time sensitive matter arise, the NRAC may meet at the call of the Chair.

The NRAC meetings will be held at Regional Headquarters at a time as determined by the members. All meetings will be open to the public.

Meetings shall be governed by the Region's Procedural By-law, being a by-law to govern the calling, place and proceedings of the meetings of Council and its Committees, as may be amended from time-to-time.

A schedule setting the due dates for materials to be included on the agenda will be circulated to each member pending adoption of a meeting schedule or the scheduling of a meeting date.

A committee member who is unable to attend a meeting, shall forward his/her regrets to the Office of the Regional Clerk as soon as possible. Should the Office of the Regional Clerk not have confirmation of quorum 24 hours prior to the meeting, the meeting shall be cancelled.

**11. ABSENTEEISM**

Members who miss three unauthorized consecutive meetings shall be deemed to have resigned from the Committee and will be notified of this in writing by the Committee Chair.

**12. AMENDMENTS TO THE TERMS OF REFERENCE**

Proposals to amend the Terms of Reference shall require the approval of a majority of the members present. Proposed amendments to the Terms of Reference shall be submitted to Regional Council for approval and shall take effect only upon the approval of Council.

DRAFT

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## **MEMORANDUM**

**CSC-C 12-2019**

**Subject: 2019 Property Tax Capping Claw Back Percentage**

**Date: July 10, 2019**

**To: Corporate Services Committee**

**From: Rob Fleming, Senior Tax & Revenue Analyst**

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The purpose of this memorandum is to provide members of Council with an update on the 2019 Property Tax Capping program.

Capping refers to a municipality's option to limit, or cap, the tax increases on commercial, industrial and multi-residential properties. The limit on tax decreases, in order to fund capping, is known as a claw back.

A mandated capping program to limit tax increases has been in place since 1998. It was initially introduced as a three-year (10-5-5) program to mitigate reform related property tax increases for the commercial, industrial and multi-residential property classes. On the completion of this program, Bill 140 was introduced to continue the transition each year based on the previous year's annual taxes. Further capping options were introduced for 2005 and 2009 taxation years to provide local flexibility in determining tax capping protection, accelerated progress towards CVA taxation, and reduced claw back percentages.

Regional Council has adopted all available capping options permitted by the province since 2005, to the maximum. This has resulted in a significant reduction in the impact of the provincial capping program.

As a result of Council's previously adopted tax capping policies, the Region has reached a point where there are no longer any properties eligible for the capping program. This means that all properties will be taxed on their current value assessment and the previously annual claw back percentage bylaw will not be required for the 2019 taxation year.

Council has previously elected to exit the capping programs for both multi-residential and industrial property classes through previous tax policy reports and associated bylaws and will be in a position to fully exit the commercial capping program in 2020.

Respectfully submitted and signed by

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Rob Fleming, MBA  
Senior Tax & Revenue Analyst

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## **MEMORANDUM**

**CSD 56-2019**

**Subject: Long Term Care Home Redevelopment Financing**

**Date: July 10, 2019**

**To: Corporate Services Committee**

**From: Helen Chamberlain, Director, Financial Management & Planning / Deputy Treasurer**

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The report COM 32–2019, Long Term Care (LTC) Home Redevelopment project was presented to council at Committee of the Whole on July 4, 2019. Councillor Redekop requested further details with respect to the net debt charges as included in the report of \$5.9 million or 1.6% of the Region's levy.

Development charges (DC) are estimated to fund approximately \$25 million of the project as per the development charge background study conducted in 2017. Currently staff are forecasting to have a year-end reserve balance of \$4.2M of Long Term Care development charges with an additional \$3.3 million projected for 2020. While the background study anticipated the negative cash flow for this project to be recovered from future development charges, the new Bill 108 however creates additional risk with respect the above funding. As per Bill 108, LTC will no longer be permitted in the DC charge but will be permitted as a Community Benefit Charge (CBC) however the calculations and limits to the CBC are not yet established in regulations therefore magnitude of the risk cannot be quantified at this time. The worst case scenario, should developer payments only provide for \$7.5 million of the \$25 million projected, additional debenture of \$17.5 million may be required with an annual servicing cost of \$1 million.

Included within the project's financing is \$5,600,000 for the cost recovery of construction of a hospice facility.

As there are no capital reserves for this project the balance of financing is from debenture in the form of 25 year debt to align with the Province's per diem funding. Recent interest rates on issued debentured averaged 3.20% for the July 2018 25-year debt issuance. The rate estimated for LTC project 25-year debt is 3.80% to be fiscally conservative due to fluctuating nature of interest rates.

The Ministry of Health and Long Term Care (MOHLTC) will provide a per diem per bed per day of \$18.03 and \$18.78 which will be used to offset the debt servicing costs.

	Total Gross Budget	Debt Financing Cash flow over 25 years
<b>Gross Expenditure</b>	<b>\$175,000,000</b>	
<b>Funding Sources:</b>		
Cost Sharing	5,600,000	
DC's	24,556,008	
Debenture Financing	<b>144,843,992</b>	\$144,843,992
Annual Debt Charge – Principle & Interest	9,063,287	81,738,182*
MOHLTC Per Diem	(2,660,826)	(66,520,653)
<b>Debt Charge/Net Cost</b>	<b>6,402,461</b>	<b>160,061,521</b>
Budgeted in 2016 For previously approved debt of \$15 million	(513,107)	
Incremental Impact on Levy	<b>5,889,354</b>	
% of Levy	<b>1.62%</b>	

\*cumulative interest only

Respectfully submitted and signed by

\_\_\_\_\_  
Helen Chamberlain, CPA, CA  
Director, Financial Management & Planning / Deputy Treasurer

**Minute Item No. 6.1**

**ED 7-2019**

**Brock University Centre for Sport Capacity Report on Sports Tourism**

That report ED 7-2019, dated July 10, 2019, respecting Brock University Centre for Sports Capacity Report on Sports Tourism, **BE RECEIVED** by the Planning and Economic Development Committee for information and that staff **BE DIRECTED** to circulate the report to tourism stakeholders for feedback and report back to the Committee.

**Minute Item 6**

**Consent Items for Information**

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

ED 8-2019

Q2 Economic Development Quarterly Update Report

PDS 27-2019

Niagara Housing Statement Final Summary Report

PDS-C 13-2019

2019 Public Realm Investment Program Funding Commitment Update



**THE REGIONAL MUNICIPALITY OF NIAGARA  
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE  
MINUTES**

**PEDC 7-2019  
Wednesday, July 10, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Butters, Bylsma, Campion, Darte (Committee Vice-Chair), Foster, Greenwood, Heit, Huson (Committee Chair), Rigby, Ugulini, Witteveen

Absent/Regrets: Bellows, Bradley (Regional Chair), Diodati, Easton, Junkin, Redekop, Sendzik, Zalepa

Staff: E. Acs, Manager, Community Planning, I. Banach, Manager, Long Range Planning, M. Evely, Legislative Coordinator, D. Giles, Director, Community & Long Range Planning, D. Heyworth, Official Plan Policy Consultant, V. Kuhns, Acting Director, Economic Development, D. Morreale, Director, Development Approvals, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, K. Provost, Economic Development Officer

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**1. CALL TO ORDER**

Committee Chair Huson called the meeting to order at 1:14 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

**3.1 Tourism Partnership of Niagara**

Anthony Annunziata, President, Tourism Partnership Niagara (TPN), provided information respecting the role of the TPN. Mr. Annunziata advised that the TPN is the marketing organization responsible for marketing the Niagara Region as a world-class, four-season travel destination to domestic and international markets.

3.2 Brock University Centre for Sport Capacity Report on Sport Tourism  
(Agenda Item 6.1)

Dr. Julie Stevens, Associate Professor, Department of Sport Management and Director, Centre for Sport Capacity, Brock University, provided information respecting Brock University Centre for Sport Capacity Report on Sport Tourism. Topics of the presentation included:

- Background
- Sport Tourism Definition
- Methodology
- Sport Tourism Governance

There being no objection, Report ED 7-2019 was considered at this time.

6.1 ED 7-2019

Brock University Centre for Sport Capacity Report on Sports Tourism

Moved by Councillor Rigby

Seconded by Councillor Greenwood

That Report ED 7-2019, dated July 10, 2019, respecting Brock University Centre for Sports Capacity Report on Sports Tourism, **BE RECEIVED** by the Planning and Economic Development Committee for information and that staff **BE DIRECTED** to circulate the report to tourism stakeholders for feedback and report back to the Committee.

**Carried**

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 CLK 10-2019

Niagara Peninsula Conservation Authority (NPCA) Board – Options for Future Board Appointments

That Report CLK 10-2019 dated July 10, 2019, respecting Niagara Peninsula Conservation Authority (NPCA) Board – Options for Future Board Appointments, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the selection process for appointments to the Niagara Peninsula Conservation Authority Board of Directors set out in Report CLK 10-2019, **BE APPROVED**, namely:
  - a) That six (6) Regional Councillors be appointed to the NPCA Board, that may or may not represent six local area municipalities;
  - b) That six (6) citizen members be selected using the criteria outlined in the skills matrix attached as Appendix 1;
  - c) That a selection panel be established that includes three (3) of the members of Regional Council appointed to the NPCA Board of Directors and two (2) Regional Councillors not appointed to the NPCA Board of Directors;
  - d) That Niagara Region undertake the advertisement and selection process for the citizen members; and
2. That this appointment and selection process **BE USED** for the appointment of members to the Niagara Peninsula Conservation Authority Board of Directors effective for the 2022-2026 term of Regional Council.

Moved by Councillor Greenwood  
Seconded by Councillor Heit

That Report CLK 10-2019 **BE DEFERRED** to allow staff to request information as directed from the Executive Council of Ontario respecting Board composition and the appointment process.

**Carried**

**Councillor Information Request(s):**

That consideration be given to have representation from all 12 local area municipalities on the NPCA Board. Councillor Butters.

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Foster  
Seconded by Councillor Campion

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

ED 8-2019

Q2 Economic Development Quarterly Update Report

PDS 27-2019

Niagara Housing Statement Final Summary Report

PDS-C 13-2019

2019 Public Realm Investment Program Funding Commitment Update

**Carried**

**7. OTHER BUSINESS**

**7.1 Regional Road 20**

Councillor Ugulini requested information regarding the City of Thorold's request to include the Highway 20 corridor as part of the Official Plan Update. Isaiah Banach, Manager of Long Range Planning, advised that this is an area being considered as part of the Official Plan Update.

At this point in the meeting Committee Vice-Chair Darte assumed the Chair.

**7.2 Agri-Business Strategic Planning Work Group**

Councillor Huson advised that she would be bringing forward a motion to the Regional Council meeting being held on July 18, 2019, respecting the creation of an Agri-Business Strategic Planning Work Group.

**8. CLOSED SESSION**

Committee did not resolve into closed session.

**9. NEXT MEETING**

The next meeting will be held on Wednesday, August 7, 2019, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

**10. ADJOURNMENT**

There being no further business, the meeting adjourned at 3:00 p.m.

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Councillor Huson  
Committee Chair

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Mark Evely  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk

A wide-angle photograph of Niagara Falls at sunset. The water is cascading over the edge, creating a misty spray at the base. The sky is a warm, golden-orange color, and the water reflects the light. The overall mood is serene and majestic.

# Tourism Partnership of Niagara



# Background

In 2010, the Ministry of Tourism, Culture and Sport supported the establishment of 13 tourism regions to further advance the competitiveness of Ontario's tourism sector. This was a key recommendation from the 2009 Tourism Competitiveness Study.

Each region is led by a Regional Tourism Organization (RTO) that provides leadership, strategic coordination and delivery of tourism activities at a regional level. RTOs are in place to enhance the economic impact of the tourism sector by leveraging partnerships and collaboration across industry.

Regional Tourism Organizations are to adhere to the program parameters as outlined in the Transfer Payment Agreement (TPA).



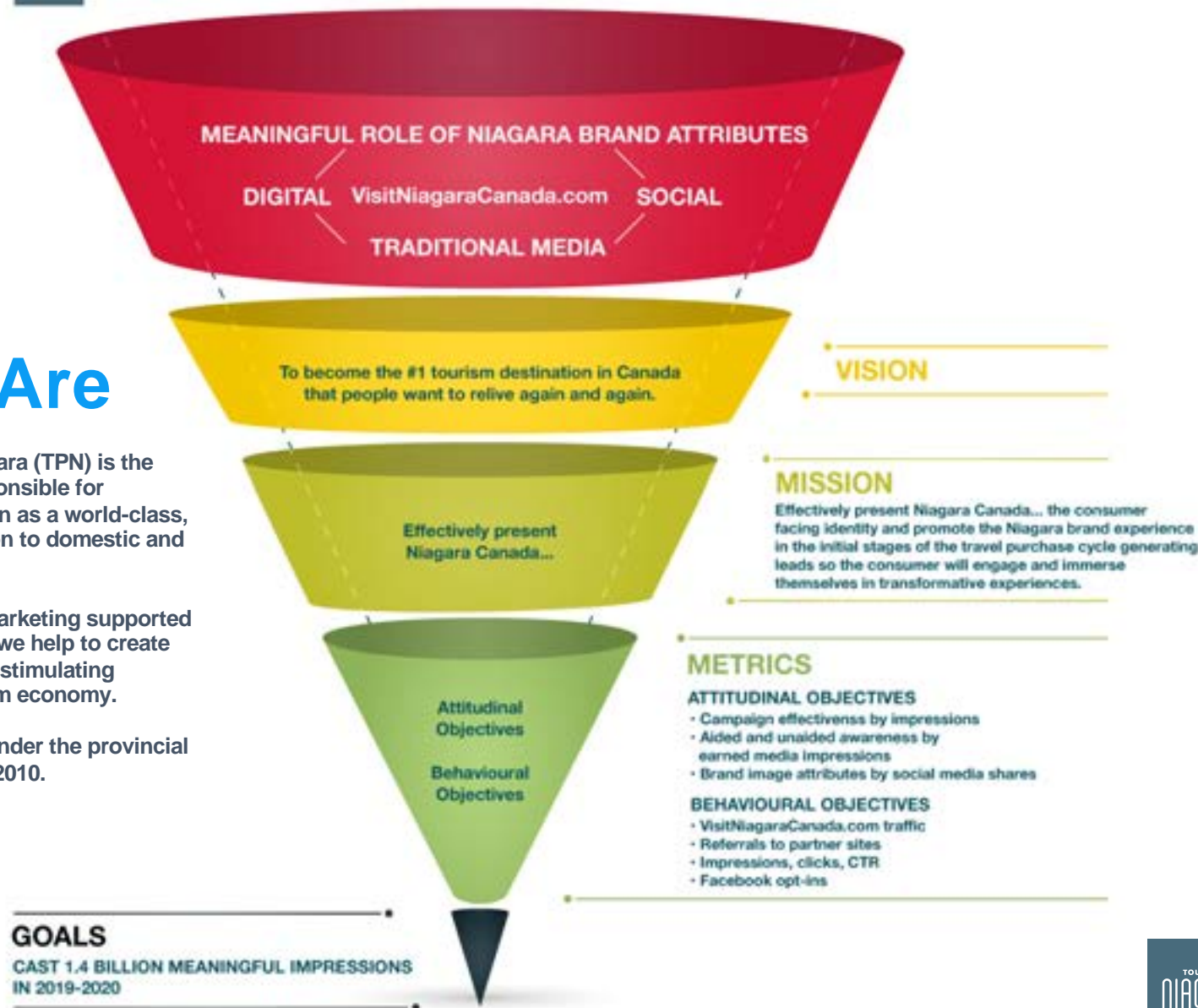


# Who We Are

Tourism Partnership of Niagara (TPN) is the marketing organization responsible for marketing the Niagara Region as a world-class, four-season travel destination to domestic and international markets.

Through effective tourism marketing supported by aligned market research, we help to create jobs and generate wealth by stimulating demand for Niagara's tourism economy.

The TPN was incorporated under the provincial Corporations Act on Oct. 4, 2010.



# TPN Board of Directors

The TPN Board consists of senior level representatives with the necessary authority to make decisions on behalf of their organization as it relates to the work of the TPN from the following organizations.

# TPN Board Committees

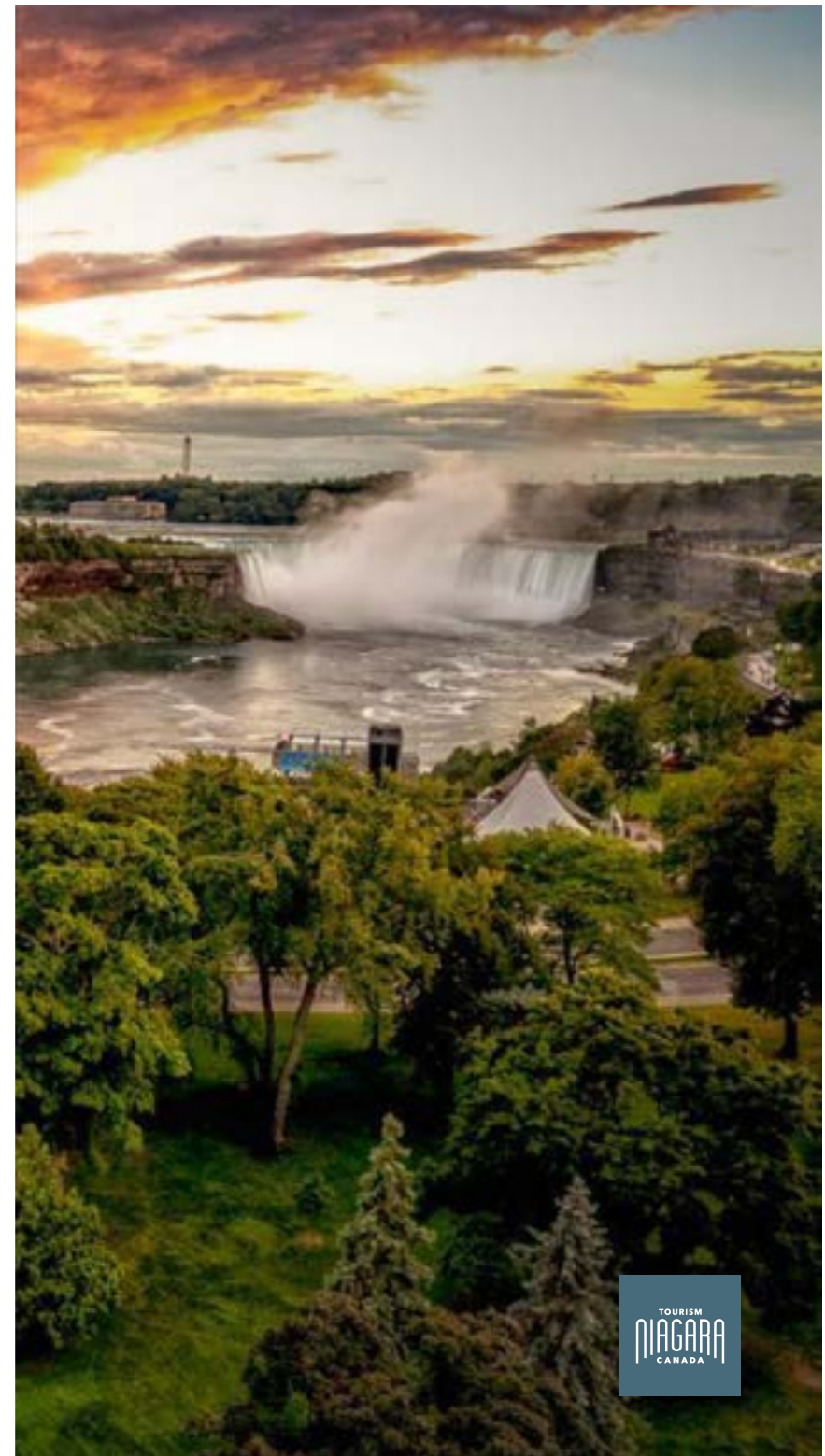
TPN Board members provide input through participation in three committees:

- Executive Committee
- Finance and Audit Committee
- Sub-Regional Partners Committee

# Financial Obligations

A Transfer Payment Agreement (TPA) between the Ministry of Tourism, Culture and Sport and the TPN governs the operations.

Annually, the TPN management, in consultation with stakeholders, creates a business plan that fulfill a broad range of activities, which are approved by the Ministry with terms and conditions outlined in the TPA.





# Role of the TPN

Increase awareness of Niagara Region and influencing consumers at the intent and consideration phase of the consumer path to purchase.

Playing a leadership role in the Niagara Tourism and Hospitality apparatus that helps shape the Niagara narrative to attract business and leisure consumers to Niagara.

The “My Niagara” narrative consists of communicating shareable experiences, creating a sense of emotional connectivity with friends, family and loved ones by communicating genuine and authentic experiences that the Niagara region has to offer.

All of this delivered by a cast of professionals, businesses, craftsman, artisans and entrepreneurs who execute the experiences delivered in this great Narrative.

The cast of characters continue to grow and add to the vibrancy and charm of what we call “OUR NIAGARA”.

**Think:** Niagara would be an excellent travel destination.

**Feel:** Inspired and compelled to discover the unfamiliar in Niagara.

**Do:** Research everything Niagara has to offer.

## “The World Needs More Niagara Campaign”

The world needs more Niagara...they just don't all know it yet. Let's educate and emotionally connect with consumers and let them know a trip to Niagara isn't just something they'll want, it's the getaway they need.



# Targeting and Path to Purchase

The middle stages of the consumer path to purchase funnel will be the main focus of TPN's campaigns and content creation which will work to bolster intentions and increase consideration for the Niagara Region.

Travellers from around the world will have some awareness of the Niagara Region but have limited knowledge of the experiences that the region has to offer.

TPN needs to first inspire travellers with a compelling vision of the Niagara Region and then provide the necessary information to plan their visit.

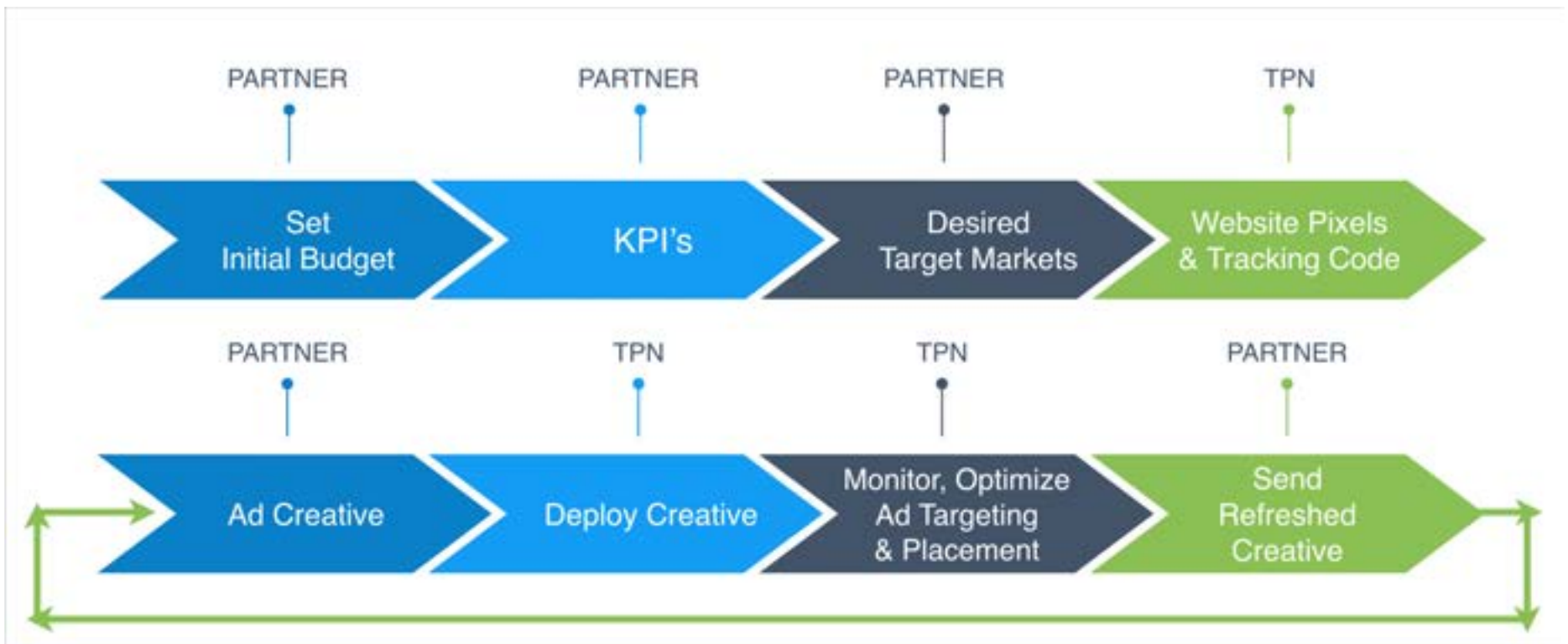
We look at the Niagara product offering and where it resides in the path to purchase funnel, our overall market message and highlighted regional experiences.





# Marketing Execution Flow

## Example Campaign Objective: Drive Awareness



Consumer mindset in this stage: Consumer has made the decision to travel and now needs to figure out the details - searching for hotels/flights, exploring activities, events, etc.

Creative job to be done: Provide the information a consumer would need to plan a trip to Niagara.

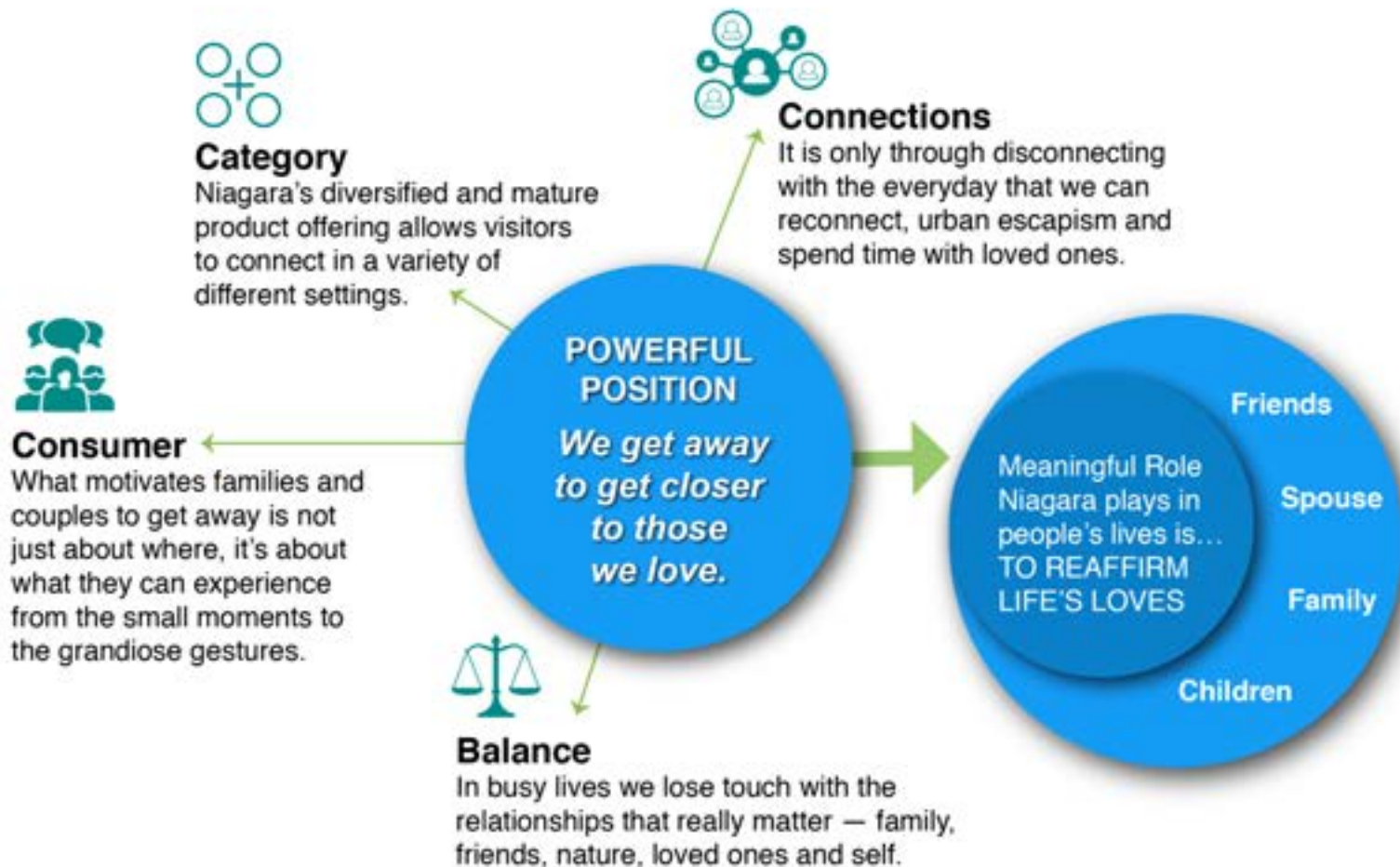
Messaging: Focus on specific Niagara experiences or events of interest (e.g. Icewine Festival or farm-to-table dining with notable chef).

Call to action: Encourage consumers to learn more about Niagara has to offer.

# Niagara Brand Positioning

## Message, Tonality and Sentiment

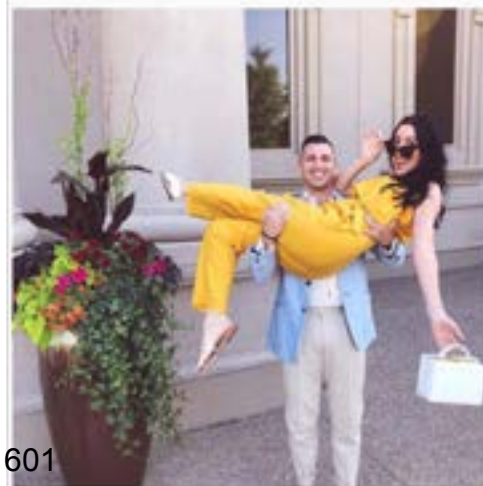
Our place within the 'consumer path to purchase' funnel



# The World Needs More Niagara

Right now, more than ever, “The world needs more Niagara”. Let’s speak to the fact that a trip to Niagara, is a break from the pressure of daily life and an escape from the city to nature where travellers can focus on loved ones and what matters to them most.

Let’s grab consumers attention by creating custom eye-catching cinemographs for ad banners that feature scenes from Niagara. Imagery might include; wine is circling in a glass and the cinemograph reads, “You’re going to need a bigger glass. The world needs more Niagara.” A woman relaxes in bubble bath overlooking the Falls while listening to headphones, “You’re going to need a longer playlist. The world needs more Niagara.” Taking a Helicopter ride above Niagara Falls, and the amazing experience. The creative emphasizes what more Niagara in one’s life actually means.





# The World Needs More Niagara

Launch footprint will encompass 8-hour drive radius, layering in performance results to identify areas with greater message resonance.

Through diligent campaign maintenance & optimization, TPN will look to identify whether particular consumer sets are more engaged and potentially redistribute resources in specific areas to reflect a more focused deployment strategy and ensure efficiency of investment.

Extend the life and coverage of earned media by utilizing paid, native channels to make content more discoverable.

By placing links to earned news stories on premium publication sites, enabling a wider online audience to be able to access earned coverage as they consume content on a variety of websites.

Amplifying content while tying in paid media channels to enhance mass awareness.





# Visit Niagara

With amazing dining and wineries, vibrant cultural centres, and a wide range of outdoor activities, it's no surprise that the Niagara region has become a Canadian tourism gem. A destination for honeymooners, celebrities, history buffs, adventurers, athletes, foodies, families and everyone in between. Niagara is a jewel unlike any other with its diverse landscapes and world-class attractions.



**750+** RESTAURANTS



**320+** ATTRACTIONS



**20+** BEACHES



**140+** WINERIES  
& CRAFT BREWERIES





# Visit Niagara

Renowned for the iconic Niagara Falls, Niagara is home to an abundance of breathtaking natural scenery—enough for Winston Churchill to state that the Niagara Parkway was “the most beautiful Sunday drive in the world.” The region’s diverse geography offers extensive hiking trails—including an extension of the Bruce Trail—to smaller cascades and powerful rapids, plus an assortment of exciting outdoor activities such as ice skating, rowing, vineyard cycling tours, yoga by the Falls and much more.

Given its breathtaking natural beauty and exquisite, relaxing and romantic attractions, it comes as no surprise that Niagara Falls has earned its reputation as the “Honeymoon Capital of the World.” Rolling vineyards, natural wonders, exquisite accommodations and dynamic sunset views are just a few of the many attractions that make Niagara a sought-after location for couples to visit.



# Visit Niagara

With over 140 wineries and breweries and over 750 full-service restaurants, Niagara is recognized as an award-winning, world-class culinary mecca for chefs, vintners, sommeliers, brewers, oenophiles and foodies alike. One of the top culinary destinations in Canada, Niagara is passionate about using locally-sourced ingredients to create delectable food and wine. Whatever your taste, this is the countryside where good things grow.

The Niagara Region abounds in monuments, museums, former battlefields, forts and heritage structures due to its riveting history and rich heritage. Playing a pivotal role in the War of 1812, history buffs can take themselves back in time through tours and annual military re-enactments at Fort Erie and Fort George and by visiting Chippawa Battlefield Park and Lundy's Lane Battlefield.

With over 162 annual festivals and events and countless historic sites, cultural museums and arts centres—the arts, entertainment and historic significance of the Niagara region is unsurpassed. From West Lincoln to Niagara Falls, there's much to see and experience throughout Niagara, including live theatre, movies, orchestras, visual arts and more.





**TOTAL VISITORS** (2017) **12.95 MILLION!**

ONTARIO IS THE LARGEST MARKET FOR TOURISTS TO NIAGARA (8.4 MILLION VISITORS ANNUALLY), FOLLOWED BY THE UNITED STATES (3.2 MILLION), OVERSEAS (1.1 MILLION), AND THEN THE REST OF CANADA (292 THOUSAND).

**TOTAL OVERNIGHT VISITORS** (2017)  
**4.9M**



**TOTAL SAME DAY VISITORS** (2017)  
**8.0M**



**TOTAL TOURISM EXPENDITURES OF SAME DAY VISITORS** (2017)

**\$686.4 MILLION**

- VS -

**TOTAL TOURISM EXPENDITURES OF OVERNIGHT VISITORS** (2017)

**\$1.7 BILLION**



**TOTAL TOURISM EXPENDITURES** (2017)

**\$2.4 BILLION**

VISITORS FROM THE UNITED STATES SPEND THE MOST ON AVERAGE THAN OTHER GEOGRAPHIC MARKETS.



**TOTAL TOURISM BUSINESSES** (2018)

**2,824**

**TOTAL TOURISM JOBS** (2018)

**39,995**



NIAGARA HAS 1.8 TIMES THE CONCENTRATION OF TOURISM JOBS THAN ONTARIO.



**TOURISM JOB GROWTH** (2011 -2018)

**6,059** OR **17.9%**

TOURISM JOBS ARE INCREASING AT A FASTER RATE THAN TOTAL JOBS IN NIAGARA. FROM 2011 TO 2018, TOURISM JOBS INCREASED BY 17.9% WHILE TOTAL JOBS INCREASE BY 14.1%. **IT'S A GROWING SECTOR.**

Statistics provided by Niagara Region



# US Tourism Arrivals into Canada

- The Niagara region has four border crossings into the United States: the Lewiston-Queenston Bridge, Rainbow Bridge, Peace Bridge and Whirlpool Bridge (Nexus only)
- The four Niagara border crossings are the busiest borders in Ontario—and Canada—with over 11.6 million counted arrivals\*

\* Bridge and Tunnel Operators Association (BTOA) 2018



**Automobile Arrivals**  
**11.6 + Million**



	YTD 2018	
	Arrivals	% YOY Variance
Automobile	8,183,103	2.4
Air	4,591,876	-3.1
Other	1,665,374	10.1
US Total	14,440,353	1.4

\*Other: bus, train, and cruise arrivals

Source: Statistics Canada

**Total US Auto Arrivals to Canada**

**+2.4% ▲ YOY**





# Food & Wine

With over 140 wineries and breweries and over 700 full-service restaurants, Niagara is recognized as an award-winning, world-class culinary mecca for chefs, vintners, sommeliers, brewers, oenophiles and foodies alike.

Niagara's unique climate and growing conditions yield a plentiful bounty of cool-climate grapes, robust grains and a cornucopia of locally-sourced produce—most notably, the sweet and juicy Niagara peach—which inspire a shared philosophy throughout the region that the most exceptional dishes can be found from ingredients in your own backyard. The diverse geography of the Niagara Escarpment and vinelands yield a unique terroir from which the most delicious produce and grapes are grown. Whatever your taste, this is the countryside where good things grow.

Taste for yourself what makes Niagara one of the most acclaimed grape-growing and winemaking regions in Ontario. With a wide array of one-of-a-kind, intimate experiences, sip and savour during tours and tastings, offered at every vineyard from small, independent wineries like Twenty Valley's Foreign Affair, Hidden Bench and Tawse to iconic estates such as Cave Spring Cellars, Inniskillin, Pellar Estates or the Wayne Gretzky Winery.





# Food & Wine

With a burgeoning craft beer culture quickly spreading across the region, Niagara is also home to an abundance of boutique-like local breweries and distilleries that lean into the “micro movement.” Small-batch beers, ciders and spirits, each typically hand-made with locally-sourced ingredients can be found along the Niagara Ale Trail, a handy guide to the region’s 13 top breweries, including the award-winning Niagara Oast House Brewers, Silversmith Brewing Company, Bench Brewing Company and more.

Recently designated as the most romantic dining destinations by OpenTable’s 100 Most Romantic Restaurants in Canada list for 2019 with 11 restaurants awarded (more than any other destination in Canada), Niagara is the place to be for gastronomic indulgence. Niagara-on-the-Lake, in particular, is renowned for its culinary excellence, named Canada’s number one food and wine destination by TripAdvisor.

There are also several culinary and wine festivals throughout the year, from Niagara’s Icewine Harvest Festival and Days of Wine and Chocolate in the winter, to the Niagara Food Festival in the summer, presented by Niagara College, where visitors can find fantastic food from local restaurants and food producers, cooking demonstrations with celebrity chefs and much more.





# Food & Wine

## KEY HIGHLIGHTS

### Two Sisters Vineyard

Created by the Marotta sisters with one inspired vision, Two Sisters Vineyard produces ultra-premium red wines from the unique terroir of the region with viticultural practices that remind guests to savour life's little moments. Beautiful and timeless, the estate produces both award-winning wines and award-winning dishes at Kitchen76, where authentic Italian cuisine awaits. [www.twosistersvineyards.com](http://www.twosistersvineyards.com)

### The Restaurant at Pearl Morrisette

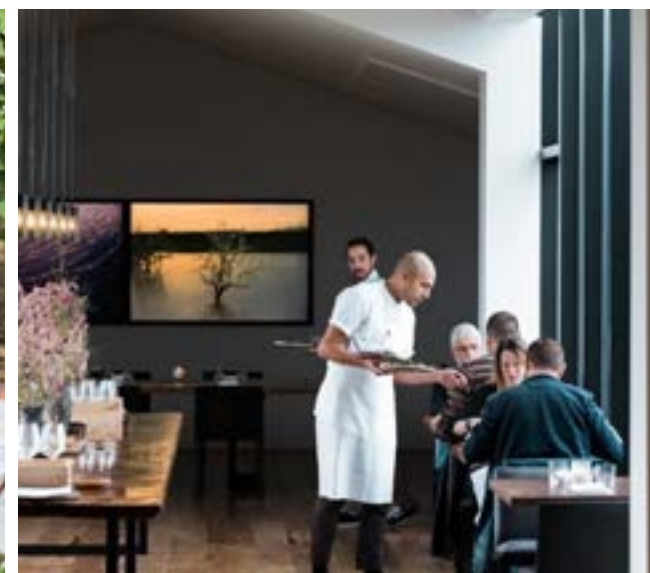
With an ever-changing multi-course menu featuring the best regional ingredients inspired by seasonal French cooking, The Restaurant at Pearl Morrisette is a mouth-watering destination. Named number one on Canada's Best New Restaurants for 2019, the Jordan Station restaurant offers set menus for a curated experience from start to finish. [www.pearlmorrisette.com/therestaurant](http://www.pearlmorrisette.com/therestaurant)

### Honsberger Estate Winery

A family fun farm since 1811, Honsberger Estate is home to a delectable, award-winning rosé; the Oven Bistro, where divine oven-roasted pizzas await; the Small Barn Restaurant; and several animals, including horses, goats, sheep and several rescue dogs. [www.honsbergerestate.com](http://www.honsbergerestate.com)

### Trius Winery

Crafting fine VQA wines from premium grapes for over 30 years, Trius Winery is a Niagara winemaking pioneer. Here, wines and menus are inspired by the seasonal evolution of the vines and the local produce that grows beside them. Visitors can taste, tour and learn the art of blending their very own Trius Red. [www.triushines.com](http://www.triushines.com)





# Outdoors, Sports & Nature

While the world-renowned Niagara Falls will leave you breathless, there is much more natural beauty to be found in Niagara than the iconic cascade. Winston Churchill once called the Niagara Parkway “the prettiest Sunday drive in the world,” while admiring the intense natural beauty to be found across the Niagara region.

Since 1885, Niagara Parks has preserved and protected the land surrounding Niagara Falls and the Niagara River. Visitors can explore and interpret the 56-kilometre Niagara River Recreational Trail through sprawling parklands, natural attractions, local-sourced culinary offerings, celebrated golf courses, manicured gardens and restored heritage sites. Through Niagara Parks, you can zipline 670 metres into the mist towards the Canadian Horseshoe Falls, take a walk past the Niagara River’s Class 6 white water rapids, take a journey behind the falls, immerse yourself in nature at the Butterfly Conservatory, sink a ball at any of five unique and celebrated golf courses, and much more.





# Outdoors, Sports & Nature

With a plethora of conservation areas, hiking trails, waterfalls, rocky cliffs and, of course, the stunning vineyards across the region, Niagara is home to a natural geographic diversity that is rarely found in southern Canada. Maintaining a section of the Bruce Trail, the Niagara Region offers exceptional hiking trails with 85+ kilometres of footpaths through six different nature areas, some of which are home to the rarest plants and animals in the country.

From scuba diving in Lake Erie, rowing in St. Catharines and swimming at Crystal Beach, to ice skating at Wayne Gretzky Estates winery, vineyard cycling tours, yoga by the falls, watching a race at Merrittville Speedway or cheering on the Niagara Ice Dogs hockey team, there are numerous sports and activities to take part in within the Niagara Region—no matter the season.





# Outdoors, Sports & Nature

## KEY HIGHLIGHTS

### White Water Walk

Take in North America's largest series of standing waves from an impressive quarter-mile boardwalk along the shoreline in the Niagara Gorge. The self-guided tour offers a glimpse into the geologic history and local flora and fauna in the Gorge, while giving an up-close and personal view of the intense Whirlpool Rapids travelling at 48 kilometres per hour!

<https://www.niagaraparks.com/visit/attractions/white-water-walk>

### Ball's Falls

Photographers and nature lovers alike will love the incredibly breathtaking view of the majestic Twenty Mile Creek as it plummets over both the upper and lower cascades of Ball's Falls. The Ball's Falls Centre for Conservation offers interactive exhibits and displays focusing on nature, conservation, the Niagara Escarpment, the watershed and the area's history, through the lens of the mid-19th century industrial hamlet where the original Ball family lived.

<https://npca.ca/parks/balls-falls>

### Whirlpool Jet Boat Tours

Niagara's Devil's Hole Rapids are home to class 5 rapids, meaning adventurous visitors are in for a wild jet boat ride through waves up to 6 metres high, where currents rush up to 32 kilometres per hour past the awe-inspiring scenery of the Niagara Gorge! Get ready to get soaked and stoked on one of the most refreshing and memorable Niagara experiences.

<https://www.whirlpooljet.com>





# Romance

The region of Niagara has long been recognized as a popular destination for romantic getaways. Rolling vineyards, natural wonders, exquisite accommodations and dynamic sunset views are just a few of the many attractions that make Niagara a sought-after location for couples to visit.

Whether you choose to exchange your vows overlooking Niagara Falls, in the surroundings of Niagara-on-the-Lake at the gazebo in Queen's Royal Park, or at one of the numerous wineries, the ceremony will be an unforgettable experience complete with charm and elegance. Niagara Parks offers reception and venue space to host any wedding size from intimate parties of 20 guests all the way up to elaborate gatherings of 600.



# Romance

With its breathtaking natural beauty and exquisite, relaxing and romantic attractions, it comes as no surprise that Niagara Falls has earned its reputation as the “Honeymoon Capital of the World.” More than 50,000 honeymooners choose to visit the City of Niagara Falls per year and Niagara Falls Tourism has presented more than one million honeymoon certificates signed by the mayor to newlyweds. Couples celebrating their anniversary in Niagara Falls are also eligible to receive an Anniversary Certificate.

For the second year in a row, the Niagara Region has been recognized for its romantic dining experiences with 11 restaurants featured on OpenTable’s 100 Most Romantic Restaurants in Canada for 2019—more than any other region in the country. Among the list are AG at the Sterling Inn, Cannery Restaurant, The Drawing Room at The Prince of Wales Hotel, Inn on the Twenty, Kitchen76 at Two Sisters Vineyards, The Restaurant at Peninsula Ridge, and Trius Winery Restaurant; each offer a unique destination for the ultimate date night.





# Romance

## KEY HIGHLIGHTS

### Niagara Helicopter Rides

Take a private helicopter tour and experience the natural beauty that Niagara has to offer through panoramic views while soaring 2,500 feet in the air. Niagara Helicopters Limited even gives you the option to say “I do” directly over the awe-inspiring waterfalls at its “Chapel in the Sky.” With more than 50 years of service, Niagara Helicopters Limited will be sure to make this thrilling experience one to remember.

[www.niagarahelicopters.com](http://www.niagarahelicopters.com)

### Vintage Hotels – Queens Landing/Prince of Wales

Romantic accommodations are plentiful with Vintage Hotels offering a collection of Ontario’s Finest Hotels throughout the Niagara region. Relish the historic Victorian décor at Prince of Wales Hotel or book a stay in a room at Queen’s Landing, a Georgian-style mansion with a breathtaking waterfront setting. In addition, there are many world-class Bed & Breakfasts nestled throughout the region offering an intimate stay for those looking for a romantic hideaway.

[www.vintage-hotels.com](http://www.vintage-hotels.com)

### Niagara Skywheel

Take your romance to the next level with a graceful scenic journey that delivers magnificent views of both the Horseshoe and American Falls. Clifton Hill’s magical Niagara Skywheel is Canada’s largest observation wheel, towering at 175 feet over the Niagara Falls horizon. With dazzling views of the glittering lights, powerful falls and surrounding skyline, a kiss at the Niagara Skywheel is the icing on the cake for a perfect date night in one of the most romantic destinations in Canada.

[www.cliftonhill.com](http://www.cliftonhill.com)





# Arts, History & Entertainment

With over 162 annual festivals and events and countless historic sites, cultural museums and arts centres, the arts, entertainment and historic significance of the Niagara region is unsurpassed. From West Lincoln to Niagara Falls, there's much to see and experience throughout Niagara, including live theatre, movies, orchestras, visual arts and more.

No matter the season, there's always something to see when visiting Niagara—view artists' paintings at the Niagara Pumphouse Arts Centre; see live entertainment and film screenings at the Seneca Theatre or Greg Frewin Theatre; or check out the FirstOntario Performing Arts Centre, featuring live music, theatre productions, movie and documentary screenings and more.

The Niagara Investment in Culture program promotes culture throughout the region by providing funding of innovative and collaborative projects. Visitors and locals alike have benefitted from the program, with events such as Jazz Festivals, theatrical productions, historic celebrations, movies in the park, public mural art projects, multi-cultural days, young musician competitions, fine arts festivals, pop-up exhibits and street performer programs circulating throughout Niagara as a direct result.





# Arts, History & Entertainment

With a riveting history and rich heritage, the Niagara Region abounds in monuments, museums, former battlefields, forts and heritage structures. Playing a pivotal role in the War of 1812, history buffs can take themselves back in time through tours and annual military re-enactments at Fort Erie and Fort George and by visiting Chippawa Battlefield Park and Lundy's Lane Battlefield, where some of the longest and bloodiest battles took place.

With several annual festivals, there is much to celebrate across the region, from the Niagara Folk Arts Festival and the Niagara integrated film festival, to Canal Days Marine Heritage Festival and even Niagara Falls Comic Con. There's something for everyone!

Looking for nightlife? Select vineyards and restaurants have exciting late-night programming including live music, DJs and special events, not to mention the vibrant after-dark entertainment in Niagara Falls—from wine bars and clubs, to slots and tables at Fallsview and Casino Niagara, there's plenty of action to be found.





# Arts, History & Entertainment

## KEY HIGHLIGHTS

### Shaw Festival Theatre

Offering world-class theatre in one of the most beautiful regions in Canada, the Shaw Festival produces 11 plays across three stages annually, with several events and activities to keep theatre aficionados entertained throughout the year. Inspired by the wit, passion and spirit of Bernard Shaw, the Shaw Festival has created unforgettable theatrical encounters for almost 60 years and has grown to become a major Canadian cultural icon. [www.shawfest.com](http://www.shawfest.com)

### Fort George National Historic Site

The headquarters of the Centre Division of the British Army during the War of 1812, Fort George played a key role in the defence of Upper Canada. Today, the history is kept alive with trained interpreters sharing stories about life for soldiers and their families at the fort, along with redcoat musket demonstrations, Fife and Drum corps parades, tasty snacks made from historic recipes, and annual battle re-enactments to commemorate the pivotal Battle of Fort George—a major draw for historians from all over North America.

[www.parkscanada.gc.ca/fortgeorge](http://www.parkscanada.gc.ca/fortgeorge)

### Niagara Symphony Orchestra

Celebrating its 72nd season, the Niagara Symphony Orchestra (NSO) offers exceptional classical and contemporary orchestral music under the leadership of Bradley Thatchuk, the orchestra's 10th music director. A leader in music education, the NSO offers programs to inspire and nurture a life-long love of music alongside incredible, evocative performances.

[www.niagarasymphony.com](http://www.niagarasymphony.com)





# Sample MEDIA Coverage



# bon appétit

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## The Cyclist's Wine Guide to the Niagara Region

BY DESTINATION CANADA/TOURISM PARTNERSHIP OF NIAGARA  
OCTOBER 2, 2018



On the surface, there's certainly plenty to love about Canada's lush Niagara Region. Verdant and green, orchards and vineyards extend in every direction. In the distance, the fast-moving waters that plunge over Niagara Falls crash down with awe-inspiring, ferocious intensity. But much of what makes this green corner of the world special is actually underneath it. Translation: The soil here is special. Although the wine industry in the Niagara Region is relatively young—serious winemaking here dates only to the 1980s—the area is smack-dab in the middle of an ancient glacial plain, which over thousands of years has enriched the soil with pockets of different minerals and nutrients. This means that the terroir of one vineyard can wildly differ from another's just down the road. In other words, if you've tasted one Niagara wine, you most certainly have not tasted them all.

The natural forces that produce Niagara Region's great wines also make for breathtaking natural scenery, which is why the best way to experience it is on a bicycle. The country roads that link some of the area's best wineries are relatively flat, so cycling between them is a breeze. If you're worried about drinking and biking, don't be: Responsible cyclers either take modest sips or learn how to spit, which when done properly, can actually help you taste wine better. Plus, if you really dig some of the wines you've tried along the day's journey, you don't have to hold a bottle under your arm as you try to keep your bike steady. Many wineries in the area will arrange to have a bottle sent directly to your hotel, and we can't think of a better reward for a day of cycling than a glass of your favorite new Niagara Region vintage.





Whether you rent your own bike or join up with one of the wine region's [many bike tours](#), these are the stops you can't miss on an epic cycle through the area.

#### Jackson-Triggs Winery



A fantastic starting point for your cycle around town is the modern Jackson-Triggs Winery. The airy, glass-enclosed main building overlooks roughly 12 acres of finely manicured vineyards, with two-story-tall, garage-style doors that roll up on clear and sunny days to let in a gentle cross breeze. It's a gorgeous and open space that marries contemporary and traditional architecture, and you might be tempted to linger here all day. Nosh on tacos, cheese, and charcuterie at the on-site cafe, The Patio, or grab a glass of Sauvignon Blanc (or Pinot Noir, or Merlot, or any of Jackson-Triggs's other delightful offerings) and hunker down in the winery's 500-person-capacity amphitheater, which is built into the hillside of the vineyard. Don't leave without walking around the grounds; if you're lucky, you might glimpse grapes being crushed on the outdoor "crush pad."

#### Two Sisters Vineyards



From Jackson-Triggs, cycle past grassy fields lined with towering, leafy trees and through Niagara-on-the-Lake's historic old town. As you roll up to the estate of Two Sisters, scope out its towering pillars and grand, symmetrical windows; they're inspired by Renaissance architecture and the founders' roots in Italy's Campania region. The wines here, though, are all Niagara. Drop into the moodily lit tasting room for sips of the winery's small-production reds like Merlot, Cabernet Franc, and Cabernet Sauvignon, which helped earn Two Sisters the Best Performing Small Winery of the Year award from WineAlign's National Wine Awards of Canada in 2018. Pro tip: Take the [Experience Tour](#) and try a handful of vintages directly from French oak barrels in the winery's candlelit cellar. Afterward, hang out on the outdoor patio at Kitchen76, the property's Italian-inflected bistro. We're into the house-made pizzas like the Dolce e Salato pie, a sweet-and-savory creation piled high with creamy mozzarella, pungent gorgonzola, slices of pear, prosciutto di Parma, toasted walnuts, arugula, and honey.

### Peller Estates Winery & Restaurant



Although it's practically next door to Two Sisters, Peller Estates feels like it's in another country altogether. Specifically, France. You'll find Peller down a tree-lined private road that leads to a massive French-inspired château, which rises magnificently before you. Don't be intimidated, though: Some well-heeled diners dress to impress at the on-site Winery Restaurant, an elegant dining room with crisp white linens and twinkling chandeliers, but plenty of visitors hop off their bikes dressed more casually in cycling gear. (If you're here for lunch, pair Peller Estates' French-oak-aged Chardonnay with the fresh lobster linguine draped in Chardonnay-spiked cream sauce and slivers of black truffle.) Don't leave without dropping in on the property's Greatest Winery Tour, which grants visitors entrance to 10Below, the chilly downstairs lounge where everything—from the seats to the bar—is made with blocks of ice. Once inside, you'll be provided with a heavy winter jacket and a glass of ice wine made from late-season Riesling and Cabernet Franc grapes.

### Inniskillin



A short way down the leafy Niagara Parkway, which hugs the banks of the mighty Niagara River, you'll come upon Inniskillin, one of the oldest wineries in the area. The specialty here is Icewine, which is made from Vidal, Riesling, and other grapes that have been left to mature on the vine into the winter season. The result is a decadent, sweet wine with a concentrated, nectar-like flavor. Take a guided tasting inside Inniskillin's restored 1920-era barn or post up on the property's sprawling red brick patio, where on weekends, more than 200 cyclists a day will chill out at picnic tables shaded by large red umbrellas. Ice wine isn't just for dessert—it can also stand up to the hearty, unctuous fare from the property's walk-up Market Grill. Specialties include sandwiches brimming with tender 16-hour-smoked brisket, maple syrup pulled pork, and pulled chicken doused with ice wine-infused barbecue sauce. Make sure to leave room, though, for the fresh Malpeque oysters and gooey poutine.



### Caroline Cellars



There are roughly 40 bikes parked outside Caroline Cellars at any given time, and with good reason. Even with 20-foot-high ceilings, the dining room of the winery's Farmhouse Cafe feels warm and cozy thanks to the building's handsome Canadian pine paneling and homey, seasonally driven menu. Park your bike outside (or, if it's an e-bike, recharge it at the property's charging station) and settle in for rib-eye steak sandwiches and juicy sirloin burgers made with local meat, focaccia sandwiches stuffed with grilled golden beets and summer vegetables, and tacos conveying fried nuggets of local Lake Erie pickerel. Wash it all down with a sip of Caroline Cellars' house-made wines, which in addition to the usual reds and whites, include vintages made with local plums, cranberries, and blueberries.

### Stratus Vineyards



Feeling the burn in those quads? You've cycled a giant loop, and you're nearly back to where you started. Sleek and minimalist, the glass-and-concrete tasting room at Stratus Winery's LEED-certified facility—the first of its kind in the world—is filled with light all day long. It's only a small part of the entire estate, which spans a staggering 62 acres filled with 16 different grape varieties, from Petit Verdot and Sangiovese to Syrah and Tannat. Walk up to the long marble bar for a casual tasting, or pop into the property's petite, mesquite-wood-lined tasting room and pair Stratus vintages with local cheeses, dark chocolate, and sea salt shortbread. Afterward, bring your glass out to the couches on the large stone patio in back, which overlooks vines as far as the eye can see. The view is stunning, especially at sunset, making it the perfect place to conclude a long day of cycling.

Additional stops to consider:

Reif Estate Winery

Marynissen Estates Winery

Wayne Gretzky Estates Winery

Trius Winery & Restaurant

Big Head Wines

No matter if you choose to hit up one winery or a half dozen, cycling past rolling fields of vineyards and never-ending greenery is an unparalleled experience—one that simply can't be recreated in a car. After all, wine tasting in the Niagara Region is all about lingering, whether over a glass of crisp Riesling or a dusty country road. The joy is in the journey.

<https://www.bonappetit.com/story/the-cyclists-wine-guide-to-the-niagara-region>

# bon appétit

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## How to Have an Unforgettable Picnic in Canada's Niagara Region

BY DESTINATION CANADA/TOURISM PARTNERSHIP OF NIAGARA

OCTOBER 5, 2018



Given the jaw-dropping natural beauty of Canada's Niagara Region and the stunningly beautiful produce grown here, it's a downright shame to spend a moment longer indoors than absolutely necessary. That's why dining al fresco is the best way to enjoy all that this verdant part of the world has to offer. Even better, make it a picnic with help from some of the area's most delectable homegrown offerings. Not sure where to go? The 35-mile-long Niagara Parkway, one of the most pristine roads in Ontario and a direct route to Niagara Falls, features some of the most picturesque spots to chill out with a snack. Come with us on a quick tour of the most scenic of those spots, and all the tasty treats you can find along the way.

First Thing's First: Fill Your Basket at Walker's Country Market



SUSCH + BECK

Head directly to Walker's Country Market to stock up on supplies. Family-owned since the 1930s, this neighborhood staple has everything you need for a day's worth of picnicking. We're partial to the sandwiches stuffed with fillings like oven-roasted turkey breast with cranberry-orange sauce and ham glazed with maple syrup-spiked mustard, not to mention local produce like ruby-red strawberries, juicy nectarines, and freestone peaches. Just make sure you also save room for Walker's top-notch dessert options. The colorful, fresh-baked pies come in two sizes—large and mini—and are crammed with juicy fillings like peach, strawberry rhubarb, peach blueberry, grape, cherry, and more. We have a hard time playing it cool around the brittle candy display, though. There are also more varieties here than you can imagine, chock-full of almonds, chipotle-spiced peanuts, sea-salt-flecked peanuts, coconut flakes, sesame seeds, sunflower seeds, and more.



Then there's everything maple-flavored: maple syrup, maple cream cookies, maple sugar, maple syrup candy pops, maple butter, and maple candies. (This is Canada, after all.) Want more options? Adorable farm stands and marketplaces abound in Niagara—try nearby outfits [Parkway Orchards](#) and [Kurtz Orchards Farm & Marketplace](#).

For a Wine Escape, Stop at [Reif Estate Winery](#)



Toss your picnic basket in the car and drive half a mile down the road to Reif Estate Winery for your first picnicking stop. Established by one of [Niagara-on-the-Lake's](#) oldest wine families, Reif specializes in Niagara wines inspired by the founders' native Germany. Chief among them is ice wine, which has earned the operation a bevy of awards going back to the 1980s. Make sure to snag a glass or two in the main building—the look is German-villa-meets-Victorian-mansion—before selecting a spot to hunker down. We like the picnic tables in the gazebo area, which overlook a maze of grapevines, and the outdoor Sensory Garden, which is tucked behind an 1870s-era coach house.

The latter, framed by overarching trellises covered in gnarled vines and lush foliage, is a patchwork of flowers, fruit-bearing plants, and herbs meant to convey the flavors, aromas, and hues of Niagara's most famous wines. Supplement your BYO-picnic with treats from Reif's outdoor kitchen, which include hearty fare like sausages, burgers, thin-crust pizza, and a light-and-easy cheese and charcuterie plate.

Embrace Your Inner Gardener at the [Botanical Gardens](#)



NIAGARA PARKS

Heading south, find a spot outside the [Laura Secord Homestead](#), where you can experience history through the eyes of a Canadian heroine, and also enjoy delicious chocolates made by a company named in her honor. Afterward, stop by [Niagara's famous Floral Clock](#), which is recreated twice a year with up to 16,000 carpet bedding plants. Once you've finished your picnic, head onward to the Niagara Parks Botanical Gardens, which comprise 99 meticulously maintained acres jam-packed with perennials, rhododendrons, azaleas, herbs, and vegetables. There are



endless places to explore here, but standouts include the world-famous rose garden, which features more than 2,400 fragrant blooms, and the carefully manicured “parterre” garden.

For Something a Little Wilder, Hike the Niagara Glen Gorge



CHRISTINE NESS PHOTOGRAPHY

Farther south still, it's time to pull on your hiking boots and leave your car behind. Two-and-a-half miles of winding paths through forest, boulders, and prehistoric geological formations take you deep into the Niagara Gorge, where you'll find epic picnic spots at practically every turn. Primo lunchtime real estate include spots along the Glen Gorge, plus the area around the entrance to the park. After you're done, head down to the the riverside platforms along the White Water Walk, where you can scope out the Class 6 white-water rapids below from a safe distance, and hike to the awe-inspiring Niagara Whirlpool, which was carved roughly 10,000 years ago by the mighty Niagara River.

Slow Things Down on the Dufferin Islands



CROWDPIFF UDC / BEYONDCOLLECTION

After all that hiking, you deserve a rest. Finish out your day on the Dufferin Islands, a peaceful nature preserve spread out over to acres just half a mile from Niagara Falls. Quiet and secluded, the area's many small islands are connected by a series of stone bridges and footpaths, making it a slam dunk for picnickers. A great destination year-round, it's also featured during the Winter Festival of Lights when it's transformed into a winter wonderland from November to January.

At this point, peek into your picnic basket. If it's empty, it's safe to call your day a success! If not, loop back up to Niagara-on-the-Lake and camp out in the gazebo in Queen's Royal Park, where the mighty Niagara River meets Lake Ontario. By sunset, this beautiful stretch of green is bathed in red-orange light, making it perfect for a picnic supper.

Hungry for more exploring in the Niagara Region? Visit Niagara has the deets on more must-visit hotspots.

<https://www.bonappetit.com/story/how-to-have-an-unforgettable-picnic-in-canadas-niagara-region>

# bon appétit

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## Around the World in St. Catharines

oddBird chefs Scott White and Justin Duc take us on a globally inspired tour of the Niagara Region's largest city.

BY DESTINATION CANADA/TOURISM PARTNERSHIP OF NIAGARA  
OCTOBER 2, 2019



PHOTO BY GUY A. BELL

Just north of the U.S.-Canada border and a quick drive from Niagara Falls, the quaint enclave of St. Catharines, Ontario, is a not-so-hidden gem, world-famous for its abundance of winding vineyards, fruit orchards, and rich farmland. Though modestly sized with a population of just 133,000, St. Catharines boasts a mighty dining scene that punches far above its weight class. One of the brightest stars in its colorful constellation of restaurants is oddBird, the eclectic eatery from chef-partners Scott White and Justin Duc. The duo's menu changes often and on a whim, and

influences are far-flung and far-ranging: Here you'll find anything from a blood-red horse heart tartare to sticky-sweet General Tso's duck breast to a massive côte de boeuf taco platter. But where do White and Duc eat when they're not in their own kitchen? To find out, the pair took us on a flavor-filled tour of their city's global gems.

### Ma Chinese Cuisine



First we stroll up to Ma, one of White and Duc's favorite haunts for Chinese eats. Though ensconced in an impressive red brick building dating back to the turn of the last century, it's the interior that'll really make you gasp. "It's just a gorgeous, wonderfully designed space," Duc said, his eyes darting around the dramatically lit dining room decked out with a wood-beam ceiling, stone floors, and industrial accents. We sit down and scope the menu, which delivers flavors straight from Hong Kong, Shanghai, Chongqing, and beyond. "Not only is the lobster juicy, tender, and deeply fragrant, it's one of the most spectacular



looking things you can get here,” Duc said, pointing to the gargantuan crustacean at the center of the table. We’ve ordered it sauteed with flavor-packed peanuts and crispy fried garlic, but you can also get it with ginger and scallions, underneath mountains of diced garlic, or wok-baked with soy sauce. Other can’t-miss menu items? Anything on the dim-sum menu, which includes authentic nosh like delicate steamed-shrimp dumplings and golden-hued egg tarts, not to mention the elegantly plated Peking duck. “It’s refreshing to have real Chinese food in St. Catharines, and not just some Americanized version of Chinese food,” White said. “This place is the real deal.”

#### **Lang Restaurant**



Just three blocks away, our taste buds shift from China to Vietnam. Grilled meat and hot pot are the dual focuses of Lang BBQ, which White and Duc dig for its bang-on flavors and homey atmosphere. The duo make quick work of the menu, ordering up slivers of fatty pork belly, springy squid balls, and coins of lotus root to simmer in fragrant broth.

While it bubbles away, we spark up the grill built right into the table and char slices of curried chicken and Vietnamese sausage over a crackling flame. “It’s a cool family-style thing, really interactive,” said White. “It reminds me of Christmas when I was a kid with my meat fondue!”

#### **Sahla Thai Restaurant**



Less than a 10-minute walk away is Sahla Thai Restaurant, White’s go-to Thai joint. “It’s kind of my family spot,” he said. “We all have our birthdays there.” Without hesitating, White orders a steaming plate of piled-high pad Thai—the classic rice noodle dish stir-fried with shrimp, chicken, eggs, bean sprouts, green onions, and finely chopped peanuts—and follows it up with a creamy bowl of Penang curry enriched with coconut milk, peanut curry sauce, and slivers of beef. “Their curry has just the right level of spice, the perfect consistency, and the flavors are just killer,” he said, spooning the rich sauce over a mound of fluffy white rice.

### La Scala Ristorante



After a five-minute walk down St. Paul Street, St. Catharines's bustling main artery lined with boutiques and restaurants, we hang a right down a relatively quiet side street to find Italian mainstay La Scala. White and Duc make a beeline for the charming outdoor terrace and snag a table. "It's got one of the nicest patios in the whole downtown area, plus the food is really authentic Italian," Duc said. We order a bevy of delights: the panini stuffed with thin slices of prosciutto, roasted red peppers, and creamy fiore di latte; a mound of juicy P.E.I. mussels draped in an anise-flavored black sambuca sauce; a hearty plate of penne classico smothered in a rich homemade sauce of San Marzano tomatoes; and herb-marinated calamari grilled to crispy perfection.

### Chile & Agave



Next up, we pile into the car and drive 10 minutes across town to Chile & Agave for a midday pick-me-up. "It's probably some of the most authentic Mexican food you can get in St. Catharines," White said of this colorful hangout jam-packed with vibrant, straight-from-Mexico decor. We opt for specialties including the tacos Yucatan, which come stuffed with jumbo grilled shrimp glazed with tequila-spiked honey, and a platter of flour quesadillas overflowing with tender slices of nopal cactus. Of course, Duc notes, we can't leave without tossing back a shot or two. "The tequila tasting is always good," he said.



### George's Greek Village



Though we're nearly stuffed, we begin to feel hunger pangs as we drive the five minutes to George's Greek Village. It's a miracle! Before we even look at a menu, White puts in an order for the grilled octopus drizzled with ouzo. "It's rare to find octopus on a menu here, and it's even harder to find octopus that's done well," he explained. "It's a good indicator of a quality spot." We round out the meal with the restaurant's dramatic saganaki—a hearty slab of decadent kefalotiri cheese sautéed in olive oil and flambéed tableside—and a smattering of creamy dips from roe-infused taramasalata to garlicky skordalia.

Our daylong eating tour concluded, it's finally time for White and Duc to put away their appetites. Or is it? "We're headed to oddBird," White said with a laugh. "It's time to cook dinner."

Still hungry for more Niagara eats? [Visit Niagara](https://www.bonappetit.com/story/around-the-world-in-st-catharines) has you covered with a rundown of delectable restaurants, wineries, farmer's markets, and more.

<https://www.bonappetit.com/story/around-the-world-in-st-catharines>

# The Washington Post



## Escape to Niagara, Canada

Experience the healing power of nature

**S**cientists have long believed that spending time in nature positively affects our health and happiness. One finding in particular provides great news in our ever-connected world: it only takes three days for our minds to reap the benefits of the great outdoors.

The phenomenon called the "three day effect" describes how this short amount of time lets our brains relax, leaving us feeling mentally reset. If you're itching to experience this healing power of nature, you're in luck: There's a hidden gem waiting for you just beyond the U.S. border in [Canada's Niagara region](#).



Thirty minutes north of Buffalo and bordered on the east by the Niagara River is a jewel of a peninsula ripe with opportunities to connect with nature. While most Americans associate Niagara with its popular Niagara Falls, the region boasts many other lesser-known—and quieter—outdoor vistas, especially near Niagara-on-the-Lake on the shore of Lake Ontario. Fittingly, Niagara Falls is also said to be the world's largest generator of negative ions, which are believed to have positive health effects.



Photo credit: Susan Portney

You'll be amazed by Niagara's diverse landscapes: lush vineyards and orchards are close to fairytale forests and river canyons. You'll also find good old-fashioned, small-town charm here. Whether you're looking for nature to offer a grand adventure, or a slower, relaxing getaway, you won't be disappointed.

And, because science tells us three days is all it takes to feel revitalized and refreshed, we put together a plan for your Niagara escape.

### Day 1: Rewind the clock and escape into nature

First, consider accommodations that will set the mood. Niagara-on-the-Lake is full of historic bed-and-breakfasts that will transport you to a time before technology. One of the most popular destinations is [the Prince of Wales hotel](#), where you'll be spoiled by luxury with a Victorian sensibility. Established in 1864 and beautifully restored in 1998, the hotel offers all of the modern amenities you'd expect while capturing the genteel look and feel of yesteryear.

Named after a historic stay by the Duke and Duchess of York in 1901 (later they would become King and Queen of the United Kingdom), every room is different and adorned with the utmost care, so every guest feels like royalty. Upon waking up, take a five-minute walk to the water's edge and enjoy a morning stroll to familiarize yourself with the area.



Photo credit: Susan Portney, Prince of Wales Hotel

Grab a picnic basket, then take a quick drive over to Walker's Country Market—a favorite spot local spot to browse fruit. In Niagara, the farm-to-table lifestyle is not just a trend, but a tradition. There are thousands of acres of orchards and fruit farms, many owned by families over generations.

First opened in 1930s as a tiny little stand sporting a single umbrella, Walker's Country market has grown into one of the region's most beloved attractions and is still owned by the same family four generations later. Spend some time looking around before deciding how to fill your basket.

At the front, wooden bins are filled with delectable farm-grown, ripened-on-the vine peaches, nectarines, cherries and other fruit, harvested from the market's own orchards. Eat them as is or try Walker's unbeatable homemade fruit pies and muffins. There's also a tasty assortment of handmade butter tarts and a variety of jams with surprising flavors such as peach and blueberry, peach and lavender or strawberry chipotle that you can take home with you. The sandwiches are also to die for; we recommend the devilled-egg salad.



Photo credit: Susan Portney

The perfect place to enjoy these provisions? How about anywhere along the picturesque Niagara Escarpment? As one of 18 UNESCO World Biospheres in Canada, the Niagara Escarpment is internationally recognized for the conservation and protection of a diverse range of plants and animals. Find your way to Queenston Heights Park, which has two picnic pavilions. Enjoy your Walker's Country Market finds within this breathtaking setting, and stick around long enough to digest your meal—you have a long hike ahead of you.

Canada's oldest and longest footpath, The Bruce Trail, is part of the Escarpment and extends over 550 miles. While many avid trekkers tackle the full length of its mixed terrain, morning strollers and casual hikers can also delight in the verdant forest path that defines the first five miles. Look for the giant stone cairn near the parking lot that serves the Pavilion in Queenston Heights Park; then follow the white blazes (white vertical rectangles framed in black that are painted on the trees) and let them guide your way.



Photo credit: Susan Portney

The dozens of tree and wildlife species you'll encounter are worth learning about before you get started so that you'll appreciate their presence that much more.

The trail is open year-round and there's no bad time to explore. In summer, it's a universe of green, in autumn the fall colors will take your breath away and it's absolutely gorgeous in the snow.

## Day 2: Adventure awaits on the water

A 20-minute drive from Prince of Wales hotel hangs the Whirlpool AeroCar. From April through October, this 103-year-old cable car—the only one of its kind in the world—soars over the Niagara Gorge suspended 250 feet in the air. You'll feel a jolt of adrenaline when the carriage gets underway, but you'll soon be enthralled by the spectacular class-6 whitewater rapids and massive turquoise whirlpools that churn like a witch's brew. A guide narrates the 20-minute journey, calling out points of interest and arming you with trivia you can use at your next cocktail party. For example: Did you know that during the ride you'll cross the border from Canada to the U.S. and back again four times? And don't worry about which way you face when you get on: you'll switch sides mid trip ensuring you won't miss a thing. (If you're looking to get closer to the action, try actually riding the rapids on the Niagara whirlpool jet boats.)





Photo credit: Susan Portney



Make your way back to the hotel for high tea overlooking the garden in the award-winning Drawing Room. Canada's first tea sommelier has handpicked an eclectic mix of teas: Heavenly Cream, Jasmine Snow Dragon, Wild Mountain Honeybush Chai, and Ginger Twist are just a few flavors from the extensive, curated list to choose from. In keeping with authentic English tradition, you'll also be served delicious homemade pastries, finger sandwiches and the hotel's signature scones.

Or, if you're arriving closer to dinner time, grab a table at the [Prince of Wales Hotel Restaurant](#), which promises a gorgeous view of Simcoe Park where the flavor and surroundings pair perfectly.



Photo credit: Prince of Wales Hotel

### Day 3: Discover the land

Today calls for a change of pace from water to land: There are over 130 vineyards in the Niagara region, including over 25 within minutes of each other in Niagara-on-the-Lake.

In fact, they're so close, you can bike between estates while relishing the fresh air among miles of vineyards extending further than the eye can see. Companies like [Grace Escape](#) make cycle-touring simple by partnering with winegrowers. You'll sample as many as 12 award-winning wines as the local winemakers explain how their product goes from grape to glass.



Photo credit: Susan Portney



Or you can opt for a solo journey, map in hand, and discover this underrated wine region for yourself. Thankfully, no matter which option you choose, the bikes come with bottle cages so you can safely bring a few tasty souvenirs back with you.

(If you're visiting in winter, you're in luck: Niagara produces the best icewine in the world, where they let grapes freeze on the vines in winter. Niagara-on-the-Lake's January icewine festival is worth its own trip!)



Photo credit: Susan Portney

Finish up at *Ten Sisters Winery* where you'll explore the grapes with a guide then hit *Kitchen 26*, the winery's beautiful in-house restaurant. Ask for a seat on the sprawling, renaissance-inspired veranda where you'll unwind with a sweeping view of the grounds and delicious Italian cuisine.

Whether you're a thrill-seeker, or someone who derives energy from slowing down and taking in your surroundings, a trip to Niagara-on-the-lake will leave you feeling revitalized, ready to return home with a new sense of connection to the world around you.



<https://www.washingtonpost.com/brand-studio/destination-canada-escape-to-niagara-canada/>

# THE NEW YORKER



In the early 1800s, Napoleon Bonaparte's brother, Jerome, traveled from New Orleans to Niagara Falls for his honeymoon. Local lore says he helped turn the area into a top honeymoon destination as he likely regaled others with stories of bright blue-green water, lush landscapes, and towering rock formations. Fast forward more than 200 years and Niagara is still a destination for honeymooners, as well as for countless others who see the region as an outdoor fitness and adventure destination.

Like their visitors, the falls are constantly in motion. Formed over 12,000 years ago by melting glaciers, more than 3,000 tons of water flows over the edge of the falls each second into the basin below. Niagara has long been the No. 1 destination for Americans visiting Canada, but it is much more than just a neighborly natural wonder: It's a unique place for those seeking an outdoor escape from their everyday lives, with mental and physical benefits they might not have anticipated.

## The DRAW of the GREAT OUTDOORS



Much like Henry David Thoreau wrote in "Walden," "We need the tonic of the wilderness." Being in nature is more than just an experience; researchers have proven that exercising in the outdoors increases positive feelings and decreases the symptoms of depression. And places like Niagara provide the perfect natural setting.

"There's a lot of great science regarding our endocrine system and our hormones, and how exercise can help regulate emotions like stress, depression and anxiety," says Margaret Wallis-Duffy, a wellness expert and C.E.O. of Wallis for Wellness, an integrated health clinic in Ontario, Canada.

"Exercise helps to increase the amount of oxygen in your blood [and] the release of 'happy' hormones like dopamine and serotonin, which help regulate cortisol—the stress hormone," Wallis-Duffy says. "You add nature into that—where you are breathing in the clean air from the trees and the negative ions of streams and waterfalls—and it helps improve your immune function, normalize breathing rates, decrease blood pressure and lower stress levels."



## *The NIAGARA REGION and WELLNESS*

Scientists around the world are discovering more about the positive mental effects of outdoor exercise. In a recently-published study, Martin Niedermeier, a PhD student at the University of Innsbruck in Austria found that those who went on a mountain hike reported greater calmness and elation, and a decrease in anxiety compared with those who exercised on a treadmill or not at all.

"There is evidence that nature/green environment is providing a lower complexity and less (visual) stimuli compared to an urban or an indoor setting. This is discussed as a reducing factor for perceived stress and might also result in more positive affective responses," Niedermeier said in an interview.

Along with the psychological benefits of exercising outside, there are quite a few physical benefits, too. John Stanton, founder of Running Room, says that running outdoors is great for the proprioceptors, or the nerves that help us create balance. It also helps build up muscles in a different way than if you were on a treadmill. "You're making turns, changing your stride, going up and downhill in various weather conditions," Stanton says.

One of the more popular areas for outdoor running in Niagara is the Niagara River Recreation Trail, says David Adames, Chief Operating Officer for Niagara Parks. From the recreation trail, you can access a staircase that takes you down to Niagara Glen, where you can run on nearly two and a half miles of trails near the water. Additional stairs accessed along the trails lead to a whirlpool, which is about 280 feet from the recreation trail.

There is also a cross-border marathon that originally started in 1974. Runners enjoy trekking through the beautiful Niagara scenery as well as the excitement of running through two countries in one race.

Stanton says that while starting out on a treadmill is great, there is nothing that beats going on a run outside to reduce stress. "There's a thrill to it and a sense of achievement, empowerment, and accomplishment."



With Niagara Parks' trails and paths spanning nearly 35 miles alongside the Niagara Parkway between Lake Ontario and Lake Erie, visitors are given a chance to explore the outdoors while experiencing one of nature's most magnificent marvels.

The wildlife is abundant too. You may see foxes or deer or witness vast gatherings of migrating birds. There are also a number of historic sites along the trail. Closer toward the Niagara Glen Nature Centre, the trees diminish as the beauty of the gorge unfolds. "It's a very unique geographic space with a lot of geological history," Adames says. "It was glacially carved out over thousands of years." Niagara Glen offers plenty of moderate to difficult hiking trails, the most challenging being the Whirlpool Trail, which features steep sections and uneven surfaces but guides you to the Niagara Whirlpool.

## *The ADVENTUROUS SIDE of NIAGARA*

Since 2015, Niagara Parks has taken a special interest in wellness as a way to tune into its visitors. Along with emphasizing the benefits of exercise on its many trails, Niagara Parks recently achieved Feast ON certification for all five of its restaurants, meaning at least 25 percent of all food and drink is supplied by local farmers and distillers. "We are thinking not only about the benefits of eating locally-sourced food, but also how the food is prepared and served," Adames says.

Recently, Niagara Parks added a new one-of-a-kind wellness experience to its activities roster: Namaste Niagara. Launched in 2016, it gives 40 people at a time a chance to do yoga on the waterfall's lower observation deck at Journey Behind the Falls on select days during the summer. "The idea of restorative yoga taking place in such a unique place allows people to fully appreciate nature and the power of the falls," Adames says.

Exercise is also possible on the water. Kayaking is a full body workout without being too extreme, says Lisa Palmer, owner of Niagara Kayak Rentals. "It really involves the use of your core, but you also need to engage your legs in order to paddle," she says. "With the right posture, you are even exercising the muscles in your fingers. After two hours even on a more leisurely ride, you'll feel it," she says. Niagara Kayak Rentals leads guided tours generally departing from one of two locations. The kayak trip departing from Queens Royal Park is more leisurely and allows kayakers to view historic sites and animal life.

But the more popular route, Palmer explains, is one departing from Queenston Heights, at the base of the escarpment. Paddlers launch in a more turbulent area but enjoy breathtaking scenery and a faster, one-way current. Palmer also explains the added mental benefit to being out on a kayak. "It's quieter out on the water and you can really be a part of nature," she says.



Those looking for a little more adventure can climb the walls of the gorge in designated bouldering areas. More extreme sports like these offer their own kind of health benefits. Studies have shown that short bursts of adrenaline can help with focus and controlling fears and anxiety. And like other sports, they can also leave you with an increased feeling of happiness.

Niagara offers an extreme experience in ziplining to the falls. It's an adventure that's available to everyone, no matter their physical ability, says Rich Merlino, general manager at Wildplay Niagara Falls, the company that runs the zip line and an adventure ropes course near the falls.

"I like to refer to it as a rush of adrenaline but in a low-risk environment," he says. Because of its seated harness system, anyone over the age of seven can zip line, even those who may need the assistance of a wheelchair. "It's a really liberating experience," Merlino says.

You also get to see the falls from a viewpoint not many others can, zipping through the mist at up to 40 miles an hour.

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### Where BEAUTY and WELLNESS MEET



An added bonus to exercising and exploring near Niagara is its mass production of negative ions. While there are molecules all around us, this type can affect your wellbeing, says Wallis-Duffy.

A quick chemistry refresher: Ions are clusters of atoms with a positive or negative charge. Computers and other forms of technology are known creators of positive ions. Some allergens also have a positive charge. Free radicals are molecules that are missing an electron, and are often found in urban areas. The collection of free radicals in the body has been found to contribute to multiple underlying health conditions. Negative ions, on the other hand, counterbalance these atomic structures. They are said to attach to positive ions and allergens, causing them to fall from the air, as well as attach to free radicals, neutralizing them.

"All of these things we take in can have a negative impact on our immune system, on our cardiovascular system," Wallis-Duffy says. "Having more negative ions, which we can get from being near waterfalls, running water or surf, helps to neutralize those free radicals we take in."

Niagara's sense of happiness may be partially found in its visitors—honeymooners, exercise enthusiasts, and families—but it may also have something to do with its air.

"When you are increasing your oxygen through exercise, and then being outdoors with negative ions, overall you are feeling happier because you are regulating your cortisol levels," Wallis-Duffy says of the Niagara region.

Enjoying the outdoors doesn't necessarily have to be strenuous, especially in Niagara, Adames says. "Simply taking a walk through Niagara Parks can bring you a feeling of relaxation as you explore the abundance of trails, gardens, and green spaces found along the shores of the Niagara River. There's nothing quite like it."

<https://paidpost.newyorker.com/article/canada/falling-for-niagara>



# 2018-2019

## KEY ACCOMPLISHMENTS

### Earned Media

#### Coverage Overview

- 77,475 Total Stories
- 19,957,228,296 Potential Audience Size
- 516,822,863 Total Nielsen TV & Radio Audience
- \$102,577,616 Total Calculated Ad Value
- \$300,763,579 Total Calculated Publicity Value
- 106:09:19 Total Runtime

### Paid Media

#### Coverage Overview

- 401,428,414 Total Impressions
- 1,229,550 Total Clicks
- Primarily targeted ready to travel users within an 8-hour driving radius
- Impressions cast across a multitude of platforms, including display, video, digital billboards, articles & social

### Influencers

#### Coverage Overview

- Over 10 high profile influencers for paid press trips
- 2,197,600+ Social Media Reach; included Instagram Stories, Posts, Facebook Posts, Tweets, Vlogs, Blogs & Website Articles

### Community Management

#### Coverage Overview

- Active community management & engagement:
  - 57,610 Facebook Page Followers
  - 58,591 Facebook Page Likes
  - 12,171 Instagram Followers
  - 8,828 Twitter Followers
- 13,000,000 Impressions on Facebook
- 108,000 Facebook Clicks
- 39,000 Facebook Audience Engagements
- 1,300 Twitter Likes
- 536 Twitter Retweets
- 2,000 Twitter Audience Engagements
- 938 Instagram Comments
- 40,000 Instagram Likes
- 41,000 Instagram Audience Engagements



# Marketing OBJECTIVES

- Promote emotive authentic messages to key audience segments based on interests and affinities
- Highlight the unique qualities of the Niagara Region, generating 'Awareness and Consideration' for visitors that are in-market for travel
- Increase demand for drive-distance travellers as well as short and mid-haul fly-markets, promoting urban escapism and reconnection to family, friends and self
- Make VisitNiagaraCanada.com and its social channels a meaningful resource for consumers in the 'Awareness and Consideration' phase of their consumer path to purchase

The Tourism Partnership of Niagara will make data-driven marketing decisions.

This process will inform decisions on:

- Overall Objectives & Goals
- Strategy
- Tactics

TPN will define the following:

- Consumer Profile – key targets
  - Messaging style based on Consumer Segments
- Geographic Target Market - Where they reside
- Timing - When to target consumers
- Message Deliver Platforms
  - How best to optimize for cost, reach and relevant efficiencies







Thank you.



**Niagara Sport Tourism Report**

Planning & Economic  
Development Committee

**Brock**  
University

Centre for Sport Capacity

July 10, 2019

Julie Stevens, Ph.D.  
Centre for Sport Capacity

**Brock**  
University

Centre for Sport Capacity

## Background

In 2017, there were **259,000 sport tourists** who came to Niagara and spent over **\$45 million** (Niagara Tourism Profile, 2019).

BUT.... A **“void”** in Niagara’s sport tourism market exists....



Centre for Sport Capacity

## Purpose

The purpose of this report is to provide Niagara Region council and staff with the information they need to **make evidence-based decisions about building a Niagara sport tourism model for the future.**



Centre for Sport Capacity

## Sport Tourism Definition

Definition: **sport tourism is defined as sport events that attract people from outside the community, whether for a few hours or a few days.**



Centre for Sport Capacity

## Methodology

### 1. Environmental scan:

- a. Nine (9) municipalities;
- b. Neighbouring communities; mid-size municipalities; established reputation in sport tourism.

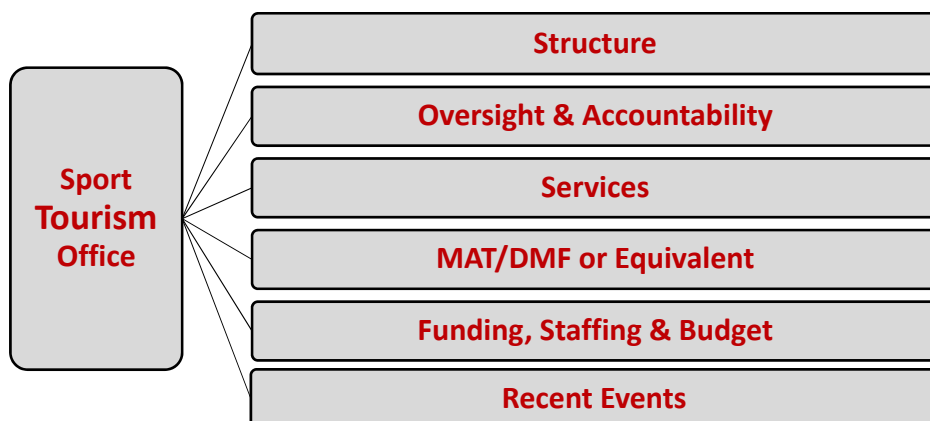
### 2. Interviews and focus groups:

- a. 64 Niagara stakeholders;
- b. 48 organizations;
- c. Public, non-profit and commercial sectors who connect with sport tourism.

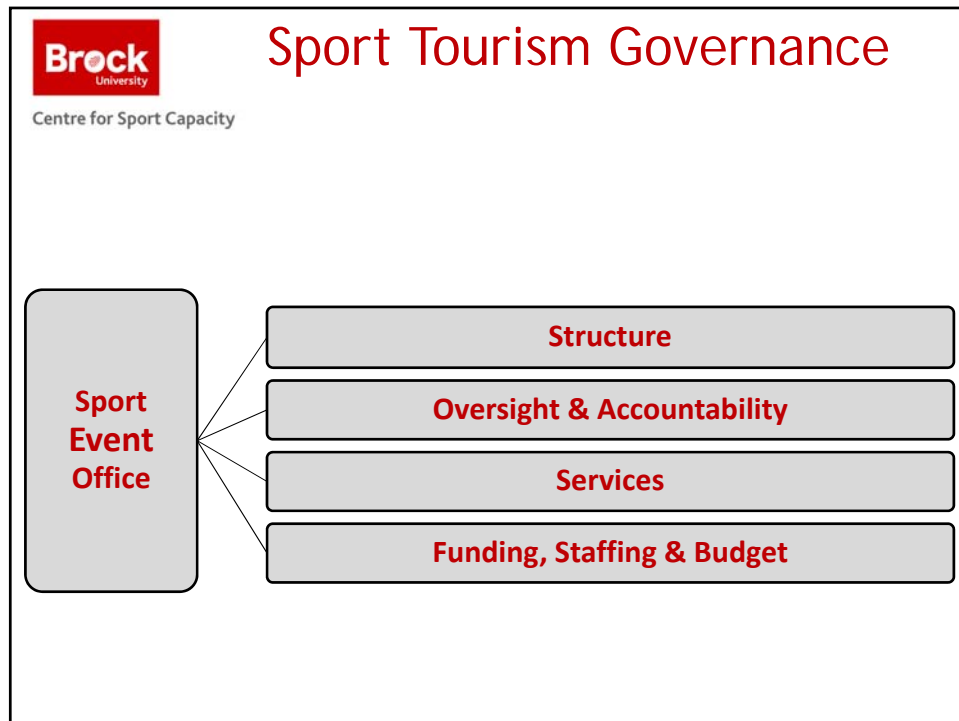


Centre for Sport Capacity

## Sport Tourism Governance







**Brock University**  
Centre for Sport Capacity

## Theme 1

***Sport tourism is an important contributor to the Niagara economy***

- Sport tourism is valuable business for Niagara;
- Competitors aggressively taking advantage of economic benefits.

***Recommendation #1:***  
***The Niagara Region recognize sport tourism as a key component of future economic development initiatives.***



Centre for Sport Capacity

## Theme 2

***Niagara needs a central, region-wide sport event office.***

- Coordinate and communicate for whole region
- “Strong Voice” – proactive bidding.

***Recommendation #2:***

***An arm’s-length sport event office be established.***



Centre for Sport Capacity

## Theme 3

***A sport event office requires sustained operational and bid funding.***

- Niagara Region funding support:
  - Operational – arm’s-length; Region funded
  - Bid Fund – Region funded; seek partner support as needed.

***Recommendation #3:***

***The Niagara Region provide stable, long term operational funding for a sport event office.***

***Recommendation #4:***

***The Niagara Region provide stable, long term funding for a sport event bid fund.***



Centre for Sport Capacity

## Theme 4

***A sport event office should offer high-level (strategic) as well as low-level (tactical) services.***

- Sport event bid development;
- Activate business value in all types of event (small, medium and large-scale).

***Recommendation #5:***

***The Niagara sport event office develop a 'diverse portfolio' strategy for sport event bidding and hosting.***

***Recommendation #6:***

***The Niagara sport event office offer event bidding and evaluation services.***



Centre for Sport Capacity

## Conclusion

***A Niagara-wide sport event office would unite the region behind one competitive 'Made-In-Niagara' vision and strategy.***

Niagara needs a sustainable sport tourism model with a long-term outlook.



Thank You



Centre for Sport Capacity

Question

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**Subject:** Brock University Centre for Sport Capacity Report on Sports Tourism

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, July 10, 2019

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## **Recommendations**

That report ED 7-2019 **BE RECEIVED** by the Planning and Economic Development Committee for information and that staff **BE DIRECTED** to circulate the report to tourism stakeholders for feedback and report back to the Committee.

## **Key Facts**

- In September 2018, Regional Council approved Brock University Centre for Sport Capacity's project proposal to conduct research and recommend a strategy related to Sport Tourism in the Niagara Region. (CAO 20-2018)
- The final report 'Towards a "Made in Niagara" Sport Tourism Model: The Case for a Sport Event Office' is now complete and is attached as an appendix.
- The purpose of the report is to inform decision-makers as they consider implications for the appropriate role of the Niagara Region in relation to sport tourism, the development of facility and organizational capacity, and the creation of partnerships and networks.
- There are existing tourism organizations in Niagara that may consider taking on the role of the sport tourism office.
- The recommendations in the report are outside the current mandate of Niagara Region and would have budget and resource implications.

## **Financial Considerations**

There are no financial considerations associated with this report at present.

The recommendations in the "Towards a Made in Niagara Sport Tourism Model: The Case for a Sports Event Office" report are outside the current mandate of Niagara Region and would have budget and resource implications. Any costs associated with adopting any of the recommendations in the report and / or tourism stakeholder feedback would be considered as part of future budget deliberations.

The potential future financial implications of this report should be considered along with the following budget items, as highlighted in the 2019 budget report (CSD 22-2019 Revised), which may be brought forward for committee's consideration during 2019 for referral to the 2020 budget process.

	Levy Amount	Levy Impact %
Suicide Prevention Initiative PHD 8-2019	200,000	0.05%
Niagara Airports CAO 04-2019	2,240,000	0.61%
Long-Term Care Home Redevelopment capital funding COM 32-2019	5,899,355	1.62%
Waterfront Investment Program – Base funding	1,000,000	0.27%
Smarter Niagara Incentive Program – Base funding	600,000	0.16%
Brock LINC request for funding	1,500,000	0.41%
Niagara Regional Transit - phase in cost	6,213,050	1.70%
NRPS 2019 position hiring deferral	705,996	0.19%
EMS Central Hub capital funding	390,064	0.11%
<b>Total new initiatives</b>	<b>18,748,465</b>	<b>5.12%</b>

## Analysis

Sport Tourism is defined in this report, as sporting events that attract people from outside the community, whether for a few hours or a few days. Sport Tourism is a sub-sector of the tourism industry (Industry Canada, 2015).

In the past, Niagara Region has recognized the importance of sport events in the community and the economic impact on the economy, by providing funding to the Niagara Sport Commission (NSC) to advance the delivery of the Pan Am games and assist with the bid development for the 2020 Canada Summer Games. Niagara Region has also provided financial support through the Economic Development budget for the 2020 Bid for the Brier (Men's Curling Championship).

The NSC ceased operations in late 2017 and there is currently limited institutional capacity at a regional level to promote Niagara as a sport event host. The NSC was established in 2009 with funding from the Ontario Trillium Foundation as a non-profit entity with its own board of directors.

The conclusions in this report are drawn from two analyses. First, an environmental scan reviewed nine municipalities to establish a cross-section of best practices. Second, 64 Niagara stakeholders from 48 organizations were consulted through interviews and focus groups, including representatives from the public, non-profit and commercial sectors.

*Theme 1: Sport tourism is an important contributor to the Niagara economy.*

*Report Recommendation #1: The Niagara Region recognizes sport tourism as a key component of future economic initiatives.*



In February 2018, the Niagara Community Observatory at Brock University published a policy brief outlining the economic impact of sporting events in Niagara. It demonstrated that a local event such as the Niagara Winter Games in 2015 with 750 participants had an impact of \$125,748 in the region. However, a larger event such as the Royal Canadian Henley Regatta in 2015 that brought people from outside the region had a \$2.8 million economic impact. The 2017 Scotties Tournament of Hearts with a national audience had an economic impact of \$6.8 million (Charlebois and Stevens, Brock University, 2018).

Niagara Economic Development recognizes the significance of sport tourism. In 2019, the department released the “Niagara Tourism Profile”. It identified the economic impact of tourism in Niagara. In that report, it was noted that in 2017, some 259,000 sport tourists came to Niagara and spent over \$45 million (Niagara Tourism Profile, Niagara Economic Development, 2019).

*Theme 2: Niagara needs a central, region-wide sport event office.*

*Report Recommendation #2: An arm’s length sport event office be established.*

In the comparative municipalities looked at in the report, most sport tourism offices were located under the municipality’s Destination Marketing Organization (DMO), which markets a specific geography as a tourism destination. In Niagara there is not one regional DMO. There are five local DMOs, (Niagara Falls Tourism, Niagara-on-the-Lake Tourism, St. Catharines Tourism, Twenty Valley Tourism, and the South Coast Tourism Association) who work to develop tourism at a sub-regional level and have a seat on the board of the Tourism Partnership of Niagara (TPN). The TPN is a provincially designated and funded Regional Tourism Organization established in 2010 to be responsible for tourism development across Niagara.

In the case studies, the accountability of the sport tourism offices fell into three categories: direct accountability to the municipality; in-direct accountability as an arm’s length office and accountability to Council through an annual report and/or representation on its Board; a separate, private not-for-profit organization.

There is no conclusion in the report that addresses whether a tourism organization exists that would be best suited for this “made-in-Niagara” approach, or whether a new organization should be created solely for this purpose.

*Theme 3: A sport event office requires sustained operational and bid funding.*

*Report Recommendation #3: The Niagara Region provide stable long-term operational funding for a sport event office.*

*Report Recommendation #4: The Niagara Region provide stable, long-term funding for a sport event bid fund.*

Funding sources for the sport tourism offices in the study vary. Local government does contribute to their operational budgets, either directly from Regional funding or by utilizing the municipal accommodation tax (MAT) In some municipalities, this is done in combination with other sources, for example, a destination marketing fund (DMF), sponsorship, membership fees, event management or stakeholder contributions. The budget allocated directly to the sports tourism offices studies ranges from \$100,000 - \$400,000 which for most offices included salaries and a dedicated 'bid' fund or 'event grant'.

Currently, no regional bid fund exists to support sport organizations or venues in pursuing bids for future events. Any support to these bids to date has provided has been as a result of an approved request directly from the sport organization/bid committee to Council.

*Theme 4: A sport event office should offer high-level (strategic) as well as low-level (tactical) services.*

*Report Recommendation #5: The sport event office develop a 'diverse portfolio' strategy for sport event bidding and hosting, aiming to attract events ranging from small-scale to large-scale.*

*Report Recommendation #6: The sport event office offer event bidding and evaluation services.*

The report recommends that the initial focus of the sport event office should be on the attraction of sporting events to the Niagara region. Ultimately, it is suggested that the services offered could include bid development and submission, a facility inventory, sport tourism impact evaluation and grant writing assistance.

The environmental scan showed the diversity of sporting events that municipalities can host. Existing, as well as new, sport events should be considered, with a focus on events that fit the existing infrastructure in the region. The recommendation is that a portfolio approach should be considered, including small, medium and large-scale events.

The variety of services offered would ultimately be decided by the organization created for this, or the organization that houses this for Niagara and would be subject their governing body's approval.

## **Alternatives Reviewed**

The alternative reviewed is for Niagara Region not to take an active role in sport tourism. In this instance, coordination and funding of bid opportunities for sporting events could be left to the venue staff, local area municipalities and their staff, and/or RTO/DMOs.

## **Other Pertinent Reports**

CAO 20-2018 Brock University Centre for Sport Capacity Project Proposal on Sport Tourism

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**Prepared by:**

Valerie Kuhns  
Acting Director  
Economic Development

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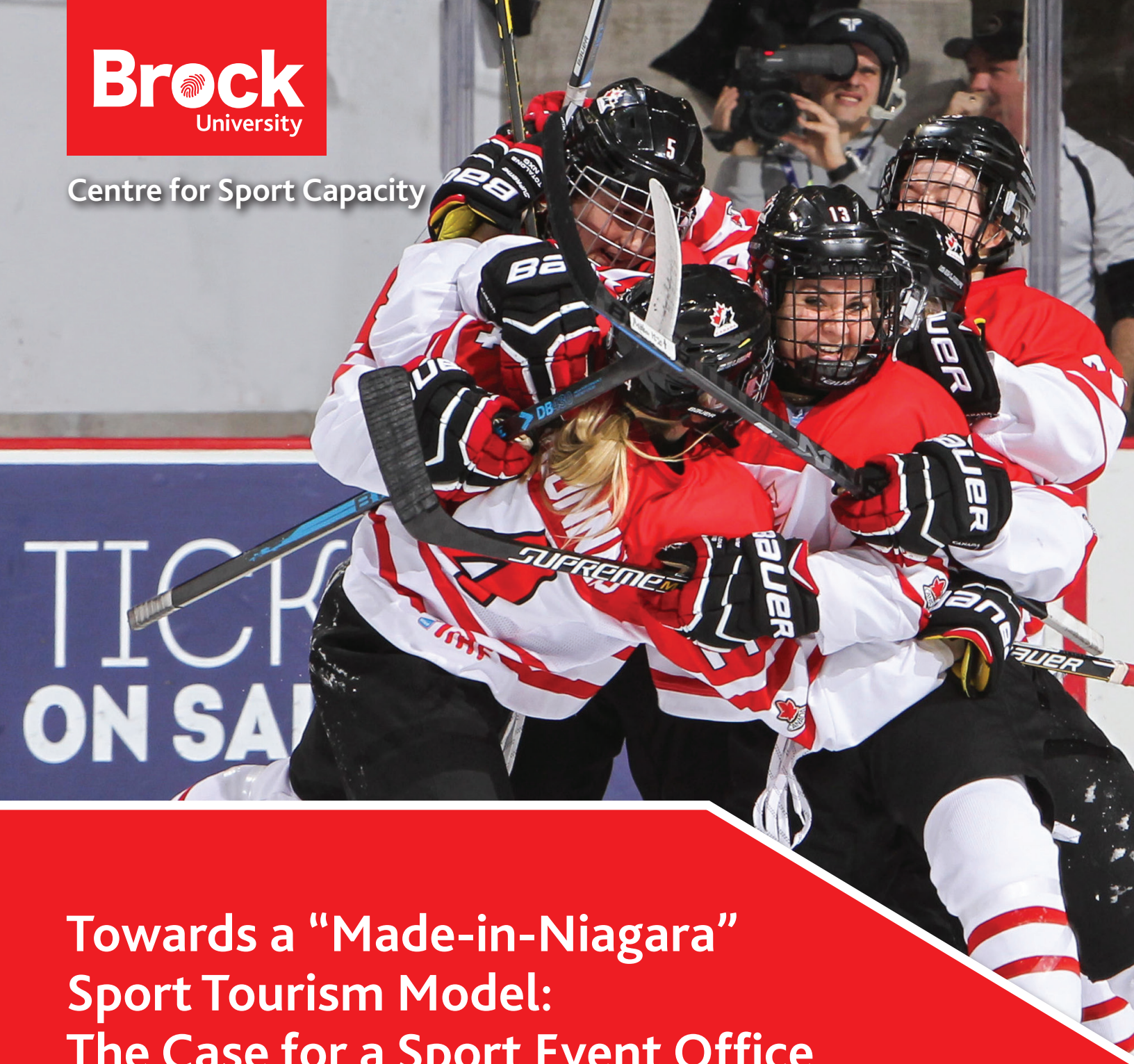
**Submitted by:**

Ron Tripp, P.Eng  
Acting Chief Administrative Officer

*This report was prepared in consultation with and reviewed by Kelly Provost.*

## **Appendices**

Appendix 1            Towards a “Made in Niagara” Sport Tourism Model: The Case for a Sport Event Office, Julie Stevens, Ph.D., Centre for Sport Capacity, Brock University.



# Towards a “Made-in-Niagara” Sport Tourism Model: The Case for a Sport Event Office

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July 2019

SUBMITTED BY: Julie Stevens, Ph.D.  
Centre for Sport Capacity, Brock University

SUBMITTED TO: Planning and Economic Development Committee  
Regional Municipality of Niagara

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Photo Credit - Anthony Gallacio



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# EXECUTIVE SUMMARY

In 2017 there were 259,000 sport tourists who came to Niagara and spent over \$45 million (Niagara Tourism Profile, 2019). These numbers are significant, yet there is currently limited capacity to promote Niagara as a sport event host. **Given this, the purpose of this report is to provide Niagara Region council and staff with the information they need to make evidence-based decisions about building a Niagara sport tourism model for the future.**

For this report, sport tourism is defined as sport events that attract people from outside the community, whether for a few hours or a few days. Conclusions were drawn from two analyses. First, an environmental scan reviewed nine municipalities to establish a cross-section of best practices. Second, 64 Niagara stakeholders from 48 organizations were consulted through interviews and focus groups; spanning public, non-profit and commercial sectors who connect with sport tourism in some way.

The findings indicate support for a 'Made-in-Niagara' sport tourism model. Additional details regarding key themes and recommendations include:

- |                           |  |
|---------------------------|--|
| <b>Theme 1:</b>           | Sport tourism is an important contributor to the Niagara economy.  |
| <b>Recommendation #1:</b> | The Niagara Region recognizes sport tourism as a key component of future economic development initiatives.   |
| <b>Theme 2:</b>           | Niagara needs a central, region-wide sport event office.   |
| <b>Recommendation #2:</b> | An arm's-length sport event office be established.   |
| <b>Theme 3:</b>           | A sport event office requires sustained operational and bid funding.   |
| <b>Recommendation #3:</b> | The Niagara Region provide stable long-term operational funding for a sport event office.  |
| <b>Recommendation #4:</b> | The Niagara Region provide stable, long-term funding for a sport event bid fund.   |
| <b>Theme 4:</b>           | A sport event office should offer high-level (strategic) as well as low-level (tactical) services.   |
| <b>Recommendation #5:</b> | The sport event office develop a 'diverse portfolio' strategy for sport event bidding and hosting, aiming to attract events ranging from small-scale to large-scale. |
| <b>Recommendation #6:</b> | The sport event office offer event bidding and evaluation services.  |



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# INTRODUCTION

Hosting sport events has long been tied to efforts of economic development and rejuvenation in North American cities, and the case is no different in Niagara. As a community hosts large international sport events such as the Royal Canadian Henley Regatta, the Lightning North American Sailing Championship, the Pan American Games, World Dragonboat Championships, IIHF Ice Hockey Women's U18 World Championships and FIBA U18 Americas Basketball Championships (all on Niagara's resume), the focus is not only on infrastructure investments, increased hotel room nights, and busy restaurants. Economic developers also seek to capture the attention of the delegations – the consul generals, the business sponsors and partners of the participating countries – to showcase the community's investment potential. It is also believed that the larger and more successful the event, the higher the profile of the hosting city in terms of establishing a brand.

The Canadian Sport Tourism Alliance (CSTA) reports that sport tourism accounts for approximately \$6.8 billion of economic spending as a direct result of sport events and conferences that range in scale from the community level sport tournament to large international multi-sport "mega-events" such as the Olympics, Commonwealth Games, and Pan American Games. While large-scale events often garner the most attention, consider the case of Thorold minor hockey. The local sport association hosts 100 teams, each comprised of 10-16 families, in various tournaments over its season. This brings in over 1,000 families from out of town who need hotel rooms for two nights, places to eat, and activities between games. This economic value should not be under-estimated. Clearly, any size and type of sport event can be an effective economic development tool.

Niagara is a world destination and tourism is a pillar of its economy, comprising many sectors including food and accommodation, transportation, culture and sport. For the purpose of this report, sport tourism is defined as sport events that attract people from outside the community, whether for a few hours or a few days. Niagara Region has recognized the importance of sport events in the community and the economy but, despite past successes, currently has limited institutional capacity to promote Niagara as a sport event host. To that end, Regional Council has commissioned the Centre for Sport Capacity at Brock University to investigate best practices in the industry as well as to gauge the needs and vision of local stakeholders from both sport and tourism.

Given this, the purpose of this report is to provide Regional Council and staff with the information they need to make evidence-based decisions about a Niagara sport tourism model for the future.



Photo Credit - Vaughn Ridley

# OVERVIEW OF THE REPORT

This report provides an overview of how Canadian municipalities have structured their sport tourism offices in an effort to build a successful sport tourism sector. It discusses the needs, challenges, and opportunities expressed by Niagara stakeholders from government, tourism, business, and sport. First, the context within which this project was launched is outlined: the history of the now-defunct Niagara Sport Commission, the economic impact of specific sport events hosted by Niagara in recent years, and the economic contributions of the sport sector in Niagara.

Second, an environmental scan compares, among other things, the staffing, funding, and oversight of sport tourism offices within successful sport cities. Through this scan, the types of governance models used for sport tourism offices are categorized, which should give Niagara decision-makers a clearer idea of the paths available to them. Third, this report summarizes and analyzes the findings of focus group discussions and interviews with Niagara stakeholders. In conclusion, key themes and recommendations are laid out.

## Methodology

Research for this report included:

- Document research on the sport economy and sport event hosting in Niagara;
- An environmental scan of sport tourism models in comparable municipalities using websites and interviews;
- Stakeholder consultations across public, non-profit and private sectors

## Case Selection for the Environmental Scan of Sport Tourism Models

The environmental scan reviewed nine municipalities to establish a cross-section of best practices (see Table 1). The scan included the top-four mid-size municipalities (population 150k to 500k), as ranked by the 2019 Global Sport Impact (GSI) Canada Index (Saskatoon, Sask.; Richmond, B.C.; Regina, Sask.; Kingston, Ont.), as well as Niagara’s neighbours (Hamilton, Buffalo, and Toronto), and communities with an established reputation in sport tourism that are comparable with Niagara across demographic and economic factors (London, Ont.; Durham Region, Ont.). A review of websites for relevant information was followed by interviews with the sport tourism lead-person in the municipality.



Table 1 – Summary of Municipalities for Environmental Scan

NAME	TYPE OF MUNICIPALITY	POPULATION	GLOBAL SPORT IMPACT (GSI) CANADA INDEX
Saskatoon Sports Tourism	Single Tier	295,095	Mid-Size 1st
Richmond Sport Hosting	Area Municipality	198,309	Mid-Size: 2nd
Events Regina	Single Tier	236,481	Mid-Size: 3rd
Sport Tourism Office, Kingston	Single Tier	161,175	Mid-Size: 4th
Business Events Toronto	Single Tier	Pop. 4.05 million (incl. Mississauga & Brampton)	500k+: 4th
Sport Tourism Office, Hamilton	Single Tier	536,917	500k+: 8th
Sport Tourism, London	Single Tier	494,069	Mid-Size: 15th
Sport Durham	Regional Government	645,862	Mid-Size: 17th (Oshawa)
Buffalo-Niagara Sports Commission	Multi-Jurisdictional	1.1 million	n/a

Note: All populations are Census Metropolitan Areas except for Toronto, Richmond and Hamilton which are city population. For comparison, Niagara Region is a regional government with a population of 447,888 (2016 Census), and a 2019 GSI Canada Index ranking of Mid-Size:13th and 36th overall in Canada.

## Stakeholder Sample

Key Niagara stakeholders across public, non-profit and commercial sectors who connect with sport tourism (particularly sport event hosting) were invited to participate in an interview or focus group. Discussions were held from January to April 2019.

A total of 64 individuals provided input. There were 39 people interviewed and an additional 25 people in focus group sessions. Participants represented 48 organizations that spanned tourism, economic development, businesses, business associations, major venues, parks and recreation, education, and community sport clubs.

Interviews were recorded, and transcriptions and notes were generated. The analysis identified key themes to inform recommendations.



PART 1

THE NIAGARA  
SPORT  
LANDSCAPE

Sport and sport tourism as an  
economic driver in Niagara

Sport is a sector of the tourism industry (Industry Canada, 2015). In 2017, some 259,000 sport tourists came to Niagara and spent over \$45 million (Niagara Tourism Profile, 2019). Two-thirds of these visitors attended a sport event as a spectator and one-third came to play an individual or team sport.

At a local level, an impact study on sport events held in Niagara was published by the Niagara Community Observatory and Centre for Sport Capacity at Brock University in February 2018, demonstrating, for example, that a local annual event such as the 2015 Niagara Winter Games with 750 local participants could have an impact of \$125,748 on the region. Meanwhile, a larger annual event such as the Royal Canadian Henley Regatta that brought people from outside the region had a \$2.8 million economic

impact in 2015. The 2017 Scotties Tournament of Hearts, with a national audience, had a \$6.8 million economic impact (Charlebois and Stevens, 2018).

The 2019 Global Sport Impact (GSI) Canada Index ranks Niagara Region 13th in the mid-size category (pop. 150k-500k) and 36th overall in the country. Rankings are awarded based on the number and success of national and international sport events hosted by towns and cities the previous year as well as those that have been awarded in upcoming years. Niagara’s placement is most likely based upon the strength of the 2018 FIBA championships, winning the 2021 Canada Summer Games bid, the success of the 2018 World Dragonboat Championships in Welland and the annual Royal Canadian Henley Regatta. More broadly, the 2019 Global Sports Impact (GSI) Nations Index ranks Canada 6th out of 90 countries in sport hosting.

The sport and recreation industry is also an employer creating 3,502 Niagara-based jobs in 2018 (see Table 2). The location quotient (LQ), which indicates the concentration of jobs in an area, was 2.5 in spectator sports. A LQ higher than 1.5 indicates some level of specialization in that industry (see Niagara Tourism Profile, Glossary). This means Niagara holds a competitive advantage in this job area compared to the rest of Ontario.

Table 2 - Niagara Sport-Related Jobs by Industry (Niagara Tourism Profile, 2019)

NAICS	INDUSTRY	2011	2018	CHANGE	% CHANGE	LQ
7112	Spectator sports	593	546	-47	-7.9	2.5
7113	Promoters (presenters) of performing arts, sports and similar events	209	305	96	45.9	0.97
7139	Other amusement and recreation industries*	1,878	2,651	773	41.2	1.21

Note: NAICS 7139 includes marinas, golf courses, bowling alleys and ski hills as well as fitness centres.



## Sport event hosting in Niagara

The next big sporting event on Niagara's calendar is the Canada Summer Games (CSG) from August 6-21, 2021. More than 5,000 athletes and coaches will participate in 18 sports, requiring thousands of volunteers and attracting upwards of 30,000 spectators over the two weeks. New facilities will be built, and others will be upgraded. The events are spread across all 12 municipalities and the economic impact has been estimated at \$200 million (Niagara 2021 Bid Document). Niagara won the right to host the Games with a bid that beat out Ottawa, Sudbury, and Kitchener-Waterloo-Cambridge. The bid, led by the Niagara Sport Commission (NSC) (see Table 3 summary), has been touted by stakeholders as having been successful because Niagara was able to unite and speak with one voice.

The 2021 CSG was awarded to Niagara in March 2017, and in November of that year, the NSC filed for bankruptcy. The NSC was established in 2009 with funding from the Ontario Trillium Foundation. It was a non-profit entity with its own board of directors. Along with the Games win, its highest-profile achievements to that point included partnering with the Ontario Women's Hockey Association to bring the 2016 IIHF Ice Hockey U18 Women's World Championships to Niagara and partnering with Canada Basketball to win the bid to host the men's U18 FIBA tournament in June 2018.

By 2017, the NSC ran out of money. With no stable source of funding, it had relied on event management fees from local events such as the Royal Canadian Henley Regatta; sponsorships, website advertising, and public-sector grants for specific projects and programs. It was essentially being paid on a project-by-project basis.

For example, in 2011 it signed a MOU with the Regional Municipality of Niagara that paid \$70,000 per year in the lead up to the T.O. Pan/Parapan American Games (2011-15). However, the funds were for specific PanAm related services such as volunteer management and training, a marketing strategy, and a facilities inventory. In all, the NSC received a total of \$560,000 from the Region between 2011 and 2017 for its Pan Am work as well as monies for the 2021 Canada Summer Games bid preparation. No operational funding was given.

The NSC's closure left a void in Niagara's sport tourism sector. There was no longer a central office to seek, find and bid on the abundance of events available in the lucrative Canadian sports tourism market despite the region's comparative advantage in tourism infrastructure, specifically accommodations, and in sport facilities.

**This void matters because sport tourism is a multi-million-dollar contributor to Niagara's economy.**



Photo Credit - Hockey Canada

Table 3 - Niagara Sport Commission in Niagara

<b>STRUCTURE</b>	MOU with Niagara Region for fee-for-service; NSC work for the Niagara Region from 2011-2015 required an annual report during this time period.
<b>GOVERNMENT ACCOUNTABILITY</b>	No municipal representation – elected councillors sat on the NSC board but officially represented neither the Regional Municipality of Niagara, nor an area municipality.
<b>STAFFING</b>	As of 2017: 3 FTE, 2 x 0.5 FTE
<b>BUDGET</b>	Not available
<b>FUNDING SOURCES</b>	Fee-for-service, grants, advertising
<b>SERVICES</b>	Sport event hosting and community development - event bidding, event management, marketing, community relations; sport development, advocacy.
<b>MISSION STATEMENT</b>	“To enhance the economic, social and personal health of Niagara residents through sport and physical activity. It is the Niagara Sport Commission’s interest to utilize sport as a means for economic and community development by advocating communication and cooperation within our community, facilitating events and by providing leadership and educational opportunities.”
<b>EVENTS</b>	2015 Pan/Parapan American Games (rowing and flatwater events); 2016 IIHF Ice Hockey U18 Women’s World Championships; U18 FIBA tournament; 2021 Canada Summer Games (bid submission); regular event management for the Royal Henley Rowing Regatta

## PART 2

# ENVIRONMENTAL SCAN OF MUNICIPAL SPORT TOURISM OFFICES

## What are other municipalities doing?

In order to determine what other municipalities in Canada were doing in terms of sport tourism, an environmental scan of nine municipal models was conducted.

This report specifically sought to answer how these local governments have structured a sport tourism

office, how much money is being invested, and what services are offered. The sport tourism websites of each of the case studies were reviewed for information. Annual reports and strategic plans were collected, where available. A follow up via a phone call to the appropriate staff was completed. The information for each case in the environmental scan is organized into tables for easier review, categorized as follows:

- Structure (Who runs the sport tourism office?);
- Municipal Oversight and Accountability;
- Services;
- Municipal Accommodations Tax or Equivalent;
- Funding, Staffing and Budget;
- Events Hosted

The goal in such an environmental scan is to provide Niagara with ideas for a successful sport tourism model.

## Findings

In regard to the **structure of sport tourism offices**, Table 4 shows that in the vast majority of instances (Richmond, B.C. is the exception), the sport tourism office is located under the municipality's official Destination Marketing Organization (DMO), which markets a specific geographical area as a tourism destination. This is even true for Buffalo-Niagara, which has a sport commission with a separate board of directors, though it is part of the DMO Visit Buffalo Niagara (VBN). In comparison, the Sport Hosting Office in Richmond is a partner of Tourism Richmond and Richmond Oval Corp.

**Table 4 - Structure (Who runs the sport tourism office?)**

NAME/RANK	STRUCTURE - WHO RUNS IT?
<b>Saskatoon Sports Tourism</b> Pop. 295,095 GSI Rank Mid-Size: 1st	Tourism Saskatoon (DMO)
<b>Richmond Sport Hosting</b> Pop. 198,309 GSI Rank Mid-Size: 2nd	City of Richmond
<b>Events Regina</b> Pop. 236,481 GSI Rank Mid-Size: 3rd	Economic Development Regina (an agency); EDR oversees Tourism Regina (the DMO) which runs the Events Regina office
<b>Sport Tourism Office, Kingston</b> Pop. 295,095 GSI Rank Mid-Size: 4th	Tourism Kingston (DMO)
<b>Business Events Toronto</b> Pop. 4.05 million (incl. Mississauga & Brampton) GSI Rank 500k+: 4th	Tourism Toronto (DMO/RTO)
<b>Sport Tourism Office, Hamilton</b> Pop. 536,917 GSI Rank 500k+: 8th	City of Hamilton (DMO) through tourism and culture division.
<b>Sport Tourism, London</b> Pop. 494,069 GSI Rank Mid-Size: 15th	Tourism London (DMO)
<b>Sport Durham</b> Pop. 645,862 GSI Rank Mid-Size: 17th (Oshawa)	Durham Region (DMO) through Durham Tourism offices of Planning & Economic Development
<b>Buffalo-Niagara Sports Commission</b> Pop. 1.1 million GSI Rank: n/a	Visit Buffalo Niagara (DMO)

However, as shown in the Table 5 review of municipal oversight and accountability there are differences in how those DMOs are structured in relation to their respective municipalities, and thus the relationship of the sport tourism office to the municipality also varies. For clarity, the scan results break down the **accountability of the sport tourism office** into three categories.

1. DIRECT accountability - Operated and/or staffed by the municipality;
2. INDIRECT accountability - An arm’s-length property with accountability to council through an annual report and/or representation on its board;
3. SEPARATE - A private, not-for-profit organization.

Overall the scan reveals a range of types - four indirect, one hybrid/indirect, three direct, and one separate. Among the cases, Toronto is unique as the only example of a “separate” model, while the number of municipalities using direct and indirect accountability models are fairly equal.

At this point it is worth visiting the current structure of Niagara’s tourism sector. There are five DMOs operating in Niagara. St. Catharines Tourism is run out of the City of St. Catharines economic development

department (direct accountability, according to the categories indicated above). Twenty Valley Tourism Association is Lincoln’s DMO and is an arm’s-length agency with its own board of directors, but receiving town funding; likewise, Niagara Falls Tourism and the City of Niagara Falls (indirect). Niagara-on-the-Lake Tourism is run out of the town’s Chamber of Commerce (separate). Niagara’s South Coast Tourism Association is the official DMO of several south Niagara towns and has been described as being in a re-build.

The DMOs develop tourism at a sub-regional level and they all have a seat on the board of the Tourism Partnership of Niagara (TPN). The TPN is a provincially designated Regional Tourism Organization responsible for tourism development across all of Niagara. Ontario has 13 such RTOs, “independent, not-for-profit organizations led by the tourism sector” (Ministry of Tourism, Culture, and Sport website, 2019) which receive direct funding from the province. The latest publicly available data showed the Niagara RTO received \$3.9 million from the province in 2016-17.



Photo Credit - Buffalo Canoe Club



Table 5 – Municipal Oversight and Accountability

NAME/RANK	TYPE	OVERSIGHT AND ACCOUNTABILITY
<b>Saskatoon Sports Tourism</b> Pop. 295,095 GSI Rank Mid-Size: 1st	Indirect	A not-for-profit; Board of Directors includes city recreation and sport manager, and a SaskSport representative (province); reports to Tourism Saskatoon (TS), which has two city councillors on TS Board of Directors and submits an annual report to the city.
<b>Richmond Sport Hosting</b> Pop. 198,309 GSI Rank Mid-Size: 2nd	Direct	The city owns and directs the office. RSH is a partnership between the city, Tourism Richmond and the Richmond Oval; offices are in the Oval.
<b>Events Regina</b> Pop. 236,481 GSI Rank Mid-Size: 3rd	Indirect	Housed under Tourism Regina, which answers to Economic Development Regina (EDR), a not-for-profit agency of the city; EDR Board of Directors includes mayor; submits an annual report.
<b>Sport Tourism Office, Kingston</b> Pop. 295,095 GSI Rank Mid-Size: 4th	Indirect	A not-for-profit; Board of Directors include mayor and one councillor; reports to city annually.
<b>Business Events Toronto</b> Pop. 4.05 million (incl. Mississauga & Brampton) GSI Rank 500k+: 4th	Separate	Operates as a private not-for-profit.
<b>Sport Tourism Office, Hamilton</b> Pop. 536,917 GSI Rank 500k+: 8th	Direct	Tourism is within the city’s economic development department.
<b>Sport Tourism, London</b> Pop. 494,069 GSI Rank Mid-Size: 15th	Hybrid/Indirect	Tourism London is an arm’s-length business unit operating under the City of London (described as “paramunicipal office”); Board of Directors includes two city councillors.
<b>Sport Durham</b> Pop. 645,862 GSI Rank Mid-Size: 17th (Oshawa)	Direct	Durham Region (DMO) through Durham Tourism offices of Planning & Economic Development
<b>Buffalo-Niagara Sports Commission</b> Pop. 1.1 million GSI Rank: n/a	Indirect	Within Visit Buffalo-Niagara; VBN has a Board of Directors with five county appointees and submits an annual report to Erie County; VBN must apply for its funding every year.

Table 6 highlights **services offered by sport tourism offices**. In several cases, these offices will market themselves as “one-stop shopping” for groups looking to hold events in that city. The most common service is sport event bid development, assistance, and support. Supplemental services included promotion and accommodation assistance and volunteer management. Some websites offered event calendars and interactive maps of facilities and venues.

**Table 6 – Services**

NAME/RANK	SERVICES OFFERED
<b>Saskatoon Sports Tourism</b> Pop. 295,095 GSI Rank Mid-Size: 1st	Bid assistance, hotel/venue selection, event publicity/marketing, sport event calendar, workshops, grant-writing assistance; connection to local sport organizations.
<b>Richmond Sport Hosting</b> Pop. 198,309 GSI Rank Mid-Size: 2nd	Support sport organizations and organizing committees in developing bids and presentations, recruit volunteers; organize professional site visits; direct assistance to event organizers, Sport Hosting Incentive Grant helps fund local bids (over 220 events since 2010).
<b>Events Regina</b> Pop. 236,481 GSI Rank Mid-Size: 3rd	Bid assistance, event attraction.
<b>Sport Tourism Office, Kingston</b> Pop. 295,095 GSI Rank Mid-Size: 4th	Help plan and organize events, bid development, accommodations, venues coordination, marketing.
<b>Business Events Toronto</b> Pop. 4.05 million (incl. Mississauga & Brampton) GSI Rank 500k+: 4th	Find accommodations/venues, bid assistance, site inspections, some funding grants in overall Tourism Toronto budget with internal eligibility policies.
<b>Sport Tourism Office, Hamilton</b> Pop. 536,917 GSI Rank 500k+: 8th	Incentive funding for not-for-profit organizations, bid assistance, sport facilities/accommodations assistance.
<b>Sport Tourism, London</b> Pop. 494,069 GSI Rank Mid-Size: 15th	Bid development, accommodation and venue coordination, event marketing, city logistics, food services, transportation coordination, volunteer recruitment.
<b>Sport Durham</b> Pop. 645,862 GSI Rank Mid-Size: 17th (Oshawa)	Accommodation/venue coordination, event promotion, transportation and catering assistance.
<b>Buffalo-Niagara Sports Commission</b> Pop. 1.1 million GSI Rank: n/a	Event and bid management; site selection; accommodation coordination, volunteer recruitment, transportation referrals.



Table 7 summarizes the **use of a municipal accommodation tax (MAT) or equivalent** in the case studies. The relevance of this question is to determine the hotel tax role in funding tourism and sport tourism. The name of the tax varies: municipal accommodation tax (MAT - Kingston, Toronto), municipal regional district tax (MRDT - Richmond), destination marketing fee (DMF - Regina), destination marketing program (DMP - Saskatoon, Hamilton).

For example, the funding for Richmond, Regina, and Buffalo all comes from the tax. The municipal portion of funding for Business Events Toronto comes from its MAT. London and Kingston receive money both from the city budget and from the MAT. Hamilton's voluntary "destination marketing program" goes to a bid fund administered by a hotel committee (and other partners). Saskatoon receives 75 per cent of its funding from the DMP to be used exclusively on "sales initiatives" such as event support, marketing, and site visits.

**Table 7 – Municipal Accommodation Tax (MAT) or Equivalent**

NAME/RANK	MAT/DMF OR EQUIVALENT
<b>Saskatoon Sports Tourism</b> Pop. 295,095 GSI Rank Mid-Size: 1st	Y (voluntary DMP 3%)
<b>Richmond Sport Hosting</b> Pop. 198,309 GSI Rank Mid-Size: 2nd	Y (MRDT 3%)
<b>Events Regina</b> Pop. 236,481 GSI Rank Mid-Size: 3rd	Y (voluntary DMF 3%)
<b>Sport Tourism Office, Kingston</b> Pop. 295,095 GSI Rank Mid-Size: 4th	Y (MAT 4%)
<b>Business Events Toronto</b> Pop. 4.05 million (incl. Mississauga & Brampton) GSI Rank 500k+: 4th	Y (MAT 5%)
<b>Sport Tourism Office, Hamilton</b> Pop. 536,917 GSI Rank 500k+: 8th	Y (voluntary DMP 3%)
<b>Sport Tourism, London</b> Pop. 494,069 GSI Rank Mid-Size: 15th	Y (4%)
<b>Sport Durham</b> Pop. 645,862 GSI Rank Mid-Size: 17th (Oshawa)	N
<b>Buffalo-Niagara Sports Commission</b> Pop. 1.1 million GSI Rank: n/a	Y (1.3%)

For **funding sources of sport tourism offices**, Table 8 indicates that local government does contribute to the operational budget. In some cases, this is done in combination with other sources such as sponsorship, membership fees, and contributions from other stakeholders, such as universities, casinos and hotel associations.

The **staffing of sport tourism offices** appears to be sparse across the board with one to two staffers but receives administrative and services support from the rest of the tourism agency (or municipal economic development office, depending on the model). For example, once a sport event is booked, the tourism office’s client services will take over providing tour information, swag bags, etc.

Table 8 also shows the **budget allocated directly to sport tourism offices**. This ranges from \$100,000 to \$400,000. Some of these budgets, where indicated, include salary and were not broken down for privacy reasons. Several include a type of dedicated “bid fund” or “event grant”. The awarding of these grants can vary – in some cases there is a committee that reviews requests at regular intervals of the year; in other cases, it is an internal process with specific eligibility requirements including the number of bed nights filled.

If a bid fund or event grant does not appear in this table, that does not necessarily mean one doesn’t exist, but that it is administered separately from the sport tourism office. For example, the City of Regina has a hosting grant it administers and awards separately from the sport tourism office. The grants range from a maximum of \$2,000 for a provincial event to \$10,000 for an international event. There is an online application and seven deadline dates during the year. Hamilton’s voluntary three-per-cent DMP tax sits in a bid fund administered by a committee of hoteliers and related businesses. It also has an “incentive fund” (whose value was not disclosed) which is managed internally by the tourism department, granting up to \$1,000 for sport groups based on bed nights and other requirements.

Business Events Toronto has an internal fund with eligibility policies, separate from the City of Toronto which has a hosting grant and application process. Richmond’s \$100,000 sport hosting grant, as another example, is overseen by a grant committee (which includes the chair of its advisory sports council). The committee does three to four intakes per year and looks at the economic impact of an event such as room nights, its scale, and ability to leave legacy. In Buffalo, its \$100,000 bid fund comes from a legacy fund established after the 2010 Empire State Games. Groups must apply to access funds and it is replenished with profits earned from any events that the sports commission runs.

These approaches to establishing bid funds have a few things in common: they are replenished on a regular basis, there is a consistent award process and oversight committee.



Photo Credit - Vaughn Ridley

Table 8 – Funding, Staffing, and Budget

NAME/RANK	FUNDING	STAFFING	BUDGET
<b>Saskatoon Sports Tourism</b> Pop. 295,095 GSI Rank Mid-Size: 1st	"Investing Partners": City of Saskatoon, USask, Tourism Saskatoon, SaskSport, SaskTel Centre, Prairieland Park, Dakota Dunes Casino pay admin costs; 75 per cent of funding from DMP via hotel assoc. to be used for "sales initiatives" (event support, marketing, site visits, etc.)	1.5 - 1 FT sport and event Sales Executive, plus one Consultant; DMO employee	\$400,000 incl. salaries/contracts and \$150,000 "event development and sport fund"
<b>Richmond Sport Hosting</b> Pop. 198,309 GSI Rank Mid-Size: 2nd	MRDT (via Tourism Richmond)	2 – Manager and Coordinator; city employees	\$400,000, includes salaries & \$100,000 sport hosting grant
<b>Events Regina</b> Pop. 236,481 GSI Rank Mid-Size: 3rd	DMF	1 – Manager; DMO employee	\$150,000 plus salaries
<b>Sport Tourism Office, Kingston</b> Pop. 295,095 GSI Rank Mid-Size: 4th	City, Kingston Accommodation Partners (MAT); sponsorships/partnerships	1 – Sport Tourism Development Manager; DMO employee	\$200,000 plus salary (incl. grants from bidding/ event sponsorships)
<b>Business Events Toronto</b> Pop. 4.05 million (incl. Mississauga & Brampton) GSI Rank 500k+: 4th	Province, GTHA (MAT), memberships/partnerships	1 – Account Director, Sports (one of 18 account directors); DMO employee	\$200,000 plus salary
<b>Sport Tourism Office, Hamilton</b> Pop. 536,917 GSI Rank 500k+: 8th	City	1 – Tourism Product Development Specialist, Sport Tourism; city employee	Tourism Hamilton overall budget \$1 million; sport tourism not separated
<b>Sport Tourism, London</b> Pop. 494,069 GSI Rank Mid-Size: 15th	City, MAT, memberships/fee-based programming	2 – Director of Sport Tourism and assistant; city employees seconded to DMO	\$300,000 incl. salaries
<b>Sport Durham</b> Pop. 645,862 GSI Rank Mid-Size: 17th (Oshawa)	Region	1 – sport tourism Coordinator; Region employee	\$140,000 for programming incl. \$90,000 bid fund (new, eligibility rules still being worked out)
<b>Buffalo-Niagara Sports Commission</b> Pop. 1.1 million GSI Rank: n/a	Erie County thru accommodation tax	3 – Director of Sport Dev, Director of Sport Sales, Sport Services Manager; DMO employees	VBN overall budget is \$4.2 million (sport commission is not separated). BNSC has \$40,000 specifically allocated for trade shows, can draw from a \$100,000 legacy fund for bids

Table 9 includes the most recent **events hosted**, of higher profile, as well as (if available) upcoming events. Over the years, the largest events that our case studies have hosted include events for the 2010 Winter Olympics (Richmond), the 2015 Pan American Games (Hamilton, Toronto), and the Canada Summer Games (London, Regina). Durham’s main focus has been on provincial-level events. The top-four mid-size cities on our list, that finished 1-2-3-4 in the 2019 Global Sport Impact (GSI) Canada Index, hosted

events in the provincial to national range, the highest profile arguably being Regina’s hosting of next season’s 2019 NHL Heritage Classic between the Calgary Flames and Winnipeg Jets. The repertoire of events across the cases ranges from provincial to national to international levels. They include multi-sport and single-sport events from amateur (including school and university/college championships) to professional.

**Table 9 – Events Hosted**

NAME/RANK	EVENTS HOSTED
<b>Saskatoon Sports Tourism</b> Pop. 295,095 GSI Rank Mid-Size: 1st	2021 Olympic Curling Trials; 2019 Pinty’s Grand Slam of Curling finals; 2019 Men’s Canadian Softball Championships U14, U16, U23; 2018 4-Nations Cup women’s hockey tournament; FIBA 3X3 basketball tournament
<b>Richmond Sport Hosting</b> Pop. 198,309 GSI Rank Mid-Size: 2nd	2019 Canada Open Karate Championships; 2018 & 2019 Canada Open International Taekwondo Championships; 2018 - Canadian Sledgehockey Championships, Canada & China national men’s teams training camps; Canadian Gymnaestrada (gymnastics festival); Volleyball Canada Cup; numerous regional and provincial competitions; International Bantam Midget Hockey Tournament (annual)
<b>Events Regina</b> Pop. 236,481 GSI Rank Mid-Size: 3rd	2019 NHL Heritage Classic; 2019 Canadian Sprint Canoe Kayak Championships; 2018 Memorial Cup; 2018 Canadian Lawn Bowling Championships
<b>Sport Tourism Office, Kingston</b> Pop. 295,095 GSI Rank Mid-Size: 4th	2020 - Tim Hortons Brier men’s curling championship; USPORTS Women’s Rugby Championships; USPORTS national cross-country championships (also 2019); Broomball World Championships; 2019 -Canadian Pickleball Championships; 1,000 Islands Gran Fondo cycling festival; numerous North American and International sailing regattas; provincial and local level events
<b>Business Events Toronto</b> Pop. 4.05 million (incl. Mississauga & Brampton) GSI Rank 500k+: 4th	2018 NBA Gatorade League, 2017 – 16 events listed, incl. IIHF World Juniors, Invictus Games, World Ringette Championships, USports Women’s Volleyball Championships, Optimist North American Sailing Regatta
<b>Sport Tourism Office, Hamilton</b> Pop. 536,917 GSI Rank 500k+: 8th	2019 & 2023 PGA Canadian Open; 2018 & 2019 Quidditch Canadian National Championship; 2016 & 2018 USports Men’s Volleyball National Championship; 2016 & 2017 Vanier Cup; 2015 Pan Am soccer
<b>Sport Tourism, London</b> Pop. 494,069 GSI Rank Mid-Size: 15th	2020 & 2018 Ontario Summer Games; 2018 Canadian Tire Para Hockey Cup; 2018 World Financial Group Continental Cup (curling); numerous OFSAA championships; Ontario Basketball Association Ontario Cup (annual); 2017 CCAA Men’s Volleyball National Championships; 2016 Canadian Ringette Championships; 2015 International Police Hockey Tournament, 2014 Memorial Cup; 2014 Canadian Pacific Women’s Cup; 2013 ISU World Figure Skating
<b>Sport Durham</b> Pop. 645,862 GSI Rank Mid-Size: 17th (Oshawa)	2019 Ontario Parasports Games; 2019 OFSAA Girls’ AAA Rugby; 2019 Eastern Canadian Ringette Championships; 2018 Skate Canada Synchronized Skating Championships; Ontario Lacrosse Festival (annual)
<b>Buffalo-Niagara Sports Commission</b> Pop. 1.1 million GSI Rank: n/a	2019 Frozen Four NCAA men’s hockey championship; 2018 IIHF World Junior U20 hockey; 2018 & 2016 National Softball Association Girls’ World Series; 2017 NCAA Men’s Basketball Championships rounds 1 & 2; 2017 Gaelic Games

Note: This is not a definitive list but meant to give an indication of the type and scale of events being sought after and hosted. Recent events included in this table were primarily listed on the respective sport tourism office’s website.

## PART 3

# NIAGARA STAKEHOLDER INPUT

## What are Niagara’s stakeholders saying?

What follows is a summary of key themes that were identified in the input from 64 stakeholders in tourism, business, economic development, sport, and recreation, across the Niagara region between January and April 2019. Most of these discussions took place as one-on-one semi-structured interviews, either in person or over the phone. Niagara sport groups attended one of two open-invitation focus groups that were held in April 2019.

### Theme 1 - Sport tourism is an important contributor to the Niagara economy

Across the board, sport tourism was acknowledged as an important contributor to Niagara stakeholder business and for the economy as a whole. For those who said it didn’t, yet, have an impact, they added that they saw it as an opportunity, including potential job growth, that needed to be pursued.

Those who said it didn’t have an impact, generally came from communities without large spectator venues. However, they saw opportunities in taking advantage of the Niagara landscape through watersports, fishing, cycling, triathlons, and distance running throughout the escarpment. They also saw the opportunity for spillover benefits from events being held in the larger venues (Flatwater Centre, Meridian Centre, Henley rowing course) as participants and spectators sought other activities in their down time.

The obvious tourism advantages that Niagara already has – activities, food and accommodations, amenities – translate well into the attraction of the sport and corporate market as it all “helps shape the fabric of the destination”.

With that noted, many stakeholders in business, sport, and government, felt the economic impact of sport tourism, from large and small events, needed to be measured better so that its benefits could be quantified and expressed clearly to decision-makers when making a case for bid and event funding.

Directly, for example, it was noted that:

- weeklong sport events positively and significantly impact a venue’s bottom line;
- for one hotel chain, sport tourism contributes to approximately half of its business, accounting for 200 jobs;
- the Curling Canada men’s national championship (the Brier) brings an economic impact of \$15 million wherever it is held.

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*“... the most prominent corporate and convention destinations [are] also the most prominent sport and leisure destinations... So from a sport perspective, you’d want to take advantage of the same attributes ...”*

*“Those (big events), they’re hard to come by, and they’re hard to bring in, but that’s what feeds the whole city, feeds everything around here.”*

*“I think there’s a huge opportunity for us to do some really exciting things here because we already have a lot of assets in this region that people are coming to see anyways.”*

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## Theme 2 - Niagara needs a central, region-wide sport event office.

There was overwhelming support for one centralized sport event office to coordinate and communicate on behalf of all stakeholders. The office would speak for Niagara when bidding for sport events. Niagara’s 12 municipalities and five Destination Marketing Organizations were seen as problematic in establishing a sport tourism strategy as stakeholders were operating in “silos” and didn’t know what was happening in other Niagara communities. Having one strategy and vision, instead of a fragmented, ad hoc effort, is considered necessary to maximize economic spinoff and ensure local municipalities and groups aren’t competing against each other.

The region needs a “leader” and an “advocate” for sport tourism both in the community and in representing and marketing Niagara outside the community.

The lack of a sport event office means there is a “void” (a word used often) in Niagara’s sport tourism market as no one is strategically and actively marketing the whole of Niagara as a sport tourism destination and seeking to attract new large-scale sport events to the community. Details about three large bids that either had been undertaken – or are currently being put together – since the demise of the NSC were shared during the stakeholder discussions. These sport event bids are being done in isolation by the corresponding sport group, facility, and local municipality: the 2020 failed Brier bid, a bid for the 2022 International Breast Cancer Paddlers’ Commission (IBCPC) Participatory Festival in Welland, and a bid for the 2024 World Rowing Senior/Under 23/Junior Championships in St. Catharines.

A single sport event office would be advantageous particularly because so many large-scale events require the coordination of facility use across the local municipalities – from a local hockey tournament that needs three arenas (or soccer, or baseball fields) to the Canada Summer Games that will see

competition and practice venues across the region. The office could champion large municipalities and groups with existing world-class sport venues, and broker event-hosting opportunities for small municipalities and groups.

Amongst hotel stakeholders, specifically, there was a frustration that several events were being scheduled on the same weekends and that more could be done to coordinate the attraction of events during “down” times in the industry.

A single “one stop” office was seen as an information hub - a simple solution for both user groups and visitors looking for information and assistance in everything from coordinating transportation to writing grants and preparing bids (see the “Services” section for more details).

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*“So what is missing and what’s the weakness, I think, is an organization like (the NSC) again, fully funded obviously, that actually goes out and operates on behalf of all of Niagara.”*

*“There’s all kinds of opportunities that most of the municipalities here don’t bid on because it’s too overwhelming and too much work ... It doesn’t mean we don’t want these things in our community, just nobody has a dedicated sport tourism person sitting and waiting to do bids or host events.”*

*“We don’t have a one-stop shop, an organization that can actually go get new business for the future or manage and maintain the business that is here right now. That’s our weakness. We have no strategy, no vision for the future at this time.”*

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### Theme 3 – A sport event office requires sustained operational and bid funding.

There was agreement that the former Niagara Sport Commission did not succeed partially because it did not have a sustainable, guaranteed source of operational funding. However, when asked what model of office and funding should be recommended, opinions varied.

#### Structure and Operational Funding

##### 1st OPTION - Overwhelming support was given for an independent sport event office.

Terms such as "not-for-profit", "arm's-length" and "separate" were used when suggesting what type of model should be used in a new sport event office. An independent office was seen as being impartial and benefitting the entire region. It could build expertise in sport tourism and have a focused mandate of bringing new business to all of Niagara.

At this point it should be noted the previous attempt at such an entity, the NSC, failed because it didn't have sustainable operational funding. The organization was too busy looking for ways to make money and stay afloat, specifically with event management obligations. This took away from its mandate to strategize, market, seek, and bid for new sport-hosting opportunities for Niagara. There were concerns that such an office would have to be built from the ground-up, including issues of accountability and establishing credibility, and there were still heavy concerns that a separate not-for-profit entity would require substantial funding and a formula would need to be worked out.

There were several suggestions at how a new "independent" sport event office might be sustainably funded.

- Several stakeholders that felt the Region should fund the office 100 per cent but stay arm's-length and instead have the new entity be governed by a board of directors (with regional representation) and strict annual reporting guidelines;

- Sustainable operational funding (not tied to fee-for-service) would come from all interested parties: the area municipalities on a per-capita basis, the existing Destination Marketing Organizations, and the two post-secondary institutions (Brock University and Niagara College).
- Some members of the business community suggested a new separate entity could be self-sustaining with revenues from memberships, partnerships/sponsorships, website advertising, travel booking services, as well as event management services at some point down the road once the office was established.

##### 2nd OPTION - Some support was given for a sport event office run by Niagara Region.

Those who felt the Niagara Region could house a sport event office felt it was best able to represent the entire region with impartiality, and ensure the entire region benefits from sport tourism. It would hold immediate credibility with the public and the sport tourism community outside Niagara. Proponents of this model believed it was the path of least resistance as the office infrastructure was already there and the funding would be stable.

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*"I think the reality is that we need in Niagara a sport commission of some kind. Call it what you want. To my mind, it does need to be simplified in its funding process by having it funded through the Region. That way everybody has access to it, they're all paying into it."*

*"If there's not long-term support, then it's year by year, and how do you build on successes then? It takes a long time to do some of these events and some of these blockbusters. So the people in charge, the people working there have to know that they're supported for the long term, or else it'll just fail."*

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The main concern, however, was that the Regional Municipality of Niagara is already cash-strapped and this might make the new entity vulnerable to financial pressures. The fact that tourism is currently not part of the Region’s mandate also made people question whether it was the right host for the office.

**3rd OPTION - Limited support was given for a sport event office run out of the Regional Tourism Organization (currently known as the Tourism Partnership of Niagara or TPN).**

The dominant model in the environmental scan was that the sport event office was housed with the municipality’s Destination Marketing Organization. This is problematic in Niagara, which has five such DMOs. Niagara does have, however, one overarching Regional Tourism Organization – the Tourism Partnership of Niagara (TPN) which receives funding from the province and disburses monies to the DMOs. It has a board of directors with region-wide representatives, including the DMOs.

Those who supported an office with the TPN felt it already had the industry connections and the capacity to build a sport tourism office, including buy-in from operators.

The main concern about housing the sport event office in the TPN was that a special agreement or MOU would have to be put in place to ensure events and their benefits were spread across the region. It was suggested that a separate sport advisory council could be put in place to guide the focus of the office.

One oft-heard concern was that a sport event office – that engages in strategizing, marketing and bidding, as well as communication between stakeholders, and event support – may be outside the mandate of the TPN. Also, of concern was the future of RTOs under the current provincial government.

## A Bid Fund

A sport event bid fund was seen as necessary if Niagara was to seriously pursue a sport tourism strategy.

Many stakeholders agreed there should be a sustainable pool of funds available for bidding on large-scale events and that a sport event office should administer the money. A large fund, disbursed by the sport event office, would mean that user groups do not always have to approach their respective councils for financial support. The size of such a fund varied amongst stakeholders and some suggested it could be replenished as major events came in and generated revenue. “You can bid and win anything if you have enough money in your bid fund,” said one stakeholder.

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*“I think that’s the most important thing, the sustainability. That agency would have to know that it can operate without concern, that it has a funding model for years into the future.”*

*“We’re leaving events on the table. We’re not bidding on them, and largely because there’s not a major hosting event strategy.”*

*“We want to see those larger events come in, and we want to see the city or the region being able to have that purse to go out there and bid on this.”*

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**Theme 4 – A sport event office should offer high-level (strategic) as well as low-level (tactical) services.**

Services that would help sport tourism stakeholders ranged from strategizing, marketing, and evaluating to grant-writing, bid preparation, liaising between stakeholder groups, asset mapping, volunteer coordination, and a region-wide calendar of sporting events.

A sport event office was seen as a way of building capacity within the sport community, be it with user groups or the smaller towns that wish to foray into sport hosting. Capacity-building would be provided by assisting with the identification and time-consuming task of grant-writing or guiding and supporting them through a bid preparation. Volunteer coordination was a task that was also mentioned several times.

Stakeholders felt that asset mapping, or an updated facility inventory that was accessible to everyone, would be helpful. Some suggested a website that could house this database, as well as information on accommodations, food, amenities, and an upcoming events calendar.

As the local advocate for sport tourism, the office should be prepared to do economic impact analysis to support requests for bid and event support. It should compile sport event data for the region and maintain facility inventory information.

It should act as the liaison between DMOs and sport groups so that tourism offices know what events are coming and are able to prepare to support with swag and extra-curricular planning. Similarly, it should liaise between all stakeholders so that there is a good understanding of the capacity of Niagara before an event bid as well as providing for better planning for large events.

Ultimately, a sport tourism office should be seeking new business for Niagara – marketing the region as a sport destination and soliciting sport events.

Stakeholders were split on the role of a sport event office to help run events. On one hand, it was suggested that a new office might still participate in event management. However, it was also argued that the office should "focus on the big picture", provide directions and help "erase roadblocks" – then get out of the way and let the experts (in accommodations, in food, in sport logistics) do their thing.

This might be the appropriate place for a reminder that the former arm's-length Niagara Sport Commission folded because it did not have sustainable funding and was consumed with the event management side of its mandate in order to raise revenue. Overwhelming a new office's mandate with both high-level and ground-level tasks would make the initiative vulnerable from the start.

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*"I do think there is a spillover effect. I don't think we measure it. I don't think we've measured the results so I think it's a very hard one for us to say, this is the net gain that we have made out of it. But sport tourism in communities around the world it can be a big draw. But we do need to measure it."*

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*"I suspect that this agency would be responsible for going out there and finding out the agencies that are booking their events years into the future and getting Niagara on the radar of those agencies."*

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## PART 4

## RECOMMENDATIONS AND CONCLUSION

### Towards a “Made-in-Niagara” sport tourism model

#### Theme 1 - Sport tourism is an important contributor to the Niagara economy

The Niagara Region needs to capitalize on the sport tourism market and the business it offers. Other municipalities are taking advantage of the economic benefits of sport tourism and aggressively pursuing opportunities. While the 2019 GSI Canada Index ranking for the Niagara Region is currently 13th in the mid-size category and 36th in the country, the demise of the Niagara Sport Commission means sport event bids are happening on an ad hoc basis through local sport groups. This unpredictable approach is a risk and the ranking – an indicator of success – may drop in future years.

A sport tourism model with a long-term outlook will ensure the growth of this sector in the region. A Niagara Region investment in physical (infrastructure) and human (capacity) resources today will get a return through sport tourism business in the future.

#### Recommendation #1:

*The Niagara Region recognize sport tourism as a key component of future economic development initiatives.*

#### Theme 2 - Niagara needs a central, region-wide sport event office.

Niagara stakeholders support a region-wide centralized sport event office for better strategizing, coordination, cooperation, and a strong marketing voice. Many Niagara stakeholders also believed the Niagara Sport Commission worked really well. While the NSC made sense for the Niagara context, it failed because it did not have sustainable funding.

Thus, a similar independent sport event office would provide the coordinated, region-wide model that stakeholders want to see. At the same time, though, Niagara Region oversight of the office is required. In relation to the types of accountability noted earlier in the report, a Niagara sport event office should have indirect accountability to the Region, in the form of representation on a board of directors and annual reporting. In this way the “void” in Niagara’s sport tourism market will be filled and the value of Niagara as a sport tourism destination will be strategically and actively marketed.

#### Recommendation #2:

*An arm’s-length sport event office be established.*



Photo Credit - Denis Cahill



### Theme 3 – A sport event office requires sustained operational and bid funding

The Niagara sport event office requires sustainable operational funding, not solely based on project grants or fees-for-service. This was a key failure of the previous Niagara Sport Commission and stakeholders overwhelmingly identified stable funding as necessary in order for a new office to succeed. The sport event office must be confident it has ongoing operational support if it is to effectively pursue event-hosting opportunities over the long term as there will be losses along the way. Resource scarcity handicaps any effort to build and execute a sport tourism strategy in the region.

The Niagara Region is best suited to provide this support given the sport event office would serve the region as a whole. The majority of stakeholders felt funding should come from government. Those who felt it should come from the Niagara Region believed it would be more equitable and representative of region-wide interests including those of the smaller communities. It is therefore very important that the sport event office has a reporting relationship to the Niagara Region. This involves various mechanisms, such as municipal representation on a board of directors and mandated reports back to the Niagara Region.

The Niagara Region should also establish a sport event bid fund.

The fund must be ongoing rather than ad hoc and replenished on a regular (usually annual) basis. The fund would primarily focus on large-scale events and should not be confused with municipal grants that are also needed to support local sport events. Having said this, a sport event office should also have the primary responsibility to approach area municipalities and specifically request support for a particular sport event bid. This may involve one or more municipalities depending upon the nature of the event and include other major stakeholders such as post-secondary institutions and the Regional Tourism Organization.

#### Recommendation #3:

*The Niagara Region provide stable, long-term operational funding for a sport event office.*

#### Recommendation #4:

*The Niagara Region provide stable, long-term funding for a sport event bid fund.*



**Theme 4 – A sport event office should offer high-level (strategic) as well as low-level (tactical) services.**

Better communication about sport event activity and coordination of existing expertise and infrastructure among all interested stakeholders was a common theme in discussions. Sport stakeholders said they need a sport office that provides several services: bid development and submission, a facility inventory, sport tourism impact evaluation, and grant-writing assistance. It was noted that there should be cooperation and coordination to utilize the expert services already provided by stakeholders in the region such as destination marketing.

Ultimately, the initial focus of the sport event office should be on the attraction of sport events to the region. Supplemental services can be added as the office evolves.

The environmental scan showed the diversity of sporting events available for municipalities to host, from provincial championships to the Olympics, from police and fire competitions to the Quidditch nationals. There were stakeholders concerned that Niagara’s lack of a sport tourism office meant that we were losing out on opportunities to bring people to Niagara.

Research has shown that smaller events, without the infrastructure costs or the rights fees, can also have a significant economic impact without the risk. Existing, as well as new, sport events should be considered with a keen eye to attract opportunities that are appropriate and fit the existing knowledge and infrastructure in the region. To that end, a portfolio approach should be considered, much like an investment portfolio, combining large, medium, and small-scale events.

**Recommendation #5:**

*The Niagara sport event office develop a ‘diverse portfolio’ strategy for sport event bidding and hosting, aiming to attract events ranging from small-scale to large-scale.*

**Recommendation #6:**

*The Niagara sport event office offer event bidding and evaluation services.*

## CONCLUSION

The bottom line is, sport tourism stakeholders feel Niagara is losing out on business. They believe sport tourism should be a key driver in the Niagara economy. They said the region can be best heard in the marketplace when it speaks with one voice. This is the ideal time for Niagara Region to consider the development of a sport tourism plan and partnership. The upcoming 2021 Canada Summer Games means sport is in the spotlight throughout the region. The purpose of this report is to better enable decision-makers as they consider implications for the development of facility and organizational capacity, creation of partnerships and networks, and the appropriate role of the Niagara Region in relation to sport tourism.

The creation of a central, region-wide sport event office with stable operational funding positions the Niagara Region as an active partner among sport tourism stakeholders, and as a champion for economic development.

**A Niagara-wide sport event office would unite the region behind one vision and strategy, leading to a competitive “Made-in-Niagara” sport tourism model.**

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Industry Canada. 2015. *SME Profile: Tourism Industries in Canada*.  
Niagara Region. 2019. *Niagara Tourism Profile*.

### Helpful Resources:

- [http://www.mtc.gov.on.ca/en/regions/regions\\_q\\_a.shtml](http://www.mtc.gov.on.ca/en/regions/regions_q_a.shtml)  
[https://canadiansporttourism.com/sites/default/files/docs/gsi\\_canada\\_city\\_overall\\_ranking\\_2019\\_final\\_4.pdf](https://canadiansporttourism.com/sites/default/files/docs/gsi_canada_city_overall_ranking_2019_final_4.pdf)





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**Subject:** Niagara Peninsula Conservation Authority (NPCA) Board – Options for Future Board Appointments

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, July 10, 2019

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## Recommendations

1. That the selection process for appointments to the Niagara Peninsula Conservation Authority Board of Directors set out in Report CLK 10-2019, **BE APPROVED**, namely:
  - a) That six (6) Regional Councillors be appointed to the NPCA Board, that may or may not represent six local area municipalities;
  - b) That six (6) citizen members be selected using the criteria outlined in the skills matrix attached as Appendix 1;
  - c) That a selection panel be established that includes three (3) of the members of Regional Council appointed to the NPCA Board of Directors and two (2) Regional Councillors not appointed to the NPCA Board of Directors;
  - d) That Niagara Region undertake the advertisement and selection process for the citizen members;
2. That this appointment and selection process **BE USED** for the appointment of members to the Niagara Peninsula Conservation Authority Board of Directors effective for the 2022-2026 term of Regional Council.

## Key Facts

- The purpose of this report to seek Council's approval for a process for selecting citizen members to the NPCA Board of Directors.
- At its meeting held on February 28, 2019, Regional Council passed a resolution directing staff to develop a process for the lower tier municipalities to use to determine a local representative to the NPCA Board of Directors.
- Council subsequently appointed representatives to the NPCA Board of Directors for the current term of Council that included citizen members.
- NPCA recommended that a list of competencies be modelled from the Alberta Public agencies matrix.
- Council has expressed a desire to formalize a process to be used to select members for appointment to the NPCA Board of Directors.

## Financial Considerations

Remuneration for the NPCA Board of Directors is funded through the Niagara Peninsula Conservation Authority annual budget. Staff resources will be required to assist with the advertisement and selection panel.

## Analysis

At the Regional Council meeting held on June 20, 2019, staff were requested to consider having NPCA related matters brought forward to the Planning and Economic Development Committee for consideration.

Pursuant to the *Conservation Authorities Act*, Regional Council is the body responsible for the appointment of members representing Niagara Region on the NPCA Board.

The composition of the Board as well as qualifications to be a board member has been an area that Regional Council has expressed an interest in formalizing.

At its meeting held on February 28, 2019, Regional Council passed the following resolution:

1. *That Correspondence Item CL-C 18-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated February 28, 2019, respecting Niagara Peninsula Conservation Authority Board Appointments, **BE RECEIVED**;*
2. *That Regional Council **EXTEND** the appointments of Councillors Bylsma, Chiocchio, Foster, Gibson, Greenwood, Heit, Huson, Insinna, Jordan, Steele, Whalen and Zalepa, on the Niagara Peninsula Conservation Authority Board for an additional period of three months;*
3. *That the Niagara Peninsula Conservation Authority Board **BE REQUESTED** to provide recommendations respecting Board composition and the recommended qualifications and process for appointments to the Board to Regional Council for consideration;*
4. *That the Board of Directors of the NPCA **DETERMINE** the types of skills and/or experience required on this Board of Directors based on the mandate of the NPCA and subsequently providing a skills matrix for purposes of selecting those members to Regional Council before the end of April 2019;*
5. *That staff **BE DIRECTED** to develop a process that all lower tier municipalities can follow to determine who they will recommend as their representatives to the NPCA Board of Directors before the end of May 2019; and*



6. That staff **BE DIRECTED** to develop a process that will determine a fair and acceptable mix of politicians to be responsible to Niagara taxpayers to serve on the NPCA Board of Directors along side those chosen via the skills matrix before the end of May 2019.

The process that Niagara Region has followed for the appointment of members to the NPCA Board was to first to ask the Regional Councillors who represent the municipality requiring representation whether or not they are willing to sit as a member of the Board. In the event that none of the Regional Councillors representing the municipality wish to serve on the Board, then the local municipality's council is notified. Generally speaking, the local council then determines if one of their respective council members has an interest in serving. If neither one of these steps achieves a representative, then the local municipality recommends a local citizen based on their selection process. As noted above, the representative is recommended to Niagara Regional Council for appointment.

At its meeting held on December 6, 2018, Regional Council appointed 12 representatives on an interim basis for the Niagara Peninsula Conservation Authority Board. On May 16, 2016, Regional Council appointed four citizen members with an additional two citizen members being appointed on June 20, 2019. Currently seven of the 12 local area municipalities have recommended citizens as the representative for their local municipality. Two municipalities have recommended Councillors, those being Wainfleet (municipal Councillor) and Pelham (Regional Councillor). Seven municipalities have that their representative appointed by Regional Council. The local area municipalities are to submit their recommendations for representatives by July 31, 2019.

As confirmed by the Courts, Niagara Region is entitled to appoint 27 members in accordance with the *Conservation Authorities Act*. Negotiations are ongoing with respect to the number of representatives for Niagara Region in accordance with Council's resolution from its Special meeting on May 16, 2019, which directed the Regional Chair and Acting Chief Administrative Officer to begin negotiations with Hamilton and Haldimand respecting board composition.

Staff are recommending that the citizen appointments follow a similar process that is used to select the Niagara Regional Police Services Board citizen member. This process appoints two Regional Councillors to a selection panel that also includes those Regional Councillors appointed to the Police Services Board. Citizens interested in serving on the Police Services Board complete an application, which is then scored against a matrix. From the results of the matrix, the Selection Panel determines which candidates will move forward to the interview stage. The interview is held in coordination with Niagara Region Human Resources staff to determine the most

suitable candidate. Candidates are scored based on their responses to questions. The recommended appointee is then considered by Regional Council for appointment.

This process could be utilized for the NPCA Board members as it ensures consistency in both the selection process and of the selection committee; however, does not include the local area municipalities in the process. Niagara Region would conduct the process, including advertisements for interested citizens.

Appendix 1 includes a draft criteria scoring matrix and competency description that is recommended to score interested citizen applicants. The use of a skills matrix was a recommendation of the Auditor General and supported by NPCA as noted in the Auditor General's report. The matrix, modelled from the Alberta Public Agencies, matrix, demonstrates competencies with the intention of balancing professional experience and knowledge of the NPCA as well as personal attributes and skills. Using the scoring matrix, the selection panel would be able to determine which candidates would move forward to an interview.

### **Alternatives Reviewed**

The local area municipalities could undertake the appointment process for citizen members utilizing a local municipal selection committee that would be required to score candidates based on a skills matrix and questions provided by Niagara Region. This would ensure consistency for the selection of members. Once the suitable candidate is determined, the local area municipality would make a recommendation for appointment to the Board.

Should an agreement to have 15 members on the Board representing Niagara Region be approved, staff recommend that eight of the 15 be elected officials with the remaining seven being citizen representatives.

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

This initiative falls in line with Council's draft strategic priority of Sustainable and Engaging Government, specifically it reinforces Niagara Region's commitment to high quality, efficient, fiscally sustainable and coordinated core services through enhanced communication, partnerships and collaborations with the community.

### **Other Pertinent Reports**

CL-C 39-2019      Niagara Peninsula Conservation Authority Board Appointments

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**Prepared and Recommended by:**

Ann-Marie Norio  
Regional Clerk  
Corporate Services Administration

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**Submitted by:**

Ron Tripp, P. Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Donna Gibbs, Director, Legal and Court Services.*

**Appendices**

Appendix 1            NPCA Board of Directors Applicant Criteria Scoring Matrix    page 5



NPCA Board of Directors Applicant Criteria Scoring Matrix

			APPLICANT									
			APPLICANT 1	APPLICANT 2	APPLICANT 3	APPLICANT 4	APPLICANT 5					
Criteria		Points										
1	Specific knowledge or experience the following:											
a.	Business/Management/Finance/Budgetary	5										
b.	Governance experience	5										
c.	Community/Stakeholder Relations	4										
d.	Strategic Thinking/Planning Skills	3										
e.	Risk Management/Audit	3										
f.	Public Relations	3										
g.	Leadership/Teamwork	3										
h.	Human Resources/Labour Relations	3										
i.	Government/public policy/policy	3										
j.	Legal/ Regulatory	3										
2	Knowledge of:											
a.	Functioning of a Municipal Governing Body	5										
b.	Familiarity with <i>Conservation Authorities Act</i>	5										
c.	Understanding of the NPCA role and mandate	5										
	Maximum Score	50	0	0	0	0	0	0	0	0	0	0

#### Business/Management/Finance/ Budgetary Experience

- The applicant has experience with, or is able to demonstrate knowledge or expertise in sound management, operational business processes/practices, accounting or financial management within the private or public sector. This competency may include an understanding of topics such as managing complex projects, leveraging information technology, planning and measuring performance, allocating resources to achieve outcomes, analyzing and interpreting financial statements, evaluating budgets and understanding financial reporting.

#### Governance Experience

- The applicant has experience with, or is able to demonstrate knowledge or expertise in board governance in the private, public, and/or voluntary/non-profit sector. The applicant has a clear understanding of the distinction between the role of the board versus the role of management. Governance experience could be acquired through prior board or committee service or reporting to/or working with a board as an employee.

#### Community/Stakeholder Relations Experience

- The applicant has experience with, or is able to demonstrate knowledge or expertise of the community or communities the NPCA serves, including the stakeholder landscape affecting the public agency. This may include a demonstrated capacity to build networks and foster trusting relationships with communities and stakeholders.

#### Strategic Thinking/Planning Skills

- The applicant demonstrates an ability to think strategically, identify and critically assess strategic opportunities and challenges facing the NPCA, develop effective strategies and engage in short, medium and long-range planning to provide high-level guidance and direction for the NPCA.

#### Risk Management/Audit Experience

- The applicant has experience with, or is able to demonstrate knowledge or expertise in enterprise risk management. This may include identifying potential risks, recommending and implementing preventative measures, and devising plans to minimize the impact of risks. This competency may also include experience or knowledge of auditing practices, organizational controls, and compliance measures.

#### Public Relations

- The applicant has experience with, or is able to demonstrate knowledge or expertise in communications, public relations or interacting with the media. This may include knowledge of advocacy and public engagement strategies, developing key messages, crisis communications, or social media.

#### Leadership/Teamwork

- The applicant demonstrates an ability to inspire, motivate and offer direction and leadership to others. The candidate also demonstrates an understanding of the importance of teamwork to the success of the Board. This may include an ability to recognize and value the contributions of board members, staff, and stakeholders.

#### Human Resources/Labour Relations

- The applicant has experience with, or is able to demonstrate knowledge or expertise in, strategic human resource management. This may include workforce planning, employee engagement, succession planning, organizational capacity, compensation, and professional development.

#### Government/Public Policy/Policy Experience

- The applicant has experience with, or is able to demonstrate knowledge or expertise of the broader public policy context affecting the NPCA. This may include the strategic priorities of government and the relationship between those priorities and the work of the NPCA.

#### Legal/Regulatory Experience

- The applicant has experience with, or is able to demonstrate knowledge or expertise in legal principles, processes and systems. This may include interpreting and applying legislation, experience with adjudicative or quasi-judicial hearings or tribunals, or an understanding of the legal dimensions of organizational issues.

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**Subject:** Q2 Economic Development Quarterly Update Report

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, July 10, 2019

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## **Recommendations**

That this report **BE RECEIVED** by the Planning and Economic Development Committee (PEDC) for information.

## **Key Facts**

- Economic Development provides quarterly updates to the PEDC. The purpose of this report is to provide the PEDC with an update on the department's activities for the second quarter (Q2) 2019.
- Economic Development activities support the Economic Development Strategy and Action Plan approved by PEDC in March 2019.
- Economic Development functional activities: Trade and Investment; Expedited Services for Business; Strategic Economic Initiatives and Strategic Marketing Initiatives, are grouped under the seven themes of the Strategy.

## **Financial Considerations**

The activities described in this report have been accommodated within the approved 2019 Economic Development Department budget.

## **Analysis**

Niagara Economic Development, in collaboration with local businesses, industry associations, community stakeholders, and post-secondary education institutions, has developed a five-year strategic action plan. The action plan is based on the extensive stakeholder engagement that was conducted throughout 2018. The success of Niagara Economic Development's Strategic Action Plan can only be achieved through meaningful partnerships and collaboration with our partners across Niagara.

Seven themes emerged from the development of the Economic Development Strategic Action Plan:

- Economic Development: Supporting Business Growth and Diversification across Niagara Region

- 
- Employment Land Strategy: Identifying and Creating a Provincially Significant Employment Zone
  - Marketing Niagara Region: Raising the Profile of Niagara as a Place to Live and Do Business
  - Streamline Planning Processes: Expediting Approvals Process
  - Increase Niagara's Competitiveness: Addressing Unnecessary Regulatory Burdens on Businesses
  - Workforce: Meeting Current and Future Talent, Professional, Skilled Trades and Labour Needs
  - Advocacy: Improving Transportation Infrastructure Ensuring Niagara Remains Competitive in Global Economy

*Economic Development: Supporting Business Growth and Diversification across Niagara Region.*

Niagara Economic Development provides on-going assistance to the local municipalities to support their economic development functions. This includes: the services of the Niagara Foreign Trade Zone Manager, to engage companies in federal programs and encourage export activity; economic and business research and analysis; expedited development services and support to the local area municipalities without economic development offices on regionally significant projects.

**Economic Development Officer** (support for tourism, agriculture, succession planning and Local Area Municipalities (LAMs)).

Stakeholder meetings: 26 meetings with 26 stakeholders

- Examples include: Global Skills Strategy, Immigration, Refugees and Citizenship Canada; Super-Commuters Labour Mobility Initiative; meeting with the Ambassador of Moldova to discuss Niagara region economy; meeting with Canadian Consulate offices in Niagara border-states.

Agri-business: 15 meetings with 11 stakeholders including:

- OMAFRA Canadian Agriculture Partnership program info session and Community Economic Development 101 session.
- Agriculture presentation to Golden Horseshoe Food and Farming Alliance (GHFFA) board.
- Presentations to Niagara Region APAC on the Economic Development Strategy and the GHFFA Agri-business Asset Map.
- GHFFA project advancement: assisting with data refresh on the Agriculture Asset Map; kickoff meeting with for the Long Term Care Home local procurement project.

Tourism: 22 meetings with 14 stakeholders including:

- 
- RFP for Niagara's Airports' Feasibility and Future Business Modelling has been released.
  - Brock University's Sports Tourism Report – two public open houses hosted at Niagara Region offices in April for the public to contribute to the report.
  - Canada Summer Games – State of the Games forum held with 77 people attending representing all 12 municipalities.
  - Niagara District Airport meeting with Southern Ontario Airport Network through Toronto Pearson.
  - Meetings with Metrolinx and the Alcohol and Gaming Commission of Ontario to advance a pilot project special to Niagara.
  - Niagara Gateway Information Centre Q1 2019: 6519 visitors in the kiosk and more than 120 buses signing in with guests.

LAM development: 27 meetings touching eight local area municipalities:

- Four existing business site visits and four site selection inquiries/assistance requests. Work includes representation in Foreign Direct Investment consulate missions, development charge questions, business expansion assistance, Economic Development strategy planning.

Research and information requests: 73 requests from businesses and stakeholders, examples include hiring assistance programs, data requests and partnership referrals.

**Manager, Economic Research & Analysis** (support to LAMs through research undertaken, support to Niagara Economic Development investment, trade and sector activities).

Research Projects:

- National Trade Corridors Fund - Expression of Interest
- Agribusiness Policy Brief and Event (with Brock University)
- Niagara Economic Update
- Industry 4.0 Study (with Niagara College Research & Innovation)
- Niagara Industrial Supply Chain Study (with Transport Canada and McMaster Institute for Transportation & Logistics) (in progress)
- Information and Communications Technology Policy Brief (with Brock University) (in progress)
- Niagara Trade Overview (in progress)

Research Inquiries

- Total: 79
- Brock University: 4
- Niagara College: 3
- Internal (Niagara Region): 17
- Businesses: 16
- Stakeholders (ex. GNCC, NIA, Hamilton Port Authority, media, etc.): 22
- Local Area Municipalities: Total 16 (St. Catharines: 4; Grimsby: 1; Port Colborne: 1; Niagara Falls: 3; Fort Erie: 4; Lincoln: 1; Pelham: 1; NOTL: 1)



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**Niagara Foreign Trade Zone Manager** (export diversification for Niagara companies, outreach, marketing, implementation of the FTZ strategy)

The Niagara Foreign Trade Zone (NFTZ) point currently serves 78 clients. To date, in total, 180 firms and 20 institutions have been contacted from a database of 400 firms. NFTZ clients/prospects are mainly from the agribusiness, manufacturing, and logistics sectors. Customized export related services include assistance with entering into new markets, identifying specific incentives, export-related financing and risk mitigation.

#### NFTZ Strategy

- NDCPi Board approved the NFTZ Strategy and budget, which focuses on promoting the NFTZ point to clients, government and international trade centres. Implementation of the Strategy is now underway.
- Business Retention and Expansion support is given by providing firms with the information and relevant contacts needed through a 'single contact point' and support was provided to the Region's FDI investment missions.

#### Business Outreach Program

- The second series of six NFTZ Seminars kicked off at the City Hall in St. Catharines, on May 29<sup>th</sup>. This was a collaboration with the Economic Development Office and NFTZ geared towards building awareness of FTZ services to potential new clients from across Niagara. Representatives from Canada Border Services Agency, Canada Revenue Agency and the St. Lawrence Seaway presented. Thirteen companies attended the seminar.
- Niagara Industrial Association Showcase, May 15<sup>th</sup>: NFTZ had a trade booth at the daylong networking event, which focused on advancing the interests of Niagara's industrial sector.
- Team Niagara met with representatives from the Polish, Hungarian, German, Netherlands and British Consulates in Toronto, at the end of April, to introduce the Niagara region and discuss opportunities to work together. Subsequently, Polish and Hungarian officials attended the NFTZ seminar on May 29<sup>th</sup> and presented to Niagara companies on export opportunities.

#### Hamilton-Niagara Partnership:

- NFTZ manager visited Cleveland with Hamilton Niagara Partnership representatives and met with five prospective investors, who are interested in visiting the region.

#### Inward Missions

- Latvian businesses visited the Niagara region on June 3rd. Two companies were from agribusiness and five companies were from engineering and fabrication companies. They were exploring business opportunities and strategic partnerships with Niagara companies.
- Czech business delegates visited the Region on May 29<sup>th</sup> and a joint trade and investment presentation was given to the group.

#### Networking Connects

- NFTZ has joined the Association of International Customs Brokers.

#### Collaborative Taskforces

- 
- The second NFTZ Task Force Meeting was held on April 9<sup>th</sup>. Task force members include representatives from Federal, Provincial, Regional Agencies and the Private sector. Thirty-five representatives attended the meeting.
  - Hamilton Niagara Transport Coordination: initiated through MP Vance Badawey's office, with a focus on Niagara-Hamilton (Southwestern Ontario). This economic cluster is an integral part of Transport Corridors and Canadian Transportation Logistics Strategy.
  - Transport Canada Forum: NFTZ manager moderated a session on 'Diversifying and Leveraging Exports through e-commerce' with a panel of local exporters comprehending their opportunities and challenges. Other sessions involved Transport Canada's issues on infrastructure, policies, and data.

Manager, Business Development and Expedited Services (Incentives Review, research impact of Development Charges on economic development)

- Site Selection Support: eight site selection requests were received. This included requests from the Province of Ontario, Toronto-based realtors, and private investors.
- The results from these inquiries included requests for additional information and two site tours.
- Three Industrial Development Charge Grant applications were approved. This program supported \$3.4 million in new investment and the creation of 18 new jobs this quarter.
- Through the Gateway Economic Zone & Centre CIP Incentives Program Niagara Region received three new applications. Two legal agreements for previously approved applications were created and distributed.
- As part of the on-going incentive review at Niagara Region participated in three inter-departmental meetings.
- Attended the grand opening of a company that relocated from the GTA to Niagara region, as part of Niagara Economic Development's newly created

*Employment Land Strategy: Identifying and Creating Regionally Significant Employment Lands.*

Aftercare Program.

Existing employment lands in Niagara, which are located throughout the region, are generally smaller sites, which has limited the ability to create a truly regional employment area. Niagara Region Planning and Development, with support from Niagara Region Economic Development, is reviewing the opportunity to create a large provincially significant regional employment zone.

Manager, Business Development and Expedited Services (Support the Regional Employment Lands Study and act on recommendations, provide input into the MR/OP, Site Finder, Premier Sites)

- Participated in two meetings with staff from Planning and Development Services to review drafts of Niagara Region's draft Employment Lands Strategy Background Report.
- Participated in three meetings with staff at the City of Niagara Falls to develop new and innovative ways of using Niagara Site Finder. This included adding additional data layers and proactively engaging local commercial and industrial brokers in one-on-one meetings.
- Attended two meetings with local stakeholders regarding the potential development of lands managed by St. Lawrence Seaway Management Company.

*Marketing Niagara Region: Raising the Profile of Niagara as a Place to Live and Do Business.*

The success of the Niagara Region, in terms of economic and population growth, is dependent on successfully marketing the region to target audiences. There are two distinct marketing initiatives. The first initiative is aimed at foreign and domestic companies and promotes Niagara as a competitive location in which to do business. The second initiative is focused on attracting new and recent immigrants to Ontario, to the region to increase the population and workforce and achieve long-term sustainable growth.

Manager, Trade and Investment (Identify FDI target markets and sectors, lead investment missions with partners, lead generation, organize and participate in inward missions.)

- Continued to concentrate Foreign Direct Investment [FDI] missions in the three priority geographic markets, the United States, the United Kingdom and Europe, given their 85%+ contributions to Ontario's FDI over the past 12 years. The sectors of focus were expanded from just agri-business to any value-added processing activities, which are essentially green and in the category of 'latest growth trends'.
- Participated in lead generation meetings with 12 companies in the United Kingdom; 21 companies in Europe and 19 [based on two separate missions] companies in the U.S., for a total of 52 meetings in the Second Quarter of 2019.
- Provided support, along with the Manager, Foreign Trade Zone Point, to an incoming mission of business people, trade commissioners and senators from the Czech Republic.
- Now involved in active follow-up with the companies involved in the 52 meetings, identified above.

Manager, Strategic Marketing (Implementation of marketing plan to target audiences as a location for business and investment and to attract immigrants, Niagara Ambassador program, communications/PR campaign to promote Niagara's business and investment successes, implementation of a CRM system.)

### Key Marketing Results

- Marketing plan on track for Q1 and Q2 deliverables.
- Niagara Economic Development e-newsletter launched in May. Open rates are strong at 55%, and there is consistent engagement in the first two issues with clickthroughs of content at 65%. Since the launch, e-newsletter subscriber rates have increased by 23%.
- Niagara Ambassador Program launched in May, with 45 sign ups in the first month. Ambassador updates have had an immediate impact on sharing news. Updates that have gone out through the network have increased social media engagement and clickthroughs 5-fold. For comparison, link clicks prior the program ranged from 10-50 clicks depending on content. Posts shared through the Ambassador network have clicks ranging from 100-130.
- Content plan has increased Q2 website traffic 42% over Q1 traffic. Content has been organic (unpaid) and included the development and sharing of key reports and information (Strategy Summary, Economic Update, Agriculture Profile, Manufacturing Profile, Niagara Foreign Trade Zone Seminars, etc.), blog posts and news items. These items, plus the e-newsletter and Ambassador Program, have increased social media content and sharing.

### Marketing Projects

- CRM system updates to be complete by end of June, with team training and implementation starting in July.
- Welcome Niagara Canada website updates are proceeding, with the immigration microsite being built out to increase accessibility and usability to newcomer audiences.
- Audit and updates of existing brochures, marketing materials, and Niagara Canada website have commenced.
- Planning underway for digital advertising and sponsored content placements in Q3 and Q4.

### Media & Thought Leadership

- Niagara Economic Update launched. Media coverage included article in the St. Catharines Standard on May 8th and 10-minute interview on CKTB 610 on May 9th.
- Ambassador Program launched. Media coverage included articles in the St. Catharines Standard on May 9th, Thorold News on May 10th, and a 5 minute interview on CKTB on May 10th.
- CKTB610 Radio Roundtable sponsored on Friday May 31st, with Regional speakers for three 10-minute segments, and two 10-minute roundtables.

*Streamline Planning Processes: Expediting Approvals Process*

Niagara Region has been proactive in supporting business growth and economic prosperity. Niagara Economic Development will continue to identify and reduce barriers to new private sector investment.

Manager, Business Development and Expedited Services (expedite approval processes working with the LAMs and Regional departments, host a workshop to identify and address barriers to industrial and commercial development.)

- Provided additional support to three clients to expedite approval processes with two local area municipalities and resolved an inter-departmental issue at Niagara Region.

*Increasing Niagara's Competitiveness: Addressing Unnecessary Regulatory Burdens on Business.*

Niagara Economic Development supports the Province's initiative to reduce the regulatory burden on business. In Niagara, development is regulated by a number of different bodies and complex policies. This has the effect of increasing the difficulty of manufacturers and agribusiness to do business that affects Niagara's competitiveness.

Economic Development Officer

- Irrigation update was presented at April's Agricultural Policy Action Committee meeting with a recommendation coming to PEDC from the committee.

*Workforce: Meeting Current and Future Talent, Professional, Skilled Trades and Labour Needs*

Access to a talented, professional, skilled and educated workforce is increasingly a concern for businesses and essential to ensure the continued growth of the regional economy.

Manager, Strategic Marketing (Promote Niagara as destination for skilled immigrants, working with the LIP)

- Welcome Niagara Canada website updates are proceeding, with the immigration microsite being built out to increase accessibility and usability to newcomer audiences
- Planning underway for digital advertising and sponsored content placements in Q3 and Q4

Manager of Business Development and Expedited Services

- 
- Participated on a panel discussion for the Niagara Catholic District School Board's "Pathways" event to speak about Niagara's economy, the local labour market, and the skills that employers are looking for.

Acting Director

- Meeting and support for Skills Advantage Ontario program with a focus on the steel industry.

*Advocacy: Improving Transportation Infrastructure Ensuring Niagara Remains Competitive in a Global Economy*

Key infrastructure investments are required to increase Niagara's competitiveness and support business in the region as well as facilitate trade.

Acting Director with support from Manager, Research and Analysis and Economic Development Officer

- Support to Public Works Department to submit an Expression Of Interest to the National Trade Corridor Fund to initiate work on the East/West Corridor.
- Support to ensure access to broadband through the Niagara region
- Support to the manufacturing sector in regards to lowering electricity costs for large power users.
- Ongoing meetings with the Hamilton Port Authority and the St. Lawrence Seaway Management Corporation.

## **Alternatives Reviewed**

None applicable.

## **Other Pertinent Reports**

ED 1-2019 Economic Development Overview  
ED 2-2019 Economic Development Strategy

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**Prepared by:**

Valerie Kuhns  
Acting, Director  
Economic Development

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer



## **Appendices**

None applicable.

*This report was prepared in consultation with and reviewed by Valerie Kuhns.*

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**Subject:** Niagara Housing Statement Final Summary Report

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, July 10, 2019

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## **Recommendations**

1. That Report PDS 27-2019 **BE RECEIVED** for information; and,
2. That a copy of Report PDS 27-2019 **BE CIRCULATED** to the Local Area Municipalities.

## **Key Facts**

- The purpose of this report is to inform Council of the *Niagara Housing Statement Final Report* (“the Report”) which outlines the results of the data collected, known as the “Niagara Housing Statement Database”.
- The Report provides a summary analysis of population, demographic and housing characteristics, core housing need, and key population sub-groups, including older adults, immigrant populations, and aboriginal identity, through the use of graphics, geographical mapping at the sub-municipal level, and other visual aids intended to assist in the interpretation of the data collected.
- The Niagara Region hosted a training and facilitation session for local municipal planners on June 7<sup>th</sup>, 2019 in order to provide information regarding the contents and capabilities of the Niagara Housing Statement Database, as well as to explore the use of an agent-based analysis platform to gain insight into the risks and rewards of various housing scenarios.
- Staff will work to ensure that the Niagara Housing Statement Database is hosted on the Niagara Region’s Open Data portal and website for use by the public. Additionally, Regional staff will be determining the extent to which further analysis is required to inform the various studies and projects currently being undertaken across the Corporation to address housing need and affordability.

## **Financial Considerations**

The Niagara Housing Statement project was funded through the 2018 Council Approved Operating Budget with contributions from the Planning and Development Services Department, and the Community Services Department. There are no direct financial implications arising from this report.

## **Analysis**

### ***Niagara Region Housing Market Analysis Report***

In December 2018, the Canadian Centre for Economic Analysis (CANCEA), was retained by the Niagara Region for the preparation of a database to inform the comprehensive review of the Niagara Region 10-Year Housing and Homelessness Action Plan and the development of a Regional Housing Strategy. Overseen by the Planning and Development Services and the Community Services Departments, the final dataset provides an accurate assessment of the current and future demand for ownership, rental, and affordable housing within the Niagara Region, including detailed demographic and housing trends, income levels, and demographic and housing characteristics at the sub-municipal levels.

In order to verify and discuss the specific data procured for each of the twelve (12) local area municipalities, a series of one-on-one consultation meetings were held in March 2019 with local planning staff. The feedback received identified few corrections or gaps in the data presented, and as such, these consultation sessions were followed by a presentation from the CANCEA Project Team at the April 17<sup>th</sup> Planning and Economic Development Committee meeting (Report No. PDS 17-2019), which outlined the implications of the preliminary analysis of the data collected on core housing need within Niagara.

With the final database completed and circulated to local municipal staff, CANCEA has now prepared a final summary report (see Appendix I) to both provide a more comprehensive understanding of the demographic and housing trends that can be inferred from the prepared database, as well as to satisfy the remaining requirements of the Request for Proposal. The report, which had been reviewed by staff in the Planning and Development Services Department, Community Services Department, and Niagara Regional Housing, provides a summary analysis of population, demographic and housing characteristics, core housing need, and key population sub-groups, including older adults, immigrant populations, and aboriginal identity, through the use of graphics, geographical mapping at the sub-municipal level, and other visual aids intended to assist in the interpretation of the data collected.

### ***Next Steps***

The Niagara Region hosted a training and facilitation session for local municipal planners on June 7<sup>th</sup>, 2019 in order to provide information regarding the contents and capabilities of the Niagara Housing Statement Database, as well as to explore the use of CANCEA's agent-based analysis platform to gain insight into the risks and rewards of various housing scenarios. Based on the feedback received at this session, as well as inter-Departmental discussions, Regional staff will be determining the extent to which

further analysis is required to inform the various studies and projects currently being undertaken across the Corporation to address housing need and affordability.

Additionally, Regional staff will be working internally to ensure that the Niagara Housing Statement Database is hosted on the Niagara Region's Open Data portal and website for use by the public.

## **Alternatives Reviewed**

N/A

## **Relationship to Council Strategic Priorities**

The new Regional Official Plan will assist in implementing Council's Strategic Priority of Labour-Ready Workforce.

## **Other Pertinent Reports**

- PDS 17-2019 Niagara Housing Statement – Affordable Housing Data

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*This report was reviewed by Doug Giles, MCIP, RPP, Director of Long-Range and Community Planning, Planning and Development Services Department.*

## **Appendices**

Appendix 1                      Final Report – Niagara Region Housing Market Analysis                      Page 04

# Niagara Region Housing Market Analysis

Trends, current state and forecasts, 1996-2041

June 2019



CANADIAN CENTRE FOR  
ECONOMIC ANALYSIS

## ABOUT THE CANADIAN CENTRE FOR ECONOMIC ANALYSIS

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The Canadian Centre for Economic Analysis (CANCEA) is a socio-economic analytics and data firm. CANCEA provides objective, independent and high data intensity analysis and consulting services.

CANCEA uses modern techniques in data science, including agent-based modelling, for econometric analysis, risk management assessments, and estimating current and future population and household characteristics. CANCEA's field expertise includes market analysis, policy evaluation, business model optimization, cost-effectiveness and rate-of-return analysis, macroeconomic analysis, insurance risk evaluation, land use and infrastructure planning, logistics, and labour market analysis. CANCEA also provides comprehensive Canadian data services.

At the centre of CANCEA's analytical capabilities is an agent-based platform called Prosperity at Risk® that is an extensive, data-driven model of 56,000 locations across Canada. Given the systems focus behind all of CANCEA's work, CANCEA has a one-model approach to its analysis which allows various disciplines and stakeholders to be incorporated into a single analysis.

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## ABOUT THE REPORT

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CANCEA does not accept any research funding or client engagements that require a pre-determined result or policy stance, or otherwise inhibits its independence.

In keeping with CANCEA's guidelines for funded research, the design and method of research, as well as the content of this study, were determined solely by CANCEA.

This information is not intended as specific investment, accounting, legal or tax advice.

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## GLOSSARY

**Census Household:** Contains at least one census family.

**Census Family:** Defined as a married couple or a couple living common law, with or without children of either and/or both spouses; or a lone parent of any marital status with at least one child living in the same dwelling. Grandchildren living with their grandparent(s) but no parents are also considered a census family.

**CMA:** Stands for Urban Census Metropolitan Area, defined by Statistics Canada as an area consisting of one or more neighbouring municipalities situated around a major urban core.

**CMHC:** Stands for Canada Mortgage and Housing Corporation, a Crown Corporation of the Government of Canada that acts as Canada's national housing agency.

**Core Housing Need:** According to CMHC, a household is said to be in core housing need if its housing falls below at least one of the adequacy, affordability or suitability standards and it would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (meets all three housing standards). Housing standards are defined as follows:

**Adequate housing** is reported by residents as not requiring any major repairs.

**Affordable housing** costs less than 30% of total before-tax household income.

**Suitable housing** has enough bedrooms for the size and makeup of resident households, according to National Occupancy Standard requirements.

**DA:** Stands for Dissemination Area, a small area composed of one or more neighbouring dissemination blocks with a population of 400 to 700 persons. This is a geographical resolution used by Statistics Canada.

**High-Density Housing:** Units in apartment buildings of five storeys or more. In some situations, housing is mixed with other uses.

**LIM-AT:** Stands for low-income measure, after tax, and is a metric for determining whether a household falls below a low-income threshold specific to the household size, based on whether its income is below 50% or median adjusted after-tax income.

**Low-Density Housing:** Single-detached and semi-detached housing.

**MCR:** Stands for Municipal Comprehensive Review, a new official plan, or an official plan amendment, initiated by an upper- or single-tier municipality under section 26 of the Planning Act that comprehensively applies the policies and schedules of the Provincial Growth Plan.

**Medium-Density Housing:** Units in row houses, duplex apartments, and apartment buildings of four storeys or less.

**Multiple-Family Households:** Households that consist of two or more census families. There may also be persons who are not in a census family in this type of household.

**National Occupancy Standard:** A standard developed by CMHC through consultations with provincial governments which is used to determine the number of bedrooms required by a household in order to be suitably housed.

**Non-Census Household:** Comprises a single person or two or more persons in a non-census family.

**Primary Household Maintainer:** The first person in the household identified as someone who pays the rent or mortgage, the taxes, or the electricity bill, and so on, for the dwelling.

**St. Catharines-Niagara CMA:** Comprises the municipalities of St. Catharines, Niagara Falls, Welland, Fort Erie, Lincoln, Port Colborne, Thorold, Pelham, Niagara-on-the-Lake and Wainfleet.

## FINDINGS AT A GLANCE

The aim of this study was to develop the Niagara Housing Statement Database in support of the Regional Housing Study and Housing and Homelessness Action Plan. It compiles the available information about the current stock of rental, ownership and affordable housing in Niagara Region by type and location. This information is combined with data about the households themselves, including the type of household, income level, age of household maintainer, and whether the household faces core housing need or affordability challenges. The study also provides a forecast to 2041 of the future housing stock based on the Provincial Growth Plan projections as of May 2019 and current economic trends.

### DEMOGRAPHICS

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Niagara Region is facing unique challenges relative to much of Ontario. It already has a significantly older population than the province, and this demographic aging is expected to continue to trend upwards in the future. The population aged 65 years or older is expected to more than double by 2041. Single-person households are the dominant type of households, a trend which is also expected to continue as the population ages and household sizes decrease.

### HOUSING STOCK

---

Niagara Region's housing stock is primarily low-density. Single-detached homes are the most common dwelling type, followed by low-rise apartments and row houses. Medium- and high-density housing represents 24% of the total stock and houses 71% of the renter population.

### HOUSING NEED

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Core housing need affects 13% of households in Niagara Region, or approximately 24,000 households, according to the most recent figures. Renter households are in core housing need at three times the rate of owner households and also live in unsuitable, unaffordable and inadequate dwellings at higher rates than their owner counterparts. Of these components of housing need, affordability is the main challenge in the Region, as rates of housing unsuitability and inadequacy are low overall. Almost all households affected by core housing need are in the lower 4 income deciles, and of these, the majority are in deciles 1 and 2, earning less than \$29,500 per year.

Similar rates of core housing need exist across most ages of household maintainers. Rates are slightly higher for households with a maintainer younger than 35 or older than 84. The household types predominantly affected are single-person households, which are the large majority of households in core housing need, and lone-parent households.



## 1.0 INTRODUCTION

### 1.1 OBJECTIVES

---

The aim of this study was to develop the Niagara Housing Statement Database in support of the Regional Housing Study and Housing and Homelessness Action Plan. It compiles the available information about the current stock of rental, ownership and affordable housing in Niagara Region by type and location. This information is combined with data about the households themselves, including the type of household, income level, age of household maintainer, and whether the household faces core housing need or affordability challenges. The study also provides a forecast to 2041 of the future housing stock based on the Provincial Growth Plan projections as of May 2019 and current economic trends.

Through the course of this study, working with Niagara Region, CANCEA:

- Created a comprehensive dataset that:
  - combines housing and demographic data in one place for use by Regional and local municipal planners and policymakers; and
  - includes historical forecasts and projections up to 2041 for key housing and demographic metrics.
- Conducted a housing need analysis to determine:
  - how many households are in core need;
  - how many households face affordability challenges; and
  - which groups are facing pressure in the ownership and rental markets.
- Consulted with local municipalities to:
  - confirm that data capture was representative of the local experience;
  - identify any relevant gaps;
  - provide training on the use of the database; and
  - determine the main scenarios of interest to test for the next study phase (scenario-based analysis).
- Presented findings to the Niagara Region Planning and Economic Development Committee.

This report is intended to provide a curated selection of representative housing and demographic data, along with graphs and tables to easily visualize this information, and to summarize key findings from the study.

### 1.2 METHODOLOGY

---

The Regional dataset was created using CANCEA's statistical analysis and data simulation platform, which makes use of 15 years' worth of community-level data housed in a linked-path agent database covering 55,000 regions across Canada. The platform is regularly updated to include the most recent Statistics Canada datasets and census information.

The population projections have been aligned to the Provincial Places to Grow targets as well as the numbers generated by the Municipal Comprehensive Review. These population projections, along with life expectancies and birth rates, are used to determine the number of households and the dwelling sizes these would require under different conditions and over time.

Information about the current housing stock, the way in which the current population is housed (affordability, suitability and adequacy) and dwelling formation rates (both market and non-market) are used to assess the supply of housing over time.

This study and the accompanying dataset draw primarily from Statistics Canada census datasets and CMHC tables. All population and household counts have been corrected for census undercounts. As a result, these may be a few percent larger than those found in the census table. All income values are presented in constant 2015 dollar figures to be consistent with the 2016 census results.

Additional data included was provided by Niagara Region, including:

- Provincial Policy Statement tables;
- Core housing need custom cuts; and
- Affordable housing data.

All figures, tables and statistics included in this report derive from these sources unless otherwise specified.

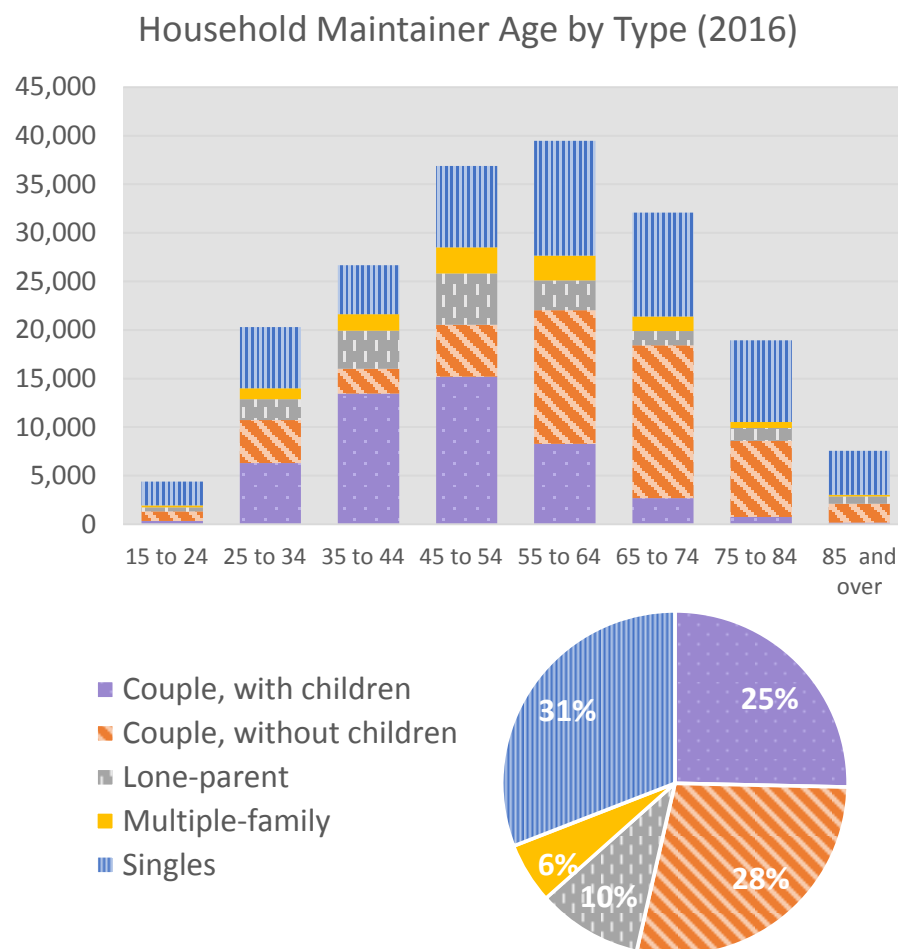
## 2.0 POPULATION AND HOUSEHOLDS

### 2.1 DEMOGRAPHIC TRENDS

#### 2.1.1 HOUSEHOLDS

In Niagara Region, single-person households are the most common type (31%)<sup>1</sup>, followed by couples without children (28%) and with children (25%). The proportion of single-person households is 1.5 times the provincial average. Additionally, 41% of singles are 65 years or older, which is 21% higher than the rest of Ontario.

**Figure 1** Households by age and type, 2016

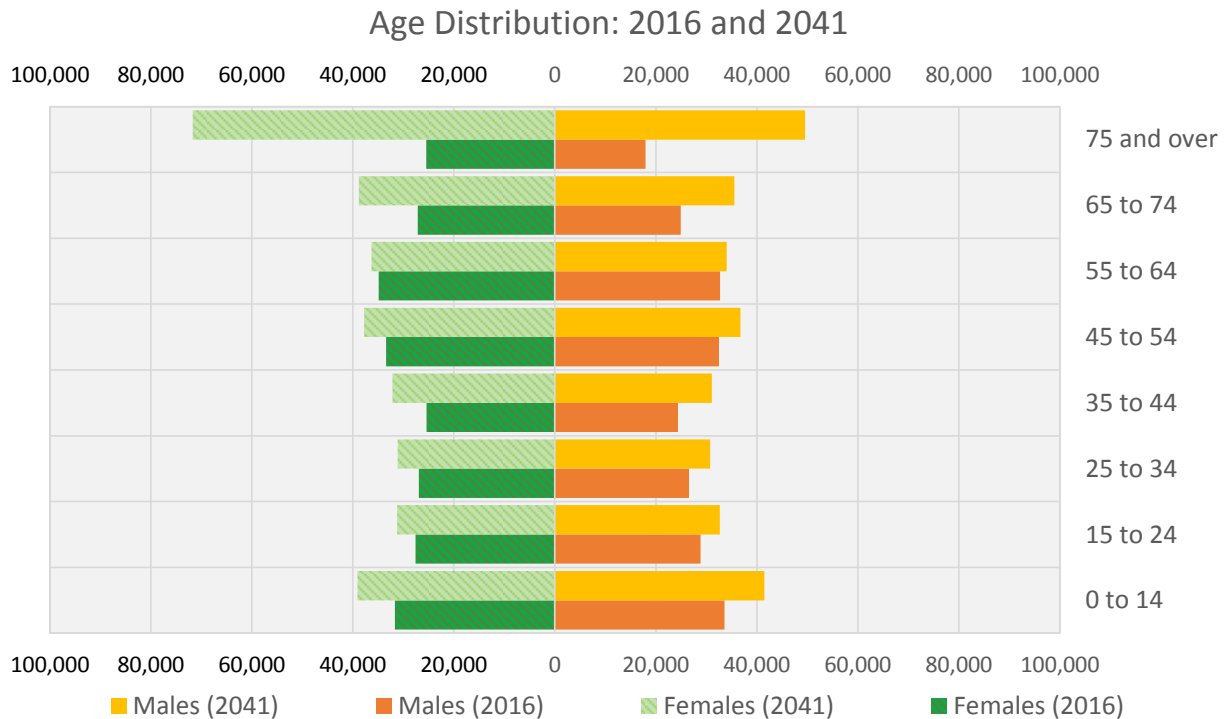


<sup>1</sup> Non-census households include all non-census family households (see glossary) and are predominantly single-person households. For simplicity this report will refer to non-census households as singles or single-person households moving forward.

### 2.1.2 POPULATION TRENDS

The age profile of Niagara Region is expected to increasingly skew older as 2041 approaches. By 2041, it is expected that the population aged 75 and older will be 50% larger than the 14 and under population. At 180%, the growth rate of the cohort aged 75 years or older is at least 4 times larger than the growth rate of any other cohort. The older population is projected to also skew female.

**Figure 2** Population by age and sex, 2016 and 2041

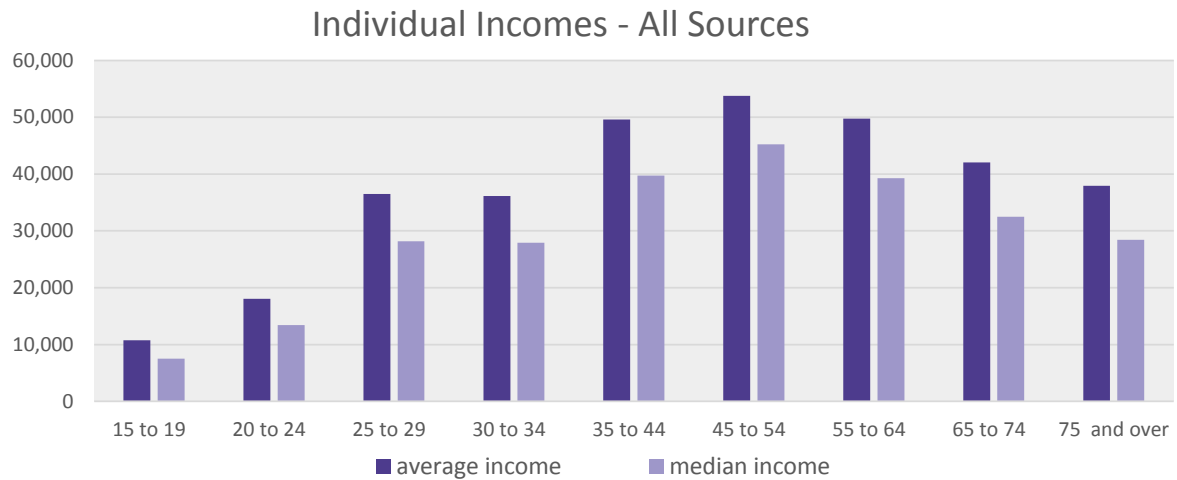


## 2.2 EMPLOYMENT AND INCOMES

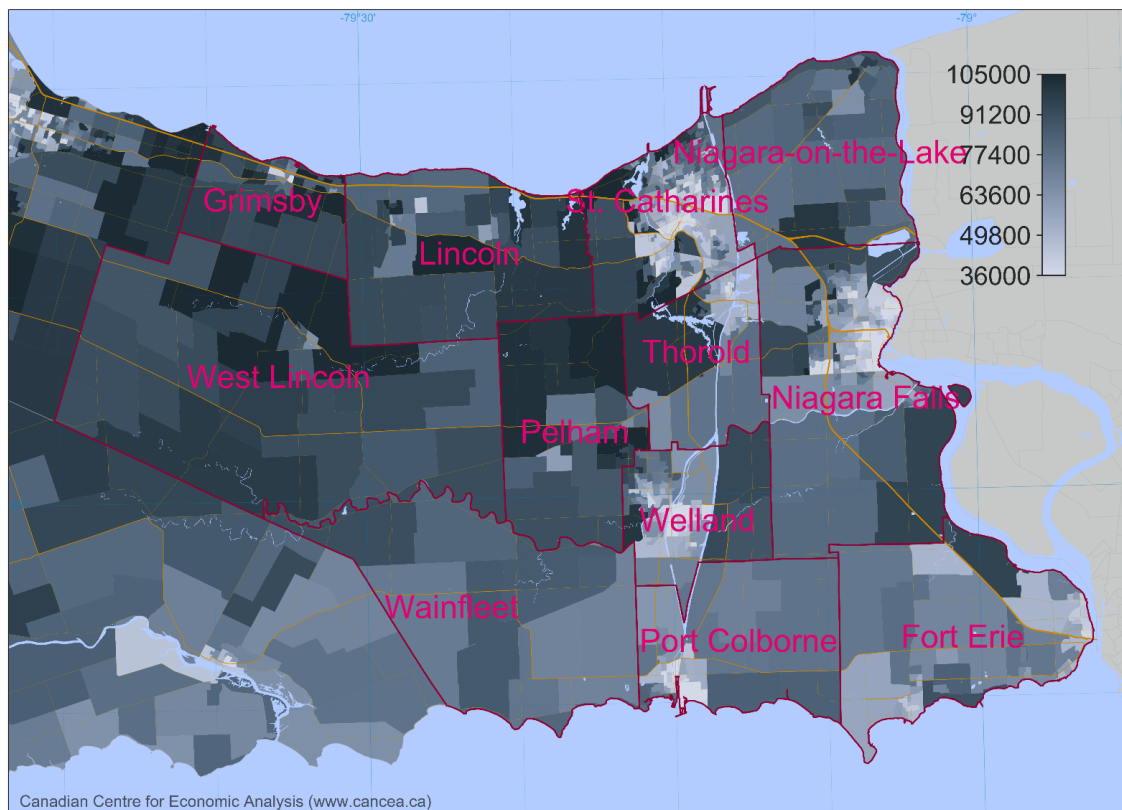
The average individual income in Niagara Region is \$41,591, while the median income is \$31,433. The discrepancy between the average and the mean is an indication of the degree of income disparity in the Region. Incomes are generally higher in the predominantly rural local municipalities and lower in the larger cities, particularly near the downtown cores, as seen in Figure 4.

In this analysis, incomes are reported both at the individual and household level. To analyze differences between individuals and households of different income levels, individual and household income deciles are used. Each population (household) decile contains 10% of the Regional population (households). The lower-bound income of each decile is the income of the person or household within the decile with the lowest income, and the upper bound is the income of the person or household with the highest income. Income deciles for Niagara Region are given in Table 1.

**Figure 3** Average and median individual incomes, 2016



**Figure 4** Median household income by dissemination area (legend in \$), 2016



**Table 1** Individual and household income deciles for Niagara Region, 2016

	Individual Income	Household Income
Decile 1	Less than \$8,900	Less than \$19,400
Decile 2	\$8,900 to \$13,999	\$19,400 to \$29,499
Decile 3	\$14,000 to \$19,099	\$29,500 to \$39,799
Decile 4	\$19,100 to \$24,799	\$39,800 to \$52,699
Decile 5	\$24,800 to \$31,399	\$52,700 to \$68,399
Decile 6	\$31,400 to \$38,999	\$68,400 to \$84,299
Decile 7	\$39,000 to \$48,999	\$84,300 to \$101,199
Decile 8	\$49,000 to \$62,799	\$101,200 to \$122,199
Decile 9	\$62,800 to \$85,799	\$122,200 to \$155,899
Decile 10	\$85,800 or more	\$155,900 or more

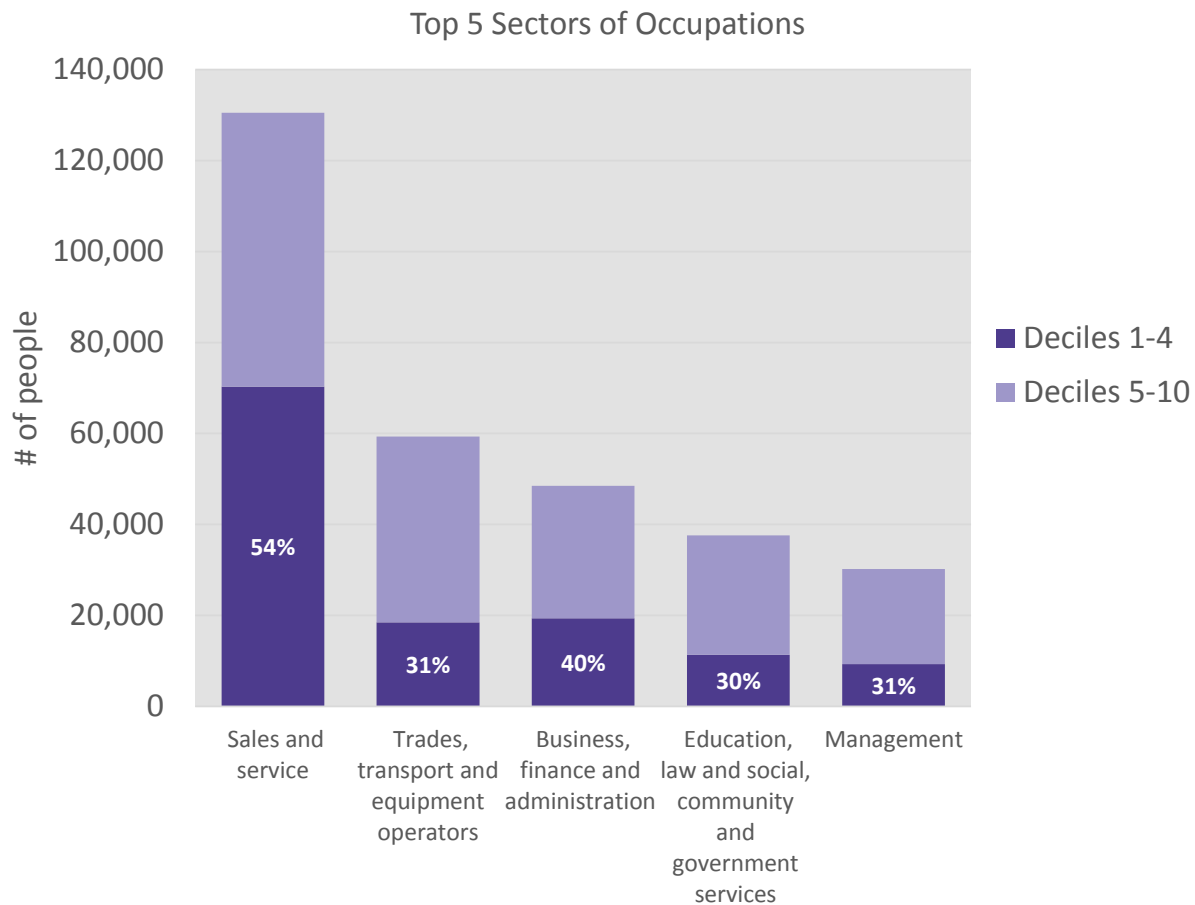
### 2.2.1 OCCUPATION

In Niagara Region, there is twice as many residents that report having an occupation in sales and service<sup>2</sup> as in the next most common occupation type. People in these occupations are more concentrated in lower income deciles than those in any other occupation type. In fact, over half of the people in sales and service occupations (about 13,400) have individual incomes below \$24,800, placing them in the lower 4 individual income deciles. The main occupation types are illustrated in Figure 5.

<sup>2</sup> This category contains retail and wholesale sales occupations and customer and personal service occupations related to a wide range of industries, such as accommodation and food service, travel, tourism, and cleaning services. See the National Occupational Classification (NOC) 2016 Version 1.0 on the [Statistics Canada website](https://www150.statcan.gc.ca/n1/pub/90-62-1/2016001/article/14461-eng.htm) for the full list of definitions of occupation types.



**Figure 5** Top 5 occupation types, 2016



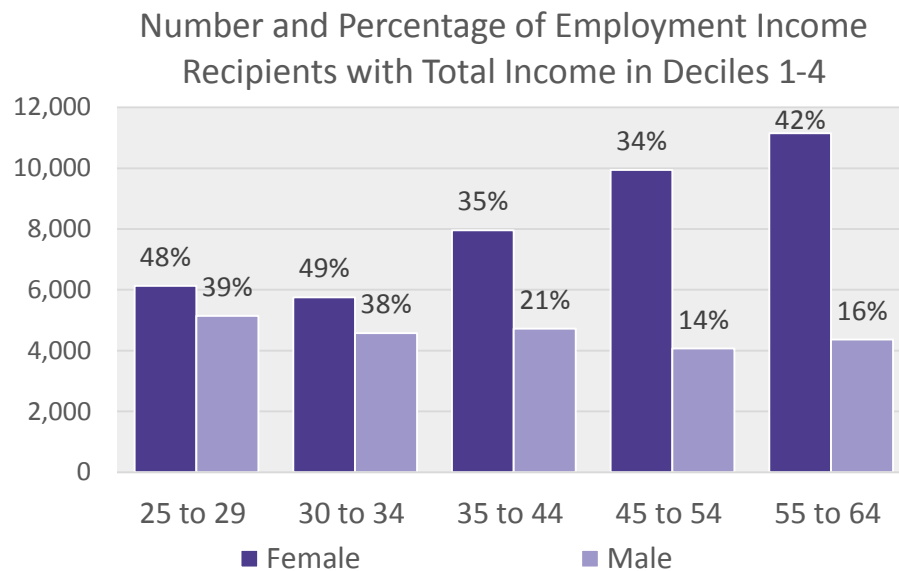
### 2.2.2 EMPLOYED, LOWER-INCOME POPULATION CHARACTERISTICS

The population of employment income-earners whose total income is in the lower 4 deciles skews female. The discrepancy between the share of all men and women with employment income whose total income is in the lower 4 income deciles increases with age, as shown in Figure 6.

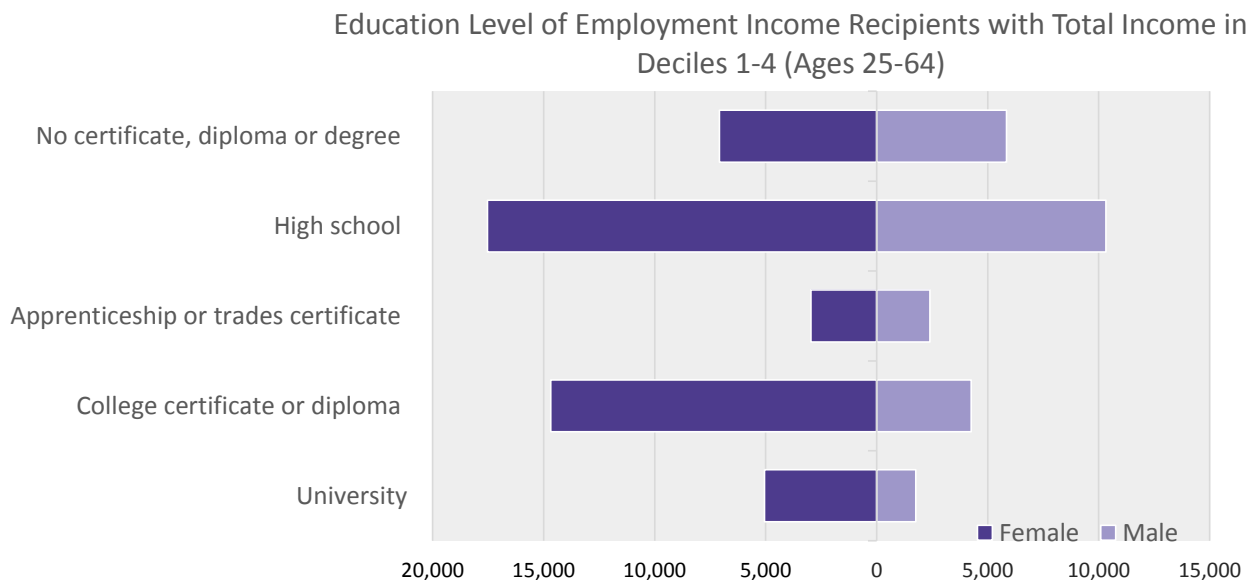
The maximum educational attainment of most of the population whose total income is in the lower 4 deciles<sup>3</sup> is a high school certificate, followed by a college certificate or diploma and no certificate or diploma. The subset of this population with a college certificate or diploma or at least some university skews significantly more female than the population with other educational attainment levels (see Figure 7).

<sup>3</sup> This population also includes individuals who do not receive employment income and is therefore slightly larger than the population represented in Figure 6.

**Figure 6** Gender and age of employment income recipients with a total income in deciles 1 to 4



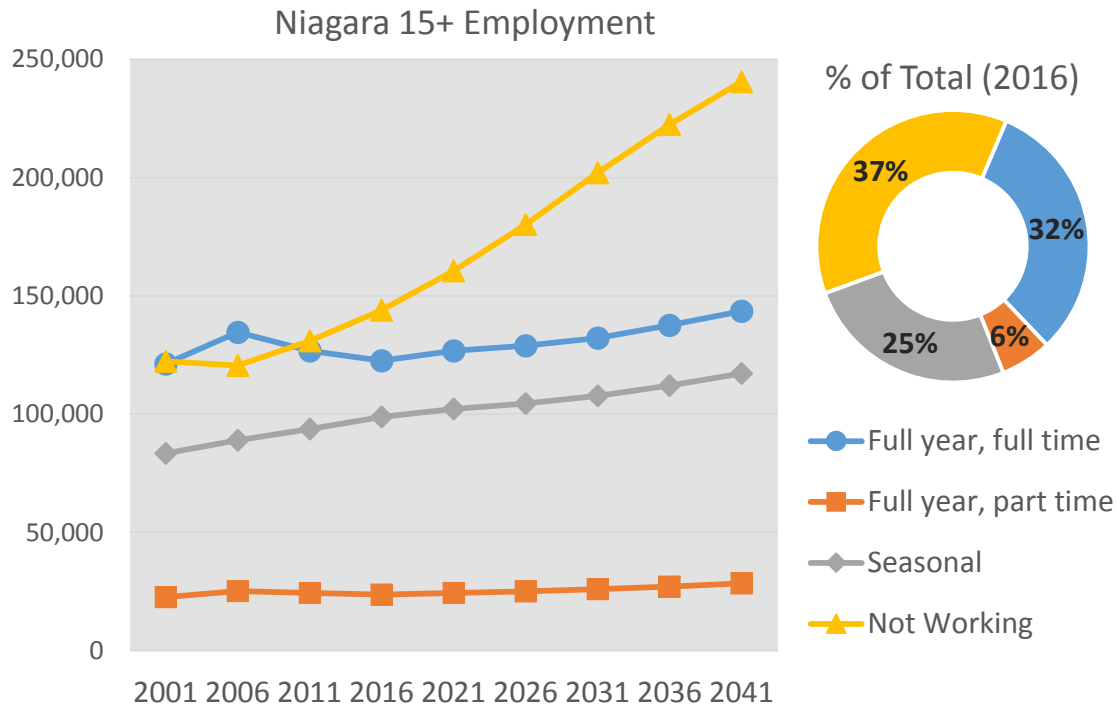
**Figure 7** Education level of individuals with a total income in deciles 1 to 4 by gender



### 2.2.3 EMPLOYMENT INTENSITY

The Region is seeing an increasing number of people who are not employed, which correlates to the demographic aging of the population. Since 2011, Niagara Region has had more people not employed than people employed in full-time work. In parallel, the local dependency ratio – the proportion of residents aged 15 or younger and 65 and older relative to those in their working years (15 to 65) – will also increase.

**Figure 8** Employment trends and projections, 2001-2041



## 2.3 CONCLUDING REMARKS

The following demographic and employment trends will affect future housing demand in Niagara Region, including the type of housing, location, tenure, density, etc.

- The demographic aging of the population
  - Demographic aging creates a trend towards smaller household sizes.
- The importance of sales and service employment, which is primarily lower-wage
  - Over half of the people in sales and service occupations are in the lower 4 individual income deciles.
  - Lower-income households are more concentrated in the larger cities in the Region, particularly in the downtown areas.
  - The ability to house this population can have an effect on the local economy.

### 3.0 HOUSING STOCK

#### 3.1 DWELLING TYPES AND TENURE

The most common type of dwelling in the Region are single-detached houses. Low-density dwellings represent 73% of all housing in the Region. The composition of Niagara Region's housing stock by dwelling type is presented in Table 1.

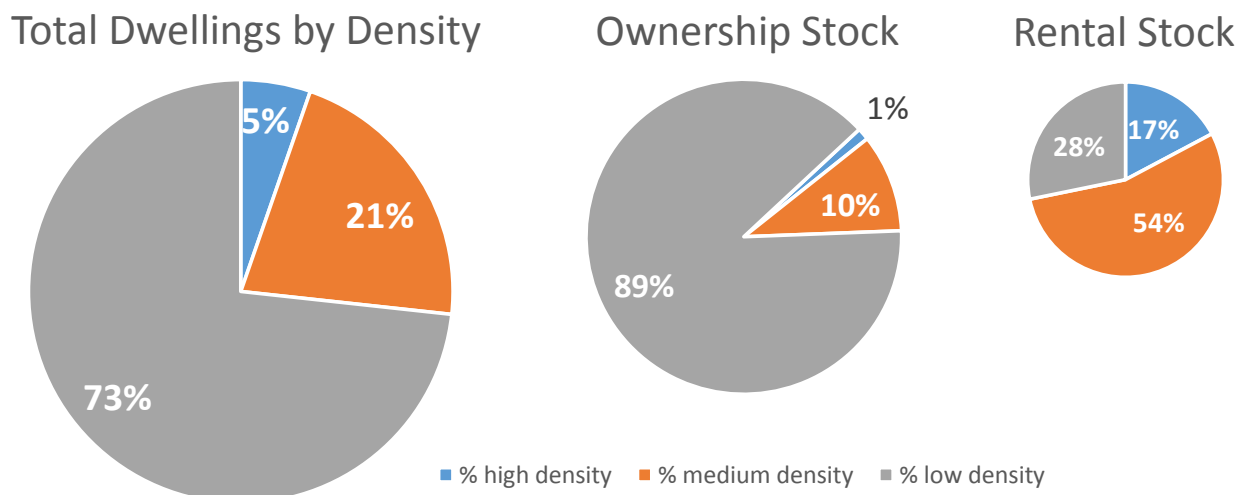
**Table 1** Housing stock by dwelling type, 2016

Density	Dwelling Type	Number of Dwellings
Low	Single-detached	126,208
Low	Semi-detached	9,734
Medium	Row house	13,701
Medium	Apartment 5 storeys or less	19,975
Medium	Duplex Apartment	6,050
Medium	Other	486
High	Apartment over 5 storeys	9,864

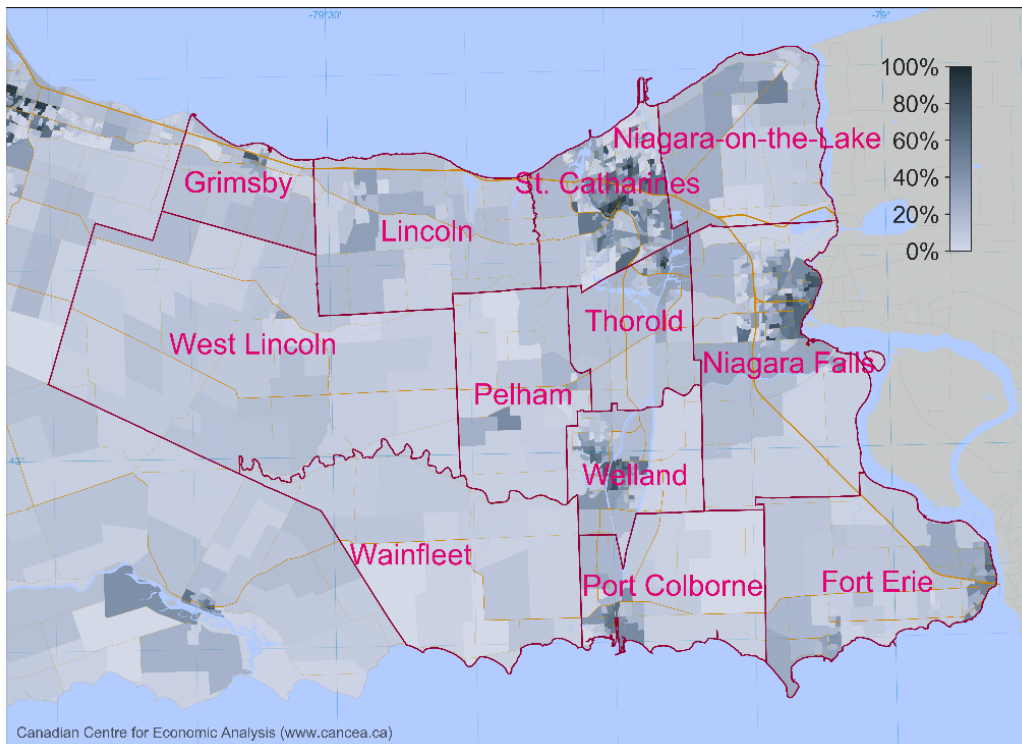
The Region's housing stock is composed of 74% ownership and 26% rental. The majority of the rental stock is concentrated in the larger cities in the Region, especially around the downtown cores, with very little rental stock outside of these areas (see Figure 9). Most ownership stock is low-density housing while most rental stock is medium- or high-density.

- 9 in 10 owners live in low-density housing.
- Over half of renters live in medium-density housing.

**Figure 9** Housing density by tenure, 2016

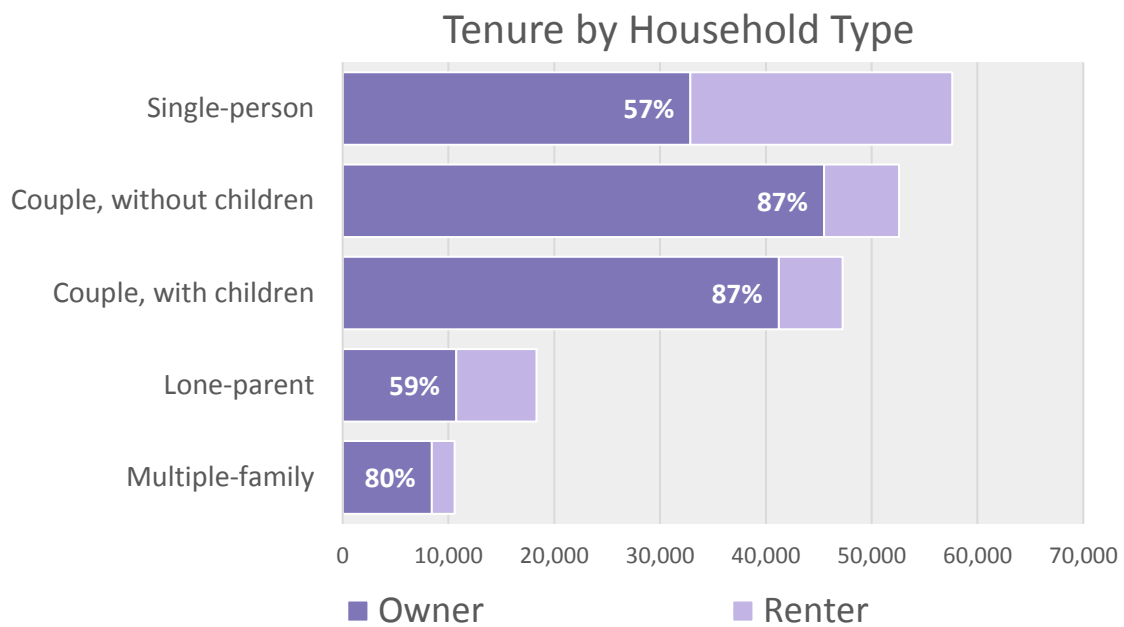


**Figure 10** Percentage of rental stock by dissemination area, 2016



The household types most likely to be renters are single-person and lone-parent households, as shown in Figure 11.

**Figure 11** Tenure by household type, 2016



## 3.2 SHELTER PRICES

### 3.2.1 OWNERSHIP

In the 2001 to 2016 period, the median self-reported values of single-detached houses and other medium-density attached dwelling types have increased by 114% and 113%, respectively, in the St. Catharines-Niagara CMA<sup>4</sup>. On average, this is an annual increase of about 7.5%. The self-reported value of units in apartments of five storeys or more has increased by 81% in the same timeframe, a 5.4% average annual increase.

Market prices, which reflect the prices of the subset of the housing stock that is newly built or resold, have increased by 36% between 2016 and 2019 in Niagara Region as a whole. On average, this is a 12% annual increase, although the increases have been uneven year over year (see Table 3).

**Table 2** Self-reported dwelling values, 2001-2016 (CMA)

Year	Single-detached house	Apartment 5+ storeys	Other
2001	\$139,371	\$99,225	\$112,742
2006	\$195,269	\$145,380	\$160,177
2016	\$298,208	\$179,421	\$240,412

**Table 3** Recent market prices, 2016-2019<sup>5</sup>

Year	All Dwelling Types	Change from previous year
2016	\$333,030	—
2017	\$403,099	21%
2018	\$405,063	0%
2019	\$454,780	12%

### 3.2.2 RENTAL

Average rents reported by CMHC include rents paid by all tenants in the rental market, including long-term tenants whose rents may be below market. Average rents by number of bedrooms in the St. Catharines-Niagara CMA are shown over time in Figure 12. Between 1996 and 2018, the average year-over-year increase in CMHC average rents for a 1-bedroom apartment in the St. Catharines-Niagara CMA was 2.4%. In recent years, between 2016 and 2018, the average year-over-year increase was 4.3%. During that same timeframe, according to data from Padmapper's monthly Canadian Rent Reports<sup>6</sup>, market rents increased by 9% per year on average in the St. Catharines-Niagara CMA. Market rents are higher in general

<sup>4</sup> Note that throughout the report CMA indicates that data is for the St. Catharines-Niagara CMA, which includes all local municipalities of Niagara Region with the exception of Grimsby and West Lincoln. Unless CMA is specified, the data covers Niagara Region in its entirety.

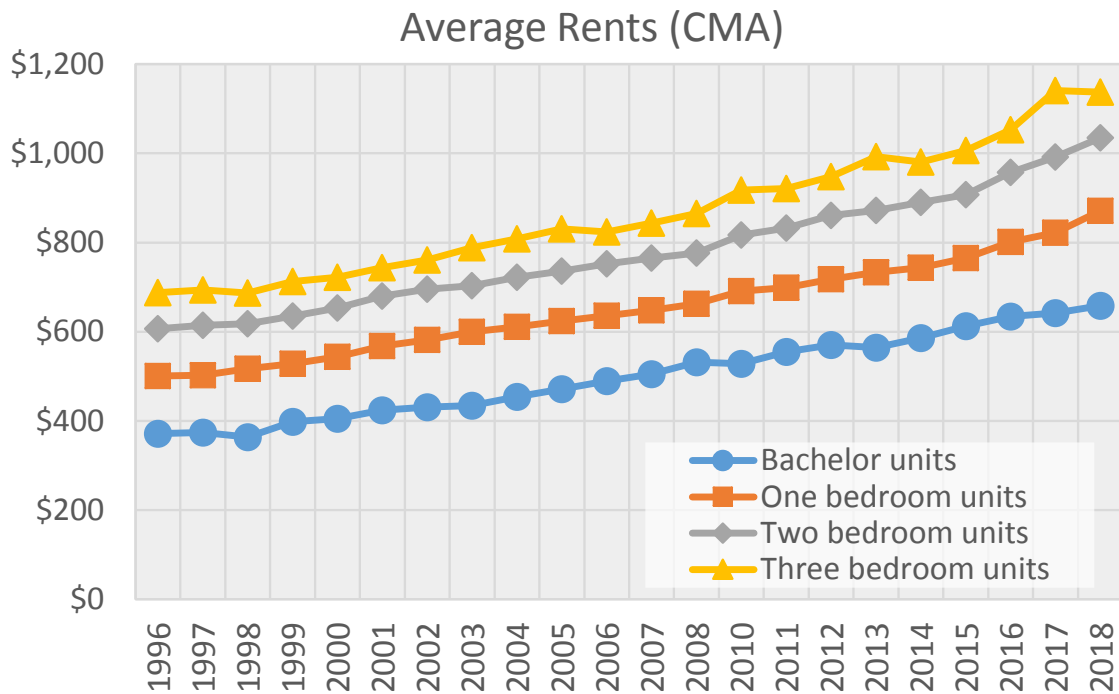
<sup>5</sup> Source: *Niagara Association of Realtors monthly market reports (January 2016-February 2019)*, available on the [Niagara Association of Realtor's Website](#). Accessed April 3<sup>rd</sup>, 2019.

<sup>6</sup> Available on [Padmapper's Rental Data Blog](#). Accessed April 4<sup>th</sup>, 2019.

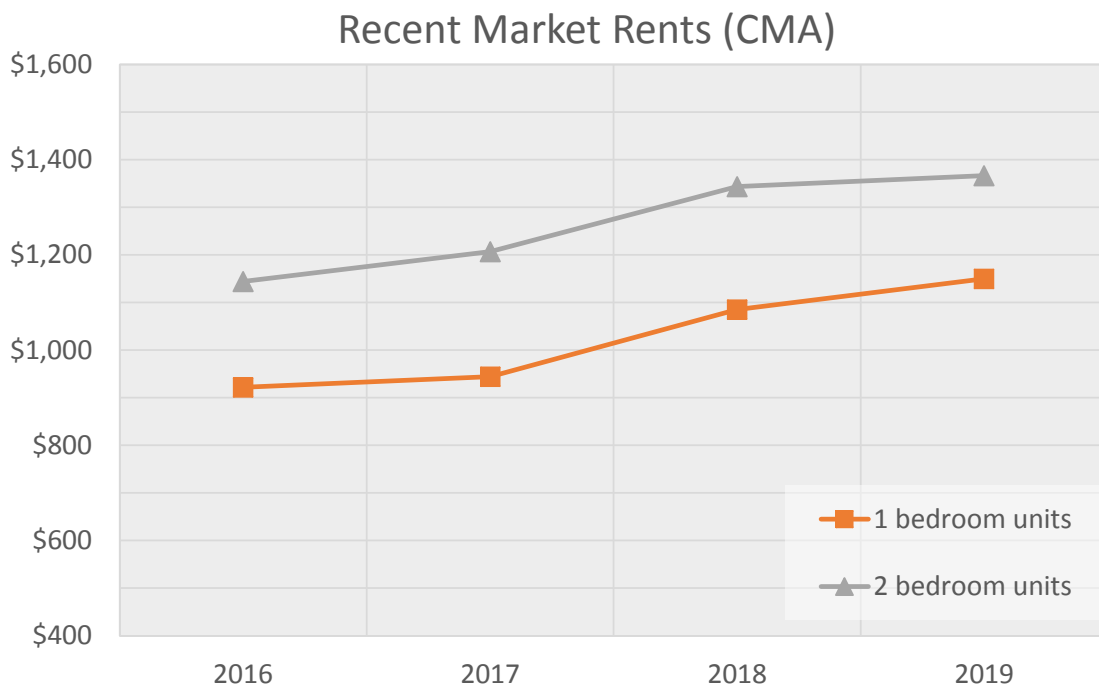


since new tenants will generally be charged a higher rent compared to what a long-term tenant would pay, and only a subset of all rental units are put on the market in any given year.

**Figure 12** Average rents by number of bedrooms reported by CMHC, 1996-2018

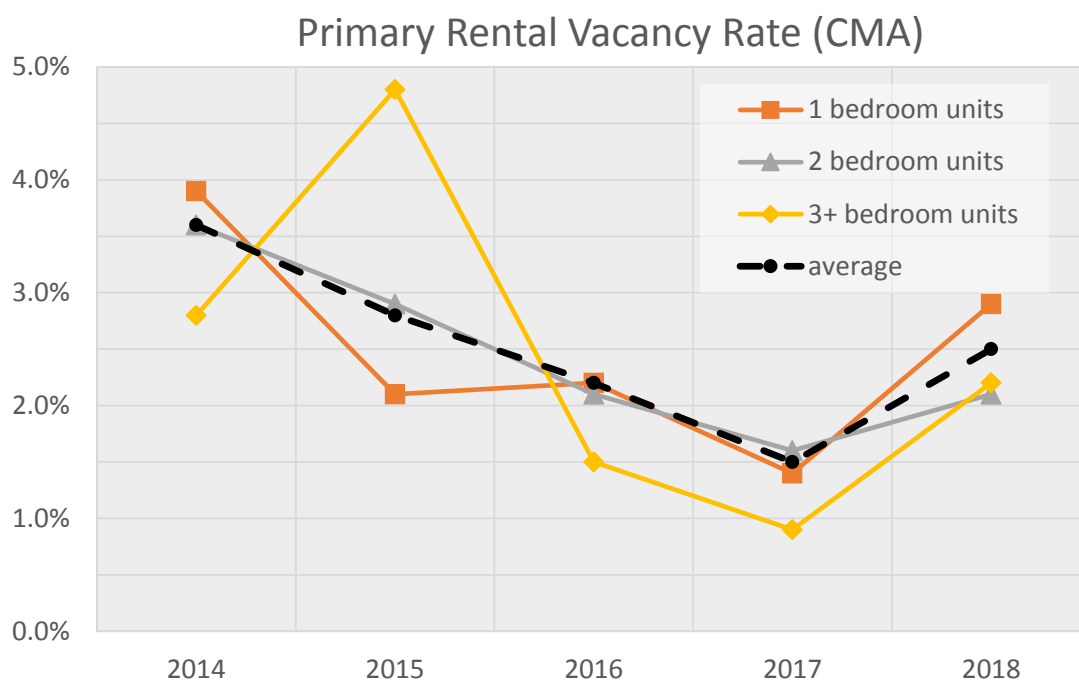


**Figure 13** Market rents reported by Padmapper, 2016-2019



The rental market in the St. Catharines-Niagara CMA appears to have tightened considerably in the past decade. According to CMHC's yearly Rental Market Reports from 2015 to 2018<sup>7</sup>, which cover the St. Catharines-Niagara CMA, the average vacancy rate for primary rental units decreased for six consecutive years from 2011 to 2017, increasing for the first time between 2017 and 2018. Vacancy rates by number of bedrooms for the 2014-2018 period are reported in Figure 14. In 2016, the turnover rate was reported to be among the lowest in Ontario, third only to the rental markets in Toronto and Hamilton. Reasons for this tightening of the rental market, according to CMHC, include increased demand from the immigrant population and international students, as well as a growing gap between rental prices and ownership costs that reduces movement out of the rental market and into homeownership.

**Figure 14** CMHC primary rental vacancy rates by number of bedrooms, 2014-2018



### 3.2.3 AFFORDABLE HOUSING UNITS

In Niagara Region, there are 8,404 affordable units available, which includes public housing units operated and managed by Niagara Regional Housing; non-profit and cooperative housing programs; rent supplement units; as well as units provided through the New Development Housing Allowance Program for private developers (Table 4 provides a breakdown by type and mandate). Almost three-quarters of the units are mandated for families or seniors<sup>8</sup>. In terms of size, 50% of units have one bedroom, 25% have three or more bedrooms, 23% have two bedrooms and the remainder are bachelor units. These are mainly found in St. Catharines, Niagara Falls and Welland.

<sup>7</sup> Available on the [CMHC website](https://www.cmhc.ca/). Accessed June 20<sup>th</sup>, 2019.

<sup>8</sup> Applicants aged 55 years and older are eligible for senior housing.

**Table 4** Affordable housing units by mandate and type, 2019

	Senior	Adult	Family	Aboriginal	Alternative	None	Total
New Development	315	325	26	-	43	-	<b>709</b>
NFP / Coop	1024	29	2336	128	84	-	<b>3601</b>
NRH Owned	1642	140	902	-	-	-	<b>2684</b>
Rent Supplement	-	-	-	-	-	1410	<b>1410</b>
<b>Total</b>	<b>2981</b>	<b>494</b>	<b>3264</b>	<b>128</b>	<b>127</b>	<b>1410</b>	<b>8404</b>

### 3.3 CONCLUDING REMARKS

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Niagara Region's housing stock differs between:

- Larger cities and rural communities – Larger cities have the bulk of the housing stock, the high- and medium-density stock and the affordable housing units in the Region.
- Tenure types – Almost 90% of owner households live in a low-density dwelling compared to just over 25% of renters.

There is some evidence that recent housing price and rent increases have exceeded long-term average rates.

- Average rents for a 1-bedroom apartment have increased by 4.3% between 2016 and 2018 compared to the 2.4% 22-year average.
- Self-reported housing values have more than doubled from 2001 to 2016.
- Market prices for homes have increased by 12% per year on average from 2016 to 2018, with a 20% increase between 2016 and 2017.

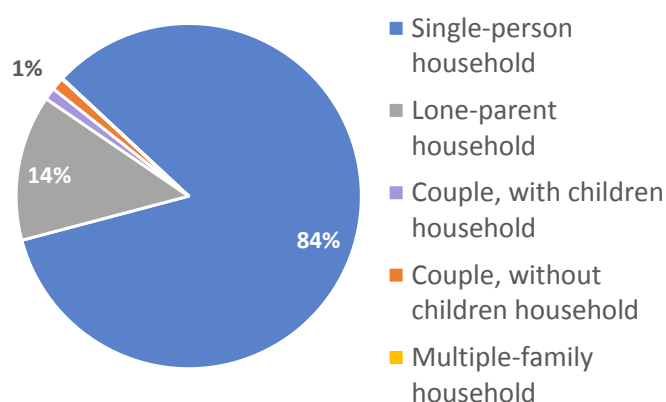
## 4.0 HOUSING NEED

### 4.1 CORE HOUSING NEED

Core housing need is the standard indicator of housing need in Canada used by CMHC and Statistics Canada. A household is considered to be in core housing need if its dwelling does not acceptably meet its needs, i.e. it is either too small<sup>9</sup>, in a major state of disrepair or too expensive given its budget, and there is no alternative acceptable housing that would cost less than 30% of total household income.

Core housing need affected a total of 23,830 households in 2016. Of this number, about 20,000 are single-person households and 3,250 are lone-parent households.

**Figure 15** Core housing need, share by household type, 2016



**Table 5** Households in core need by household type, 2016

Household Composition	% Core Need	# Core Need	Suitable Housing
Single-Person Households	34.7%	20,002	Bachelor or 1 bedroom
Lone-Parent Households	17.8%	3,254	2 or more bedrooms
Couples without Children*	0.5%	286	1 bedroom
Couples with Children	0.6%	271	2 or more bedrooms

<sup>9</sup> This is calculated based on the National Occupancy Standard. The number of bedrooms required by a household is derived according to the following (if household members meet more than one criteria, the first conditions listed take precedence over the subsequent): a maximum of two persons per bedroom; household members living as part of a married or common-law couple share a bedroom; lone parents have a separate bedroom; household members aged 18 or over have a separate bedroom; household members under 18 years of the same sex share a bedroom; household members under 5 years of the opposite sex share a bedroom if doing so would reduce the number of required bedrooms. The exception to the above is a household consisting of one person living alone. Such a household would not need a bedroom, i.e. they may live suitably in a bachelor apartment.

As shown in Table 5, the household types most vulnerable to core housing need are single-person and lone-parent households.

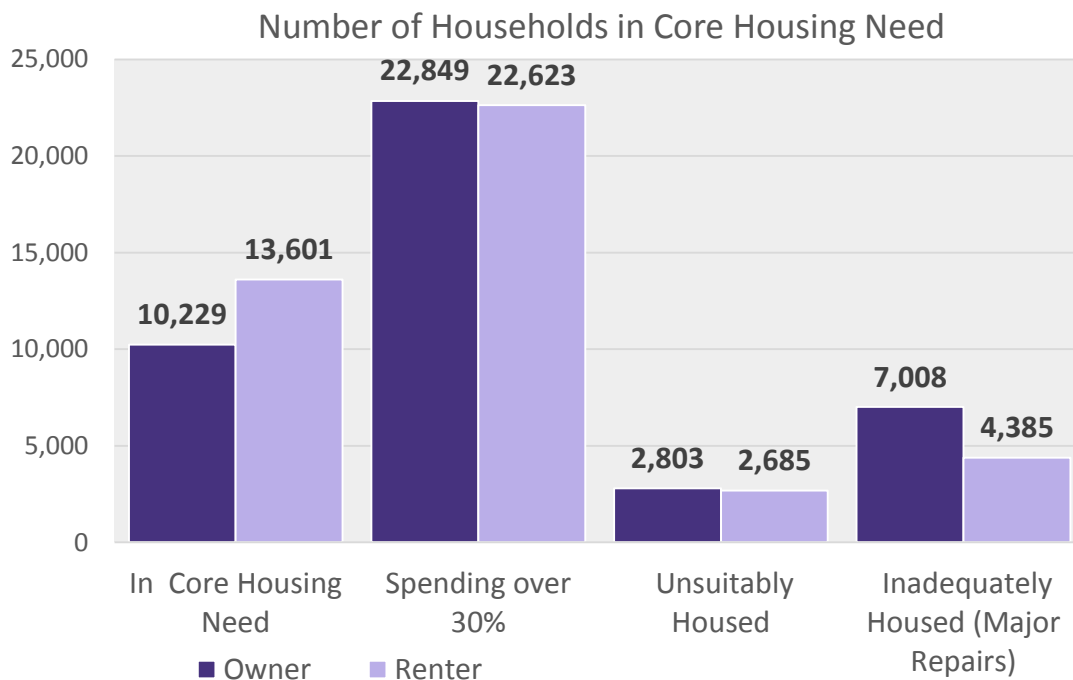
- Over 33% of single-person households are in core housing need.
- 18% of lone-parent households are in core housing need.

Breaking down housing need by tenure, we find that:

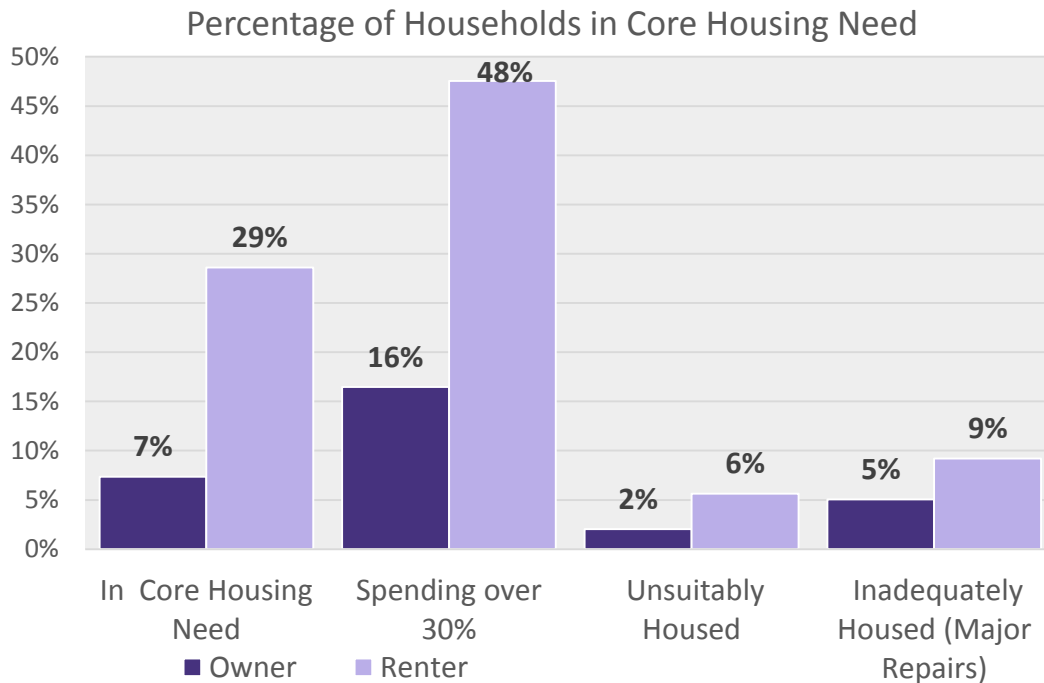
- there are more renter households in core need than owner households, despite there being about three times more owner than renter households in Niagara Region; and
- renters experience higher rates than owners of all core housing need indicators (housing unaffordability, unsuitability and inadequacy).

Of the components of core housing need, affordability is the main challenge in Niagara Region. Dwelling unsuitability and inadequacy combined affect under 10% of all households, while 24% of households spend over 30% of their total income on housing and are therefore considered to be living in unaffordable housing.

**Figure 16** Core housing need indicators by tenure (number of households), 2016



**Figure 17** Core housing need indicators by tenure (percentage of households), 2016



Core housing need affects households across all age groups, with tenure and household income level being the main determinants, as shown in Table 6 and Table 7. Almost all households in core housing need have a total household income below \$52,700 (lower 4 income deciles), meaning that the maximum they can afford to spend per month on shelter is \$1,317.<sup>10</sup> Of these, 70% of households in core need are in the lower 2 deciles. The maximum these households can spend is \$737 per month.

**Table 6** Core housing need by age of household maintainer and tenure, 2016

Age Range	# in Core Housing Need	% of Households in Core Need	Renter Households in Core Need	% Renter Households in Core Need
15 to 34	4,031	16%	2,909	24%
35 to 64	12,201	12%	6,591	27%
65+	7,598	13%	4,101	36%

<sup>10</sup> This includes all costs required to make a shelter operational, e.g. rent, mortgage payments, property taxes, condo fees, utilities, etc.



**Table 7** Households in core housing need by decile, 2016

Income Decile	Household Income level	Maximum affordable monthly housing cost	# households in Niagara in core need
Decile 1	Less than \$19,400	\$485	8,557
Decile 2	\$19,400 to \$29,499	\$737	7,545
Decile 3	\$29,500 to \$39,799	\$995	6,295
Decile 4	\$39,800 to \$52,699	\$1,317	1,429
Decile 5	\$52,700 to \$68,399	\$1,710	4
Decile 6	\$68,400 to \$84,299	\$2,107	0

Core housing need does not include homelessness. According to the Point in Time count conducted on March 27<sup>th</sup>, 2018 in Niagara Region, 625 people were experiencing homelessness in shelters, transitional housing programs and unsheltered locations. This included 144 children aged 15 or younger.

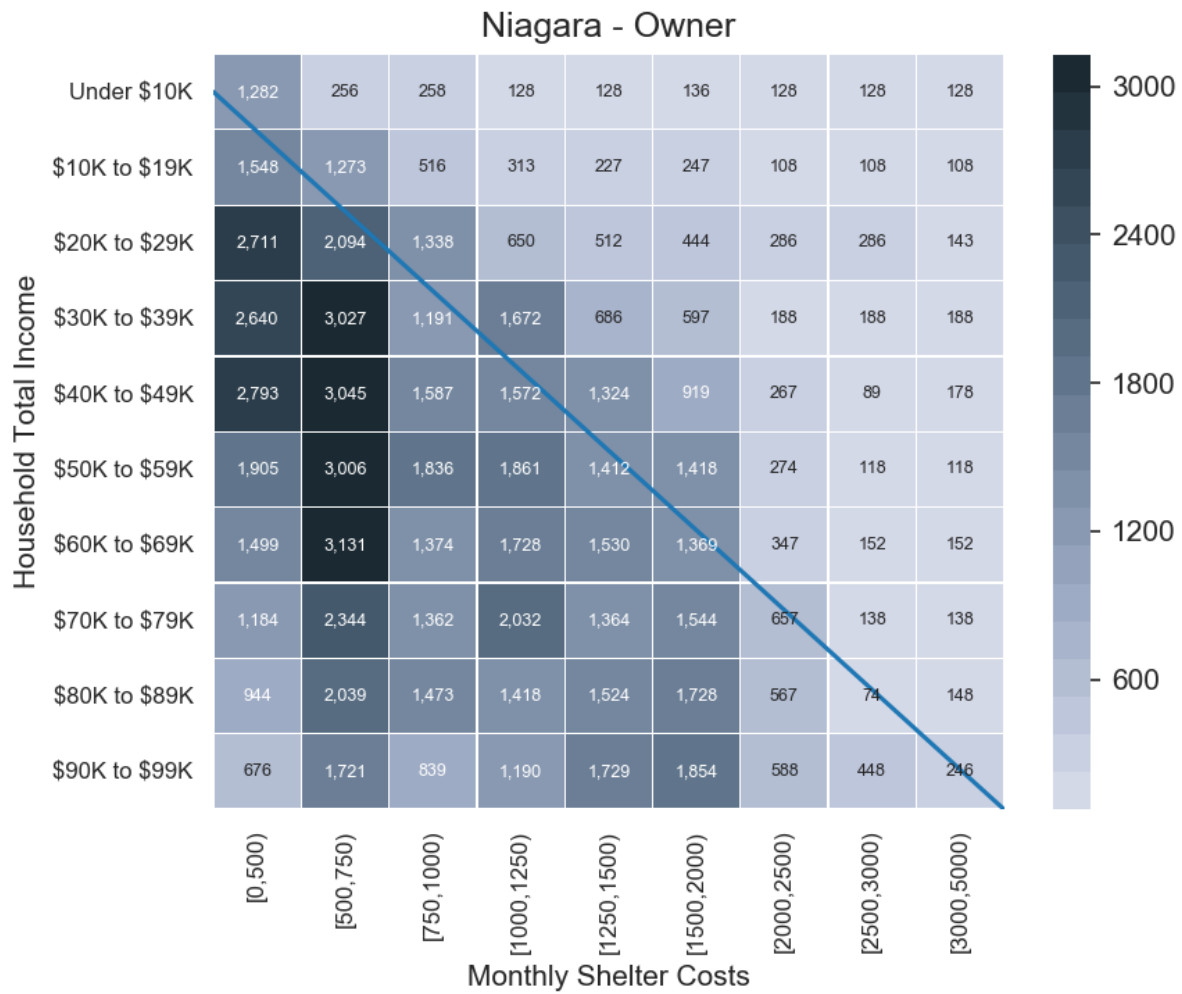
## 4.2 AFFORDABILITY

A household is considered affordably housed, according to Statistics Canada and CMHC, if it is spending less than 30% of gross income on shelter costs. This includes expenses to make shelter operational, e.g. rent, mortgage, condo fees, property taxes, and utilities. It does not include any transportation-related expenses such as car ownership or public transportation.

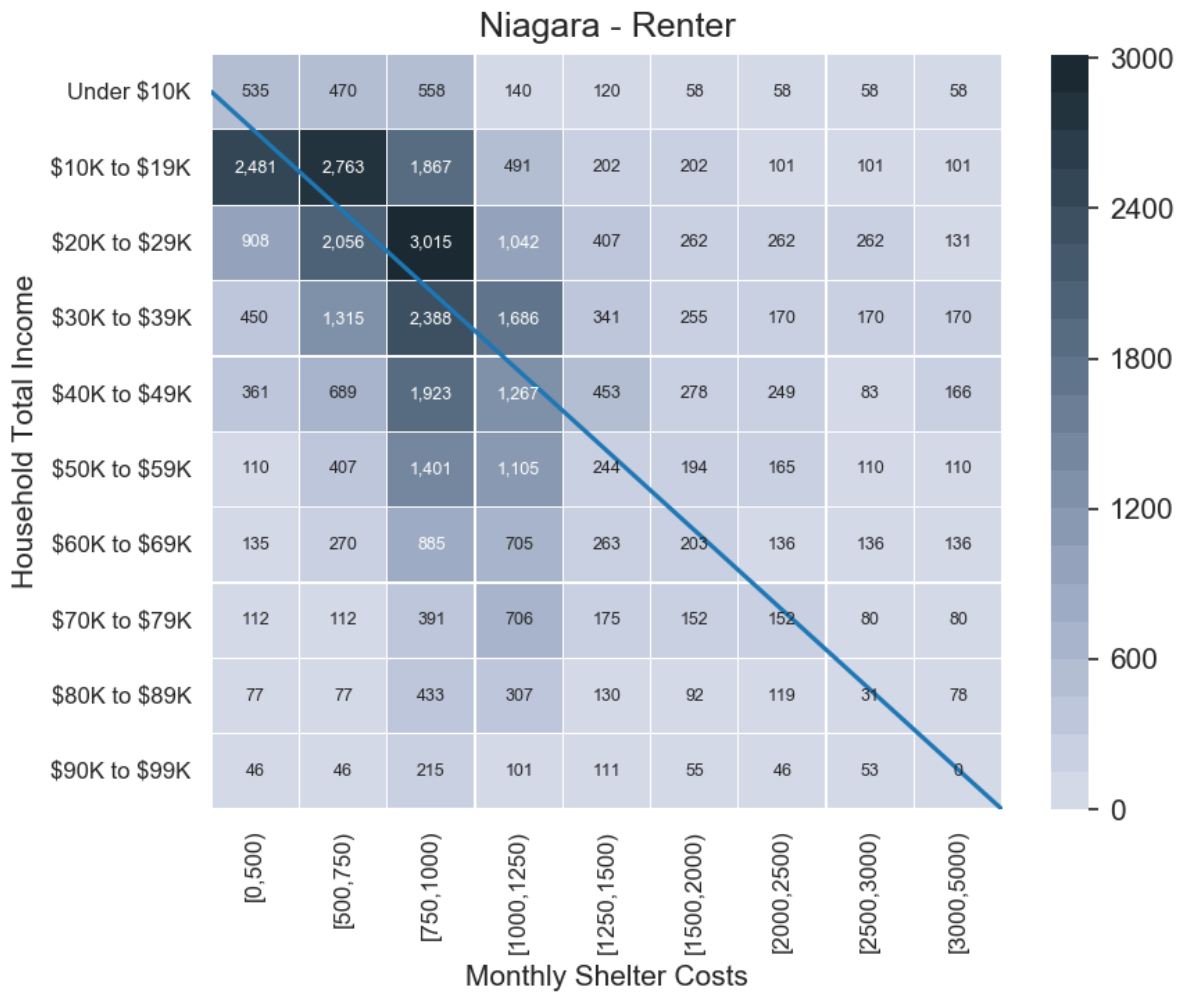
In the shelter affordability matrices in Figure 18 and Figure 19, household income is shown on the vertical axis and monthly shelter costs on the horizontal axis. The number in each square is the sum of households that have a specific combination of income and monthly shelter costs. The darker the square, the higher the number of households with that combination. The diagonal blue line represents the affordability threshold (shelter costs are 30% of total income), meaning that all households below the line are considered affordably housed.

The concentration of household differs between the two figures – owner households are distributed across many income levels and are mainly found below or at the affordability threshold, while renter households are highly concentrated above the line and at household incomes below \$40,000.

**Figure 18** Affordability matrix – Owners, 2016



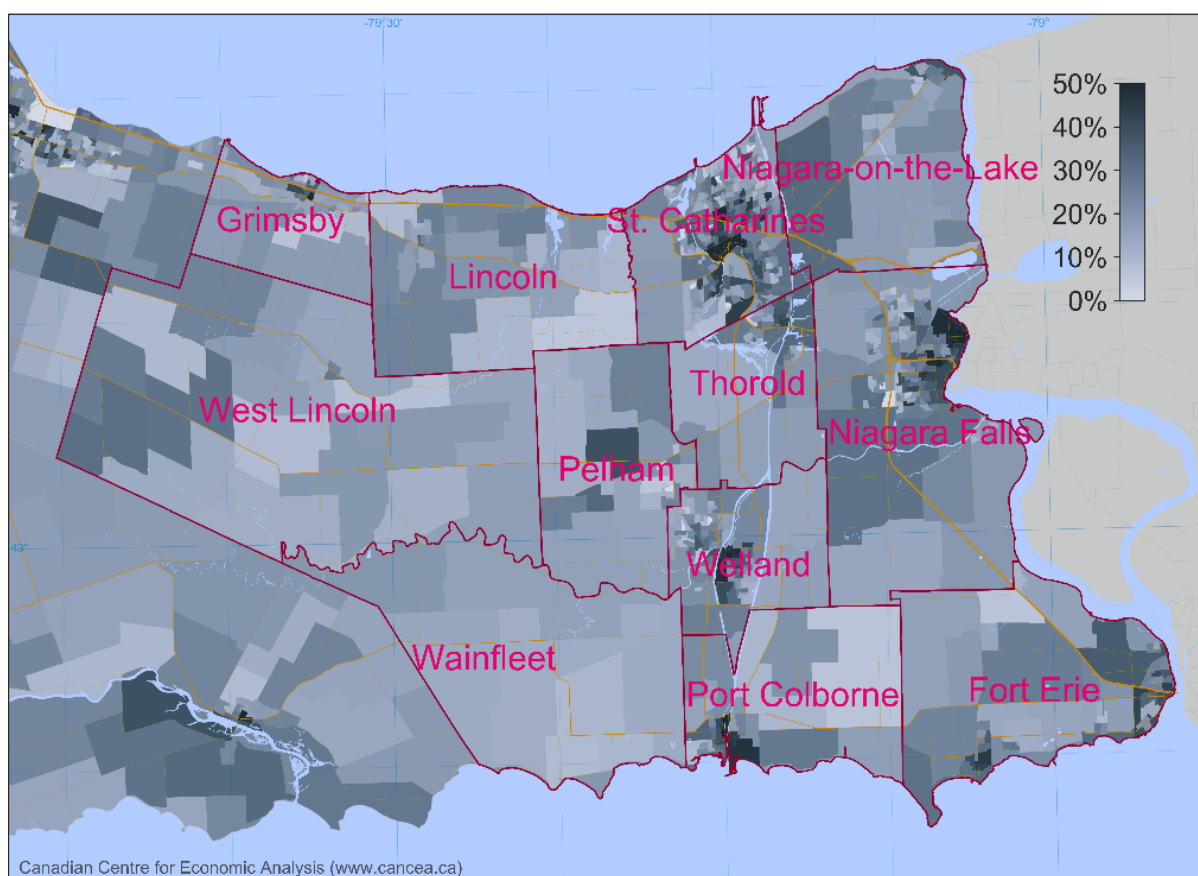
*Note: Only households with incomes under \$100,000 per year are included*

**Figure 19** Affordability matrix – Renters, 2016


*Note: Only households with incomes under \$100,000 per year are included*

Renter households in Niagara Region live in an unaffordable dwelling at higher rates than owner households. Almost half of renter households in Niagara spend over 30% of income on shelter, compared to 16% of owner households.

Households spending over 30% of income are located all over the Region but mainly concentrated in the city cores.

**Figure 20** Percentage of households spending over 30% of income on housing by DA, 2016<sup>11</sup>**Table 8** Households spending over 30% of income on shelter, 2016

Household Type	Owners	Renters
Non census family (incl. singles)	31%	58%
Lone parent	25%	49%
Couple with children	11%	30%
Couple without children	11%	33%
All Household Types	16%	48%

It is important to note that spending over 30% of household income alone does not necessarily indicate a need. For instance, some households may choose to spend a higher share of their income on housing to live in a particular dwelling or neighbourhood, or to have access to more bedrooms, despite there being an appropriate dwelling at a lower cost. Furthermore, households with lower incomes who have other

<sup>11</sup> When interpreting this map, note that DAs have a population between 400 and 700. This results in rural DAs taking up more visual space on the map, as rural municipalities have fewer DAs that are much larger in area while having approximately equivalent populations to geographically smaller DAs in city centres.

sources of wealth or low monthly expenses may also willingly choose to spend a higher share of their income on housing.

### 4.3 CONCLUDING REMARKS

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According to the most recent numbers, about 24,000 households in Niagara Region are in core housing need.

- 13,600 of these are renters.
- Affordability is the main driver of housing need in the Region for all tenures.
  - Rates of unsuitability and inadequacy are low overall.
  - Core housing need predominantly affects single-person and lone-parent households whether they rent or own, both single-earner household types, which reflects that housing need is mainly a challenge of affordability.
- Similar rates of core housing need exist across most ages of household maintainers.
  - Rates are slightly higher for households with a maintainer younger than 35 or older than 84.

Core housing need and affordability, as defined by spending 30% or more of income on shelter, have limitations:

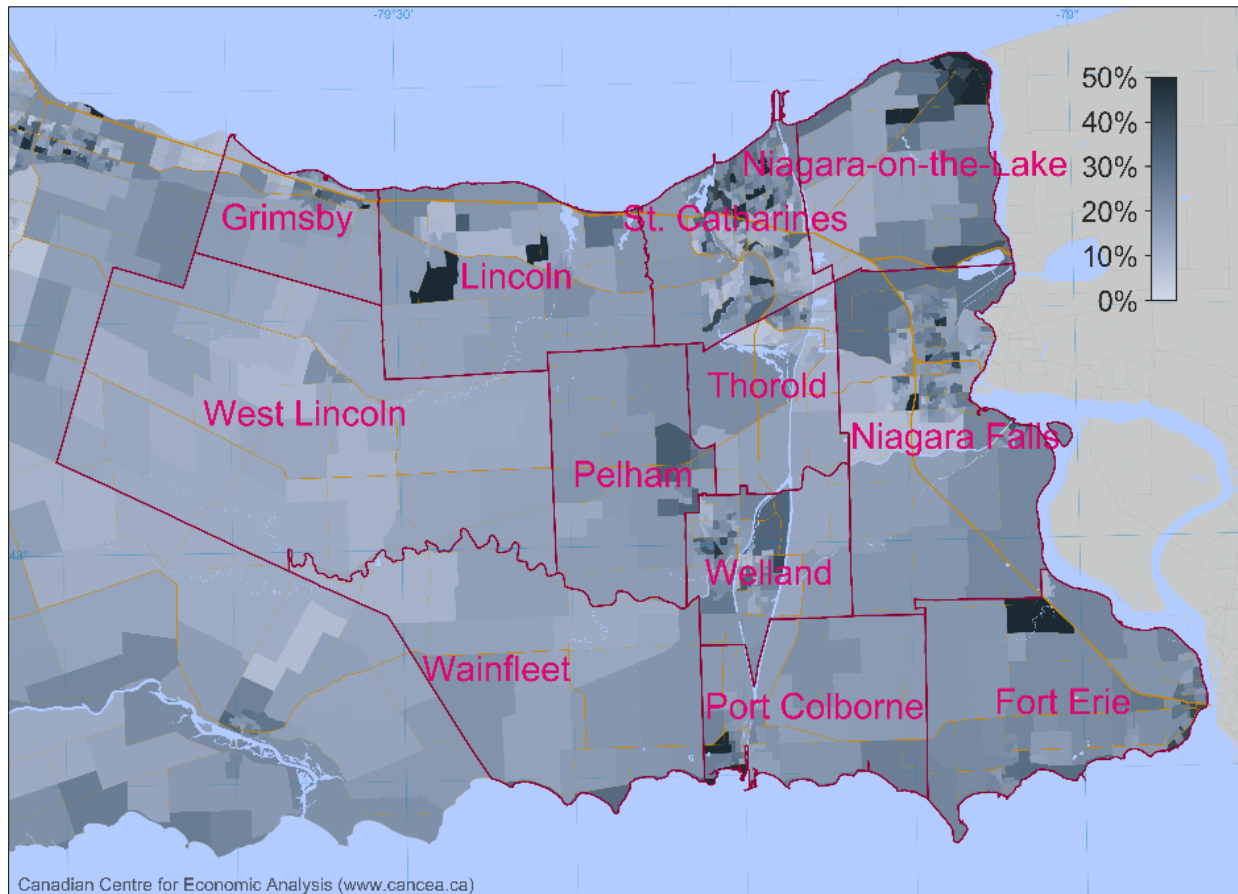
- Core housing need does not include the homeless population.
- Core housing need does not include any households living in dwellings that are not counted as dwellings by the census.
- The definition of suitability is context-dependent and may not always be a reflection of true need.
- Affordability can overstate need (some people spend more by choice).

## 5.0 SUB POPULATION FOCUS

### 5.1 OLDER ADULTS

Niagara Region's share of adults aged 65 years or older in the population is higher than the provincial average. This population resides mainly in low-density housing (71%).

**Figure 21** Share of population over 65 by dissemination area, 2016

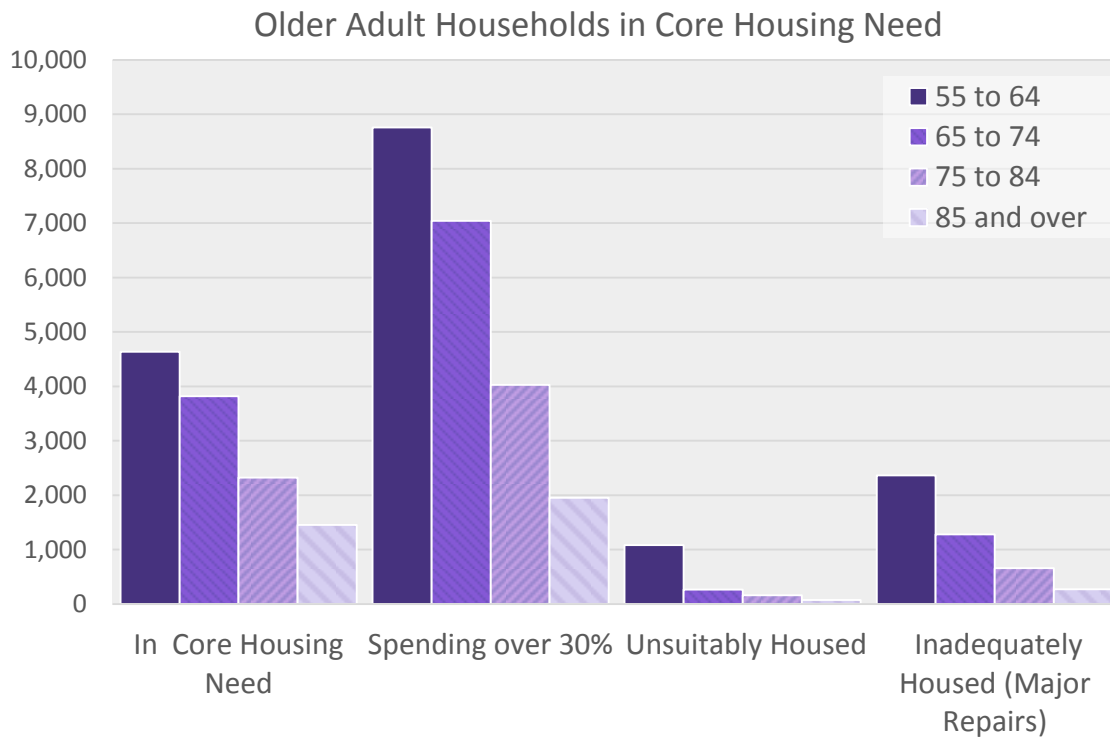


The rate of core housing need among older adults aged 65 years or older is in line with the Regional average across all age groups. Within this group, segments of the older adult population that have higher rates of core need are:

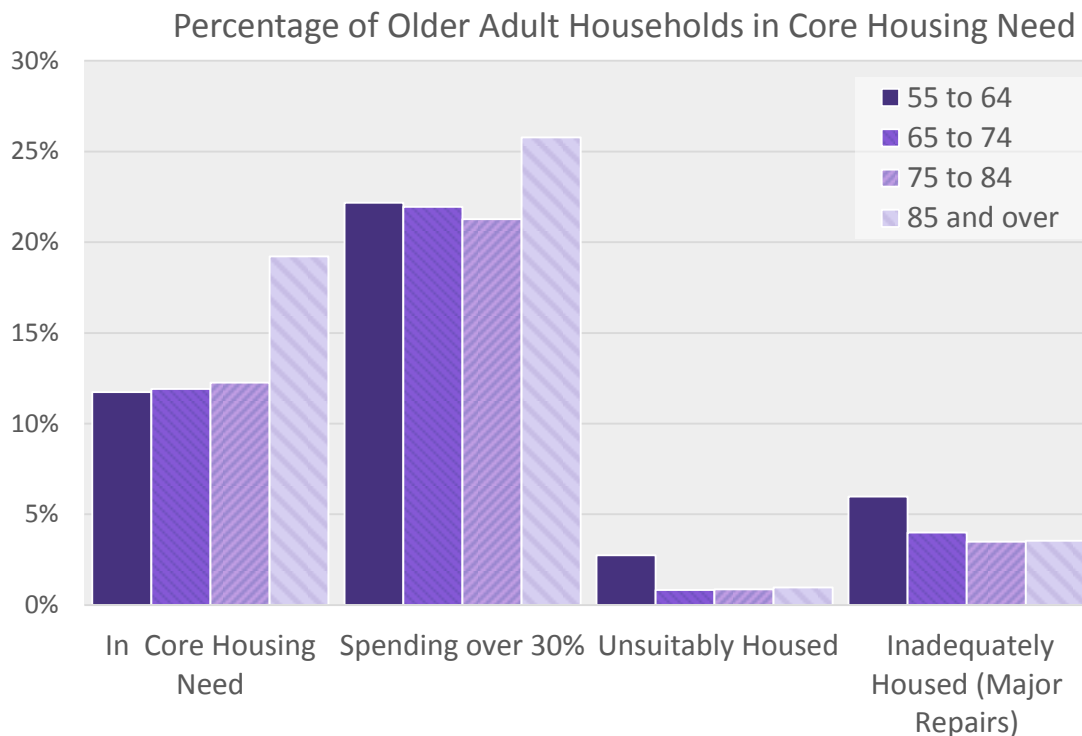
- Single-person households, who comprise 96% of all older adult households in core need in Niagara Region.
- Renter households, who are 5 times more likely to be in core housing need than owners.
- Households whose maintainer is age 85 years or older, 19% of which are considered to be in core housing need.



**Figure 22** Older adult core housing need indicators (number of households) by age, 2016



**Figure 23** Older adult core housing need indicators (percentage of households) by age, 2016



**Table 9** Percent of older adult households of given type in core housing need, 2016

Maintainer	Single Person	Census Households
55 to 64	36%	1%
65 to 74	34%	1%
75 to 84	27%	1%
85 and over	31%	2%

**Table 10** Percent of older adult households of given type spending over 30% of income on shelter, 2016

Maintainer	Single Person	Census Households
55 to 64	43%	13%
65 to 74	42%	12%
75 to 84	35%	10%
85 and over	36%	10%

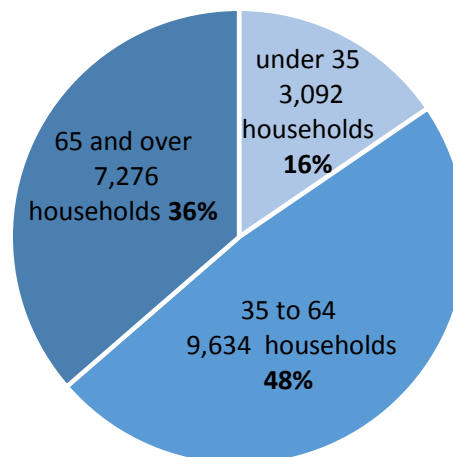
## 5.2 SINGLE-PERSON HOUSEHOLDS

Non-census households, which primarily consist of persons living alone, are the most common household type in Niagara Region. They are also the great majority of households in core need, counting 20,000 in 2016. Among these households:

- About half are between 35 and 64 years old.
- Over one third are 65 and over.
- The remainder are under 35.

**Figure 24** Single-person households in core need by age, 2016

### Core Housing Need: Single-Person Households

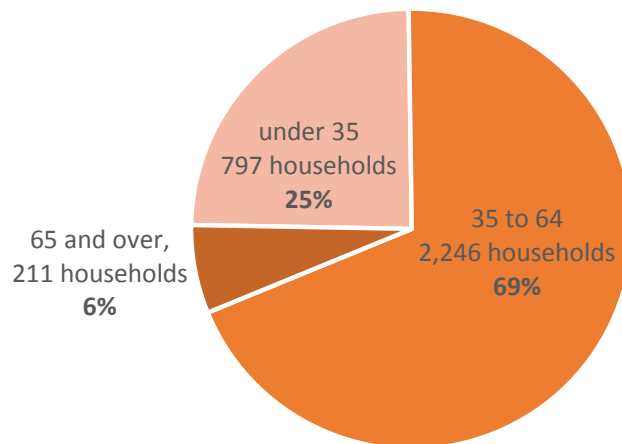


### 5.3 LONE PARENT HOUSEHOLDS

Lone-parent households are the second most likely household type to be in core need in Niagara Region. The Region counts a total of 3,250 lone-parent households in core housing need. Of these households, most are between the ages of 35 to 64, and one in four is below the age of 35.

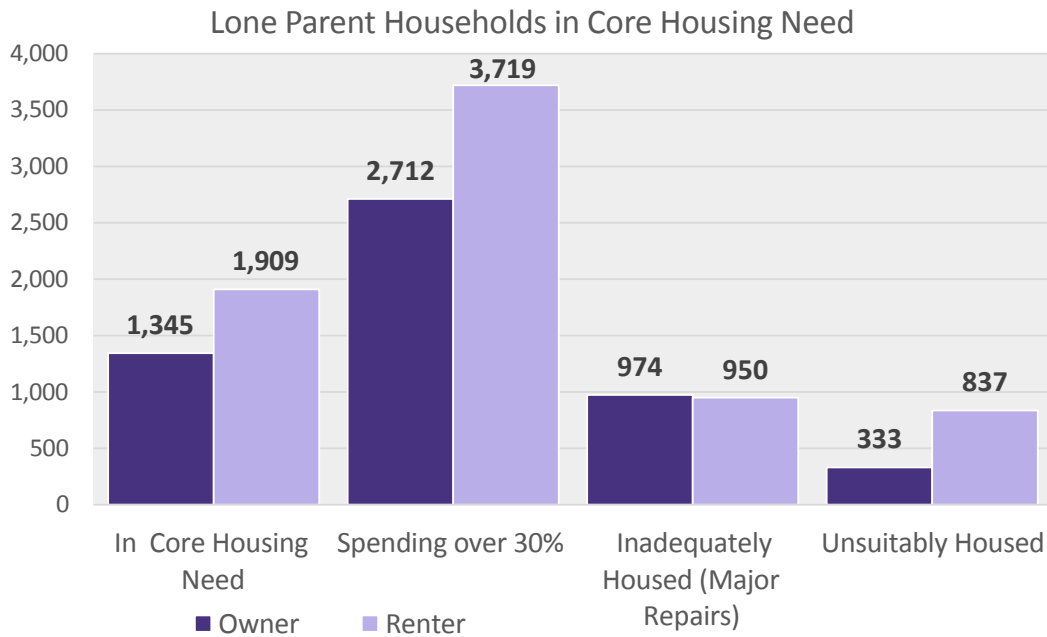
**Figure 25** Lone-parent households in core need by age, 2016

#### Core Housing Need: Lone-Parent Households

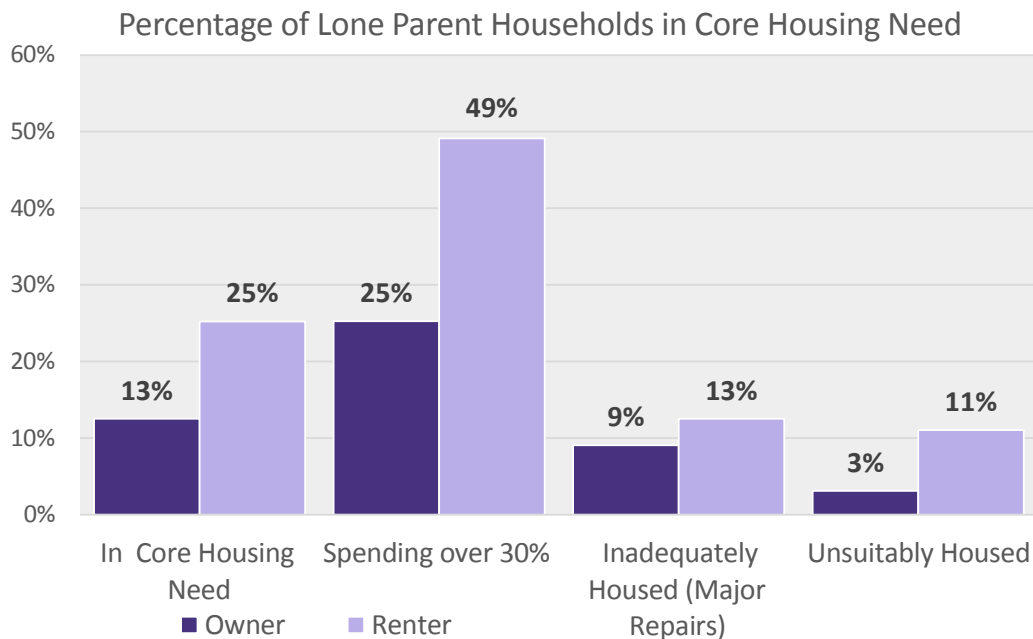


Core need and affordability are a challenge for both renter and owner households of this type, although renters have about twice the rate of core need and spending over 30% of income of their owner counterparts, as shown in Figure 26.

**Figure 26** Lone parent core housing indicators by tenure (number of households), 2016



**Figure 27** Lone parent core housing indicators by tenure (percentage of households), 2016



## 5.4 IMMIGRANT AND ABORIGINAL POPULATIONS & OTHER PRIORITY SUBGROUPS

Priority sub-populations whose housing needs Niagara Region seeks to address include immigrant and aboriginal populations, as well as persons with a disability and students. However, there exists limited publicly available data on the housing needs of immigrant and aboriginal populations at the present time,

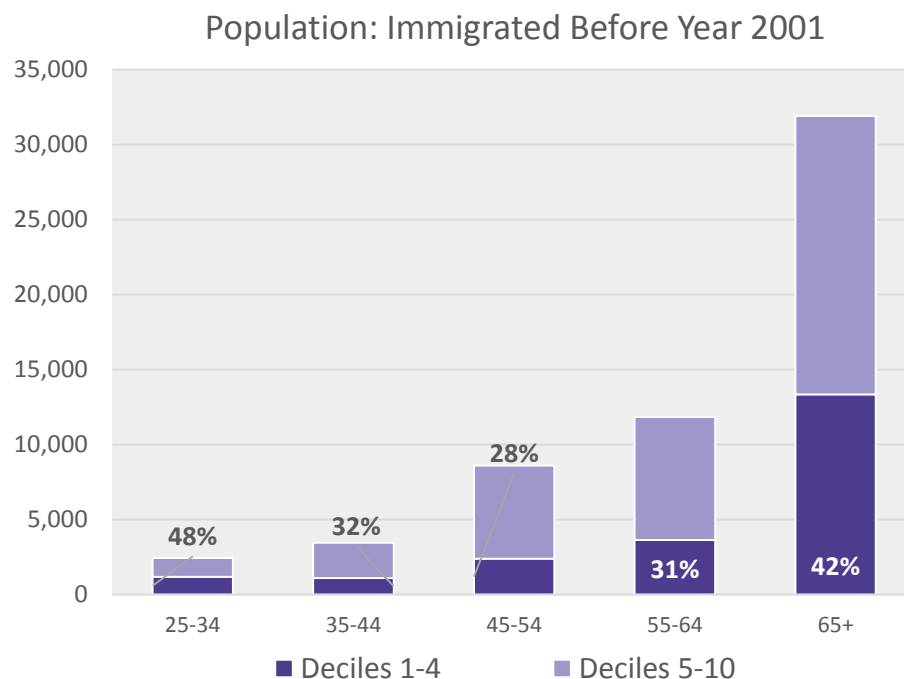
and historical census data is generally not available for many of the combinations of parameters. For these populations, forward projections are not possible. For persons with disabilities, no data regarding housing needs are presently available, since the Canadian census does not presently collect information about health and ability status. Capturing data on students presents its own set of challenges, notably because a student's permanent address may not be the same as their student address. For this reason, most census data tables are not able to distinguish students specifically, creating a significant data gap regarding their housing needs. The available data on immigrant and aboriginal subgroups' income, employment and housing needs in Niagara Region are presented below.

#### 5.4.1 IMMIGRANT POPULATION

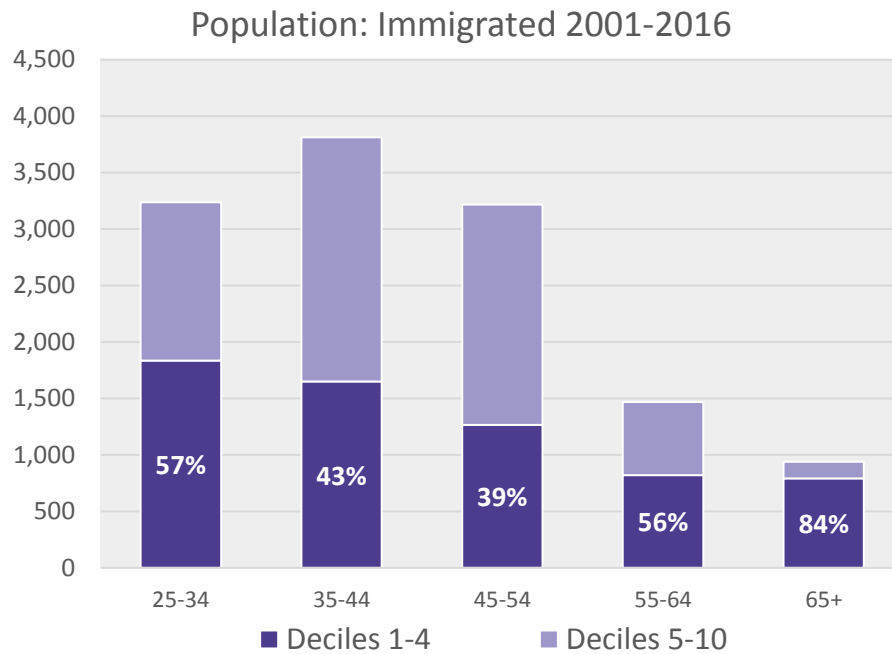
Data on immigration status are collected at the individual level, while housing data are collected at the household level, which makes it difficult to consolidate immigration status with housing need. What is available are data on date of immigration, ages, income levels, occupation types and level of education.

The immigrant population represents 18% of the total population in Niagara Region. Most of the immigrant population arrived before 1981 and is above the age of 55. The immigrant population that arrived after 2001 tends to be below the age of 55. A slightly higher percentage of immigrants who arrived prior to the year 2001 have incomes in the lower deciles than the non-immigrant population, and this difference increases as the immigration date become more recent (see Figure 28 through Figure 30).

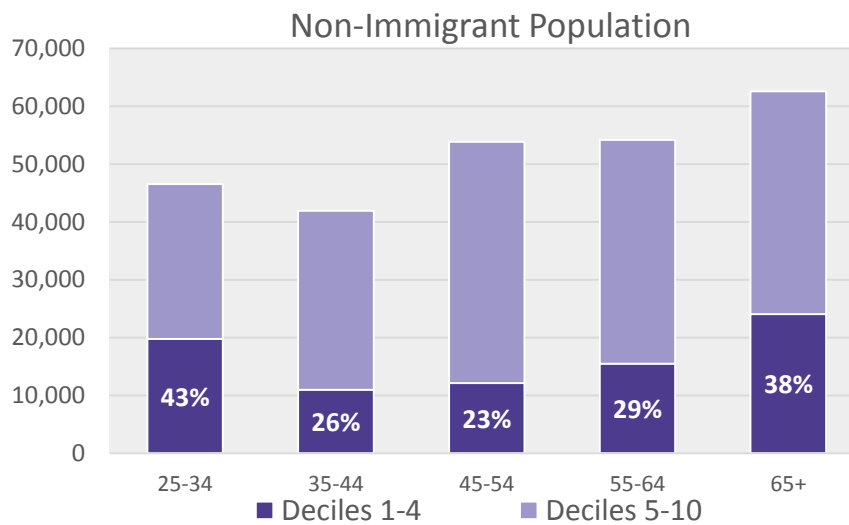
**Figure 28** Population that immigrated before year 2001 by income level, 2016



**Figure 29** Population that immigrated in year 2001 or later by income level , 2016



**Figure 30** Non-immigrant population by income level, 2016



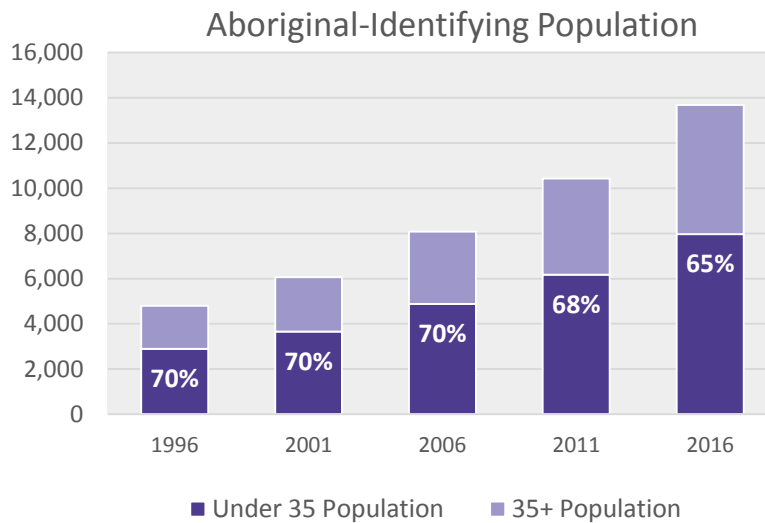
#### 5.4.2 ABORIGINAL-IDENTIFYING POPULATION

Historical census data are generally not available for many of the combinations of parameters needed to paint a complete picture of housing need among aboriginal-identifying persons. Data are available on incomes, occupations, and housing suitability. These are presented below.



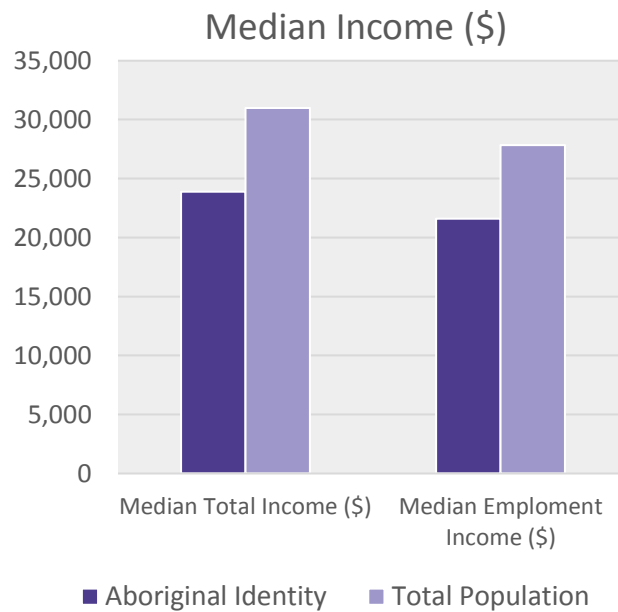
In the 2016 Census, 12,265 persons identified as aboriginal in Niagara Region. This represents 2.7% of the total population, an increase from 1.0% in 1996. This population also skews significantly younger than the general population; in 2016, 50% of the general population was under the age of 35, compared with 65% of the aboriginal-identifying population (see Figure 31).

**Figure 31** Aboriginal-identifying population by age, 1996-2016

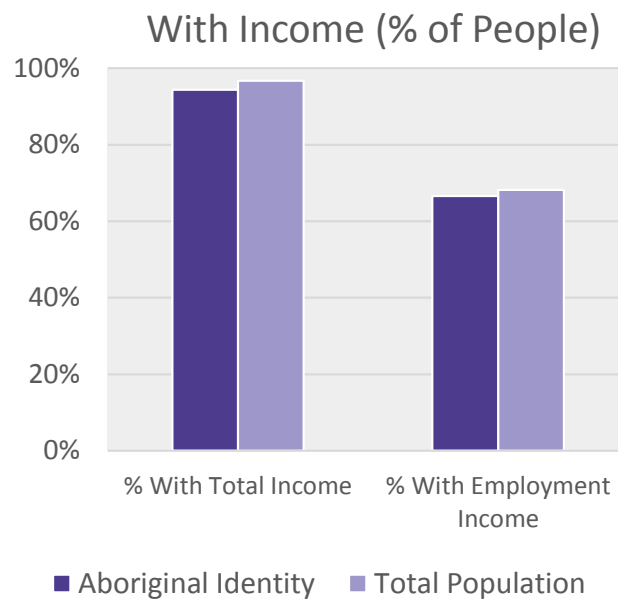


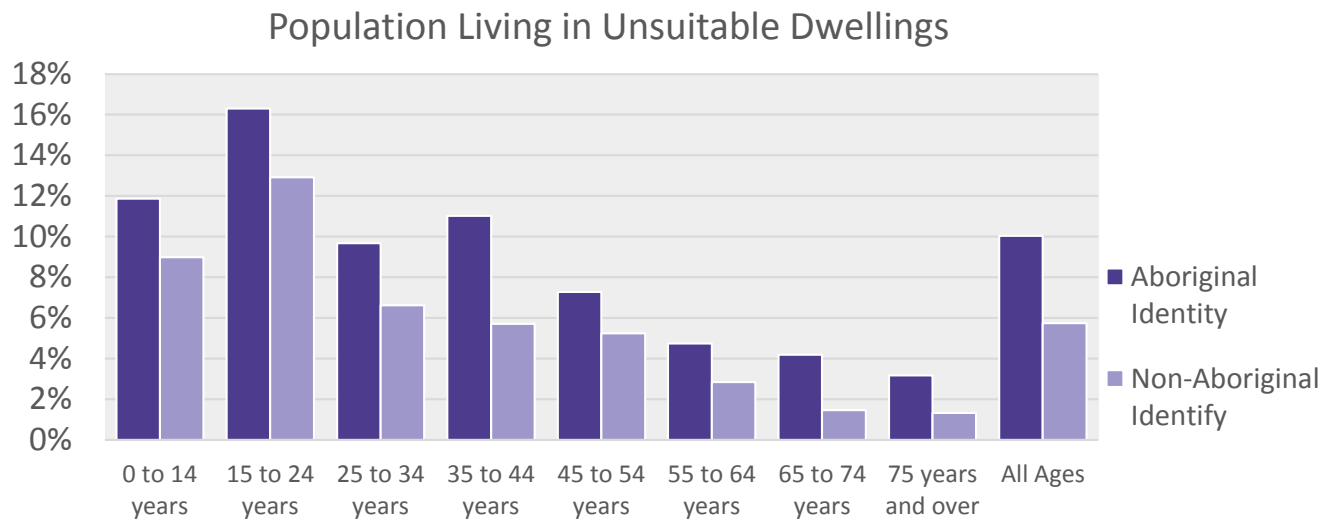
Aboriginal-identified persons have median total and employment incomes that are below the population average (as seen in Figure 32), while the shares of the aboriginal-identifying population receiving any income and employment income specifically are similar to the general population of Niagara Region (Figure 33). Relating to housing need, households with an aboriginal-identified maintainer are more likely than the general population to live in an unsuitable dwelling (i.e. with too few bedrooms). This holds true for all age groups, as shown in Figure 34.

**Figure 32** Income, aboriginal-identifying population (CMA), 2016



**Figure 33** Share of population with any income and employment income, (CMA), 2016



**Figure 34** Population living in unsuitable dwelling by age and aboriginal identity, 2016

## 5.5 CONCLUDING REMARKS

Many households in core need in Niagara Region are over the age of 65, as older adults represent a significant share of the total population.

Households whose maintainer is 65 years or older:

- are 7,600 of the almost 24,000 households in core housing need;
- have similar rates of core housing need as the Regional average; and
- are more likely to be in core need if they live alone, rent, and/or are 85 years or older.

Lone parent households with any number of children, followed by people living alone are most likely to be low-income under the LIM-AT measure. This corresponds to the two household types that make up the majority of households in core housing need in Niagara and highlights the challenge of finding acceptable housing on a single income.

Limited data regarding immigrant and aboriginal sub-populations are currently available, while no data are available on the housing needs of persons with disabilities in Niagara Region. Keeping these data challenges in mind, the data show that within the immigrant population:

- the income distribution of immigrants who arrived before the year 2000 most resembles the non-immigrant population in each age group;
- more recent immigrants have a higher instance of being low-income in each age group; and
- recent immigrants skew much younger than the overall population.

The aboriginal-identifying population:

- is much younger than the overall population;

- is more likely to live in unsuitable dwellings than the non-aboriginal-identifying population; and
- has a lower median income than the non-aboriginal-identifying population, while the percentage of the population receiving any income and employment income is similar.

## 6.0 CONSULTATION FEEDBACK

### 6.1 WHAT WE HEARD

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As part of this project, CANCEA presented the local housing and demographic data to each municipality to elicit feedback and gain a local perspective on the trends and patterns seen in the data.

Local housing-related issues that were common to multiple local municipalities in Niagara are reported by topic.

#### 6.1.1 POPULATION AND HOUSEHOLDS

- Minimum wage and service industry employees cannot find housing in the municipalities in which they work. Many commute from neighbouring communities. Some large employers are independently seeking ways to provide their employees with housing options.
- There is a need for more transportation infrastructure – in the larger cities, public transit is not frequent enough to provide transportation to and from work for many workers. In smaller municipalities, it does not reach the industries where people work.

#### 6.1.2 HOUSING STOCK

- In certain established neighbourhoods, there is resistance to development by long-term residents, especially to medium and high-density development. This has localized development in some municipalities to neighbourhoods that are newer or less established.
- Some smaller local municipalities that are looking to grow mentioned the costs associated with servicing land as obstacles to new development.

#### 6.1.3 HOUSING NEED

- In some municipalities that have aging hotels and motels, these are being used by residents for long-term stays. This type of housing would not be captured in the data, and residents would not be counted as being in core need or living in an inadequate dwelling. Although these provide affordable options in the housing continuum, these “units” may be highly inadequate, needing major repairs in order to meet the needs of those who live in them.
- In some municipalities, the older adult population is the primary or exclusive affordable housing policy priority.
- The definition of suitability used by CMHC and Statistics Canada was considered to be potentially ineffective at capturing how well suited a dwelling is to its inhabitants.

### 6.2 LOCAL POLICY INTERESTS

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The main housing policy interests that were brought up in the course of consultations were the following:

- Encouraging the creation of secondary suites as a way to provide additional rental housing in small and mid-sized municipalities.
- Studying the incentives for developers to create additional affordable housing stock.
- Finding ways to overcome local reluctance towards mixed-density development.
- Discussing the importance of infrastructure investment and other creative servicing solutions.

### 6.3 DATA GAPS

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In conversation with Niagara Region’s local municipalities, the following were identified as relevant data gaps that, if filled, can help create a more complete picture of the local housing situation.

- The use of short-term rentals (such as Airbnb): this could affect rental and ownership rates seen in the data in certain communities with active tourism industries.
- The use of motels as long-term, low-cost accommodations: understanding the number and characteristics of the households that are housed in this way, as well as the features of these units, can add to the discussion of housing need.
- Housing-specific data on particular priority subgroups, e.g. student, aboriginal, disabled, and immigrant populations.
- Recent development in communities that have experienced significant growth since the last census and its effects on housing stock and prices.<sup>12</sup>

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<sup>12</sup> Market prices and rents were added to the analysis as a result of these consultations.



## 7.0 KEY TAKE-AWAYS

- Niagara Region currently has about 24,000 households in core housing need. The key sub-groups most affected include:
  - Renter households, 29% of which are in core housing need in the Region;
  - Singles, who represent 84% of the 24,000 households in core need;
  - Lone parents, who represent 14% of the households in core need; and
  - Low-income households, specifically in deciles 1-4 who earn less than \$52,700 per year.
- The types of housing needed by most households in core need are:
  - Bachelor apartments and one-bedroom units for single-person households;
  - 2 or more bedroom, family-friendly units for lone-parent households; and
  - Affordable housing – spending \$737 a month on shelter is unaffordable for 70% of all households in core need.
- The Region's aging population which is likely to increasingly skew older will also affect future housing demand and housing need. The type of dwellings commonly considered appropriate for this population would be 1-bedroom, senior-friendly accessible housing, suitable for couples and single-person households. Transportation and location within the community may also be important considerations.
- At the local level, an effective housing strategy requires considering how economic and infrastructure policy interacts with housing.
  - The type and location of housing development can affect the ability to attract labour to the area, especially for industries requiring minimum-wage labour.
  - Transportation infrastructure can ease labour mobility and widen the radius for people to find housing.
  - Policies targeting housing, transportation and the economy can affect the type of growth that the Region will experience and can either exacerbate trends identified or work to minimize them.

## A. APPENDIX: COMPARISON TABLES

### A.1. WITHIN NIAGARA REGION

#### POPULATION AND HOUSEHOLDS

	Niagara Falls	St. Catharines	West Lincoln	Welland	Fort Erie	Thorold	Regional Average
Population growth rate (2016-2041)	41%	24%	96%	24%	40%	50%	<b>34%</b>
Household growth rate (2016-2041)	46%	31%	99%	30%	46%	56%	<b>40%</b>
Expected number of added residents, thousands (2016-2041)	36.3	32.9	14.08	12.70	12.44	9.54	<b>156.0</b>
Expected number of added households, thousands (2016-2041)	16.9	17.2	5.94	6.50	5.82	4.42	<b>74.7</b>
Share of Regional growth borne by municipality	22.7%	23.0%	7.9%	8.7%	7.8%	5.9%	<b>100%</b>
Under 25 population growth rate (2016-2041)	24%	8%	83%	9%	24%	36%	<b>19%</b>
65 and over population growth rate (2016-2041)	117%	93%	193%	89%	108%	139%	<b>105%</b>
Dependency ratio (2016)	52%	54%	51%	54%	58%	44%	<b>55%</b>
Most common household type (2016)	Singles	Singles	Couple with children	Singles	Couple no children	Singles	<b>Singles</b>
Proportion of households with a maintainer aged 65 and over (2016)	30%	31%	26%	31%	34%	25%	<b>31%</b>

Niagara Region Housing Market Analysis

	Grimsby	Niagara-on-the-Lake	Pelham	Lincoln	Port Colborne	Wainfleet	Regional Average
Population growth rate (2016-2041)	34%	51%	47%	32%	17%	13%	<b>34%</b>
Household growth rate (2016-2041)	39%	57%	51%	37%	23%	16%	<b>40%</b>
Expected number of added residents, thousands (2016-2041)	9.35	8.94	8.05	7.81	3.09	0.83	<b>156.0</b>
Expected number of added households, thousands (2016-2041)	4.37	4.09	3.60	3.65	1.77	0.43	<b>74.7</b>
Share of Regional growth borne by municipality	5.9%	5.5%	4.8%	4.9%	2.4%	0.6%	<b>100%</b>
Under 25 population growth rate (2016-2041)	20%	26%	27%	16%	0%	3%	<b>19%</b>
65 and over population growth rate (2016-2041)	107%	116%	119%	107%	78%	71%	<b>105%</b>
Dependency ratio (2016)	56%	72%	62%	59%	59%	49%	<b>55%</b>
Most common household type (2016)	Couple with children	Couple no children	Couple no children	Couple with children	Singles	Couple no children	<b>Singles</b>
Proportion of households with a maintainer aged 65 and over (2016)	29%	43%	35%	32%	34%	28%	<b>31%</b>

## EMPLOYMENT &amp; HOUSING

	Niagara Falls	St. Catharines	West Lincoln	Welland	Fort Erie	Thorold	Regional Average
<b>Employment &amp; Income</b>							
Average individual income (2016)	\$37,869	\$38,963	\$44,967	\$37,126	\$40,389	\$37,745	<b>\$41,591</b>
Median individual income (2016)	\$29,275	\$30,110	\$36,591	\$29,856	\$30,591	\$30,912	<b>\$31,433</b>
Average 15+ population full-time employment (2016)	31%	30%	41%	30%	30%	35%	<b>32%</b>
Average 15+ population not working (2016)	36%	38%	27%	41%	41%	32%	<b>37%</b>
Expected change in full time employed 15+ population (2016-2041)	22%	7%	79%	8%	20%	34%	<b>17%</b>
Expected change in non-working 15+ population (2016-2041)	76%	55%	143%	50%	72%	86%	<b>67%</b>
<b>Housing Stock &amp; Demand</b>							
Median price, single-detached home (2016)	\$260,041	\$280,193	\$399,756	\$229,411	\$229,712	\$259,834	<b>\$298,208</b>
Median price, other (excluding 5+ storey and mobile)	\$200,452	\$210,341	\$299,384	\$185,858	\$232,654	\$224,261	<b>\$240,412</b>
Average 1-bedroom rent (2016)	\$807	\$831	N/A	\$757	\$723	\$693	<b>\$801 (CMA)</b>
Rent increase, 1-bedroom (2006-2016)	28%	25%	N/A	27%	24%	21%	<b>26% (CMA)</b>
Low-density housing stock	72%	63%	90%	72%	85%	79%	<b>73%</b>
Medium-density housing stock	24%	26%	10%	21%	13%	19%	<b>22%</b>
High-density housing stock	4%	11%	0%	7%	2%	2%	<b>5%</b>
% Ownership	72%	67%	90%	70%	79%	73%	<b>74%</b>
% Renters	28%	33%	10.3%	30%	21%	27%	<b>26%</b>
% Core housing need	14%	16%	4%	16%	14%	12%	<b>13%</b>
% Spending over 30% of income on shelter	26%	28%	17%	26%	25%	25%	<b>24%</b>

## Niagara Region Housing Market Analysis

	Grimsby	Niagara-on-the-Lake	Pelham	Lincoln	Port Colborne	Wainfleet	Regional Average
<b>Employment &amp; Income</b>							
Average individual income (2016)	\$53,634	\$53,633	\$55,892	\$50,311	\$39,282	\$46,750	<b>\$41,591</b>
Median individual income (2016)	\$41,527	\$37,208	\$41,313	\$37,821	\$29,977	\$34,498	<b>\$31,433</b>
Average 15+ population full-time employment (2016)	38%	28%	32%	37%	28%	39%	<b>32%</b>
Average 15+ population not working (2016)	31%	39%	36%	30%	42%	31%	<b>37%</b>
Expected change in full time employed 15+ population (2016-2041)	17%	27%	25%	14%	-1%	1%	<b>17%</b>
Expected change in non-working 15+ population (2016-2041)	76%	91%	89%	79%	45%	37%	<b>67%</b>
<b>Housing Stock &amp; Demand</b>							
Median price, single-detached home (2016)	\$449,564	\$500,714	\$400,196	\$400,101	\$200,065	\$300,656	<b>\$298,208</b>
Median price, other (excluding 5+ storey and mobile)	\$334,955	\$401,199	\$300,758	\$299,958	\$199,835	\$329,452	<b>\$240,412</b>
Average 1-bedroom rent (2016)	\$768	N/A	N/A	\$643	\$728	N/A	<b>\$801 (CMA)</b>
Rent increase, 1-bedroom (2006-2016)	19%	N/A	N/A	2%	N/A	N/A	<b>26% (CMA)</b>
Low-density housing stock	71%	87%	84%	81%	75%	99%	<b>73%</b>
Medium-density housing stock	27%	13%	15%	19%	22%	1%	<b>22%</b>
High-density housing stock	2%	0%	1%	1%	3%	0%	<b>5%</b>
% Ownership	86%	88%	89%	87%	74%	94%	<b>74%</b>
% Renters	14%	12%	11%	13%	26%	6%	<b>26%</b>
% Core housing need	6%	6%	5%	4%	17%	5%	<b>13%</b>
% Spending over 30% of income on shelter	18%	20%	15%	16%	25%	16%	<b>24%</b>

## A.2. NEIGHBOURING MUNICIPALITIES

### POPULATION & HOUSEHOLDS

	Haldimand-Norfolk	Hamilton	Peel	Halton	Toronto	Niagara Region
<b>Population and Households</b>						
Population growth rate (2016-2041)*	10%	39%	34%	76%	18%	<b>34%</b>
Household growth rate (2016-2041)	13%	43%	38%	81%	22%	<b>40%</b>
Expected number of added residents, thousands (2016-2041)	11.0	219	501	431	529	<b>156</b>
Expected number of added households, thousands (2016-2041)	5.89	95.8	175	162	258	<b>74.7</b>
Under 25 population growth rate (2016-2041)	1%	22%	22%	61%	13%	<b>19%</b>
65 and over population growth rate (2016-2041)	67%	131%	116%	180%	52%	<b>105%</b>
Dependency ratio (2016)	58%	50%	45%	53%	43%	<b>55%</b>
Most common household type (2016)	Family with children	Family with children	Family with children	Family with children	Non-census family	<b>Non-census family</b>
Proportion of households with a maintainer aged 65 and over (2016)	32%	22%	20%	24%	23%	<b>31%</b>

*Note: Growth is based on Places to Grow targets*



## EMPLOYMENT &amp; HOUSING

	Haldimand-Norfolk	Hamilton	Peel	Halton	Toronto	Niagara Region
<b>Employment &amp; Income</b>						
Average individual income (2016)	\$41,731	\$43,966	\$42,651	\$64,762	\$52,268	<b>\$41,591</b>
Median individual income (2016)	\$33,265	\$32,917	\$30,715	\$42,577	\$30,089	<b>\$31,433</b>
Average 15+ population full-time employment (2016)	34%	34%	35%	40%	33%	<b>32%</b>
Average 15+ population not working (2016)	35%	35%	32%	28%	35%	<b>37%</b>
<b>Housing Stock &amp; Demand</b>						
Median price, single-detached home (2016)	\$288,920	\$400,815	\$697,183	\$738,304	\$800,687	<b>\$298,208</b>
Median price, other (excluding 5+ storey and mobile)	\$230,095	\$324,885	\$479,570	\$473,364	\$601,891	<b>\$240,412</b>
Average 1-bdr rent 2016	n/a	\$810	\$1,101	\$1,160	\$1,137	<b>\$801 (CMA)</b>
Low-density housing stock	87%	60%	57%	64%	31%	<b>73%</b>
Medium-density housing stock	12%	24%	24%	25%	25%	<b>22%</b>
High-density housing stock	1%	16%	19%	11%	44%	<b>5%</b>
% Ownership	81%	68%	76%	81%	53%	<b>74%</b>
% Renters	19%	32%	24%	19%	47%	<b>26%</b>
% Core housing need	9%	15%	16%	9%	24%	<b>13%</b>
% Spending over 30% of income on shelter	19%	26%	32%	24%	36%	<b>24%</b>

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## MEMORANDUM

PDS-C 13-2019

**Subject: 2019 Public Realm Investment Program Funding Commitment Update**

**Date: July 9, 2019**

**To: Planning and Economic Development Committee**

**From: Vanessa Aykroyd, Landscape Architect**

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The purpose of this memorandum is to provide an update to the Planning and Economic Development Committee with respect to the “**2019 Public Realm Investment Program (PRIP)**.” This memo summarizes the results of the 2019 PRIP applications for funding from Local Area Municipalities (LAMs) for public realm enhancement projects along Regional Roads. A brief description of each project is included.

### Program Background

The Public Realm Investment Program was initiated in 2016, as a means to incentivize LAMs to make strategic investments in partnership with the Region in the public realm that contribute to attractive and vibrant places. These projects stimulate investment and contribute to elevating the quality and appeal of the public realm across Niagara. Eligible projects include streetscaping, street furnishing, civic gateways, urban plazas, active transportation facilities, and other related public realm enhancements.

With an annual budget of \$250,000, the PRIP provides matching funding to LAMs for public realm enhancement projects up to a maximum of \$100,000 per project. Now in its fourth year, the program continues to build on the successes of past years and is well-received by the LAMs.

### 2019 Funding Commitments

In February of this year, the 2019 Program Application Package and supporting material was distributed to the LAMs with encouragement to submit projects that met the eligibility criteria. Multiple projects may be submitted as separate funding requests. A commitment by the LAM to the maintenance of spaces and elements funded through this program is required.

The deadline for submissions to the 2019 PRIP was March 29, 2019. Similar to previous years, the 2019 Program was over-subscribed with a total funding request of \$467,500. Six projects were submitted from four LAMs. Combined, the requested funding leverages a total project value of \$1.57 million.

A multi-disciplinary team of Regional staff evaluated the projects to determine funding priorities. Staff also met directly with LAMs to discuss the projects in detail. The team collaboratively determined how to best leverage the funding in order to maximize the potential of the projects. The Region also provides various technical and design assistance in landscape architecture and streetscape design to the LAMs.

The following projects have received 2019 PRIP funding commitments:

Project Name and Description	Local Commitment	Regional Commitment
<b>West Lincoln:</b> <b>Smithville – RR 20 Streetscaping Upgrades</b> Creation of a parkette at the corner of West/ Griffin & Station Street, upgraded landscaping in new roundabouts at Townline Road and South Grimsby Road 6, street furniture (benches, and seasonal lighting at key nodes along the route). Transformation of these spaces builds upon previous Regional streetscape investments in the public realm.	\$100,000	\$100,000
<b>West Lincoln:</b> <b>Smithville – RR 20 Street Lighting Upgrades</b> Upgraded street lighting that will eliminate overhead utility clutter, while creating a consistent and distinct design identity for the community of Smithville.	\$130,000	\$100,000
<b>Pelham:</b> <b>Port Robinson and Rice Road (RR 54) Parkette</b> New parkette along a multi-use trail in the new neighbourhood of East Pelham.	\$30,000	\$30,000
<b>Welland:</b> <b>Parkette at Hellems and East Main Street (RR27)*</b> Parkette in a vacant lot owned by the City. *Funding to be committed when project details are defined.	\$55,000	\$20,000
<b>Total:</b>	<b>\$315,000</b>	<b>\$250,000</b>

The Region received additional funding requests this year, but was unable to provide committed funding. These requests are outlined below.

- (1) The City of St Catharines submitted an application for \$100,000 for an urban plaza along St. Paul Street at the Rankin Bridge leading to the Meridian Centre.

While the project is worthwhile and impactful to the community, it does not meet the program eligibility requirements as the project is not adjacent to a Regional road.

- (2) The City of Welland submitted an application for \$100,000 for the reconstruction of the streetscape of Niagara Street from West Main Street to the Niagara Street Bridge. There are larger capital works planned along this section of road in 2021, namely the rehabilitation of the Niagara Street Bridge and major infrastructure renewal along Niagara Street. Therefore, the evaluation team determined that this project should be re-submitted at a later date in coordination with these planned works.

Planning staff will update the Planning and Economic Development Committee in the fall of 2019 with a report showcasing the public realm investment projects that the program has helped to fund since 2016.

Respectfully submitted and signed by

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Vanessa Aykroyd, OALA, CSLA  
Landscape Architect

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**Subject:** Community Safety and Well-Being Plan

**Report to:** Regional Council

**Report date:** Thursday, July 18, 2019

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## Recommendations

That this report **BE RECEIVED** for information.

## Key Facts

- On January 1, 2019, a new legislative requirement under the *Police Services Act* mandated municipalities across Ontario to develop **Community Safety and Well-Being** plans, to be completed no later than December 31, 2020.
- On March 26, 2019, the provincial government subsequently passed the *Comprehensive Ontario Police Services Act*, in which this provision continues to be in force under section 248 (1): “Every municipality shall prepare and, by resolution, adopt a community safety and well-being plan.”
- Within the legislation, municipalities are required to work in partnership with an Advisory Committee comprised of representation from the local police service board, police service, and providers in health services, mental health services, education, community services, and children/youth services, to develop and implement a local Community Safety and Well-Being (CSWB) plan that:
  - Identifies and prioritizes risk factors that contribute to crime, victimization, addiction, drug overdose, suicide and any other risk factors;
  - Identifies strategies to reduce prioritized risk factors, including providing new services, changing existing services, improving the integration of existing services or coordinating existing services in a different way; and,
  - Sets out measurable outcomes that the strategies are intended to produce.
- Additional requirements are also outlined in the legislation pertaining to conducting consultations, contents of the plan, and monitoring, evaluating, reporting and publishing the plan.
- As identified in the Ministry of the Solicitor General (formerly known as the Ministry of Community Safety and Correctional Services) planning document, CSWB plans are viewed to support safe and healthy communities through an approach that is less dependent on reactionary, incident-driven responses and instead refocuses efforts and investment on a holistic, multi-sectoral approach to community well-being that better addresses root causes of crime and social disorder.
- In situations of two-tier municipalities, it is recommended that the coordination of planning occurs at the regional level where the existing boundaries of service delivery for police, health, education and community services are defined.

## Financial Considerations

The Ministry of the Solicitor General provided municipalities notice of this legislative requirement through local police departments as it was enacted under legislation which guides local police services. Within the planning document and through correspondence with an upper-tier municipality that was an early adopter of this requirement (i.e. Halton Region), **it is important to identify and appropriately dedicate incremental resources to this initiative** to coordinate the work of local community engagement and CSWB plan development. A business case will be completed to define these resources and to align with the 2020 regional budget consideration process. Of note, there is no specific provincial funding was provided to support the work associated with the development of local CSWB plans, while it has been suggested by the Ministry of the Solicitor General that municipal application to a small number of grants in 2020 may be of some assistance.

## Analysis

### *Background*

In 2009, the Ministry of Community Safety and Correctional Services began identifying that police services were frequently responding to crisis situations that were non-criminal in nature. Upon examining the type of complex crises where police are called, such as an individual experiencing a mental health crisis, it was proposed that a collaborative, multi-sectoral approach would better meet community needs related to safety and well-being. From 2013 to 2016, the Ministry engaged pilot communities across Ontario to test components of the Community Safety and Well-Being Framework, and in 2017 released the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario*.

The legislative requirement of municipalities to develop and implement a Community Safety and Well-Being Plan came into effect January 1, 2019 and continues to be in force today under the *Comprehensive Ontario Police Services Act, 2019*.

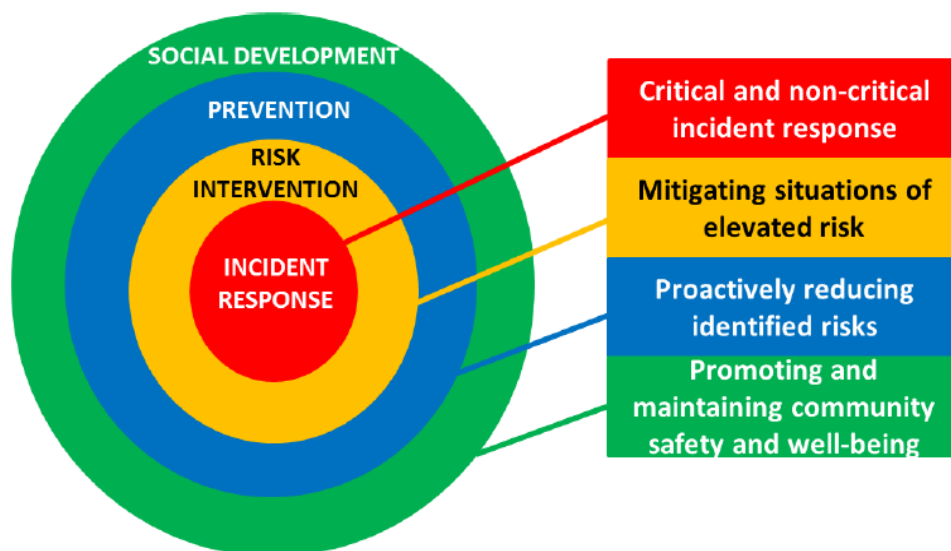
### *Ministry of the Solicitor General - Community Safety and Well-Being Framework*

The Framework is proposed to support municipalities develop their CSWB plan to address the root causes of crime and complex social issues through multi-sectoral partnerships that minimize risk factors and improve the overall well-being of communities. The Framework identifies four key focus areas to be addressed within each municipal plan:

1. **Social Development** (i.e. promoting and maintaining community safety and well-being)
2. **Prevention** (i.e. proactively reducing identified risks)
3. **Risk Intervention** (i.e. mitigating situations of elevated risk)



#### 4. Incident Response (i.e. critical and non-critical incident response)



The Ministry of the Solicitor General identifies that the majority of investment, time and resources should be spent on developing and/or enhancing social development, prevention and risk intervention strategies in order to reduce harm, crime or victimization of individuals by meeting their needs before escalation to crisis, and; prevent more costly emergency response interventions.

Some factors identified as critical to the success of the plan include that it is both strengths-based and risk-focused, that the development of the plan obtains the highest level commitment from local organizations and agencies, and that outcomes are based on evidence and evaluation.

In Niagara, there are a number of initiatives and collaborative tables that would support or complement the development of Niagara's Community Safety and Well-Being Plan (e.g. Opioid Network, Port Colborne Situation Table, Housing and Homelessness Action Plan, EMS System Transformation). It will be important to ensure that Niagara's plan is informed by local needs, leverages best practices, builds upon current local efforts, engages local leaders and community champions, and identifies/addressess gaps.

#### Alternatives Reviewed

Not applicable.

#### Relationship to Council Strategic Priorities

Not yet identified.

## Other Pertinent Reports

N/A

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**Prepared by:**

Sandy Dupuis, MSC BSC  
Corporate Performance Specialist  
Enterprise Resource Management  
Services

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**Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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**Submitted by:**

Ron Tripp, P. Eng  
Acting Chief Administrative Officer

*This report was prepared with the assistance of Michelle Johnston, Homelessness & Emergency Services Advisor, Community Services.*

**In accordance with the notice and submission deadline requirements of Sections 18.1(b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Huson a motion to be brought forward for consideration at the July 18, 2019 Council meeting respecting establishing an Agribusiness Strategic Planning Workgroup**

WHEREAS Niagara's Agribusiness sector was the focus of a recent policy brief conducted by the Niagara Community Observatory;

WHEREAS Agribusiness is one of Niagara's top economic sectors contributing \$1.41 billion towards GDP, 215,000 acres of farmland, and almost 20,000 jobs in Niagara;

WHEREAS gaps have been identified in the sector's production, processing, distribution chains, and value-added opportunities;

WHEREAS economic trends indicate that the agribusiness sector in Niagara is growing;

WHEREAS Niagara's agribusiness sector would benefit from an established network for strategic visioning and planning that incorporates and aligns with a variety of stakeholders from across the Region including farmers, entrepreneurs, workers, industry associations, political representatives and relevant educational representatives;

NOW THEREFORE BE IT RESOLVED:

That Regional Council **DIRECT** Planning and Economic Development staff to initiate a meeting with relevant stakeholders to determine the potential for establishing an "Agribusiness Strategic Planning Workgroup".

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE  
PART OF LOT 13 CONCESSION 3, IN THE CITY OF ST. CATHARINES  
AS PART OF REGIONAL ROAD NO. 48 (NIAGARA STREET)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from Grey Forest Homes Ltd.;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 48 (Niagara Street);

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 48 (Niagara Street):

Part Lot 13, Concession 3, in the Geographic Township of Grantham, now City of St. Catharines, Regional Municipality of Niagara designated as Part 1 on Reference Plan 30R-14868.

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >



# GREY FOREST HOMES LTD.



## ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING ALONG REGIONAL ROAD No.48 (NIAGARA STREET) CITY OF ST.CATHARINES

SCALE = 1:1,000 0 10 20 40 Metres

### LEGEND:

-  - DENOTES TERANET MAPPING
-  - DENOTES SUBJECT LANDS

Niagara Region

### DISCLAIMER

This map was compiled from various sources and is current as of 2019. The Region of Niagara makes no representations or warranties whatsoever, either expressed or implied, as to the accuracy, completeness, reliability, and currency or otherwise of the information shown on this map. © 2015 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. Airphoto (Spring 2015)

Transportation Services  
Surveys & Property Information  
IR-19-218 Date: 2019-06-13

## THE REGIONAL MUNICIPALITY OF NIAGARA

## BY-LAW NO. &lt; &gt;

A BY-LAW TO PROVIDE FOR THE REGULATION  
OF TRAFFIC ON REGIONAL HIGHWAYS

THAT Pursuant to S. 214 (1) of the *Highway Traffic Act*, R.S.O. 1990, c.H.8, as amended,

And WHEREAS the Council of a municipality may by by-law designate a part of a highway under its jurisdiction as a community safety zone if, in the council's opinion, public safety is of special concern on that part of the highway.

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

1. That the attached "Schedule A" designate a part of a highway under its jurisdiction as a community safety zone.

"Schedule A"

COLUMN 1 HIGHWAY	COLUMN 2 FROM	COLUMN 3 TO	Length (kilometre)
Regional Road 81 (York Road)	Queenston Road	Concession 3 Road	1.10
Regional Road 24 (Victoria Avenue)	Frederick Avenue	Regional Road 81 (King Street)	1.20

2. That this by-law shall come into force and take effect on the day upon which it is passed and signs have been erected and are on display

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: &lt; &gt;



THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ADOPT, RATIFY AND CONFIRM THE ACTIONS OF  
REGIONAL COUNCIL AT ITS MEETING  
HELD JULY 18, 2019

WHEREAS subsection 5 (3) of the Municipal Act, S.O. 2001, Ch. 25, as amended, provides that, except if otherwise authorized, the powers of Regional Council shall be exercised by by-law; and,

WHEREAS it is deemed desirable and expedient that the actions of Regional Council as herein set forth be adopted, ratified and confirmed by by-law.

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

1. That the actions of the Regional Council at its meeting held July 18, 2019, including all resolutions or motions approved, are hereby adopted, ratified and confirmed as if they were expressly embodied in this by-law.
2. That the above-mentioned actions shall not include:
  - a) Any actions required by law to be taken by resolution; or
  - b) Any actions for which prior Ontario Municipal Board approval is required, until such approval is obtained.
3. That the Chair and proper officials of The Regional Municipality of Niagara are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
4. That unless otherwise provided, the Chair and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Regional Municipality of Niagara to all documents necessary to give effect to the above-mentioned actions.
5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >