



THE REGIONAL MUNICIPALITY OF NIAGARA
COUNCIL ORDER OF BUSINESS

CL 15-2019

Thursday, August 15, 2019

6:30 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

			Pages
1.	<u>CALL TO ORDER</u>		
2.	<u>LAND ACKNOWLEDGMENT STATEMENT</u>	Jordan	
3.	<u>MOMENT OF REFLECTION</u>	Chiocchio	
4.	<u>SINGING OF 'O CANADA'</u>		
5.	<u>ADOPTION OF AGENDA</u>		
5.1	<u>Addition of Items</u>		
5.2	<u>Changes in Order of Items</u>		
6.	<u>DISCLOSURES OF PECUNIARY INTEREST</u>		
7.	<u>PRESENTATIONS</u>		
8.	<u>CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS</u>		
9.	<u>DELEGATIONS</u>		
10.	<u>ADOPTION OF MINUTES</u>	Butters	
10.1	<u>Council Minutes CL 13-2019</u> Thursday, July 18, 2019 (Regular Meeting)		5 - 20

10.2	<u>Council Minutes CL 14-2019</u> Thursday, August 1, 2019 (Special Meeting)		21 - 25
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11. CORRESPONDENCE

11.1	<u>Receive and/or Refer</u> None.		
11.2	<u>For Consideration</u>		
11.2.1	<i>CLK 12-2019</i> Citizen Committee on Council Remuneration	<i>Steele</i>	26 - 34
11.2.2	<i>CL-C 53-2019</i> Request for Appointment to the Smarter Niagara Steering Committee	<i>Foster</i>	35

12. COMMITTEE REPORTS - OPEN SESSION

12.1	<u>Procedural By-law Review Committee</u> Minutes PBLRC 3-2019, Tuesday, July 30, 2019	Edgar	36 - 57
12.2	<u>Committee of the Whole</u> Minutes COTW 6-2019, Thursday, August 1, 2019	Insinna	58 - 159
12.3	<u>Public Works Committee</u> Minutes PWC 8-2019, Tuesday, August 6, 2019	Rigby	160 - 222
12.4	<u>Public Health and Social Services Committee</u> Minutes PHSSC 8-2019, Tuesday, August 6, 2019	Chiocchio	223 - 413
12.5	<u>Corporate Services Committee</u> Minutes CSC 8-2019, Wednesday, August 7, 2019	Foster	414 - 559
12.6	<u>Planning and Economic Development Committee</u> Minutes PEDC 8-2019, Wednesday, August 7, 2019	Huson	560 - 612

13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

13.1	<u>CAO 9-2019</u> Shape Niagara – Corporate Implementation Plan A presentation will precede consideration of this item.	Bellows	613 - 636
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- 13.2 CAO 10-2019 Sendzik 637 - 686
Niagara Regional Housing Alternative Service Delivery: Model and
Implementation Plan Recommendations

A presentation will precede consideration of this item.

14. MOTIONS

15. NOTICES OF MOTION

16. OTHER BUSINESS

17. CLOSED SESSION

17.1 Council Minutes - Closed Session

- 17.1.1 Council Minutes - Closed Session August 1, 2019 (Special
Meeting)

17.2 Committee Minutes - Closed Session

- 17.2.1 Public Works Committee - August 6, 2019
Closed Session Minutes PWC 8-2019, Tuesday, August 6,
2019
- 17.2.2 Corporate Services Committee - August 7, 2019
Closed Session Minutes CSC 8-2019, Wednesday, August 7,
2019

17.3 Confidential Reports Submitted Directly to Council

- 17.3.1 *Confidential Appendix II to Report CLK 12-2019*
A Matter Respecting Personal Matters About Identifiable
Individuals - Recommended Citizen Appointments to
the Citizen Committee on Council Remuneration

18. REPORT FROM CLOSED SESSION

19. BY-LAWS

Nicholson

- 19.1 Bill 2019-65
A by-law to amend By-law No. 09-2016, being a by-law to govern the
execution of documents and to delegate certain administrative powers
and duties to staff and to repeal By-law 126-2011.

687

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on August 15, 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 (email).

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

**CL 13-2019
Thursday, July 18, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Easton, Insinna

Staff: E. Acs, Manager, Community Planning, D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, M. Evely, Legislative Coordinator, D. Gibbs, Director, Legal & Court 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, K. Lotimer, Legislative Coordinator, A.-M. Norio, Regional Clerk, K. Smith, Chief/Director, Emergency Medical Services, M. Trennum, Deputy Regional Clerk, R. Tripp, Acting Chief Administrative Officer

1. CALL TO ORDER

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

2. LAND ACKNOWLEDGMENT STATEMENT

Councillor Whalen read the Land Acknowledgment Statement.

3. MOMENT OF REFLECTION

Councillor Bylsma 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

There were no items added to the agenda.

5.2 Changes in Order of Items

Councillor Sendzik requested that the order of the agenda be changed to move the consideration of Correspondence Item RC 1-2019, respecting Niagara Region's Representation on the Niagara Peninsula Conservation Authority (NPCA) Board of Directors (Agenda Item 8.1) to immediately following the Motion respecting Agribusiness Strategic Planning Workgroup (Agenda Item 14.1).

Moved by Councillor Sendzik
Seconded by Councillor Bellows

That the Council Agenda CL 13-2019, **BE ADOPTED**, as amended.

Carried

6. DISCLOSURES OF PECUNIARY INTEREST

Councillor Gale declared an indirect pecuniary interest with respect to the portion of the Budget Review Committee of the Whole minutes BRCOTW 6-2019 (Agenda Item 12.2) as there is a line item that concerns long-term care homes; and the portion of the Committee of the Whole minutes COTW 5-2019 (Agenda Item 12.4) concerning Report COM 32-2019 and associated presentations concerning Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans (Minute Item 5.1) as his daughter-in-law is employed at a long-term care home.

Councillor Edgar declared a direct pecuniary interest with respect to the portion of the Public Health and Social Services Committee minutes PHSSC 7-2019 (Agenda Item 12.6) concerning Report COM 31-2019 respecting Budget Adjustment – Children's Services (Minutes Item 5.6) as his wife is the Director of Children's Services.

See Minute Item 12.2

7. PRESENTATIONS

7.1 T. Roy Adams Humanitarian of the Year Award

Regional Chair Bradley stated that T. Roy Adams was an eminent Niagaran, well known throughout the region, Canada and abroad for his service to the community. In 2003, Niagara Region initiated a memorial award in his name to honour a resident of Niagara who best exemplifies Roy's values and dedication to community service.

Councillor Greenwood, Chair of the T. Roy Adams Humanitarian Award Committee, along with Councillor Diodati, Mayor of the City of Niagara Falls, announced Dan Bouwman as this year's recipient of the award.

Councillor Greenwood highlighted Mr. Bouwman's contributions to the community as the founder of Heartland Forest Nature Experience and his tireless efforts as an advocate for accessibility. Councillor Diodati emphasized Mr. Bouwman's volunteerism, generosity and drive to give back to the community.

Mr. Bouwman thanks Council for the recognition and award.

8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

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

9. DELEGATIONS

There were no delegations.

10. ADOPTION OF MINUTES

10.1 Council Minutes CL 12-2019

Thursday, June 20, 2019

Moved by Councillor Disero

Seconded by Councillor Whalen

That Minutes CL 12-2019 being the Open Session minutes of the Regional Council meeting held on Thursday, June 20, 2019, **BE ADOPTED.**

Carried

11. CORRESPONDENCE

11.1 Receive and/or Refer

Moved by Councillor Witteveen
Seconded by Councillor Greenwood

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

CL-C 50-2019 respecting Supplemental Information - Report CLK 9-2019
50th Anniversary Committee, **BE RECEIVED**; and

CL-C 51-2019 respecting Award of Tender 2019-T-157 Reconstruction of
Regional Road 38 (Martindale Road) from Fourth Avenue to Barton Street,
in the City of St. Catharines, **BE RECEIVED**.

Carried

11.2 For Consideration

11.2.1 CLK 11-2019

Second Progress Report respecting Implementation of
Recommendations from the Ontario Ombudsman Report "Press
Pause"

Moved by Councillor Campion
Seconded by Councillor Ip

That Report CLK 11-2019, dated July 18, 2019, respecting Second
Progress Report respecting Implementation of Recommendations
from the Ontario Ombudsman Report "Press Pause", **BE
RECEIVED** and **CIRCULATED** to the Ontario Ombudsman.

Carried

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Procedural By-law Review Committee

Minutes PBLRC 2-2019, Monday, June 17, 2019

Moved by Councillor Edgar
Seconded by Councillor Butters

That Report PBLRC 2-2019 being the Open Session minutes of the
Procedural By-law Review Committee meeting held on Monday, June 17,
2019, **BE RECEIVED** and the recommendations contained therein **BE
APPROVED**.

12.1.1 Minute Item 5.2 respecting Amendments to Regional Council Expense Policy

The recommendation contained in Minute Item 5.2 was considered separately 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.

Moved by Councillor Ip
Seconded by Councillor Butters

That Correspondence Item PBLRC-C 6-2019 **BE REFERRED** to the Corporate Services Committee meeting being held on Wednesday August 7, 2019.

Recorded Vote:

Yes (13): Bellows, Butters, Chiocchio, Darte, Foster, Gale, Heit, Huson, Ip, Jordan, Redekop, Sendzik, Ugulini.

No (16): Bylsma, Campion, Diodati, Disero, Edgar, Fertich, Gibson, Greenwood, Junkin, Nicholson, Rigby, Steele, Villella, Whalen, Witteveen, Zalepa.

Defeated

The Regional Chair called the vote on the motion 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

12.1.2 Balance of the recommendations from Procedural By-law Review Committee

The Regional Chair called the vote on the balance of the recommendations from the Procedural By-law Review Committee and declared it,

Carried

12.2 Budget Review Committee of the Whole

Minutes BRCOTW 6-2019, Thursday, June 20, 2019

Moved by Councillor Zalepa
Seconded by Councillor Butters

That Report BRCOTW 6-2019 being the Open Session minutes of the Budget Review Committee of the Whole meeting held on June 20, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

12.2.1 Minute Item 5.1 respecting 2020 Budget Planning

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

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.

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

Moved by Councillor Sendzik
Seconded by Councillor Campion

That clauses 1 and 5 **BE AMENDED** as follows:

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~~ **Core Consumer Price Index** as follows:
 - a. ~~2.7%~~ **2.0%** for Regional Departments
 - b. ~~3.0%~~ **2.0%** for Agencies, Boards, and Commissions
 - c. ~~2.1%~~ **2.0%** for Waste Management
5. That the 2020 budget for Water and Wastewater **BE PREPARED** with an increase of ~~5.15%~~ **2.0%** in accordance with ~~recommendations in Report PW 4-2019 Water and Wastewater Financial Plan for O.Reg. 453/07~~ **the Core Consumer Price Index.**

Recorded Vote

Yes (18): Bellows, Butters, Campion, Chiocchio, Darte, Diodati, Fertich, Gale, Gibson, Greenwood, Heit, Jordan, Nicholson, Redekop, Sendzik, Steele, Whalen, Witteveen.

No (11): Bylsma, Disero, Edgar, Foster, Huson, Ip, Junkin, Rigby, Ugulini, Villella, Zalepa.

Carried

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

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 Core Consumer Price Index as follows:
 - i. 2.0% for Regional Departments
 - ii. 2.0% for Agencies, Boards, and Commissions
 - iii. 2.0% 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 2.0% in accordance with the Core Consumer Price Index;

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

12.2.2 Balance of the recommendations from Budget Review Committee of the Whole

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

Carried

12.3 Audit Committee

Minutes AC 4-2019, Monday, June 24, 2019

Moved by Councillor Whalen
Seconded by Councillor Bylsma

That Report AC 4-2019 being the Open and Closed Session minutes of the Audit Committee meeting held on Monday, June 24, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

12.3.1 Minute Item 5.1 respecting Consideration of Reimbursement for Expense

The recommendation contained in Minute Item 5.1 was considered separately 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.

Recorded Vote:

Yes (16): Bellows, Bylsma, Campion, Darte, Diodati, Fertich, Foster, Gale, Gibson, Junkin, Nicholson, Rigby, Sendzik, Steele, Ugulini, Villella.

No (13): Butters, Chiocchio, Disero, Edgar, Greenwood, Heit, Huson, Ip, Jordan, Redekop, Whalen, Witteveen, Zalepa.

Carried

12.3.2 Balance of the recommendations from Audit Committee

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

Carried

12.4 Committee of the Whole

Minutes COTW 5-2019, Thursday, July 4, 2019

Moved by Councillor Darte

Seconded by Councillor Gibson

That Report COTW 5-2019 being the Open Session minutes of the Committee of the Whole meeting held on Thursday, July 4, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.5 Public Works Committee

Minutes PWC 7-2019, Tuesday, July 9, 2019

Moved by Councillor Rigby

Seconded by Councillor Edgar

That Report PWC 7-2019 being the Open and Closed Session minutes of the Public Works Committee meeting held on Tuesday, July 9, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.6 Public Health and Social Services Committee

Minutes PHSSC 7-2019, Tuesday, July 9, 2019

Moved by Councillor Greenwood
Seconded by Councillor Nicholson

That Report PHSSC 7-2019 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, July 9, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.7 Corporate Services Committee

Minutes CSC 7-2019, Wednesday, July 10, 2019

Moved by Councillor Foster
Seconded by Councillor Edgar

That Report CSC 7-2019 being the Open Session minutes of the Corporate Services Committee meeting held on Wednesday, July 10, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.7.1 Appointments to the 50th Anniversary Committee (Minute Item 5.1 - CSC 7-2019)

Moved by Councillor Campion
Seconded by Councillor Disero

That Councillors Bellows, Butters, Foster, Greenwood and Villella **BE APPOINTED** to the 50th Anniversary Committee.

Carried

12.8 Planning and Economic Development Committee

Minutes PEDC 7-2019, Wednesday, July 10, 2019

Moved by Councillor Huson

Seconded by Councillor Nicholson

That Report PEDC 7-2019 being the Open Session minutes of the Planning & Economic Development Committee meeting held on Wednesday, July 10, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

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

13.1 CAO 8-2019

Community Safety and Well-Being Plan

Moved by Councillor Junkin

Seconded by Councillor Butters

That Report CAO 8-2019, dated July 18, 2019, respecting Community Safety and Well-Being Plan, **BE RECEIVED** for information.

Carried

14. **MOTIONS**

14.1 Agribusiness Strategic Planning Workgroup

Moved by Councillor Huson

Seconded by Councillor Witteveen

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".

Carried

Councillor Information Request(s):

Circulate the motion respecting Agribusiness Strategic Planning Workgroup to the Agricultural Policy and Action Committee for comment. Councillor Steele.

8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

8.1 RC 01-2019

Niagara Region's Representation on the NPCA Board of Directors

Moved by Councillor Heit

Seconded by Councillor Chiocchio

That Memorandum RC 01-2019, being a memorandum from Regional Chair Bradley, dated July 18, 2019, respecting Niagara Region's Representation on the NPCA Board of Directors, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regional Chair **BE DIRECTED** to inform the Mayors of Hamilton and Haldimand that Niagara Region will be increasing their NPCA Board of Directors membership from 12 to 15 in order to ensure an appropriate mix of elected representatives on the Board; and
2. That Niagara Regional Council **APPOINT** three Regional Councillors to the NPCA Board of Directors effective immediately.

Clause 1 was considered separately as follows:

That Memorandum RC 01-2019, being a memorandum from Regional Chair Bradley, dated July 18, 2019, respecting Niagara Region's Representation on the NPCA Board of Directors, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regional Chair **BE DIRECTED** to inform the Mayors of Hamilton and Haldimand that Niagara Region will be increasing their NPCA Board of Directors membership from 12 to 15 in order to ensure an appropriate mix of elected representatives on the Board.

Recorded Vote:

Yes (21): Bellows, Bylsma, Chiocchio, Disero, Edgar, Foster, Gale, Gibson, Greenwood, Heit, Huson, Ip, Jordan, Junkin, Nicholson, Redekop, Steele, Ugulini, Villella, Witteveen, Zalepa.

No (6): Butters, Darte, Diodati, Fertich, Rigby, Sendzik.

Carried

Clause 2 was considered separately as follows:

2. That Niagara Regional Council **APPOINT** three Regional Councillors to the NPCA Board of Directors effective immediately.

Recorded Vote:

Yes (21): Bellows, Bylsma, Chiocchio, Disero, Edgar, Foster, Gale, Gibson, Greenwood, Heit, Huson, Ip, Jordan, Junkin, Nicholson, Redekop, Steele, Ugulini, Villella, Witteveen, Zalepa.

No (6): Butters, Darte, Diodati, Fertich, Rigby, Sendzik.

Carried

The following members put their names forward for consideration for the three (3) Regional Councillor positions on the Niagara Peninsula Conservation Authority Board of Directors:

Councillors Bylsma, Foster, Gibson, Greenwood, Heit, Ip and Steele.

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

Voting for Councillor Bylsma (13): Bylsma, Diodati, Disero, Fertich, Foster, Gale, Gibson, Huson, Nicholson, Rigby, Ugulini, Witteveen, Zalepa.

Voting for Councillor Foster (13): Bellows, Bylsma, Darte, Disero, Edgar, Fertich, Foster, Gale, Huson, Ip, Ugulini, Villella, Zalepa.

Voting for Councillor Gibson (11): Darte, Diodati, Fertich, Gale, Gibson, Greenwood, Jordan, Rigby, Sendzik, Steele, Witteveen.

Voting for Councillor Greenwood (9): Butters, Chiocchio, Greenwood, Heit, Ip, Jordan, Junkin, Nicholson, Steele.

Voting for Councillor Heit (7): Bellows, Chiocchio, Edgar, Greenwood, Heit, Rigby, Witteveen.

Voting for Councillor Ip (4): Bellows, Butters, Ip, Villella.

Voting for Councillor Steele (18): Butters, Bylsma, Chiocchio, Darte, Diodati, Disero, Edgar, Foster, Gibson, Heit, Huson, Jordan, Junkin, Nicholson, Steele, Ugulini, Villella, Zalepa.

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

Moved by Councillor Ugulini
Seconded by Councillor Diodati

That Councillors Bylsma, Foster and Steele **BE APPOINTED** to the Niagara Peninsula Conservation Authority Board of Directors effective immediately.

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. CLOSED SESSION

Council did not resolve into closed session.

18. REPORT FROM CLOSED SESSION

Council did not resolve into closed session.

19. BY-LAWS

Moved by Councillor Villella
Seconded by Councillor Chiocchio

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

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.

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.

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.

Bill 2019-60 - 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).

Bill 2019-61 - A by-law to provide for the regulation of traffic on Regional Highways.

Bill 2019-62 - A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on July 18, 2019.

Carried

Councillor Information Request(s):

Provide information respecting the Region's total debt, including information respecting the debentures approved in 2018 and 2019. Councillor Gale.

20. ADJOURNMENT

There being no further business, the meeting adjourned at 10:02 p.m.

Jim Bradley
Regional Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

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

**CL 14-2019
Thursday, August 1, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Council: Bradley (Regional Chair), Butters, Bylsma, Campion, Chiocchio, Darte, Edgar, Fertich, Foster, Gale, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Bellows, Diodati, Disero, Easton, Gibson, Nicholson, Redekop

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

Others Present: Daryn Jeffries and Alexandra Jamieson, Rae Christen Jeffries LLP, External Legal Counsel

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 4:05 p.m.

2. ADOPTION OF AGENDA

2.1 Changes in Order of Items

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

Moved by Councillor Steele
Seconded by Councillor Rigby

That the Council Agenda CL 14-2019, **BE ADOPTED.**

Carried

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. CONSENT ITEMS FOR INFORMATION

4.1 CL-C 52-2019

By-law to Amend Debenture By-laws 2019-57, 2019-58 and 2019-59.

Moved by Councillor Foster

Seconded by Councillor Huson

That Correspondence Item CL-C 52-2019, being a memorandum from T. Harrison, Commissioner, Enterprise Resource Management Services/Regional Treasurer, dated July 18, 2019, respecting By-law to Amend Debenture By-laws 2019-57, 2019-58 and 2019-59, **BE RECEIVED** for information.

Carried

5. CLOSED SESSION

Moved by Councillor Butters

Seconded by Councillor Insinna

That this Council **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 & A Matter of Litigation or Potential Litigation under s. 239(2) of the Municipal Act, 2001 - Legal Advice respecting litigation concerning Former Senior Administration Officials Employment Contracts;

A Matter Respecting Labour Relations - Organizational Structure Re-alignment; and

A Matter respecting Personal Matters about an Identifiable Individual, Including Municipal Employees and A Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations Carried on or to be Carried by or on Behalf of the Municipality – Senior Administration Official Update.

Carried

Council resolved into closed session at 4:08 p.m.

6. REPORT FROM CLOSED SESSION

Council reconvened in open session at 5:00 p.m. with the following individuals in attendance:

Council: Bradley (Regional Chair), Butters, Bylsma, Campion, Chiocchio, Darte, Edgar, Fertich, Foster, Gale, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Bellows, Diodati, Disero, Easton, Gibson, Nicholson, Redekop

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

Others Present: Daryn Jeffries and Alexandra Jamieson, Rae Christen Jeffries LLP, External Legal Counsel

6.1 Confidential Verbal Update

Confidential Verbal Update - A Matter of Advice that is Subject to Solicitor-Client Privilege & A Matter of Litigation or Potential Litigation under s. 239(2) of the *Municipal Act, 2001* - Legal Advice respecting litigation concerning Former Senior Administration Officials Employment Contracts

Moved by Councillor Huson
Seconded by Councillor Ip

That the Confidential Verbal Update respecting A Matter of Advice that is Subject to Solicitor-Client Privilege & A Matter of Litigation or Potential Litigation under s. 239(2) of the *Municipal Act, 2001* - Legal Advice respecting litigation concerning Former Senior Administration Officials Employment Contracts, **BE RECEIVED.**

Carried

6.2 CAO 12-2019

A Matter Respecting Labour Relations - Organizational Structure Re-alignment

Moved by Councillor Butters
Seconded by Councillor Bylsma

That Confidential Report CAO 12-2019, dated August 1, 2019, respecting A Matter Respecting Labour Relations - Organizational Structure Re-alignment, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

6.3 CAO 13-2019

A Matter respecting Personal Matters about an Identifiable Individual, Including Municipal Employees and A Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations Carried on or to be Carried by or on Behalf of the Municipality – Senior Administration Official Update

Moved by Councillor Sendzik
Seconded by Councillor Edgar

That Confidential Report CAO 13-2019, dated August 1, 2019, respecting A Matter respecting Personal Matters about an Identifiable Individual, Including Municipal Employees and A Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations Carried on or to be Carried by or on Behalf of the Municipality – Senior Administration Official Update, **BE RECEIVED** for information.

Carried

7. **BY-LAWS**

Moved by Councillor Campion
Seconded by Councillor Whalen

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

Bill 2019-63 - A by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on August 1, 2019.

Bill 2019-64 - A by-law to amend Debenture By-law Nos. 2019-57, 2019-58 and 2019-59.

Carried

8. ADJOURNMENT

There being no further business, the meeting adjourned at 5:03 p.m.

Jim Bradley
Regional Chair

Ann-Marie Norio
Regional Clerk

Subject: Citizen Committee on Council Remuneration

Report to: Regional Council

Report date: Thursday, August 15, 2019

Recommendations

1. That the terms of reference contained in Appendix I to Report CLK 12-2019, for the Citizen Committee on Council Remuneration **BE APPROVED**; and
2. That the recommendation contained in Confidential Appendix II to Report CLK-12-2019, **BE APPROVED**, confirming the citizen appointments for the Citizen Committee on Council Remuneration.

Key Facts

The following are key points for consideration with respect to this report:

- On June 12, 2019, Council directed that a citizen committee be established to look at Councillor (excluding the Regional Chair) remuneration; that the committee include five citizen members and one staff member with knowledge on the matter; and provide a report back in November 2019.
- Applications opened on Thursday, July 25, 2019 and closed on Sunday, August 11, 2019.
- The public was notified, in a manner consistent with other committees, including on the Niagara Region website through the Reports, Agendas and Minutes for Council and Committees page and through social media channels.
- This Report contains the recommended selection of candidates for appointment to the Citizen Committee on Council Remuneration.

Financial Considerations

The financial implications relating to this committee for the appointment process of committee members include the use of administrative resources and staff time required to review applications for consideration and include the use of administrative resources and staff time required to prepare for and conduct meetings.

Analysis

The recommended terms of reference for the Citizen Committee on Council Remuneration are attached as Appendix I to this report for consideration and outline the

scope for the Committee. In accordance with Council's direction, the Committee will undertake the following:

- Review the current council approved methodology used for annual council remuneration increases
- Review the current external comparator group of municipalities and make recommendation on whether to maintain existing comparator group or to make amendments to existing group
- Review external comparator regional and local municipal council remuneration methodology and rates, and make recommendation for future methodology on base compensation for Regional Councillors
- Prepare final report with recommendations to CSC and Regional Council for approval

During the application period, staff received four (4) applications from citizens interested in being a member of the Committee. The applications were scored using a scoring matrix. The matrix consisted of points being allotted for expressed motivation to be on the Committee, previous experience with compensation as well experience on a Committee or Board and submission of a complete application. Based on the results of the scoring, staff are recommending the appointment of three (3) citizens to the Committee.

The citizen members recommended for appointment to the Citizen Committee on Council Remuneration can be found in Confidential Appendix II to this report for consideration.

Alternatives Reviewed

As Council directed the establishment of a citizen committee to examine Council remuneration, no alternatives were reviewed.

Relationship to Council Strategic Priorities

This report aligns with Council's strategic priority for sustainable and engaging government, specifically objective 4.3 Fiscally Sustainable.

Other Pertinent Reports

- HR 01-2019, dated June 12, 2019, respecting 2019 Council Member Remuneration
- GM 15-2018: 2019 Council Member Remuneration – Impacts due to elimination of the non-taxable 'Municipal Officers' Expense Allowance' under the Income Tax Act, October 4, 2018

- HR 02-2015 Revised: Council Remuneration Effective December 1, 2014 to November 30, 2015
- HR 03-2015 Council Remuneration: Annual Process
- CL 2.2004 Council Remuneration Citizens Review Committee
- Recommendations from Independent External Governance Auditor – First Report

Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk
Administration

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Kristen Angrilli, Manager, Total Rewards, Linda Gigliotti, Associate Director, Employee Services, and reviewed by Franco Meffe, Acting Director, Human Resources.

Appendices

Appendix I Terms of Reference for the Citizen Committee on Council Remuneration

Confidential
Appendix II Recommended Citizen Appointments to the Citizen Committee on Council Remuneration (found in the Closed Session section)

**Citizen Committee on Council Remuneration
(CCCR)**

TERMS OF REFERENCE

DRAFT

Appendix to Report CLK 12-2019

Recommended for Approval by Regional Council on <date>

Ratified by Regional Council on <date>

Consolidated Version as of <date>

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Citizen Committee on Council Remuneration

Terms of Reference

1. PREAMBLE

The Citizen Committee on Councillor Remuneration (CCCR), reports to Corporate Services Committee (CSC) and Regional Council, and includes citizen representatives, with a focus on reviewing and/or recommending a sustainable methodology for council remuneration excluding the remuneration of the Regional Chair.

2. MANDATE

Regional Council, at its meeting on June 20, 2019, determined that a Citizen Committee be established to look at Councillor remuneration (excluding the Regional Chair) and provide a report back to Council in November 2019.

3. GOALS/PURPOSE

- Review the current council approved methodology used for annual council remuneration increases
- Review the current external comparator group of municipalities and make recommendation on whether to maintain existing comparator group or to make amendments to existing group
- Review external comparator regional and local municipal council remuneration methodology and rates, and make recommendation for future methodology on base compensation for Regional Councillors
- Prepare final report with recommendations to CSC and Regional Council for approval

4. REPORTING STRUCTURE

The CCCR will report to Regional Council through the Corporate Services Committee (CSC).

5. WORK PLAN

The CCCR will review and make recommendations regarding councillor remuneration methodology used to determine annual review/increases and the external benchmark comparators through staff to the Corporate Services Committee.

6. BUDGET

The CCCR is a volunteer committee and does not have an annual operating budget. There shall be no compensation payable to the members of the Committee and will not incur any additional reimbursable expenses.

7. MEMBERSHIP

7.1 Composition

Membership for the CCCR shall not exceed a maximum of five citizen members.

Membership for the CCCR shall include:

- Citizens with knowledge on the matter
- Although not required, citizens with experience on Boards or Committees and knowledge in the field of compensation will be preferred
- Minimum age of applicants should be 18 years of age

All attempts will be made to stay within the guideline composition; however, if the applications received or the qualifications of applicants do not fully address the guideline composition criteria, the most capable and qualified applicants will be recommended for appointment to fulfill the membership composition.

Staff from Human Resources will support the committee.

7.2 Term

The term of membership shall be for the duration of the project, which is anticipated to be from August to November 2019. If necessary, this may be extended as directed by Regional Council as per the mandate.

7.3 Privacy

The meetings of the CCCR 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*.

8. ROLES & RESPONSIBILITIES

8.1 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, the Corporate Services 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.

8.2 Committee Members

All CCCR members, including the Chair and Vice Chair, have the responsibility to help achieve the CCCR's Mandate and Goals/Purposes. Committee members are also responsible for:

- Reviewing meeting materials in advance of the meetings and arriving prepared to provide a broad perspective on the issues under consideration;
- Working diligently to complete assigned activities;
- Agreeing to describe, process and resolve issues in a professional and respectful manner;
- Providing input to help identify recommendations.

9. RESOURCES

The Corporate Administration department and Human Resources division is the designated lead department/division providing resource support for the CCCR; 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.

The Committee shall receive administrative support from the Office of the Regional Clerk for meeting and agenda management.

10. MEETINGS

A meeting schedule following a biweekly cycle shall be set for the CCCR. The schedule will be circulated to the members for consideration at the first meeting and a final meeting schedule will be determined based on time required to meet the goals/objectives. Should a time sensitive matter arise, the CCCR may meet at the call of the Chair.

The CCCR 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.

If necessary, 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 two 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 through the Corporate Services Committee and shall take effect only upon the approval of Council.

DRAFT

MEMORANDUM

CL-C 53-2019

Subject: Request for Appointment to Smarter Niagara Steering Committee

Date: August 15, 2019

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

The Office of the Regional Clerk is in receipt of a request from Councillor Huson asking to be appointed to the Smarter Niagara Steering Committee.

The Committee can have up to six (6) members of Regional Council. Currently there are five (5) members: Councillors Chiocchio, Edgar, Foster, Redekop and Ugulini.

The following motion is before Council for consideration.

That Councillor Huson **BE APPOINTED** to the Smarter Niagara Steering Committee, effective immediately.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

Minute Item No. 5.1

PBLRC-C 8-2019

Outstanding Recommendations from the Ontario Ombudsman Report “Press Pause”

That Correspondence Item PBLRC-C 8-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated July 30, 2019, respecting Outstanding Recommendations from the Ontario Ombudsman Report “Press Pause”, **BE RECEIVED** for information.

Minute Item No. 6.1

PBLRC-C 7-2019

Regional Development Charge Complaint Hearing Process Background

That Correspondence Item PBLRC-C 7-2019, being a memorandum from H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, dated July 30, 2019, respecting Regional Development Charge Complaint Hearing Process Background, **BE RECEIVED** for information.

Minute Item No. 6.2

PBLRC-C 9-2019

Councillor Information Request – Information Respecting Member Term Length on Committees and Agencies, Boards and Commissions

That Correspondence Item PBLRC-C 9-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated July 30, 2019, respecting Councillor Information Request – Information Respecting Member Term Length on Committees and Agencies, Boards and Commissions, **BE RECEIVED** for information.

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

**PBLRC 3-2019
Tuesday, July 30, 2019
Committee Room 4
Niagara Region Headquarters
1815 Sir Isaac Brock Way, Thorold ON**

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

Absent/Regrets: Chiocchio, Diodati

Staff: D. Gibbs, Director, Legal and Court Services, K. Lotimer, Legislative Coordinator, M. Murphy, Associate Director, Budget Planning & Strategy, A.-M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk

1. CALL TO ORDER

Committee Chair Edgar called the meeting to order at 2:30 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 PBLRC-C 8-2019

Outstanding Recommendations from the Ontario Ombudsman Report
“Press Pause”

Moved by Councillor Greenwood

Seconded by Councillor Rigby

That Correspondence Item PBLRC-C 8-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated July 30, 2019, respecting Outstanding Recommendations from the Ontario Ombudsman Report “Press Pause”, **BE RECEIVED** for information.

Carried

Councillor Information Request(s):

Provide definitions for "disruptive behaviour" and "improper conduct" as described in corporate policies: C-RC-007 - Management of Personal Items, Equipment and Disruptive Behaviour Prior to a Closed Session of Committee or Council; and C-A-025 - Managing Public Spaces in a Safe and Welcoming Environment. Councillor Ip.

Provide information respecting the procedure for a majority of Committee or Council to direct the Chair of a meeting to expel an individual from a meeting for disruptive behaviour. Councillor Heit.

6. CONSENT ITEMS FOR INFORMATION

6.1 PBLRC-C 7-2019

Regional Development Charge Complaint Hearing Process Background

Moved by Councillor Foster

Seconded by Councillor Ip

That Correspondence Item PBLRC-C 7-2019, being a memorandum from H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, dated July 30, 2019, respecting Regional Development Charge Complaint Hearing Process Background, **BE RECEIVED** for information.

Carried

Councillor Information Request(s):

Committee members requested a report respecting any policy, procedural or By-law amendments necessary for Development Charge Hearings to be held at a Special Council meeting rather than a Regular Council meeting.

6.2 PBLRC-C 9-2019

Councillor Information Request – Information Respecting Member Term Length on Committees and Agencies, Boards and Commissions

Moved by Councillor Greenwood
Seconded by Councillor Ip

That Correspondence Item PBLRC-C 9-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated July 30, 2019, respecting Councillor Information Request – Information Respecting Member Term Length on Committees and Agencies, Boards and Commissions, **BE RECEIVED** for information.

Carried

Councillor Information Request(s):

Provide a report making Regional Councillor appointments to Committees, Agencies, Boards and Commissions a two-year term, with the option to renew, effective the next term of Council. Councillor Foster.

Provide information respecting the ability to revoke appointments.
Councillor Foster.

7. **OTHER BUSINESS**

There were no items of other business.

8. **NEXT MEETING**

The next meeting will be held at the call of the Chair.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 3:09 p.m.

Kelly Edgar
Committee Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

MEMORANDUM

PBRLC-C 8-2019

**Subject: Outstanding Recommendations from the Ontario Ombudsman Report
“Press Pause”**

Date: July 30, 2019

To: Procedural By-law Review Committee

From: Ann-Marie Norio, Regional Clerk

Further to the recommendations of the Ontario Ombudsman Report “Press Pause”, there are some outstanding items to be reviewed by the Procedural Review Committee. Those items are noted below. The referenced policies are attached.

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.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Management of Personal Items, Equipment and Disruptive Behaviour Prior to a Closed Session of Committee or Council</i>

Page 1 of 3

Policy Owner	Regional Clerk
Approval Body	Regional Council
Approval Date	July 5, 2018
Effective Date	July 10, 2018
Review by Date	May 2019

1. Policy

This policy has been developed to uphold the Values of the municipality and introduce procedures to effectively conduct closed session meetings of Council and/or Committee.

2. Purpose

This policy will improve the management of personal items, equipment and disruptive behaviour that may occur prior to or during a closed session of Council and/or Committee.

3. Scope

This policy applies to all Councillors and Regional staff. Adherence to this policy will enable the improvement to the business flow of Council when transitioning from open to closed session.

3.1. Roles and Responsibilities

The primary responsibility in administering and reviewing this policy is the Regional Clerk. Although the primary responsibility of administering this policy resides with the Regional Clerk, the overall responsibility is the Chief Administrative Officer, and thereafter, the Regional Chair.

4. References and Related Documents.

4.1. Legislation, By-Laws and/or Directives

Municipal Act

Procedural By-Law

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Management of Personal Items, Equipment and Disruptive Behaviour Prior to a Closed Session of Committee or Council</i>

4.2. Procedures

- 4.2.1 All authorized video recordings of Committee and Council should be readily posted on the Region's website as coordinated by the Office of the Regional Clerk. Any request for the video recording should be made to the Office of the Regional Clerk.

Closed Sessions

- 4.2.2 If a motion of Committee or Council is duly passed to proceed into closed session (as permitted under the *Municipal Act*), then the Regional Chair or presiding officer will read aloud a statement to the media and public that all portable belongings (such as laptops, smartphones, cameras and associated equipment) are to be removed. The Regional Chair or presiding officer shall provide sufficient time (maximum of five minutes) for the media and public area to vacate.
- 4.2.3 Upon the direction of the Clerk, the Deputy Clerk or Legislative Coordinator will scan the meeting room to ensure all personal belongings in the media and public areas are removed. In the event that an item is left behind by the media or public, the Clerk will request that the appropriate security personnel remove the item. The security personnel will then return the item to the appropriate person owning the property. If the owner cannot be identified, the item will be secured in the Clerk's Office until the owner claims the item.
- 4.2.4 For clothing items (such as hats, gloves, scarfs, etc.), the item will be kept in the "lost and found" container for a period of one year. Thereafter, the item will be donated or discarded.
- 4.2.5 If there exists heavy or bulky media equipment (such as a recording camera on a tripod), then the Clerk may grant permission to leave the equipment within the meeting room, provided that the equipment is powered down and turned away from the Council seating area.
- 4.2.6 Should staff or Council locate equipment that has possibly recorded a closed session meeting, the owner of the equipment shall be located and the owner shall demonstrate to the Clerk that the device has not recorded. If the device did record the meeting inadvertently, then the owner shall erase the recording to the satisfaction of the Clerk. Should the owner of the item not be compliant with the request of the Clerk, then Section 4.2.7 and 4.2.8 applies.

Disruptive Behaviour

- 4.2.7 If there is a member of the media (including a citizen journalist or member of the public) that does not comply with the direction of the Clerk or security personnel, then every attempt will be made to speak with the person to discuss the disruptive behavior.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Regional Council</i>	<i>Management of Personal Items, Equipment and Disruptive Behaviour Prior to a Closed Session of Committee or Council</i>

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4.2.8 If the disruptive behaviour continues, the Regional Chair or presiding officer may expel the person for improper conduct at a meeting, as per Section 241 (2) of the *Municipal Act*. Should the person not comply with the decision of the Head of Council or presiding officer, the security personnel will contact police services for assistance.

5. Related Policies

Procedural By-Law

6. Document Control

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

Approval History

Approver(s)	Approved Date	Effective Date
Council	July 5, 2018	July 10, 2018

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Managing Public Spaces in a Safe and Welcoming Environment</i>

Page 1 of 4

Policy Owner	Office of the Regional Clerk
Approval Body	Council
Approval Date	March 22, 2018
Effective Date	March 22, 2018
Review by Date	March 2019

1. Policy

This policy has been developed to uphold the Values of the municipality and create a safe and welcoming environment within public spaces.

2. Purpose

This policy will provide procedures for designated regional staff in managing public spaces.

3. Scope

This policy applies to all Councillors and regional staff. Adherence to this policy will create a safe and welcoming environment within public spaces.

3.1. Roles and Responsibilities

The primary responsibility in administering and reviewing this policy is the Regional Clerk. Although the primary responsibility of administering this policy resides with the Regional Clerk, the overall responsibility is the Chief Administrative Officer, and thereafter, the Regional Chair.

4. References and Related Documents.

4.1. Legislation, By-Laws and/or Directives

Charter of Rights and Freedoms, Section 2, Fundamental Freedoms.

Ontario Human Rights Code

Includes discriminatory behaviour to a person's Age; Ancestry, colour, race; Citizenship, Ethnic origin, Place of origin; Creed; Disability; Family status; Marital status (including single status); Gender identity, gender expression; Sex (including pregnancy and breastfeeding); and Sexual orientation.

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	<i>Managing Public Spaces in a Safe and Welcoming Environment</i>

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Municipal Act

Procedural By-Law

Improper conduct may include verbal or non-verbal behaviour that has been deemed to be discriminatory to a person's Age; Ancestry, colour, race; Citizenship, Ethnic origin, Place of origin; Creed; Disability; Family status; Marital status (including single status); Gender identity, gender expression; Sex (including pregnancy and breastfeeding); and Sexual orientation.

4.2. Procedures

4.2.1 All persons are welcomed to public spaces managed by the Region of Niagara.

Non-Meeting Public Spaces

4.2.2 If improper conduct occurs at a public space managed by the Region of Niagara, the most senior official of the municipality that is immediately available shall manage the issue. For the purpose of defining the most senior official, the following ranking shall be used:

Chief Administrative Officer

Commissioner or General Manager

Director or Regional Clerk

Associate Director

Manager

Supervisor

Most Senior Employee

4.2.3 If the senior official deems the conduct to be an immediate danger to the person engaged in the conduct, or others, then 9-1-1 shall be called and local police services shall be requested. The senior official will attempt have all persons leave the immediate area to reduce the exposure to the danger.

4.2.4 If the senior official has confirmed the conduct was improper, but the conduct has stopped, the senior official will document the event (including identifying persons involved, witnesses, and all employees). The senior official will then file a report with the Corporate Leadership Team (CLT). The CLT will then determine if any further action is warranted.

4.2.5 If the senior official has confirmed the conduct is improper, and the conduct is continuing, the senior official will request that the conduct be immediately stopped.

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	<i>Managing Public Spaces in a Safe and Welcoming Environment</i>

Page 3 of 4

4.2.5.1 If the conduct is stopped, the senior official will document the event (including identifying persons involved, witnesses, and all employees). The senior official will then file a report with the Corporate Leadership Team (CLT). The CLT will then determine if any further action is warranted.

4.2.5.2 If the conduct does not stop, the senior official will contact local police services for assistance. Thereafter, the senior official will document the event (including identifying persons involved, witnesses, and all employees). The senior official will then file a report with the Corporate Leadership Team (CLT). The CLT will then determine if any further action is warranted.

Disruptive Behaviour at a Committee or Council Meeting

4.2.7 If there is a member of the public that does not comply with the direction of the Clerk or security personnel, then reasonable attempts will be made to speak with the person to discuss the disruptive behavior.

4.2.8 If the disruptive behaviour continues, the Head of Council or presiding officer may expel the person for improper conduct at a meeting, as per Section 241 (2) of the *Municipal Act*. Should the person not comply with the decision of the Head of Council or presiding officer, the security personnel will contact police services for assistance.

5. Related Policies

Procedural By-Law

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Managing Public Spaces in a Safe and Welcoming Environment</i>

Page 4 of 4

6. Document Control

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

Approval History

Approver(s)	Approved Date	Effective Date

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

MEMORANDUM

PBLRC-C 7-2019

Subject: Regional Development Charge Complaint Hearing Process Background

Date: July 30, 2019

To: Procedural By-Law Review Committee

From: Helen Chamberlain, Director/Deputy Treasurer

The Procedural By-Law Review Committee made the following request for information at the meeting held on June 17, 2019:

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

The following has been prepared as additional background on the complaint process adopted by the Region:

- Section 20 of the Development Charges (DC) Act provides a means to address Development Charge complaints.
- On March 3, 2011, Council elected to delegate the authority to hold the complaint hearings to the appropriate Standing Committee of Council. Planning Committee at that time had purview of the DCs therefore complaints went to that committee and a By-Law, attached as Appendix 1, to delegate authority was passed by Council.
- On May 16, 2018, when reviewing the Regional Development Charges Task Force (RDCTF) Terms of Reference (TOR), an amendment was recommended that hearings be directed to Corporate Services Committee (CSC) as that committee now had purview of DCs as a result of changes to the committee by-laws. However committee directed staff to return the authority to hold complaint hearings back to Council, repealing the previously passed By-Law. The concern was that by continuing to have a committee hold the hearings it would diminish the authority of Council.
- Council approved the revised Regional process for complaint hearings on July 5, 2018 as per CSD 12-2018 Revised.

Should Council direct future complaints to be heard by CSC, the TOR and a By-Law would need to be updated for Council's consideration. If Council delegates the authority to hold complaint hearings to CSC, then any complaint rulings made by CSC would be final and would not need to be ratified by Regional Council.

Respectfully submitted and signed by

Helen Chamberlain, CPA, CA
Director, Financial Management & Planning/Deputy Treasurer

By-law No. 02-2014 was repealed by By-law No. 2018-61.

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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 02-2014

A BY-LAW TO DELEGATE
REGIONAL COUNCIL'S POWER
TO HOLD HEARINGS
UNDER THE *DEVELOPMENT CHARGES ACT, 1997*

WHEREAS Section 20 of the *Development Charges Act, 1997* (the "Act") permits a person required to pay development charges to complain to the Council of the municipality imposing the development charge; and

WHEREAS Complainants are entitled under the Act to make representations at a hearing before Council; and

WHEREAS Regional Council may delegate the power to hear such complaints to a Committee of Council; and

WHEREAS Regional Council adopted the Terms of Reference for the Regional Development Charge Task Force on March 3, 2011, stating that appeals of staff decisions respecting development charges may go to "an appropriate Standing Committee of Council";

WHEREAS Regional Council wishes to repeal By-law No. 82-2012 and replace same with an updated by-law regulating the delegation of the power to hold hearings under the *Development Charges Act, 1997*.

NOW THEREFORE BE IT RESOLVED THAT the Council of the Regional Municipality of Niagara enacts as follows:


1. That the power under the *Development Charges Act, 1997* to hold hearings into complaints about development charges is hereby delegated to the Standing Committee having responsibility for Development Services;
2. That following such hearings, the Standing Committee shall report to the full Regional Council for its information; and

3. This By-law takes effect on the day it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA



Gary Burroughs, Regional Chair



Janet Pilon, Regional Clerk

Passed: January 16, 2014

MEMORANDUM**PBLRC-C 9-2019****Subject: Councillor Information Request - Information respecting Member Term Length on Committees and Agencies, Boards and Commissions****Date: July 30, 2019****To: Procedural By-law Review Committee****From: Ann-Marie Norio, Regional Clerk**

The Corporate Services Committee, at its meeting held on February 20, 2019, referred the matter of Membership Limits for Standing Committees to the Procedural By-law Review Committee for consideration.

The Procedural By-law Review Committee made the following request for information at the meeting held on June 17, 2019:

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 its Agencies, Boards and Commissions.

Staff have provided excerpts from legislation respecting term length in the following table:

Committee / ABC	Legislation	Clause Respecting Length of Term
Niagara Regional Housing Board of Directors	<i>Corporations Act, 1990</i>	<u>Section 287(2)</u> Unless the by-laws otherwise provide, the election of directors shall take place yearly and all the directors then in office shall retire, but, if qualified, are eligible for re-election. R.S.O. 1990, c. C.38, s. 287 (2); 1998, c. 18, Sched. E, s. 76 (1). <u>Section 287(5)</u> The by-laws may provide for the election and retirement of directors in rotation, but in that case no director shall be elected for a term of more than five years and at least three directors shall retire from office in each year. R.S.O. 1990, c. C.38, s. 287 (5); 1998, c. 18, Sched. E, s. 76 (2).
Niagara Peninsula Conservation Authority	<i>Conservation Authorities Act, 1990</i>	<u>Section 14(4.1)</u> A member shall be appointed for a term of up to four years, as may be determined by the council that appoints the member. 2017, c. 23, Sched. 4, s. 12 (2).

Niagara Region Police Services Board	<i>Police Services Act. 1990</i>	<u>Section 27(10.1)</u> The term of office for a member appointed by resolution of a council shall be as set out by the council in his or her appointment, but shall not exceed the term of office of the council that appointed the member. 1997, c. 8, s. 19 (2).
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It has been the practice of Council to appoint members of its Standing and Advisory Committees for a four-year term, in alignment with the term of office of the Council appointing those members.

Additional considerations respecting a change in the length of term for members appointed to Committees, including Agencies, Boards and Commissions, are as follows:

- Time required to advertise for vacant citizen/community member positions
- Orientation of newly appointed members to Committee/Board processes, procedures and strategic priorities, where applicable.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

Minute Item No. 6.1

CAO 11-2019

Update to Councils – Public Opinion Research related to Provincial Governance Review

That Item CAO 11-2019, being a memorandum from R. Tripp, Acting Chief Administrative Officer, dated August 1, 2019, respecting Update to Councils – Public Opinion Research related to Provincial Governance Review, **BE RECEIVED** for information.

**THE REGIONAL MUNICIPALITY OF NIAGARA
COMMITTEE OF THE WHOLE
MINUTES**

**COTW 6-2019
Thursday, August 1, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Bylsma, Campion, Chiocchio, Darte, Edgar, Fertich, Foster, Gale, Greenwood, Heit, Insinna, Ip, Jordan, Nicholson, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Bellows, Diodati, Disero, Easton, Gibson, Huson, Junkin, Redekop

Staff: D. Barnhart, Executive Officer to the Regional Chair, Dr. A. Feller, Associate Medical Officer of Health, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, T. Reynolds, Manager, Economic Development Trade Investment, R. Tripp, Acting Chief Administrative Officer, L. Watson, Director, Social Assistance & Employment Opportunities

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:30 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Regional Governance Review Survey - Presentation of Findings

Jodi Shanoff, Vice President, Consultation and Engagement, Environics Research, provided information respecting Regional Governance Review Survey. Topics of the presentation included:

- Methodology
- Delivery of Two-Tier Government
- Effectiveness of Governance Structure
- Value for Tax Dollars

- Representation Preference
- Citizen Priorities
- Definitions of Potential Structures
- Preferred Government Structure
- Effect of Larger Government on Services
- Key Takeaways

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

There were no items for consideration.

6. **CONSENT ITEMS FOR INFORMATION**

6.1 **CAO 11-2019**

Update to Councils – Public Opinion Research related to Provincial Governance Review

Moved by Councillor Ugolini
Seconded by Councillor Steele

That Item CAO 11-2019, being a memorandum from R. Tripp, Acting Chief Administrative Officer, dated August 1, 2019, respecting Update to Councils – Public Opinion Research related to Provincial Governance Review, **BE RECEIVED** for information.

Carried

7. **OTHER BUSINESS**

There were no items of other business.

8. **NEXT MEETING**

The next meeting is scheduled for Thursday, September 5, 2019 at 6:30 p.m. in the Council Chamber.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 7:26 p.m.

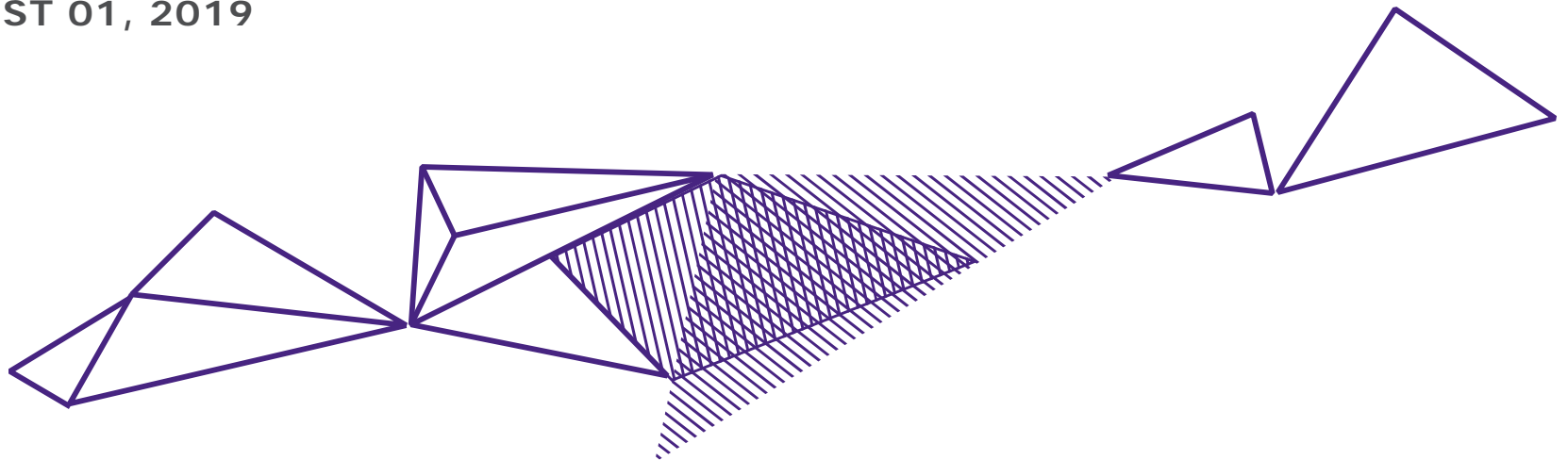
Jim Bradley
Regional Chair

Ann-Marie Norio
Regional Clerk

Regional Governance Review Survey Presentation of Findings

REGION OF NIAGARA

AUGUST 01, 2019

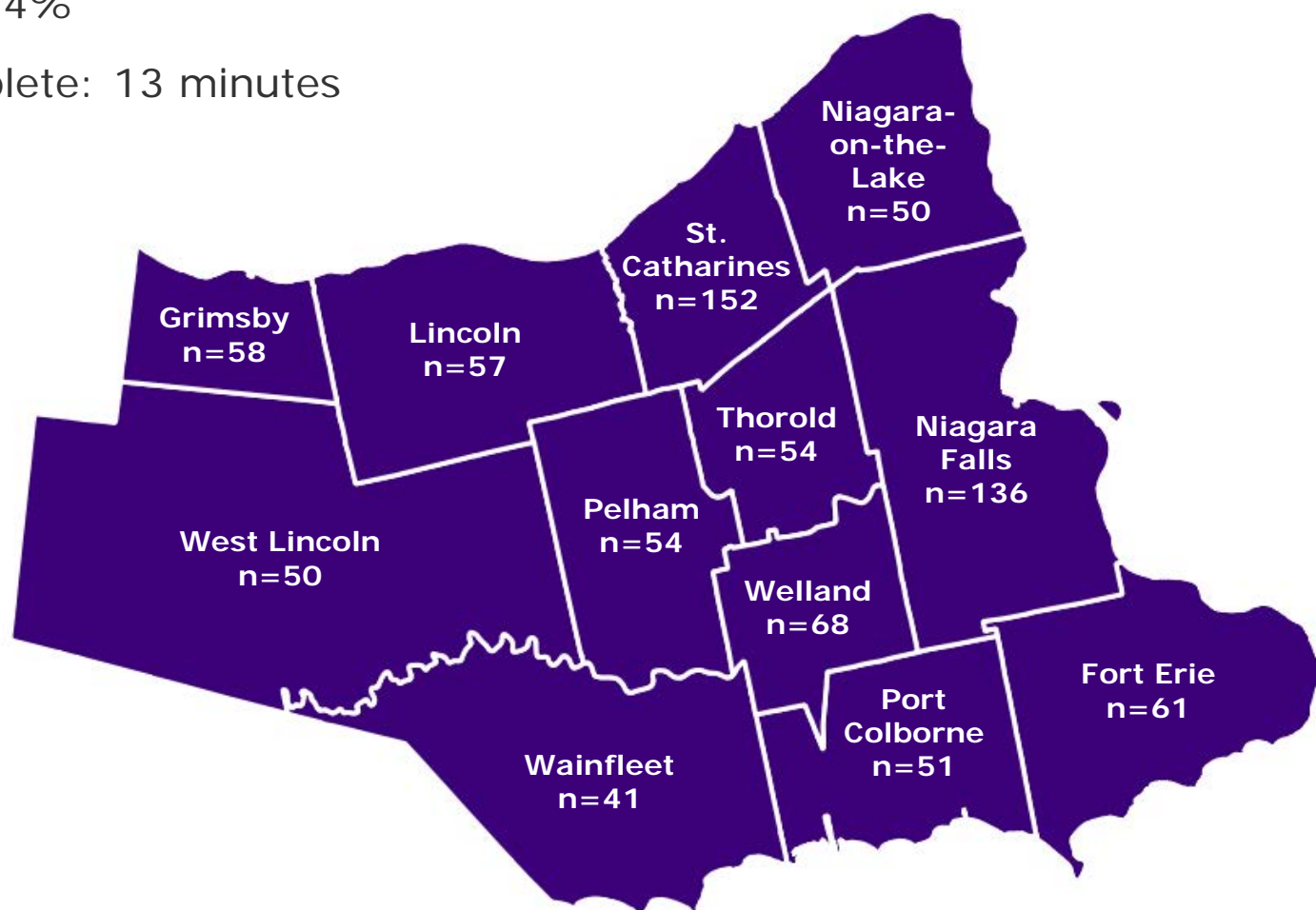


METHODOLOGY

A telephone survey was conducted with a representative sample of Niagara Region residents between May 30 – June 17, 2019:

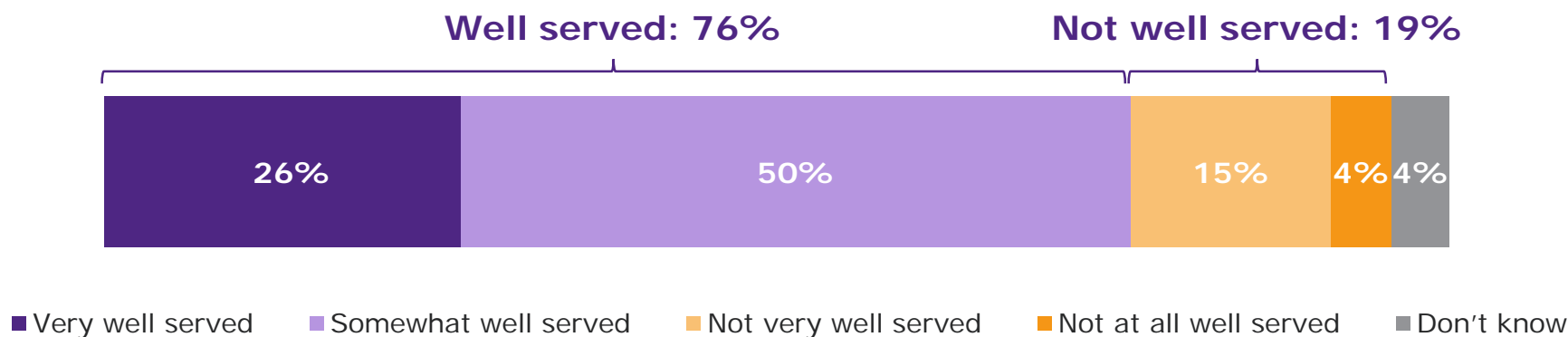
- Total N: 832
- Margin of error: +/- 3.4%
- Average Time to Complete: 13 minutes

	Actual sample (unweighted)	2016 Census (weighted)
Gender		
Men	45%	48%
Women	55%	52%
Age		
18-34	12%	24%
35-54	22%	31%
55+	66%	45%



DELIVERY OF TWO-TIER GOVERNMENT

Three-quarters of Niagara Region residents feel well-served by the current two-tier structure of municipal government.

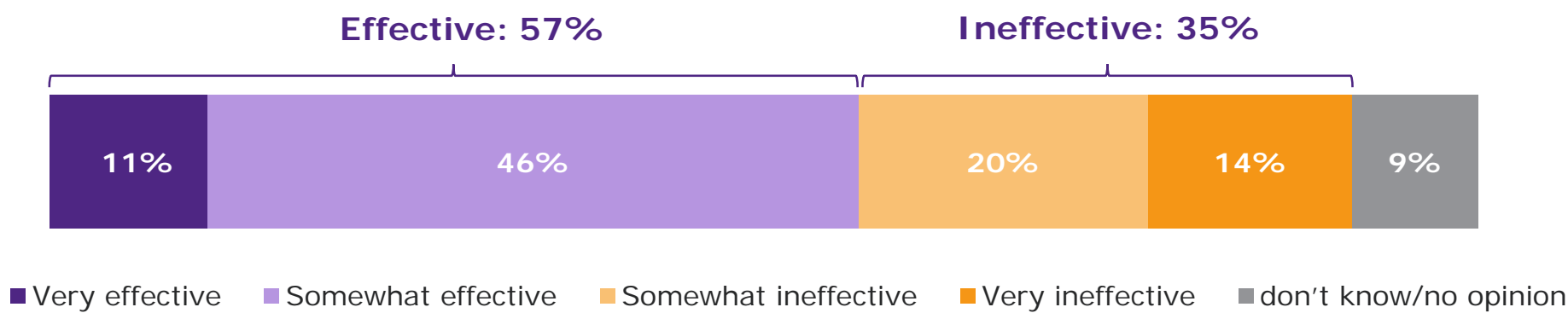


Q1. As you may know, <Municipality> residents are served by two levels of municipal government: <Municipality>, providing local services such as fire services, parks and recreation and community centres, and Niagara Region, which provides services across a broader geography such as emergency medical services, policing, public health, seniors services, and waste management. How well do you feel <Municipality> residents are being served by this current two-tier structure of municipal government?

Base: all respondents (n=832)

EFFECTIVENESS OF GOVERNANCE STRUCTURE

A majority of residents feel that the current structure of elected officials is effective at representing their interests when making decisions for Niagara Region.



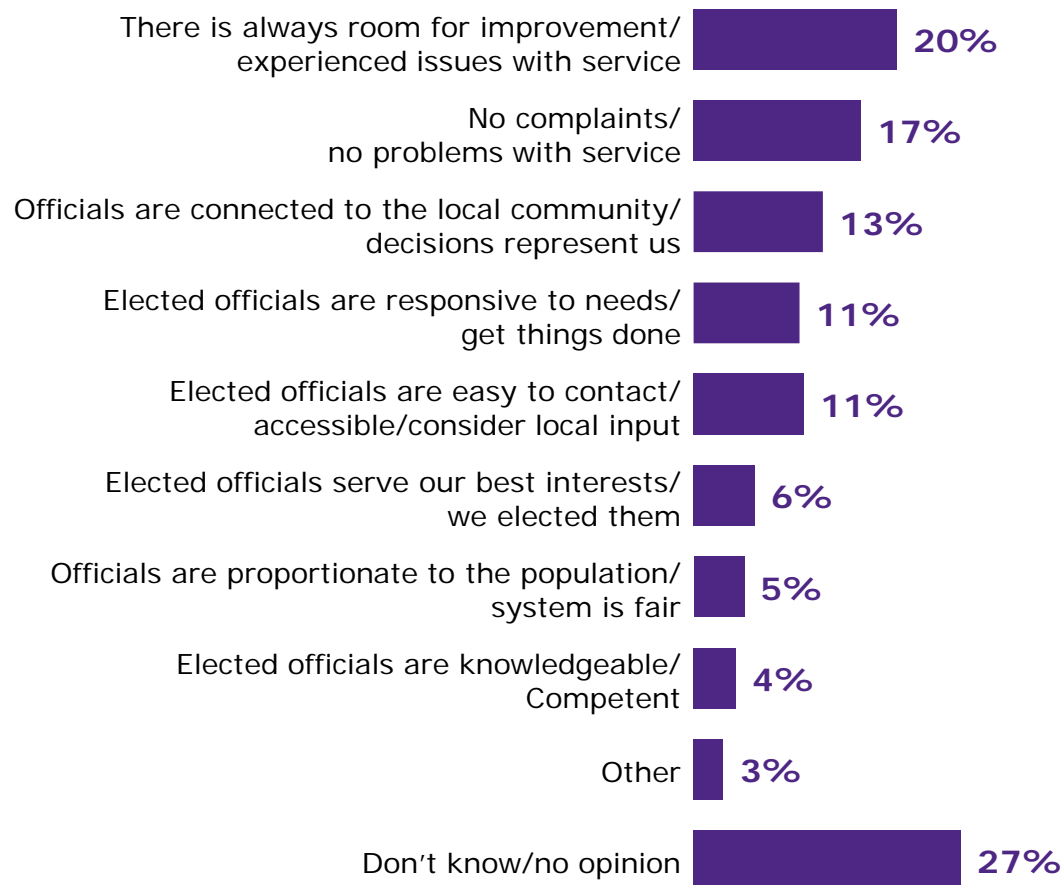
Q2. Niagara Region is made up of five cities, five towns and two townships, each of which have elected local councils governing them. Each community also elects Regional councillors, who along with the elected mayor, make decisions for Niagara Region. The number of regional councillors elected depends on the size of the community. <Municipality> has <number of regional councillors>.

Setting aside your political views, how effective or ineffective do you feel this structure of elected officials is at representing your interests when they are making decisions for Niagara Region?

Base: all respondents (n=832)

REASONS FOR EFFECTIVENESS

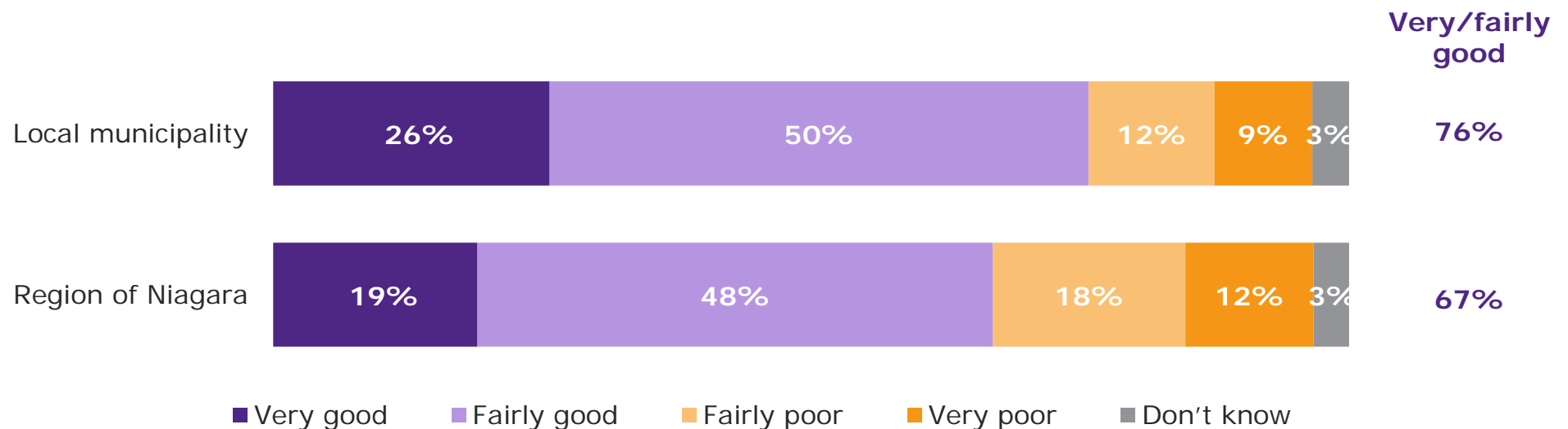
Residents who consider the current structure effective say that there is always room for improvement, that they have no complaints, or that officials are connected to and represent the local community.



Q3A. Why do you say the structure of elected officials is effective at representing your interests when they are making decisions for Niagara Region?
Base: current structure is effective (n=466)

VALUE FOR TAX DOLLARS

Three-quarters of residents say they receive good value for their tax dollars from their local municipality, while two-thirds say the same of Niagara Region.



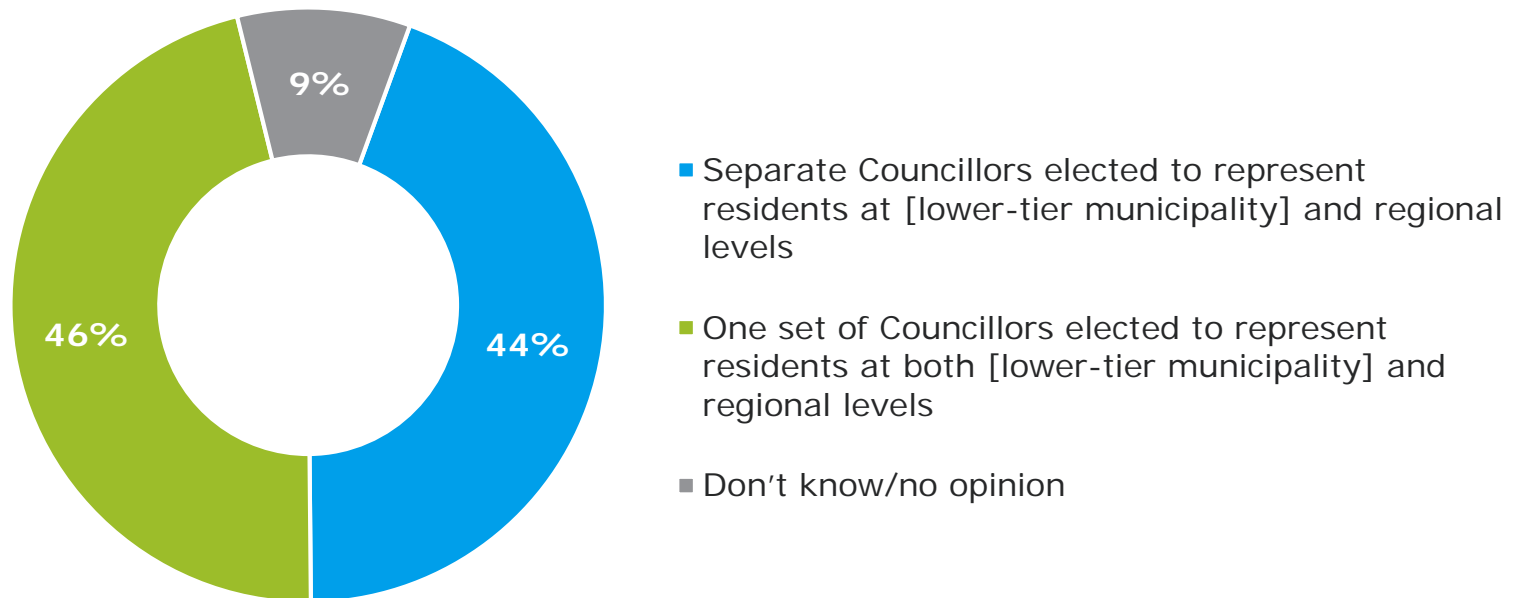
Q4. Thinking about all the programs and services you receive from <municipality>, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?

Q5. And thinking about all the programs and services you receive from the Region of Niagara, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?

Base: all respondents (n=832)

REPRESENTATION PREFERENCE

Niagara Region residents are closely split between a preference for separate councillors elected at the lower-tier and regional level and one set of councillors elected for both.

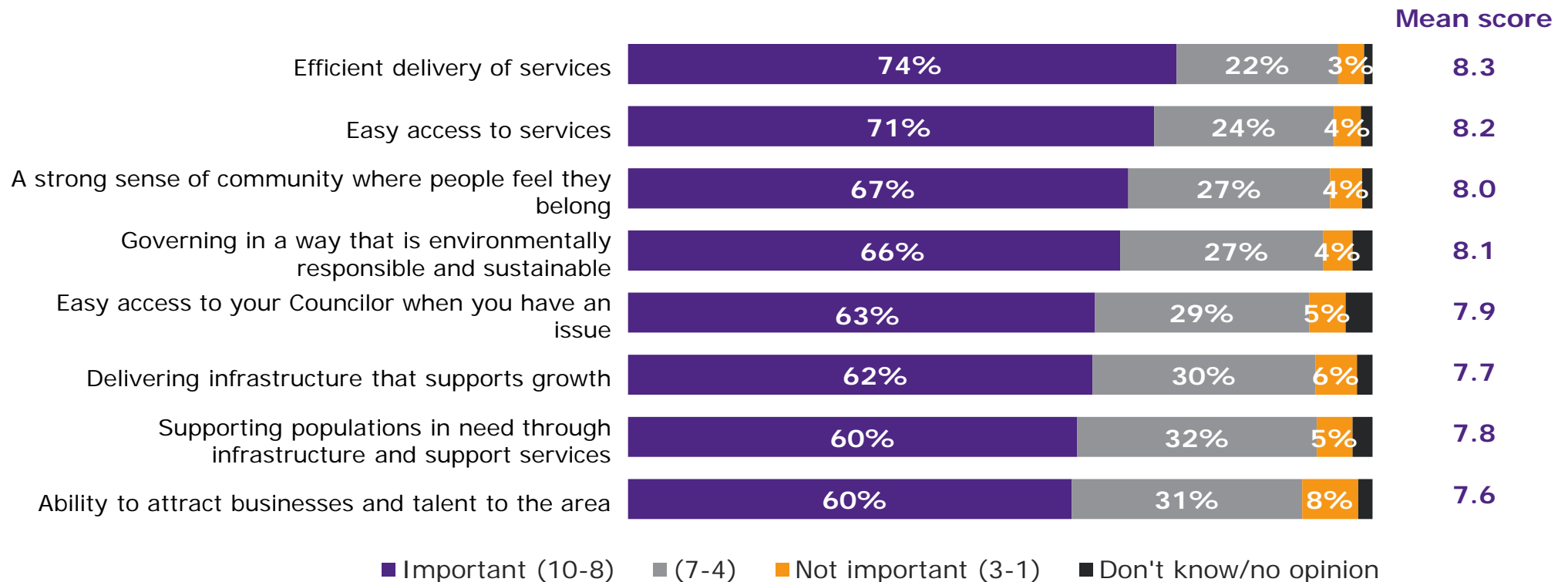


Q6. When you think about how you are represented at both the <town/city/township> and Regional levels, which scenario would you prefer?

Base: all respondents (n=832)

CITIZEN PRIORITIES

When considering aspects of local government that are of importance, Niagara Region residents prioritize efficient delivery and easy access to services.



Q8-Q15. Using a ten-point scale where one means “not at all important” and ten means “extremely important”, please indicate how important each of the following are to you personally when thinking about your local government.

Base: all respondents (n=832)

DEFINITIONS OF POTENTIAL STRUCTURES

Residents were given the following descriptions of potential municipal governance structures before proceeding to subsequent questions.

As you may know, the provincial government is currently undertaking a review of the governance, decision-making and service delivery functions of Ontario's regional municipalities, including the Niagara Region and its twelve municipalities. Some possible outcomes from this review could include the following:

Current Structure. The province may decide to leave the current structure in place where the <municipality> remains a lower-tier municipality within Niagara Region. Each level of government would retain responsibility for delivery of services.

Partial amalgamation. A scenario that combines some Niagara area municipalities into larger municipal governments which are responsible for delivering services within the new municipality.

Total amalgamation. A scenario whereby the 12 municipalities within the Niagara Region are brought together into one central government which has the sole responsibility for administering services across a new amalgamated geography.

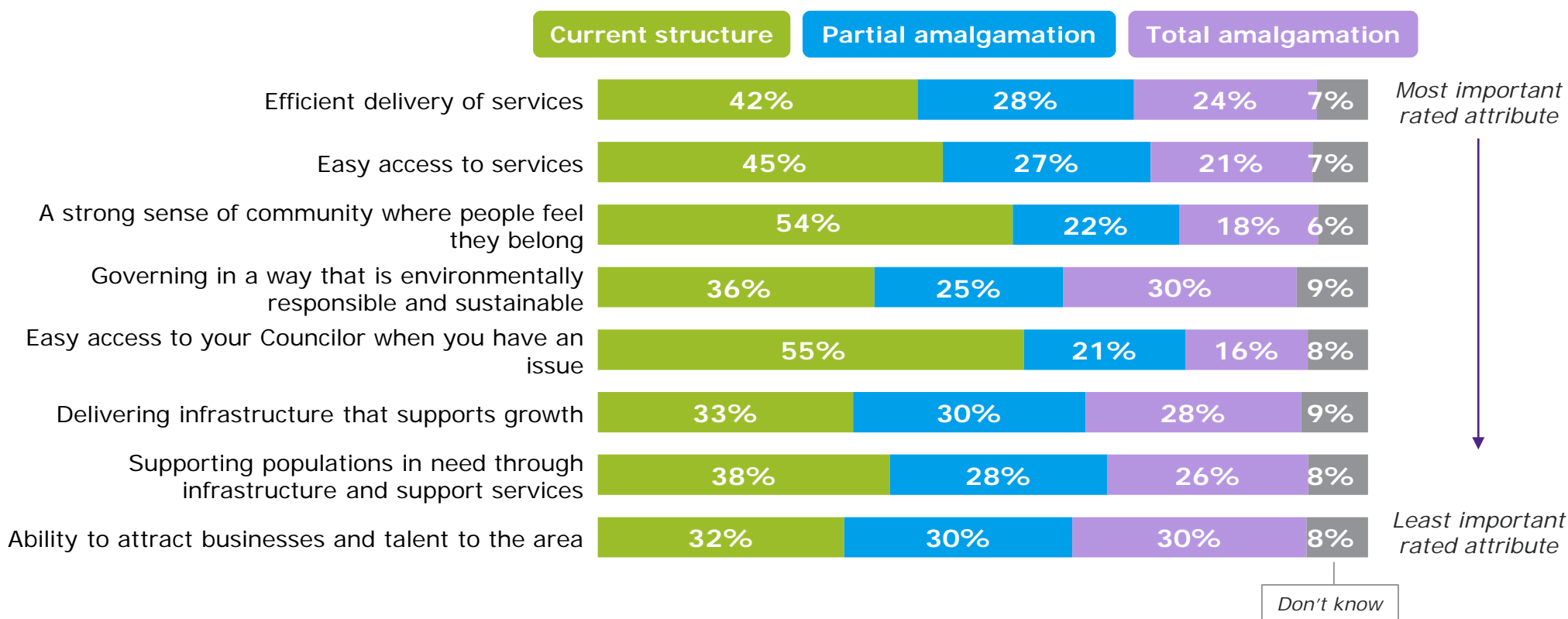
I'd like to ask you about the different aspects of municipal governance and administration discussed earlier and get your sense of which of these three municipal models you think would do the best job of delivering services in a way that meets your expectations.

To recall, the three options are:

- The **current structure**, or two-tier model, in place now in Niagara Region;
- The **partial amalgamation** of a few municipalities into one municipality
- A **total amalgamation** of all of the municipalities currently within Niagara Region.

PREFERRED GOVERNMENT STRUCTURE

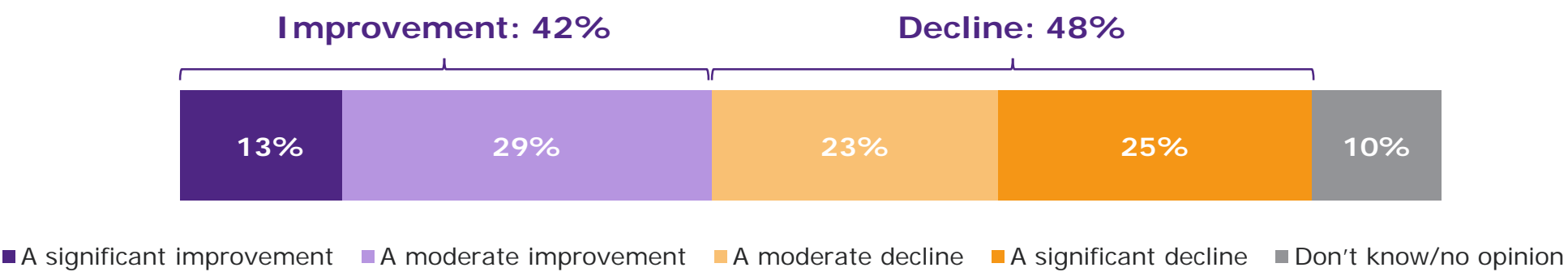
Majorities of residents express a preference for the current structure when considering delivering a strong sense of community and providing easy access to Councillors.



Q16-Q23. Which of the three models would do the best job of...
Base: all respondents (n=832)

EFFECT OF LARGER GOVERNMENT ON SERVICES

Overall, residents are closely split in their expectations of the quality of service delivered if their local municipality became part of a larger municipal structure. A plurality lean towards an expectation of a decline in service, of which one-quarter anticipate the decline would be significant.



Q24. If [MUNICIPALITY] was reorganized to make it larger would that result in an [improvement/decline] in the quality of service delivery to [MUNICIPALITY]?

Base: all respondents (n=832)

Key Takeaways

- ▶ Residents generally express **confidence in the current state** of representation in Niagara Region; they feel well-served by current political representation, feel their interests are well represented by the two-tier system and derive value for the taxes they pay to both tiers of municipal government.
- ▶ There are small pockets of evidence of a **limited appetite for some changes** to the two-tier system. A significant proportion of Niagara Region residents anticipate efficiencies derived from one set of councilors to represent residents at both municipal levels. However, this sentiment is limited as it runs into opposition from a majority of residents who believe a larger government will result in a decline in service delivery and who strongly oppose any increase in property taxes to fund a new, larger municipality.
- ▶ Support for the current government structure translates into confidence that **existing representation can best deliver important services and community character**. Amalgamation scenarios receive diffused support for the delivery of some municipal responsibilities, however the overall tone of support for the current structure and pronounced opposition to any changes that would negatively impact service delivery or taxation suggest that resistance to change would be vocalized should amalgamation be imposed throughout the region.

MEMORANDUM

CAO 11-2019

Subject: Update to Councils – Public Opinion Research related to Provincial Governance Review

Date: Thursday, August 1, 2019

To: Committee of the Whole

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

The following is intended to provide an update on the work of the CAO Working Group with respect to the Niagara Regional Council direction contained in COTW-C 02-2019.

Since the May 31 update noting the retention of Environics Research and the approach to the region-wide survey, Environics Research has completed the statistically relevant telephone survey of Niagara residents related to governance and the governance review of Niagara Region. The survey was conducted between May 30 and June 17 and collected insights across all 12 Niagara municipalities.

A detailed report of the survey findings are provided in the attached report submitted by Environics Research.

In moving forward with the next phase of Regional Council's direction, the CAO Working Group has retained StrategyCorp to apply the survey results in the development of an advocacy strategy. An initial assessment of the results indicates positive support for many elements the Region and local area municipalities have to offer as well as opportunities for improvement.

As StrategyCorp proceeds to deliver more in-depth analysis, advocacy support, and strategic direction on the Governance Review, the CAO Working Group will provide councils with updates on their progress.

The CAO Working Group was formed to carry out council's direction for public polling of Niagara residents, and to develop a government relations strategy and response as more details on the Provincial Governance Review are announced. The Working Group consists of all the Chief Administrative Officers from Niagara's 12 local area municipalities and Niagara Region. Financial and administrative support for the Working Group is provided by Niagara Region.

Respectfully submitted and signed by

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Appendix 1 Environics Research –
Regional Governance Review Survey Detailed Report, Region of Niagara, July 15, 2019

Appendix 2 COTW-C 02-2019

Appendix 3 CAO 2-2019

Regional Governance Review Survey Detailed Report

REGION OF NIAGARA

JULY 15, 2019

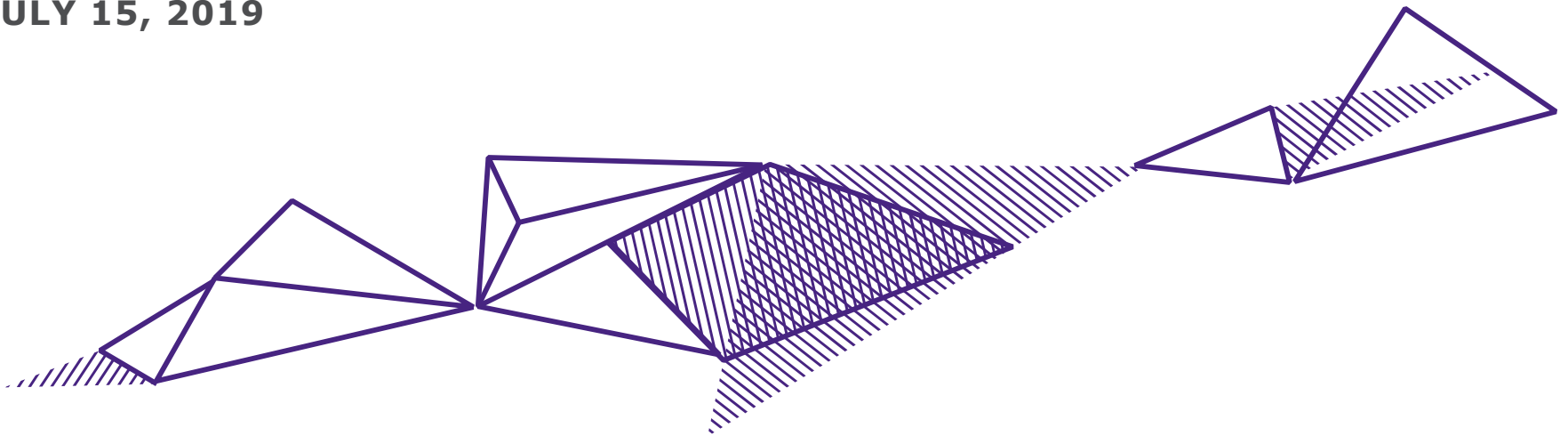


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EXECUTIVE SUMMARY

Positive perceptions of the current structure of governance.

Overall, Niagara region residents have positive perceptions of current governance.

- The majority say they receive good value for tax dollars at both the lower-tier (76%) and Regional levels (67%).
- Most (50%) of those who have reached out to their municipal government say they have rarely or never encountered confusion over the division of responsibilities between their local municipal government and regional government. Only a quarter (27%) have sometimes or often encountered confusion.
- The majority (76%) feel well-served by the current two-tier structure of municipal government.

The majority (57%) feel that the current structure of elected officials is effective at representing their interests when making decisions for Niagara Region. At the same time, Niagara Region residents are evenly split between preferring separate councillors elected at the lower-tier and regional level (44%) versus one set of councillors elected for both (46%).

Of all 12 lower-tier municipalities, Wainfleet residents tend to have consistently less positive perceptions of the current governance structure.

EXECUTIVE SUMMARY

Mixed opinions of the outcome of larger government.

Niagara region residents hold mixed opinions regarding the impact on service delivery of amalgamating their local municipality into a larger government. Specifically, around half (48%) anticipate it would result in a decline in service, while four-in-ten (42%) say it would result in improvements.

When asked about the importance of different aspects of governance, efficient delivery of services and ease of access to service are most often identified as important (74% and 71% respectively).

EXECUTIVE SUMMARY

Opinions lean toward the current governance structure as best delivering on areas of responsibility.

Niagara residents were asked to select between three distinct governance models (current structure, partial amalgamation or total amalgamation) which they believe can best deliver on eight different areas of municipal government responsibility. A resident's preference for a model was determined by that resident selecting the model for a majority of the eight areas of responsibility tested:

- Only one-in-five residents prefer either amalgamation structure (20% and 19% respectively) in a majority of instances. Half (50%) and close to half (45%) never opt for partial or total amalgamation respectively for any area of responsibility.
- Two-in-five (38%) residents prefer the current structure in a majority of instances. A third (33%) of residents never opted for the current structure for any area of responsibility.

Preference for the current structure is more common among those saying they are well served by it (57%) and those believing they receive very good value for municipal (55%) and regional tax dollars (52%). Conversely, preference for total amalgamation is more common among those saying the current structure of elected officials is ineffective (27%) and those believing they receive poor value for municipal (29%) and regional tax dollars (26%).

Research Overview & Methodology

RESEARCH OVERVIEW AND METHODOLOGY

Overview. Niagara Region, in partnership with its 12 lower-tier municipalities, commissioned Environics Research to conduct a representative survey of residents across the Region. The research objectives included understanding attitudes towards municipal and regional governance, representation, and the potential of amalgamation.

Methodology. A telephone survey was fielded among a random sample of Niagara Region residents. This report is based on **832** interviews. The average interview length was 13 minutes.

The survey data are weighted by age and gender according to 2016 Census data. Quotas based on census subdivisions ensured geographical representation.

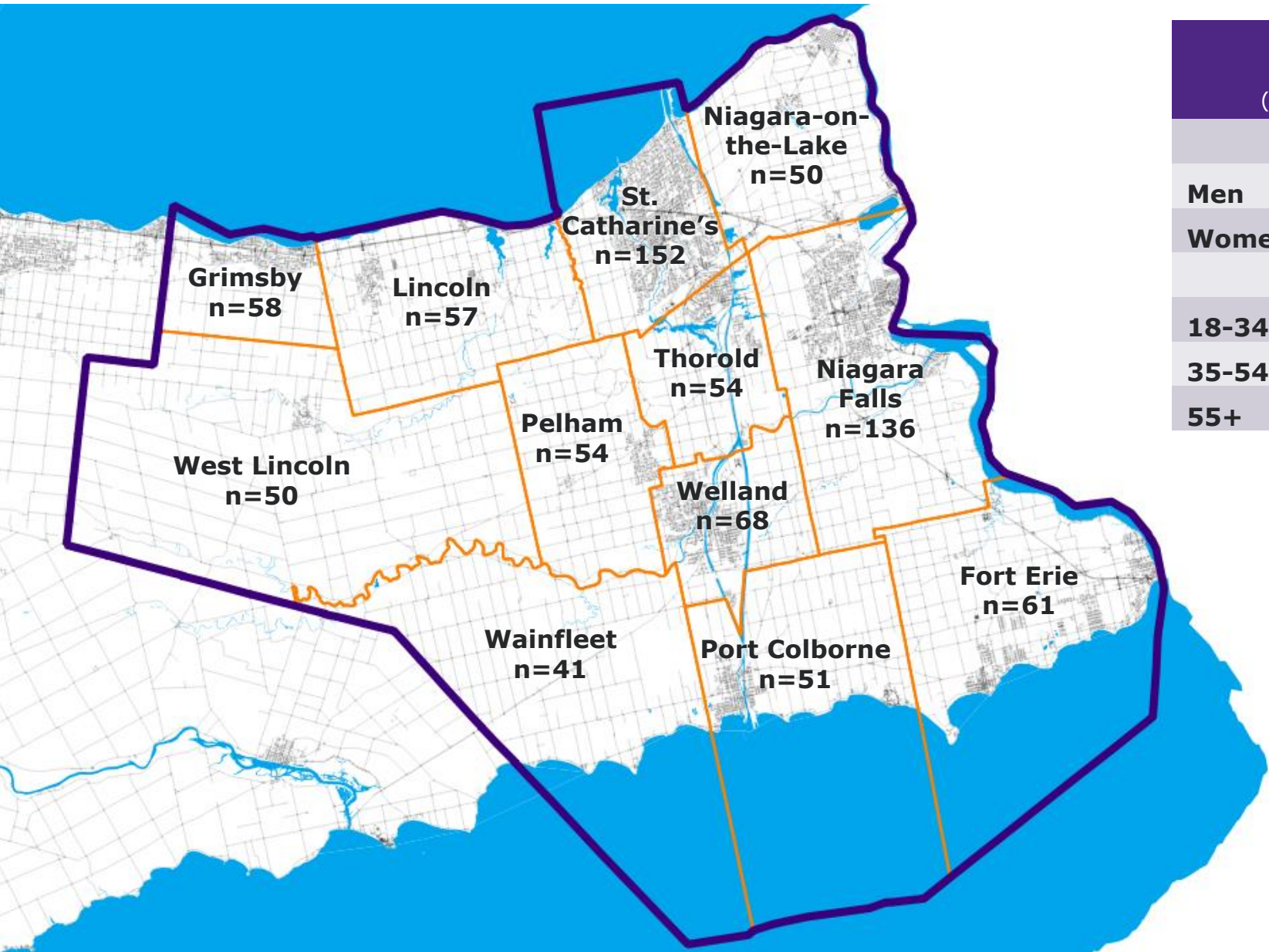
- A sample of 832 produces results that are statistically reliable to within **±3.4** percentage points, 19 times out of 20 (that is, at a 95% confidence interval). The margin of error is larger for smaller sub-segments of the total sample.

Field dates. May 30 to June 17, 2019.

Notes:

- In this report, results are expressed as percentages unless otherwise noted.
- Results may not add to 100% due to rounding or multiple responses.

SURVEY REPRESENTATION ACROSS NIAGARA



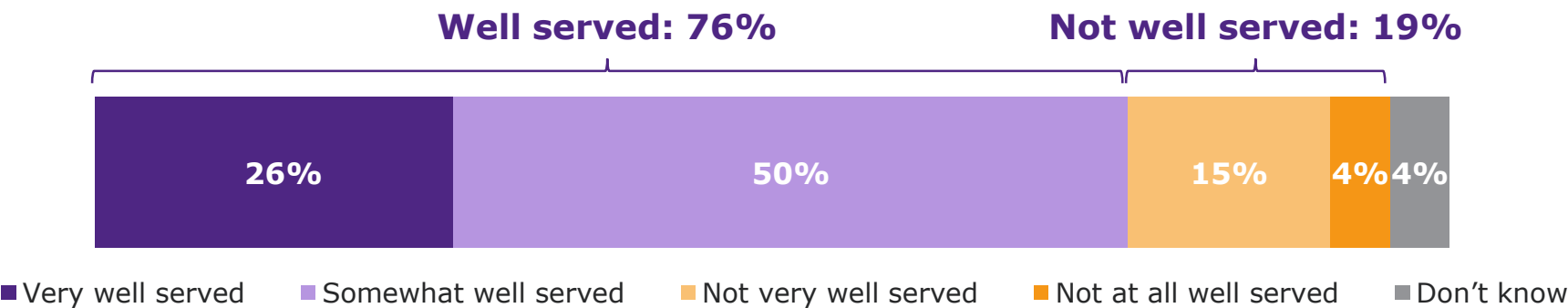
	Actual sample (unweighted)	2016 Census (weighted)
Gender		
Men	45%	48%
Women	55%	52%
Age		
18-34	12%	24%
35-54	22%	31%
55+	66%	45%



Survey Findings: **Perceptions of Current Governance**

DELIVERY OF TWO-TIER GOVERNMENT

Three-quarters of Niagara Region residents feel well-served by the current two-tier structure of municipal government. Holding the opinion of being well served declines with age.



MOST LIKELY TO SAY:

Well Served

- **18 to 34 years old** (86%)
- **Believe receive *good* value for lower-tier municipal tax dollars** (86%)
- **Believe receive *good* value for regional tax dollars** (89%)
- **Say current structure is *effective* at representing interests** (91%)

Not Well Served

- **55 years and older** (26%)
- **Say receive *poor* value for lower-tier municipal tax dollars** (51%)
- **Say receive *poor* value for regional tax dollars** (48%)
- **Say current structure is *ineffective* at representing interests** (42%)

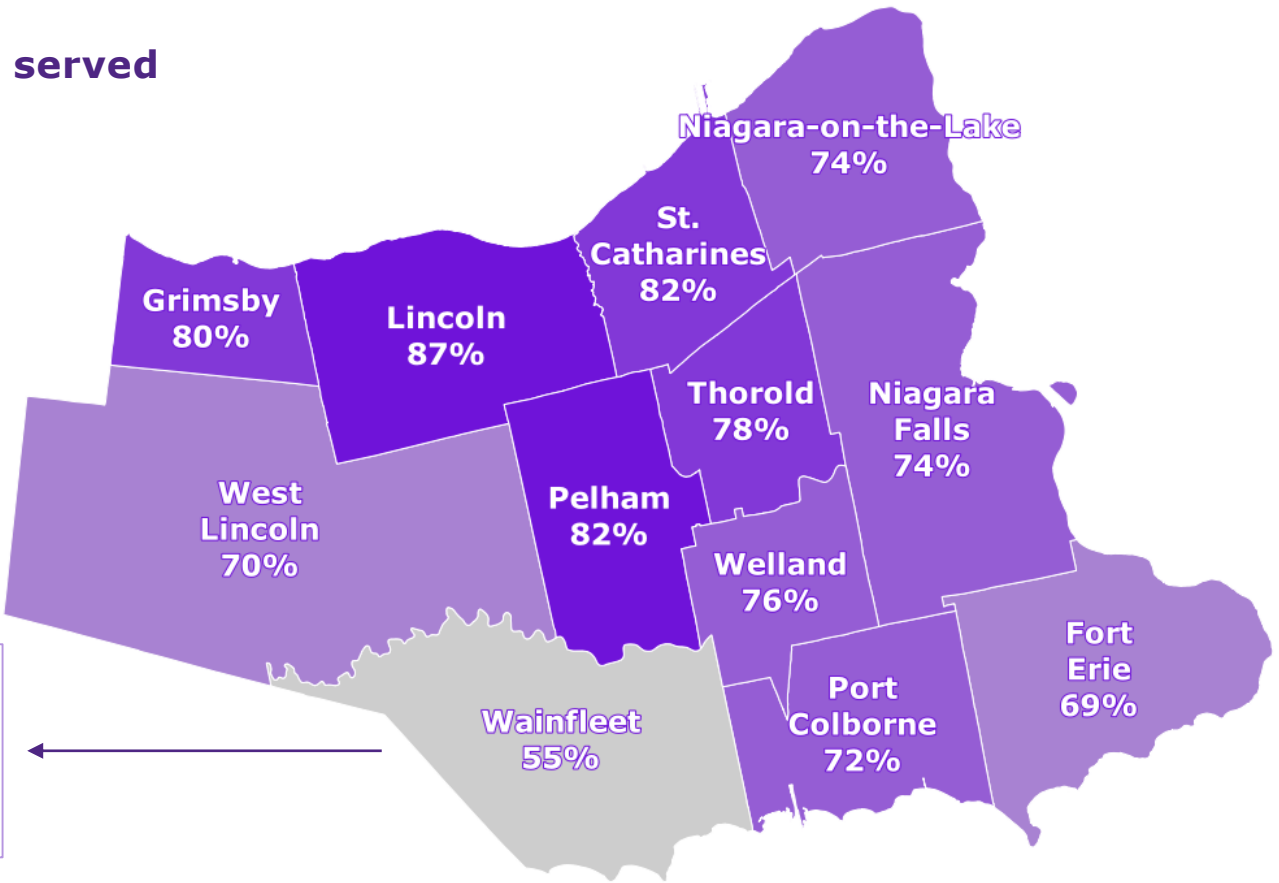
Q1. As you may know, <Municipality> residents are served by two levels of municipal government: <Municipality>, providing local services such as fire services, parks and recreation and community centres, and Niagara Region, which provides services across a broader geography such as emergency medical services, policing, public health, seniors services, and waste management. How well do you feel <Municipality> residents are being served by this current two-tier structure of municipal government?

Base: all respondents (n=832)

WELL SERVED BY TWO-TIER GOVERNMENT

Residents of Wainfleet are least likely to say that they are well-served by the current structure, while those in Lincoln are most likely.

% Very/somewhat well served



Compared to most other lower-tier municipalities, significantly fewer Wainfleet residents say they are *very/somewhat well served* by the current two-tier structure.

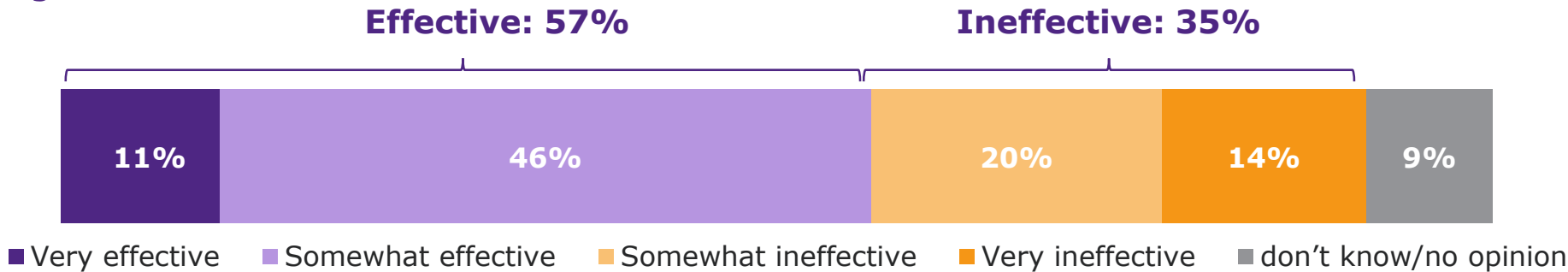


Q1. As you may know, <Municipality> residents are served by two levels of municipal government: <Municipality>, providing local services such as fire services, parks and recreation and community centres, and Niagara Region, which provides services across a broader geography such as emergency medical services, policing, public health, seniors services, and waste management. How well do you feel <Municipality> residents are being served by this current two-tier structure of municipal government?

Base: all respondents (n=832)

EFFECTIVENESS OF GOVERNANCE STRUCTURE

A majority of residents feel that the current structure of elected officials is effective at representing their interests when making decisions for Niagara Region.



MOST LIKELY TO SAY:

Effective

- **18 to 34 years old** (70%)
- **Believe receive *good* value for lower-tier municipal tax dollars** (65%)
- **Believe receive *good* value for regional tax dollars** (70%)
- **Prefer *separate sets of councillors*** (68%)

Ineffective

- **35 to 54 years old** (42%) **& 55 years and older** (35%)
- **Believe receive *poor* value for lower-tier municipal tax dollars** (64%)
- **Believe receive *poor* value for regional tax dollars** (65%)
- **Prefer *one set of councillors*** (45%)

Q2. Niagara Region is made up of five cities, five towns and two townships, each of which have elected local councils governing them. Each community also elects Regional councillors, who along with the elected mayor, make decisions for Niagara Region. The number of regional councillors elected depends on the size of the community. <Municipality> has <number of regional councillors>.

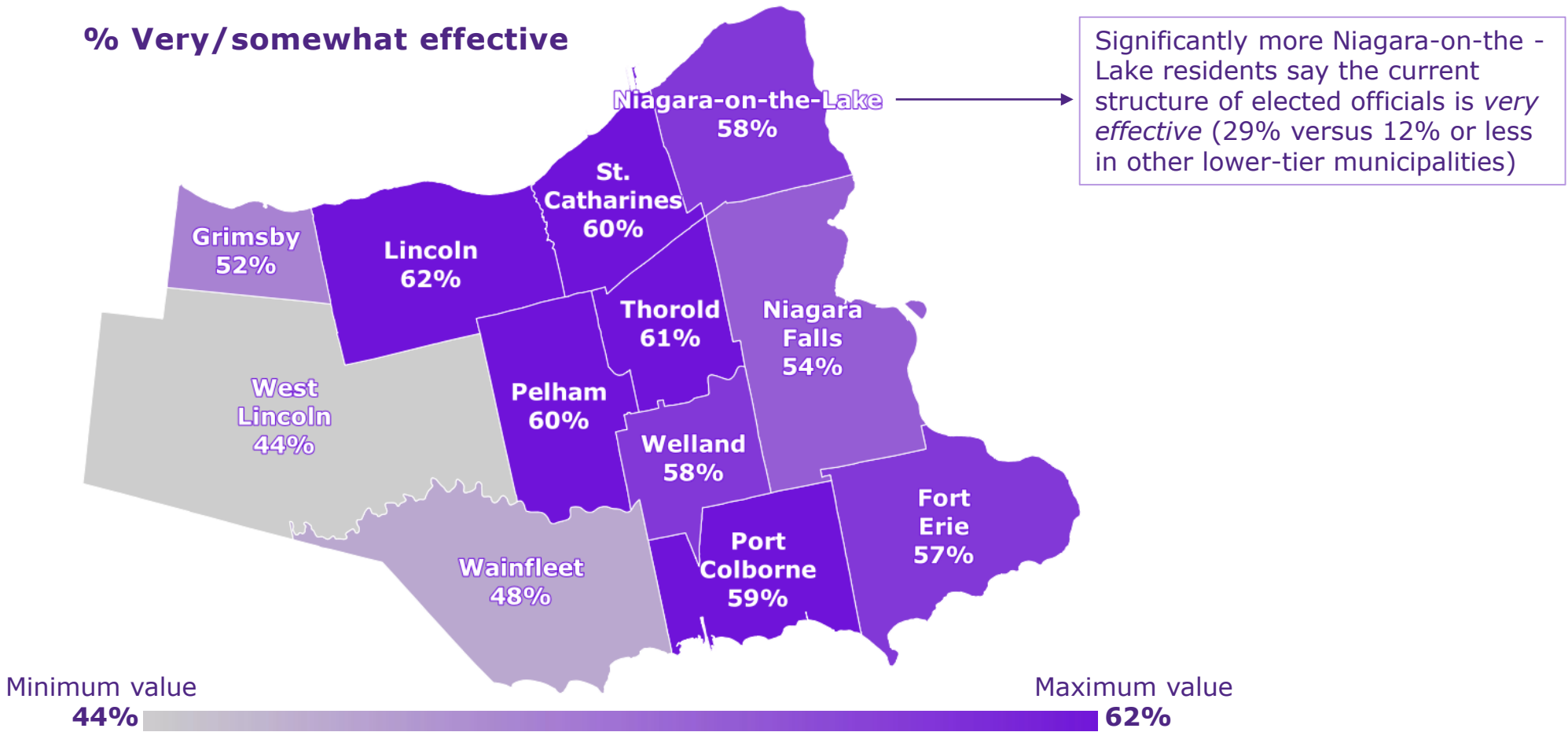
Setting aside your political views, how effective or ineffective do you feel this structure of elected officials is at representing your interests when they are making decisions for Niagara Region?

Base: all respondents (n=832)

EFFECTIVE GOVERNANCE STRUCTURE

Residents of West Lincoln and Wainfleet are the least likely to say the current structure is effective at representing their interest. The majority of residents in other municipalities feel it is effective.

% Very/somewhat effective

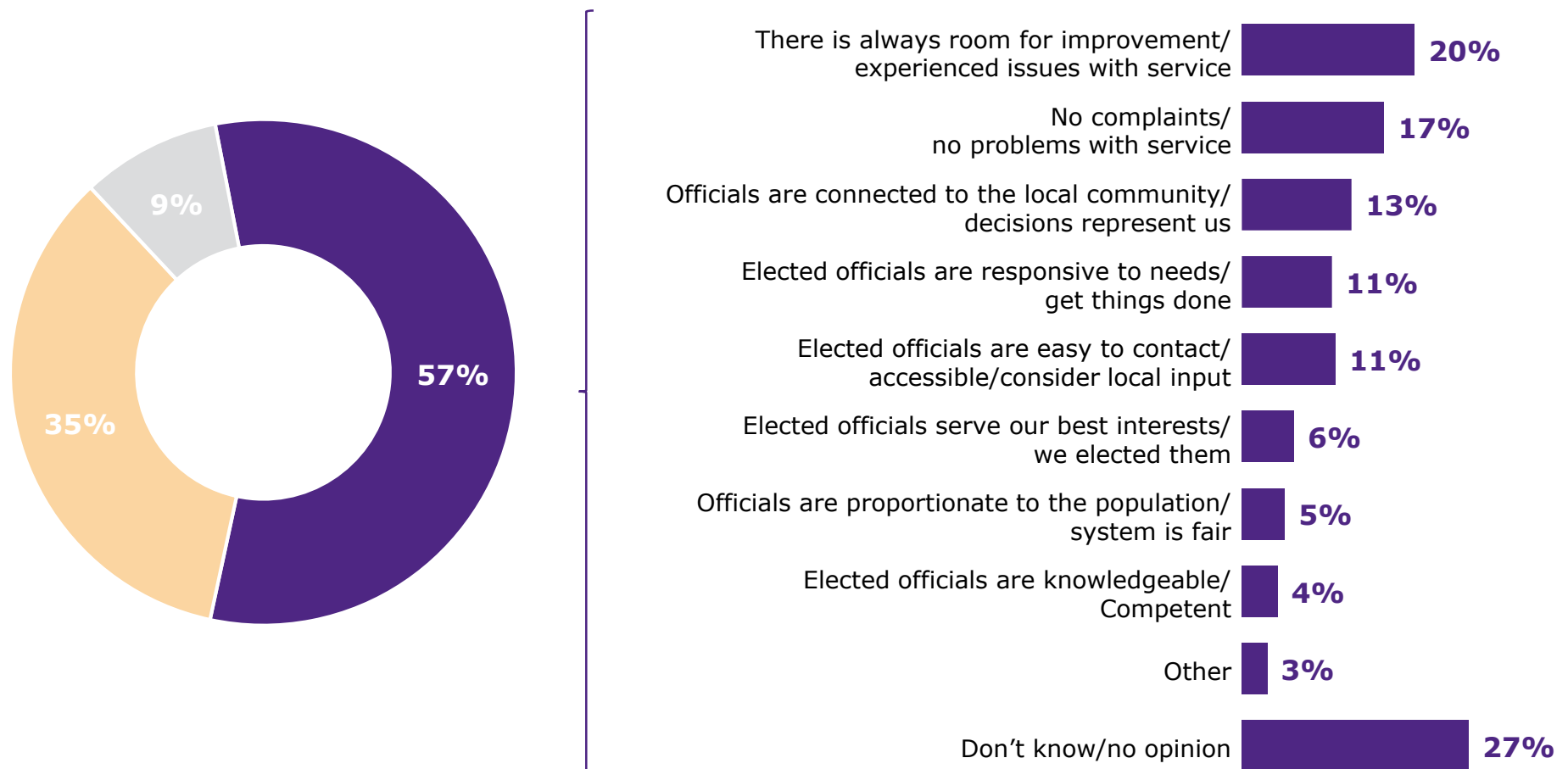


Q2. Setting aside your political views, how effective or ineffective do you feel this structure of elected officials is at representing your interests when they are making decisions for Niagara Region?

Base: all respondents (n=832)

REASONS FOR EFFECTIVENESS

Residents who consider the current structure effective say that there is always room for improvement, that they have no complaints, or that officials are connected to and represent the local community.

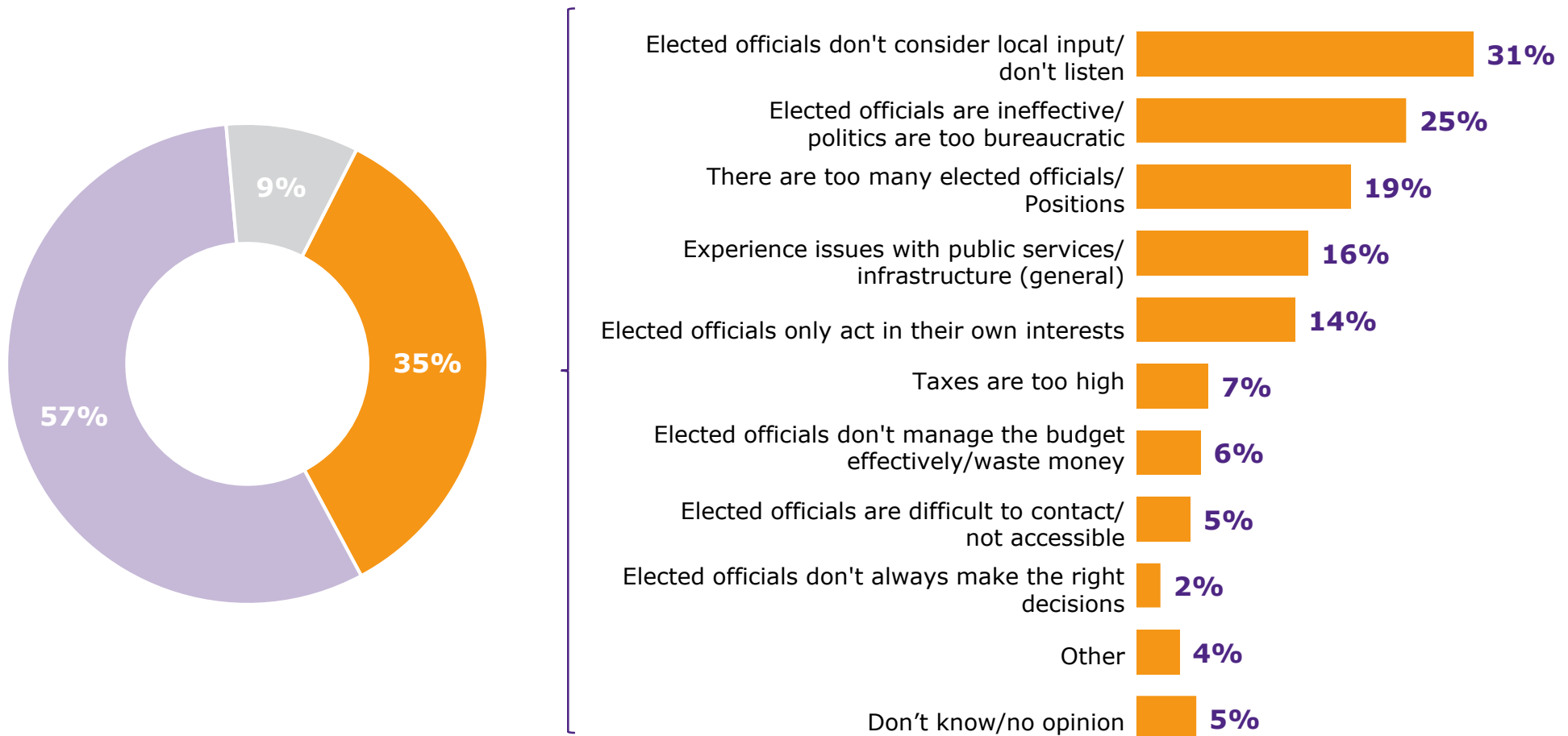


Q3A. Why do you say the structure of elected officials is effective at representing your interests when they are making decisions for Niagara Region?

Base: current structure is effective (n=466)

REASONS FOR INEFFECTIVENESS

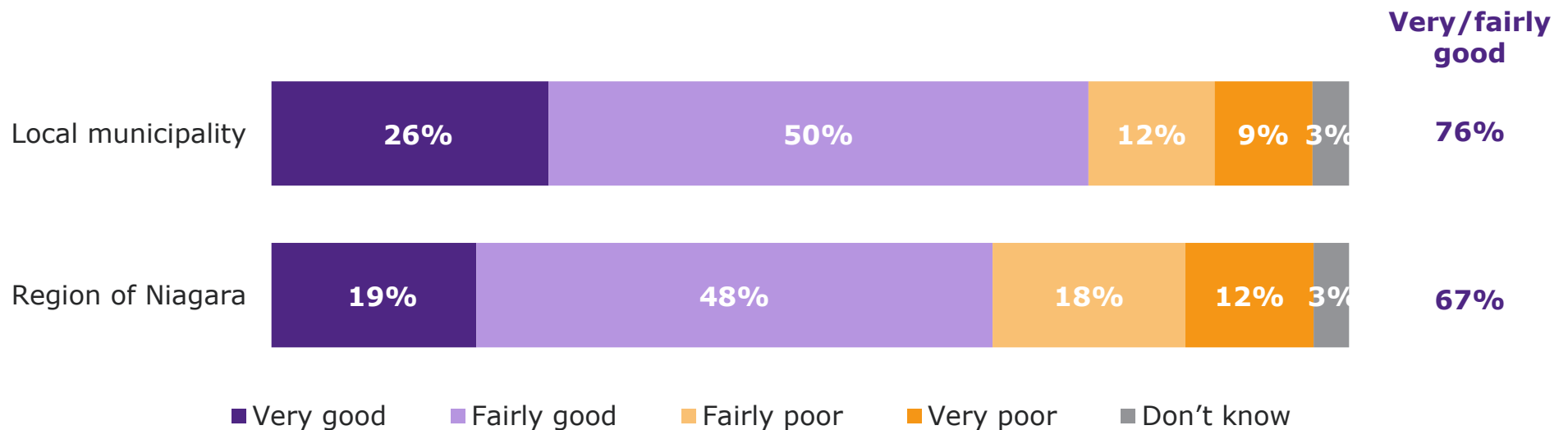
Residents who consider the current structure ineffective say the elected officials don't consider local input, or that the elected officials are ineffective.



Q3B. Why do you say the structure of elected officials is effective at representing your interests when they are making decisions for Niagara Region? *Base: current structure is ineffective (n=295)*

VALUE FOR TAX DOLLARS

Three-quarters of residents say they receive good value for their tax dollars from their local municipality, while two-thirds say the same of Niagara Region.



Q4. Thinking about all the programs and services you receive from <municipality>, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?

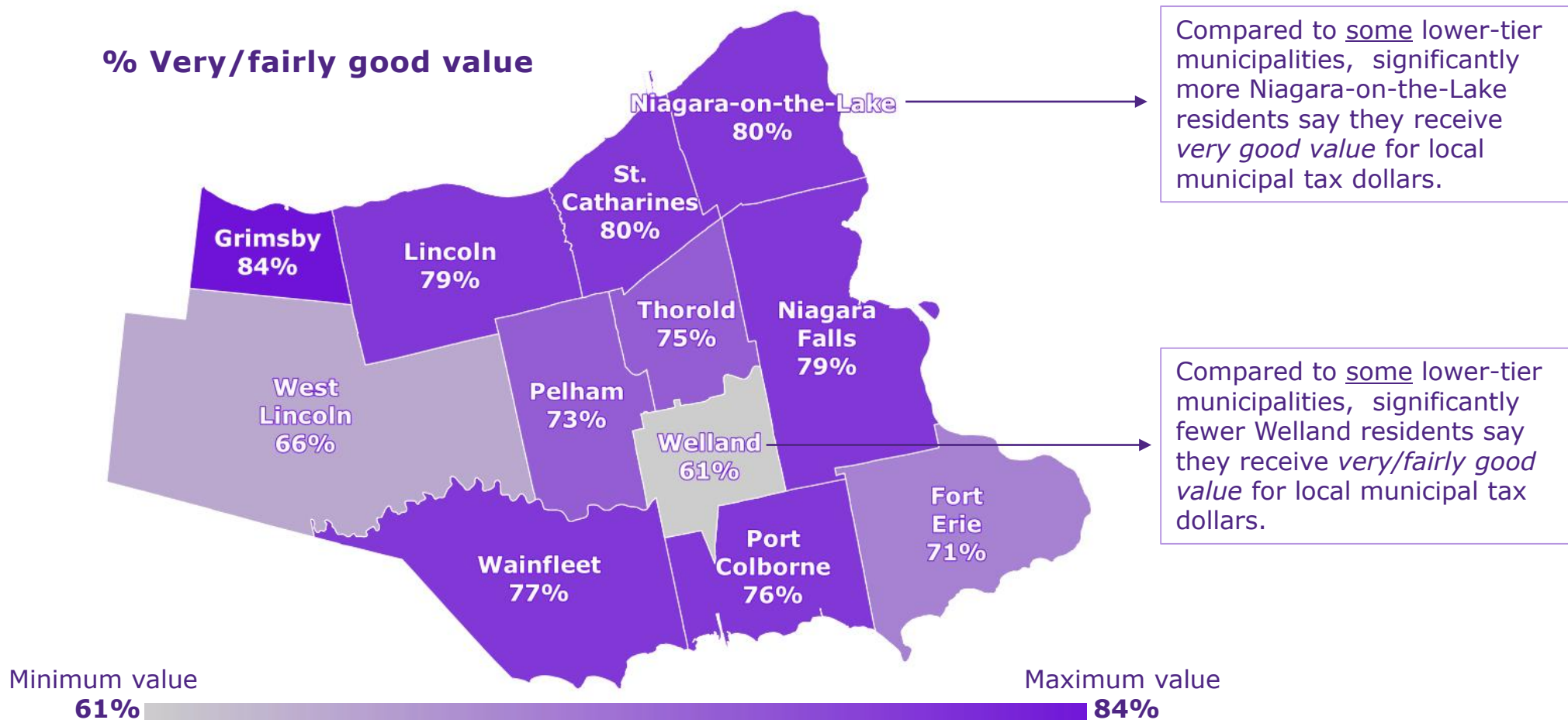
Q5. And thinking about all the programs and services you receive from the Region of Niagara, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?

Base: all respondents (n=832)

GOOD VALUE FOR LOCAL MUNICIPAL TAX DOLLARS

Residents of Grimsby are the most likely to say they receive good value for lower-tier municipal tax dollars, while Welland residents are the least likely to say so.

% Very/fairly good value



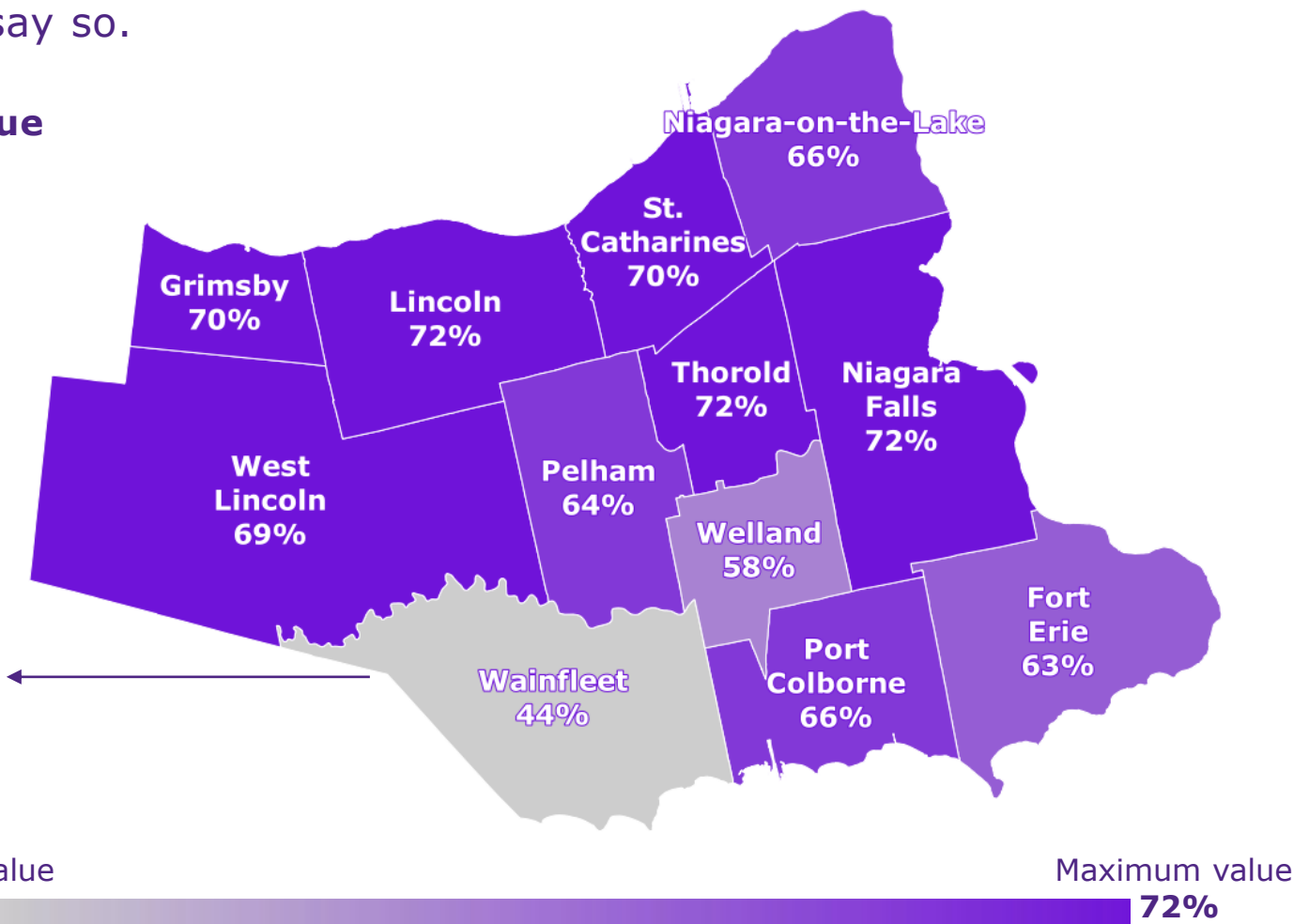
Q4. Thinking about all the programs and services you receive from <municipality>, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?

Base: all respondents (n=832)

GOOD VALUE FOR REGIONAL TAX DOLLARS

Residents of Lincoln, Thorold and Niagara Falls are the most likely to say they receive good value for regional tax dollars, while Wainfleet residents are the least likely to say so.

% Very/fairly good value



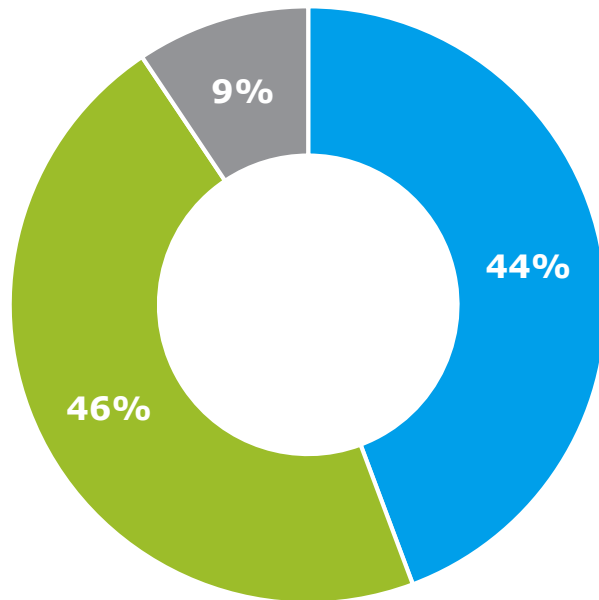
Significantly fewer Wainfleet residents say they receive *very poor* value for regional tax dollars (29% versus 18% or less in other lower-tier municipalities).

Compared to most other lower-tier municipalities, significantly fewer Wainfleet residents say they are receive *very/somewhat good* value for regional tax dollars.

Q5. And thinking about all the programs and services you receive from the Region of Niagara, would you say that, overall, you receive very good, fairly good, fairly poor or very poor value for your tax dollars?
Base: all respondents (n=832)

REPRESENTATION PREFERENCE

Niagara Region residents are closely split between a preference for separate councillors elected at the lower-tier and regional level and one set of councillors elected for both.



- Separate Councillors elected to represent residents at [lower-tier municipality] and regional levels
- One set of Councillors elected to represent residents at both [lower-tier municipality] and regional levels
- Don't know/no opinion

MOST LIKELY TO SAY:

Separate

- **18 to 34 years old** (57%)
- **Female** (50%)
- **Believe receive *very good* value for lower-tier municipal tax dollars** (55%)
- **Believe receive *good* value for regional tax dollars** (49%)

One set

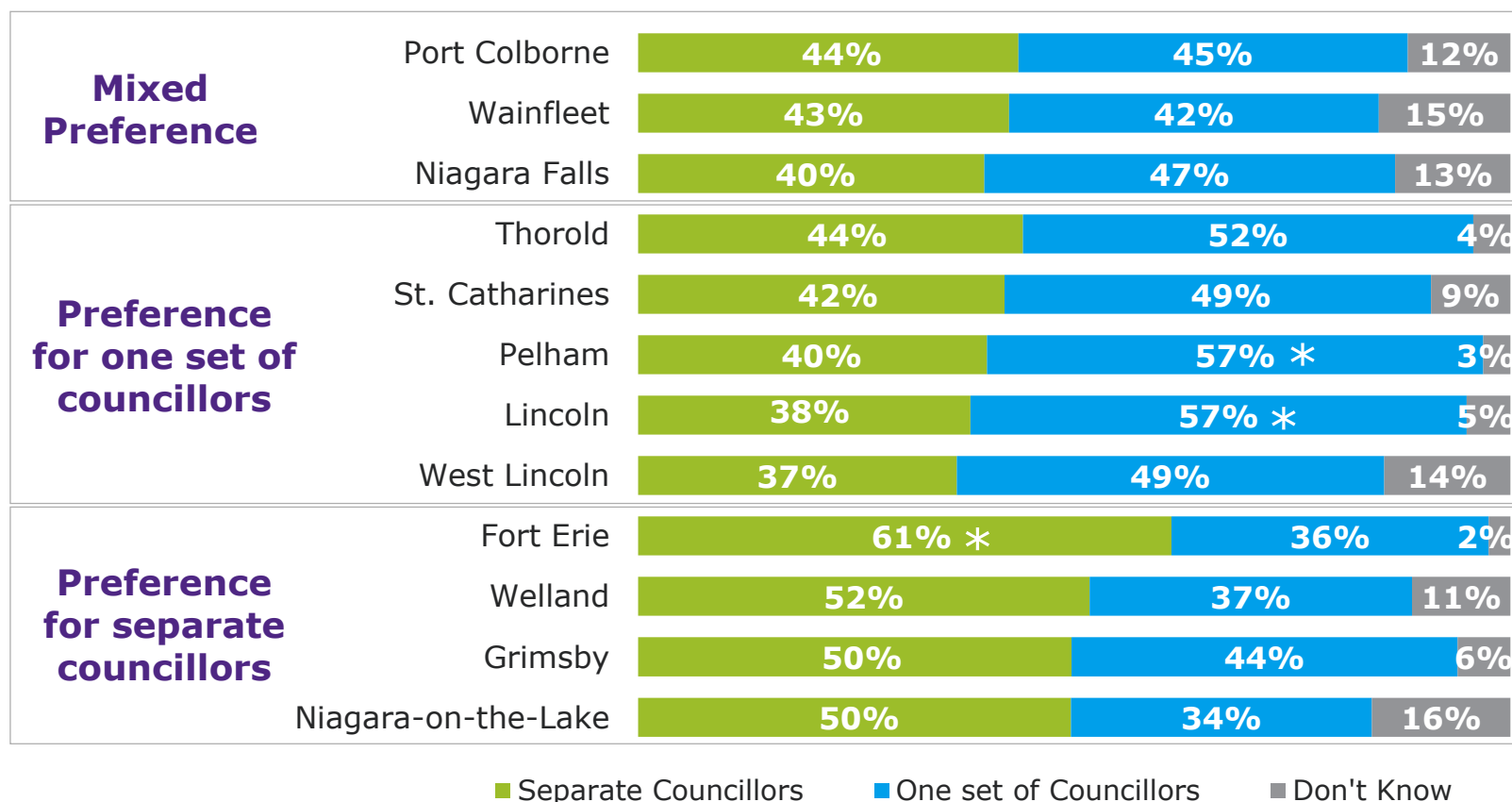
- **35 to 54 years old** (57%) **& 55 years and older** (47%)
- **Male** (52%)
- **Believe receive *poor* value for lower-tier municipal tax dollars** (55%)
- **Believe receive *poor* value for regional tax dollars** (55%)

Q6. When you think about how you are represented at both the <town/city/township> and Regional levels, which scenario would you prefer?

Base: all respondents (n=832)

REPRESENTATION PREFERENCE

There is a preference for one set of councillors among residents of the plurality of lower-tier municipalities.



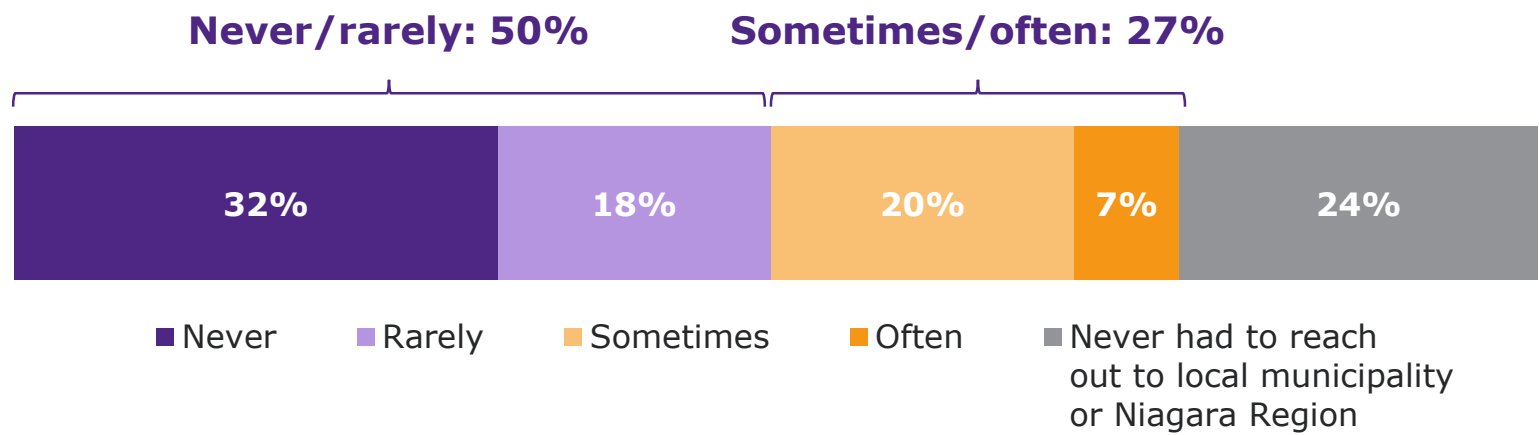
*Significantly higher than most other lower-tier municipalities

Q6. When you think about how you are represented at both the <town/city/township> and Regional levels, which scenario would you prefer?

Base: all respondents (n=832)

CONFUSION OVER RESPONSIBILITIES

Only one-quarter of Region residents report they have sometimes or often experienced confusion as a result of the division of responsibilities between local and regional governments. Encountering confusion is more often associated with residents saying they receive poor value for tax dollars.



MOST LIKELY TO SAY:

Never/Rarely

- Believe receive **good** value for local municipal tax dollars (53%)
- Believe receive **good** value for regional tax dollars (56%)

Sometimes/Often

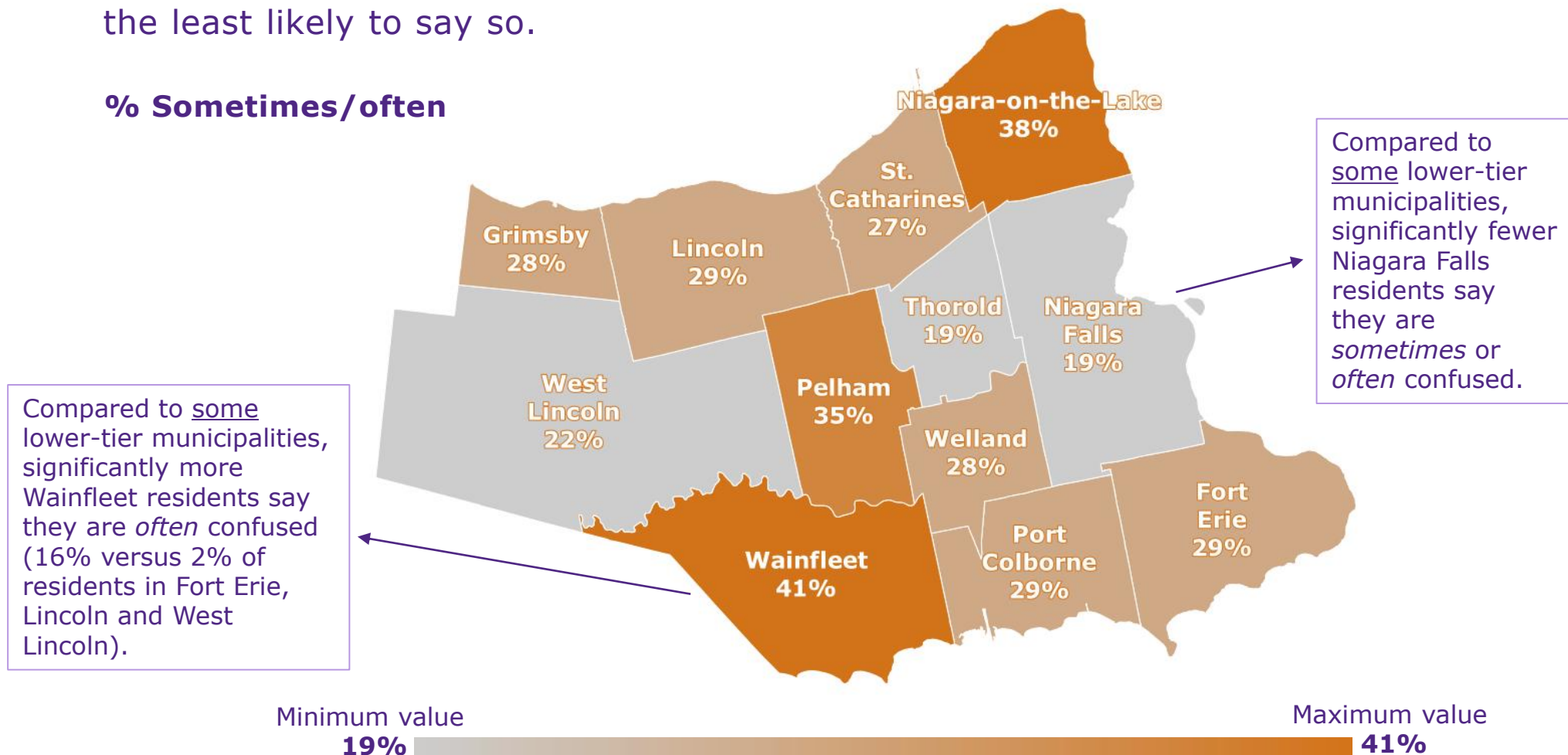
- **Male** (34%)
- **Poor** value for local municipal tax dollars (41%)
- **Poor** value for regional tax dollars (44%)

Q7. Have you encountered a situation where the division of responsibilities between the [local municipality] and the region has been a source of confusion, etc.?
Base: all respondents (n=832)

ENCOUNTERED CONFUSION OVER RESPONSIBILITIES

Residents of Wainfleet are the most likely to say they have encountered confusion over the division of responsibilities, while Niagara Falls residents are the least likely to say so.

% Sometimes/often



Q7. Have you encountered a situation where the division of responsibilities between the [local municipality] and the region has been a source of confusion, etc.?

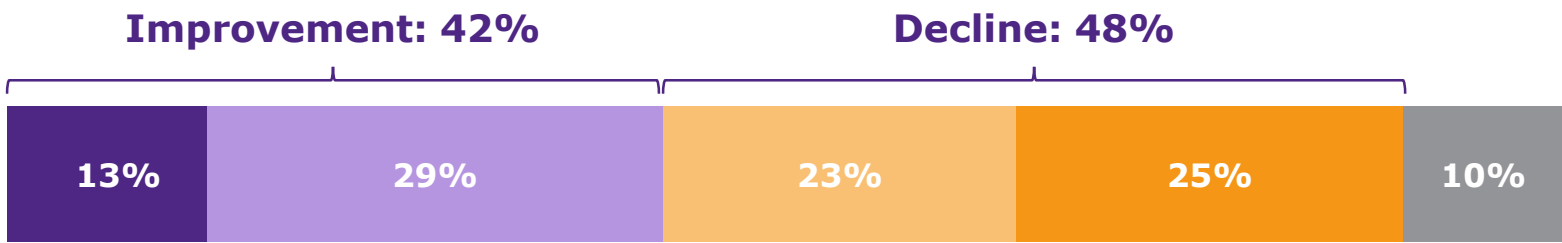
Base: all respondents (n=832)



Survey Findings: **Assessing Different Models of Governance**

EFFECT OF LARGER GOVERNMENT ON SERVICES

Overall, residents are closely split in their expectations of the quality of service delivered if their local municipality became part of a larger municipal structure. A plurality lean towards an expectation of a decline in service, of which one-quarter anticipate the decline would be significant.



■ A significant improvement ■ A moderate improvement ■ A moderate decline ■ A significant decline ■ Don't know/no opinion

MOST LIKELY TO SAY:

Improvement

- **18 to 34 years old** (51%)
- **Believe receive *very poor* value for lower-tier municipal tax dollars** (62%)
- **Believe receive *poor* value for regional tax dollars** (51%)
- **Say current structure is *ineffective* at representing interests** (52%)
- **Prefer *one set of councillors*** (53%)

Decline

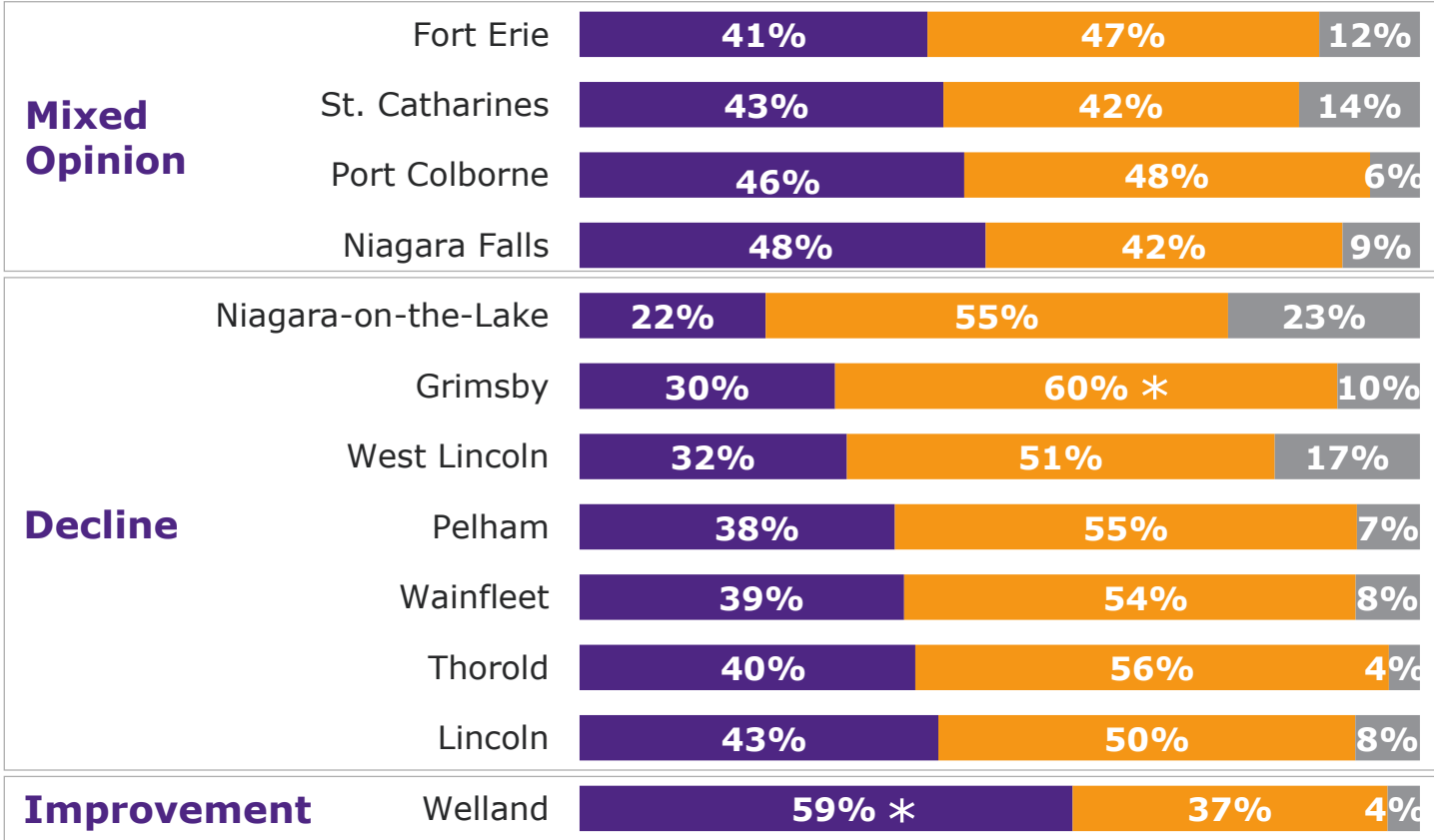
- **55 years and older** (54%)
- **Believe receive *very good* value for lower-tier municipal tax dollars** (55%)
- **Say current structure is *effective* at representing interests** (50%)
- **Prefer *separate councillors*** (58%)

Q24. If [MUNICIPALITY] was reorganized to make it larger would that result in an [improvement/decline] in the quality of service delivery to [MUNICIPALITY]?

Base: all respondents (n=832)

EFFECT OF LARGER GOVERNMENT ON SERVICES

The majority of residents in most lower-tier municipalities anticipate a larger government would result in a decline in service quality. The majority of Welland residents alone say it results in improvements.



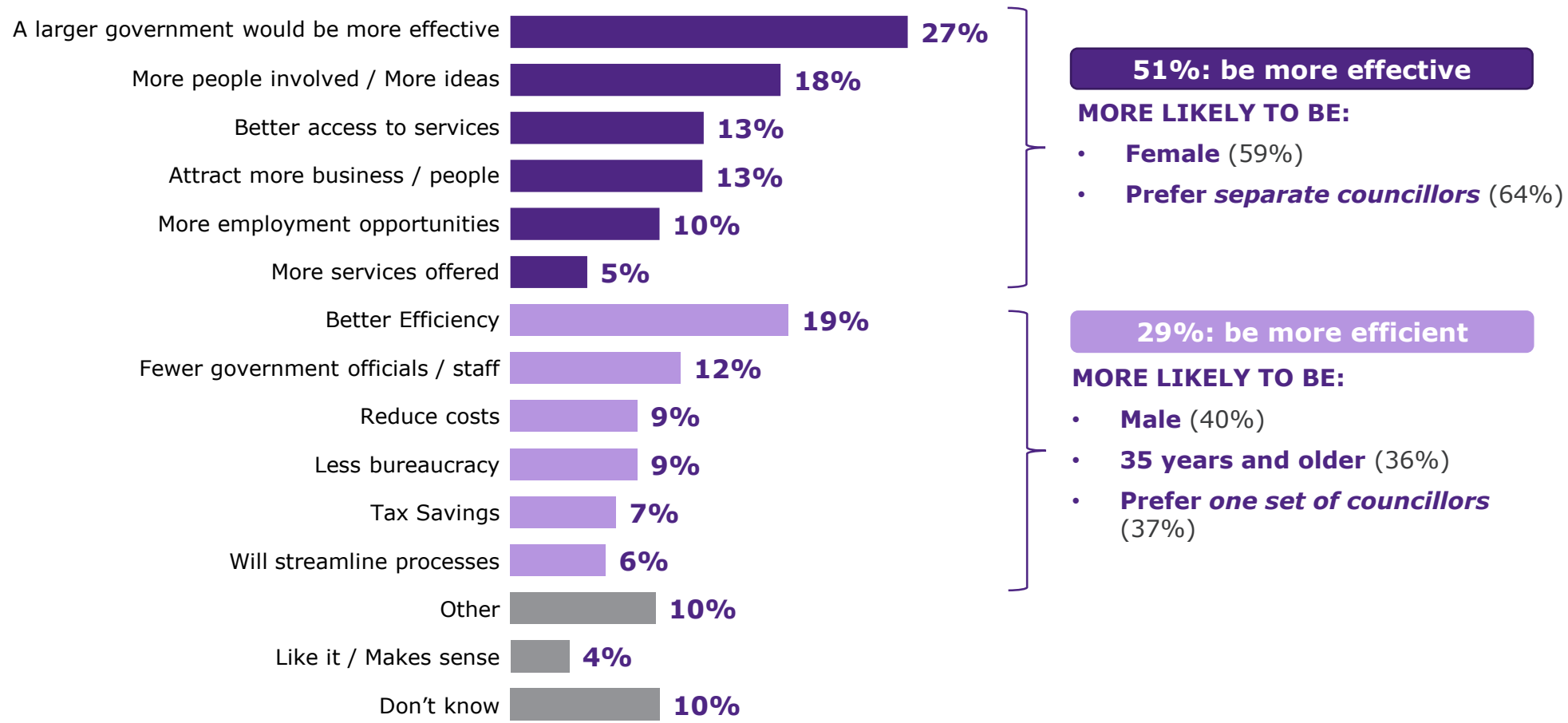
*Significantly higher than most other lower-tier municipalities

■ Improvement (Significant + Moderate) ■ Decline (Significant + Moderate) ■ Don't Know

Q24. If [MUNICIPALITY] was reorganized to make it larger would that result in an [improvement/decline] in the quality of service delivery to [MUNICIPALITY]?
 Base: all respondents (n=832)

REASONS FOR SAYING SERVICE IMPROVEMENT

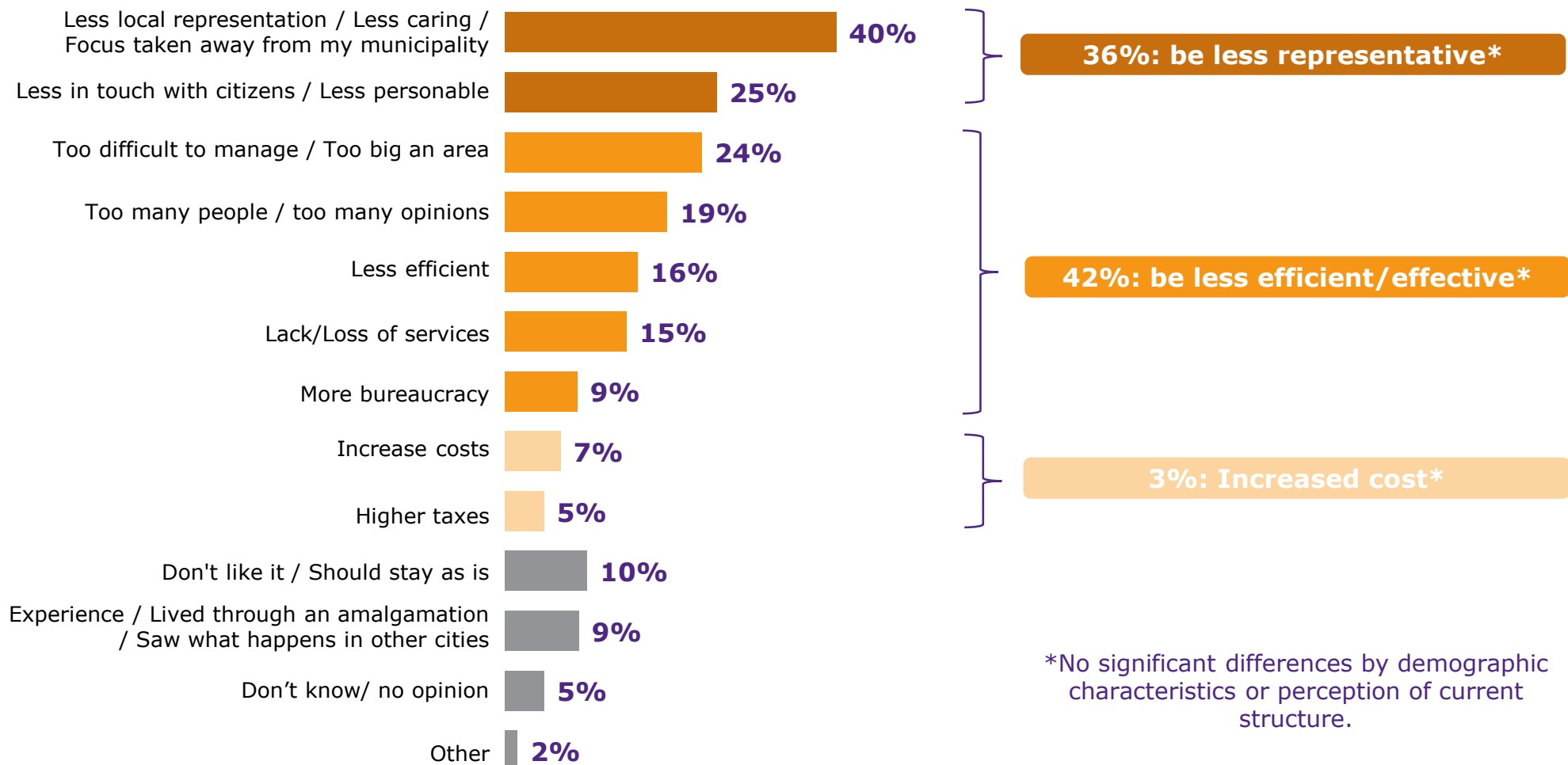
Residents who anticipate a service improvement resulting from larger government believe it would be more effective, would achieve better efficiencies, and would benefit from more people generating ideas.



Q25. Why do you believe a larger government will represent an improvement of service delivery in [MUNICIPALITY]?
Base: Improvement in Q24 (n=328)

REASONS FOR SAYING DECLINE IN SERVICE

Residents who anticipate a decline in the quality of services resulting from a larger government believe there would be less representation, that it would be less in touch, and would be difficult to manage.

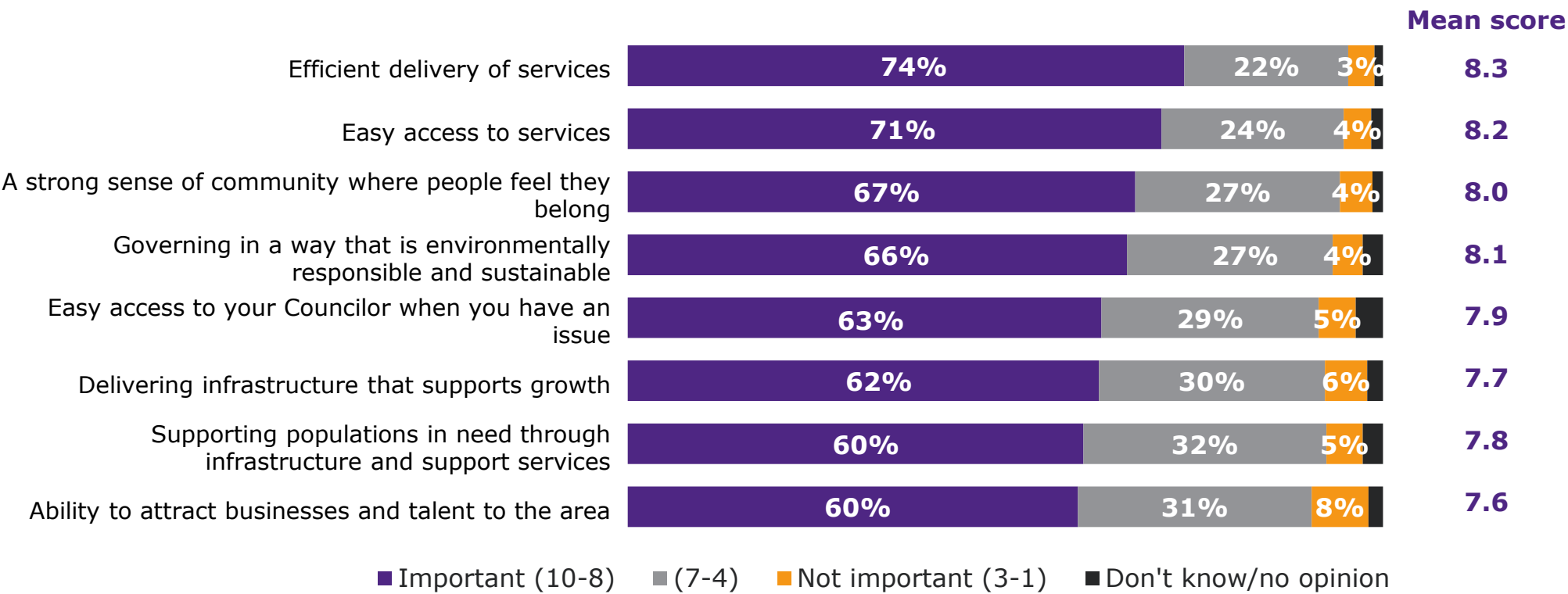


Q25. Why do you believe a larger government will represent a decline of service delivery in [MUNICIPALITY]?

Base: Decline in Q24 (n=420)

CITIZEN PRIORITIES

When considering aspects of local government that are of importance, Niagara Region residents prioritize efficient delivery and easy access to services.



Q8-Q15. Using a ten-point scale where one means “not at all important” and ten means “extremely important”, please indicate how important each of the following are to you personally when thinking about your local government.
Base: all respondents (n=832)

DEFINITIONS OF POTENTIAL STRUCTURES

Residents were given the following descriptions of potential municipal governance structures before proceeding to subsequent questions.

As you may know, the provincial government is currently undertaking a review of the governance, decision-making and service delivery functions of Ontario's regional municipalities, including the Niagara Region and its twelve municipalities. Some possible outcomes from this review could include the following:

Current Structure. The province may decide to leave the current structure in place where the <municipality> remains a lower-tier municipality within Niagara Region. Each level of government would retain responsibility for delivery of services.

Partial amalgamation. A scenario that combines some Niagara area municipalities into larger municipal governments which are responsible for delivering services within the new municipality.

Total amalgamation. A scenario whereby the 12 municipalities within the Niagara Region are brought together into one central government which has the sole responsibility for administering services across a new amalgamated geography.

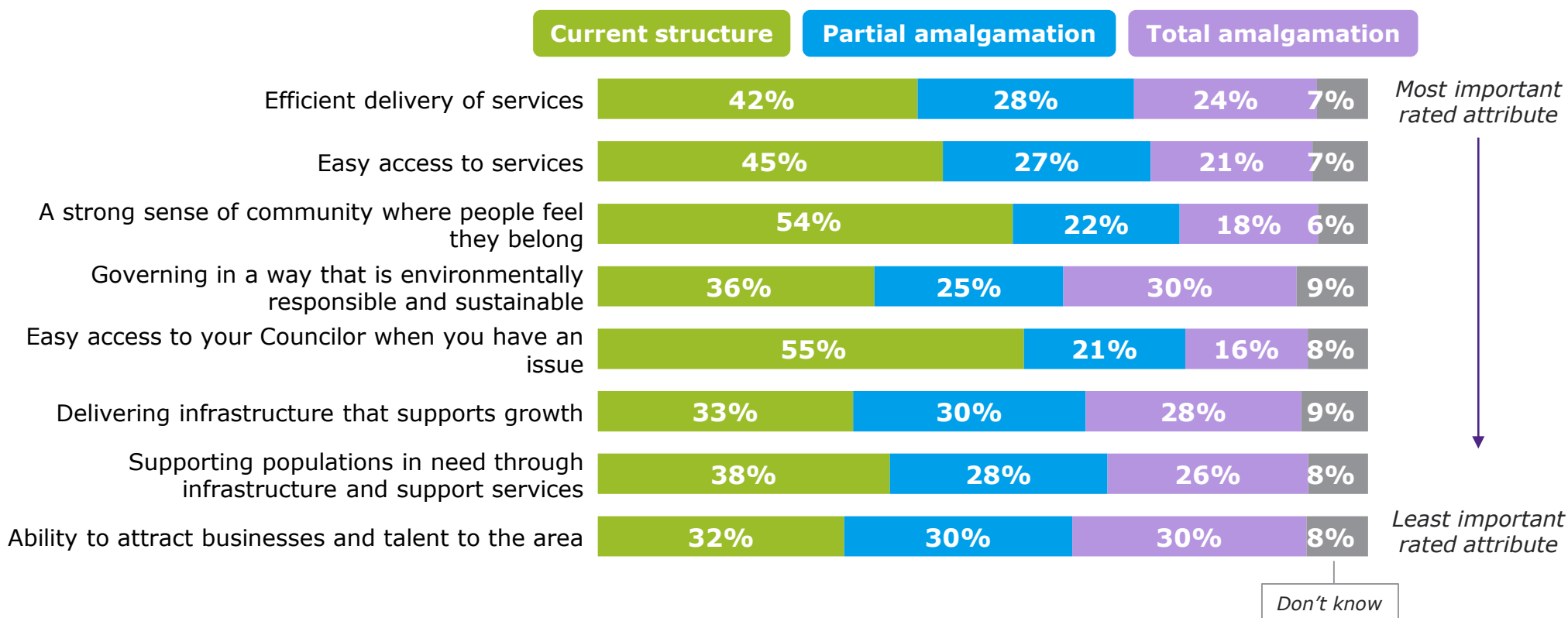
I'd like to ask you about the different aspects of municipal governance and administration discussed earlier and get your sense of which of these three municipal models you think would do the best job of delivering services in a way that meets your expectations.

To recall, the three options are:

- The **current structure**, or two-tier model, in place now in Niagara Region;
- The **partial amalgamation** of a few municipalities into one municipality
- A **total amalgamation** of all of the municipalities currently within Niagara Region.

PREFERRED GOVERNMENT STRUCTURE

Majorities of residents express a preference for the current structure when considering delivering a strong sense of community and providing easy access to Councillors.



Q16-Q23. Which of the three models would do the best job of...
Base: all respondents (n=832)

Governance Structure Options - Analysis

Support for amalgamation structures is limited and diffuse, while preference for current two-tier structure is articulated frequently.

Niagara residents were asked to select between three distinct governance models which they believe can best deliver on different areas of municipal government responsibility. They were permitted only one selection for each area of service, governance and representation.

When examining the frequency with which each structure was chosen across all eight (8) areas of responsibility, the following was observed:

- 33% of residents never selected “current structure” for any of the 8 areas of responsibility
- 45% of residents never selected “partial amalgamation” for any of the 8 areas of responsibility
- 50% of residents never selected “total amalgamation” for any of the 8 areas of responsibility

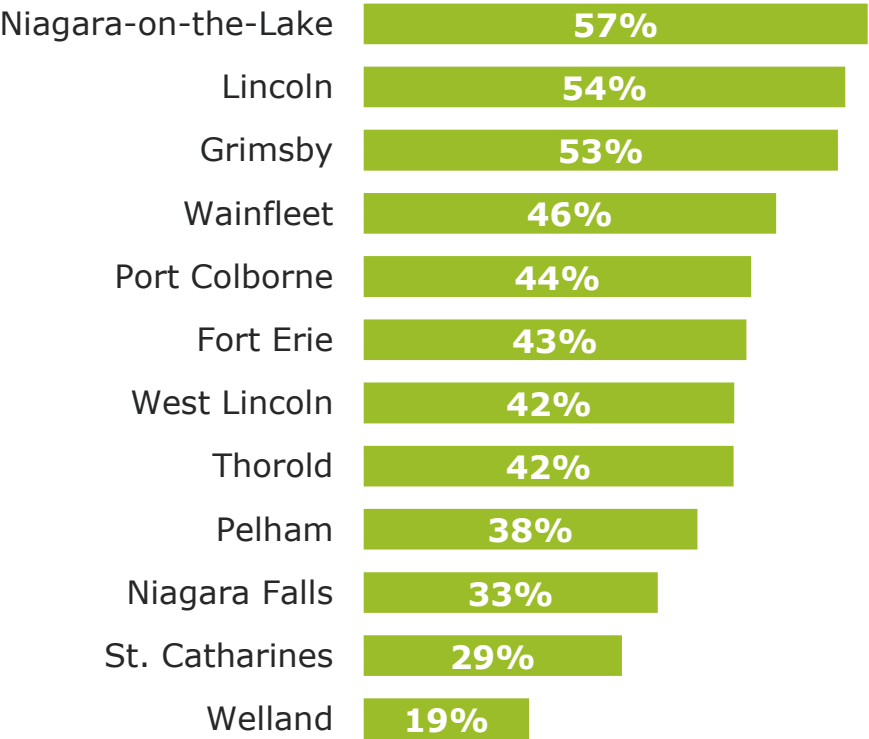
By comparison:

- Only one-in-five residents opted for either amalgamation structure for more than half of the 8 areas of responsibility (20% and 19% respectively)
- The “current structure” option was selected for more than half of all 8 areas of responsibility by two-in-five residents (38%).
- One-in-five residents showed mixed preference as they did not opt for any one option for more than half the 8 areas of responsibility (18%).

PREFER CURRENT STRUCTURE

The majority of Niagara-on-the-Lake, Lincoln and Grimsby residents show a preference for the delivery of responsibilities via the current structure.

38% Residents opted for the **Current Structure** for more than half of the 8 areas of responsibility.



MOST LIKELY TO SAY:

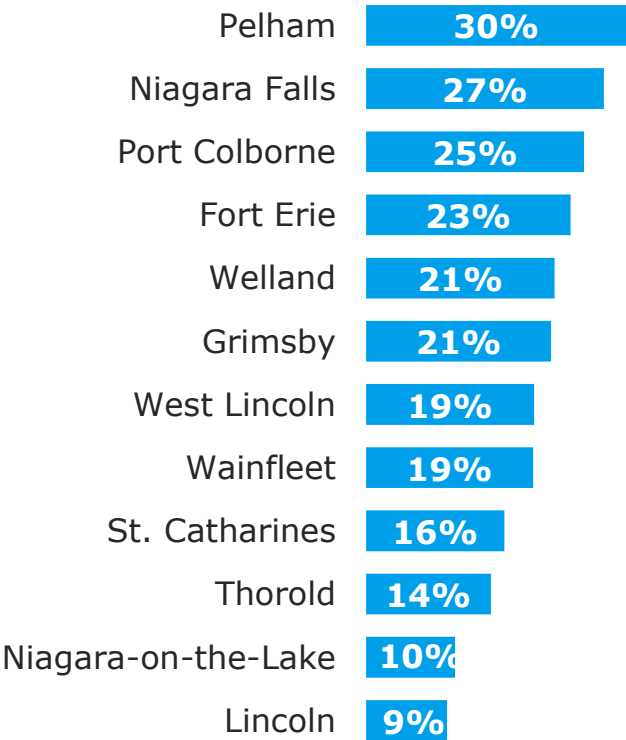
- **55 years and older** (46%)
- **Female** (42%)
- **Say very well served by two-tier structure** (57%)
- **Believe receive very good value for lower-tier municipal tax dollars** (55%)
- **Believe receive very good value for regional tax dollars** (52%)
- **Say Current structure is effective at representing interests** (44%)
- **Prefer separate councillors** (50%)
- **Compared to some other lower-tier municipalities, significantly more Niagara-on-the-Lake (57%), Lincoln (54%) and Grimsby (53%) residents opted for the current structure for more than half of the 8 areas of responsibility.**

Q16-Q23. Which of the three models would do the best job of...
Base: all respondents (n=832)

PREFER PARTIAL AMALGAMATION

Preference for partial amalgamation is more common among residents of Pelham and Niagara Falls, and least common among Lincoln residents.

20% Residents opted for the **Partial Amalgamation** for more than half of the 8 areas of responsibility.



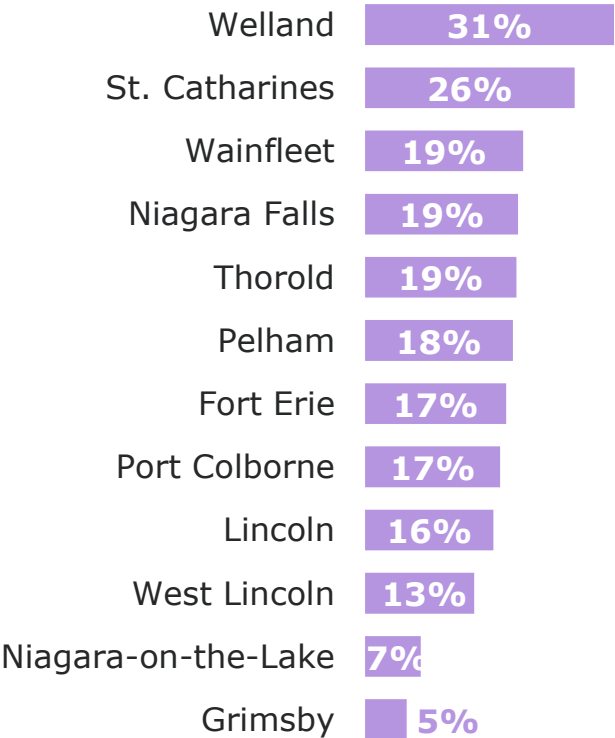
MOST LIKELY TO SAY:

- Compared to some other lower-tier municipalities, significantly more Pelham (30%) and Niagara Falls (27%) residents opted for the partial amalgamation for more than half of the 8 areas of responsibility.

Q16-Q23. Which of the three models would do the best job of...
Base: all respondents (n=832)

PREFER TOTAL AMALGAMATION

Preference for total amalgamation is more common among residents of Welland and St. Catharines, and least common among Niagara-on-the-Lake and Grimsby residents.



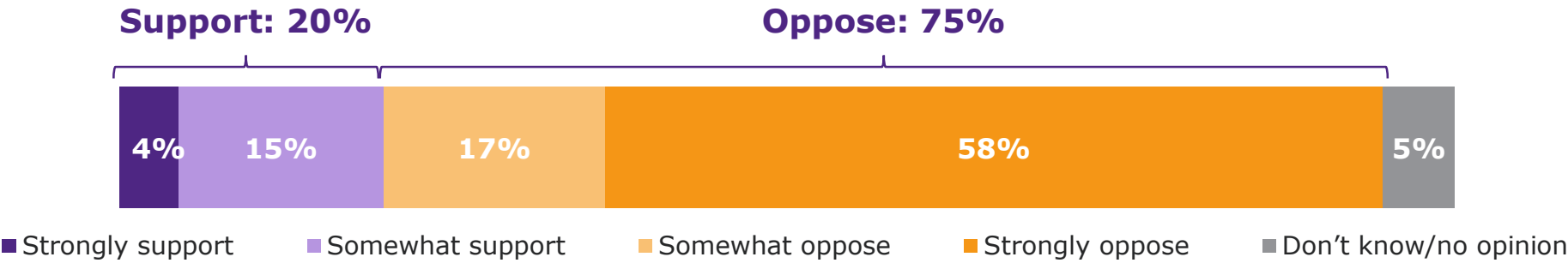
MOST LIKELY TO SAY:

- **Male** (25%)
- **Believe receive *poor* value for lower-tier municipal tax dollars** (29%)
- **Believe receive *poor* value for regional tax dollars** (26%)
- **Say current structure is *ineffective* at representing interests** (27%)
- **Prefer *one set of councillors*** (30%)
- **Compared to some other lower-tier municipalities, significantly more Welland (31%), and St. Catharines (26%) residents opted for the current structure for more than half of the 8 areas of responsibility.**

Q16-Q23. Which of the three models would do the best job of...
Base: all respondents (n=832)

POST-AMALGAMATION TAX INCREASE

Six in ten Niagara Region residents would be strongly opposed to a increase in property taxes to support service delivery by a new amalgamated municipality.



MOST LIKELY TO SAY:

Support

- **18 to 34 years old** (32%)
- **Male** (23%)
- **Renters** (40%)
- **Lived in local municipality for fewer than 4 years** (23%)
- **Prefer one set of councillors** (26%)
- **Say quality of service would *improve* with larger government** (32%)

Oppose

- **35 years and older** (78%)
- **Own home** (79%)
- **Lived in local municipality for 4 to 15 years or more than 15 years** (74%)
- **Believe receive *poor* value regional tax dollars** (78%)
- **Prefer separate councillors** (81%)
- **Say quality of service would *decline* with larger government** (87%)

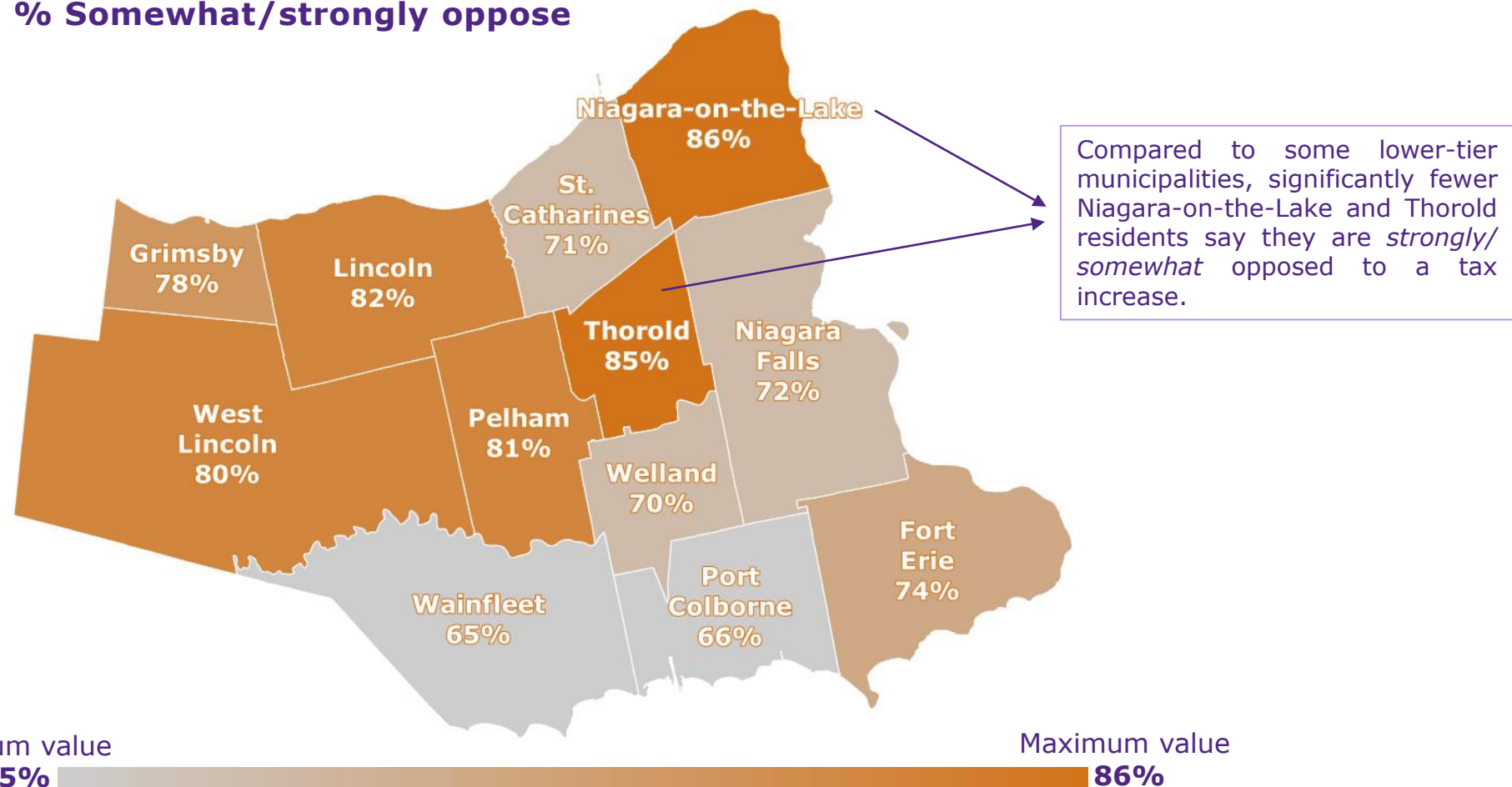
Q26. If <municipality> were to be amalgamated with other municipalities to make it larger, would you support or oppose a moderate increase in property taxes to support service delivery by the new municipality?

Base: all respondents (n=832)

OPPOSITION TO POST-AMALGAMATION TAX INCREASE

Across lower-tier municipalities, the majority would oppose a property tax increase to support service delivery by a new amalgamated municipality.

% Somewhat/strongly oppose



Q26. If <municipality> were to be amalgamated with other municipalities to make it larger, would you support or oppose a moderate increase in property taxes to support service delivery by the new municipality?

Base: all respondents (n=832)

Key Takeaways

- ▶ Residents generally express **confidence in the current state** of representation in Niagara Region; they feel well-served by current political representation, feel their interests are well represented by the two-tier system and derive value for the taxes they pay to both tiers of municipal government.
- ▶ There are small pockets of evidence of a **limited appetite for some changes** to the two-tier system. A significant proportion of Niagara Region residents anticipate efficiencies derived from one set of councilors to represent residents at both municipal levels. However, this sentiment is limited as it runs into opposition from a majority of residents who believe a larger government will result in a decline in service delivery and who strongly oppose any increase in property taxes to fund a new, larger municipality.
- ▶ Support for the current government structure translates into confidence that **existing representation can best deliver important services and community character**. Amalgamation scenarios receive diffused support for the delivery of some municipal responsibilities, however the overall tone of support for the current structure, and pronounced opposition to any changes that would negatively impact service delivery or taxation suggest that resistance to change would be vocalized should amalgamation be imposed throughout the region.

Respondent Characteristics

DEMOGRAPHICS (WEIGHTED)

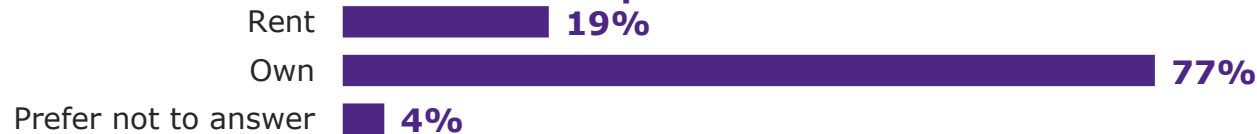
Gender



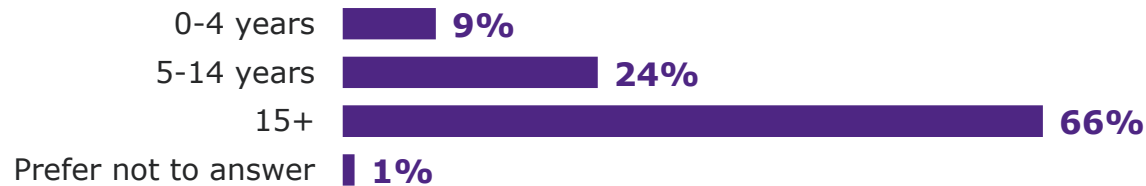
Age



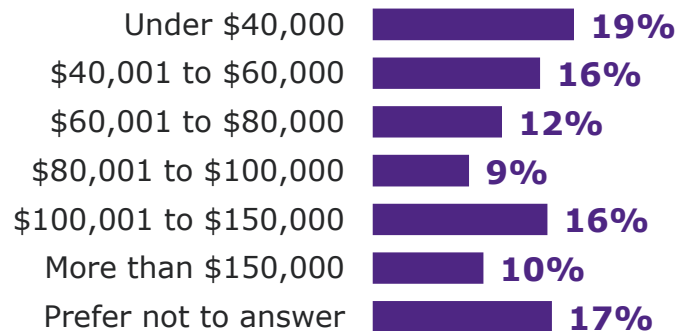
Homeownership



Time living in municipality



Household income



FOR FURTHER INFORMATION OR QUESTIONS CONTACT:



Jodi Shanoff

VICE PRESIDENT,
CONSULTATION AND
ENGAGEMENT

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Megan McGlashan

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March 6, 2019

Niagara Region
c/o Ron Tripp
Acting CAO

Dear Region of Niagara;
Re: Provincial Review of Regional Government

Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for [Thursday, March 7, 2019](#) at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



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We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop

Fort Erie

Mayor Jim Diodati

Niagara Falls

Mayor Bill Steele

Port Colborne

Mayor Jeff Jordan

Grimsby

Lord Mayor Betty Disero

Niagara-on-the-Lake

Mayor Walter Sendzik

St. Catharines

Mayor Sandra Easton

Lincoln

Mayor Marvin Junkin

Pelham

Mayor Terry Ugolini

Thorold

Mayor Kevin Gibson

Wainfleet

Mayor Frank Campion

Welland

Mayor David Bysma

West Lincoln

Chair Jim Bradley

Niagara Region

MEMORANDUM

CAO 2-2019

Subject: Provincial Review of Regional Government

Date: March 28, 2019

To: Regional Council

From: Ron Tripp, Acting Chief Administrative Officer

This is to provide a follow up to Correspondence COTW-C 02-2019 and to make Regional Council aware that ten of the local area municipalities (LAM) have since passed resolutions in support of the actions proposed in that document. Two of the LAMs have received the document for information. The respective resolutions of municipal Councils have been attached as Appendix A to the memorandum.

Staff has also canvassed Regional peer organizations in order to understand their disposition in this matter and to provide further background and context. The following is a summary of the responses received to date:

- Halton Region - adopted a resolution March 27, 2019 that the province not undertake any action (content to be confirmed)
- Region of Waterloo – notice of motion for March 27, 2019, desire to hold a public meeting to allow citizens to speak to the matter
- York Region – intention to present a report to Council April 18, 2019 with recommendation for Chair to send a letter to the province (content to be confirmed)
- Region of Peel - no plans to bring this matter to Regional Council, each of their local municipalities will be taking reports to their respective Councils

The Provincial Review was discussed at the Niagara CAO's meeting of March 8, 2019, the day following Regional Council's COTW meeting. In anticipation of support from each of the respective local municipal Councils, a sub-committee of CAOs was established at that meeting. The planning and execution of the actions articulated in COTW-C 02-2019 was established as the mandate for this group.

Subject to any further comments and/or direction from Regional Council, Staff will proceed in accordance with the direction of COTW-C 02-2019. Staff can confirm that the funding for this work can be accommodated in the 2019 Operating Budget.

Respectfully submitted and signed by

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Appendix A: Summary of Local Area Municipal Resolutions

c.c.: Local Area Municipal Chief Administrative Officers

Response Summary
Provincial Review of Regional Government
Minute Item 6.2, COTW 1-2019, March 7, 2019
[COTW-C 02-2019](#)
[CLK-C 2019-072](#)

Municipality	Dated	Response
<u>Fort Erie</u>	2019-03-19	Receive for information
<u>Grimsby</u>	2019-03-27	Support
<u>Lincoln</u>	2019-03-19	Support
<u>Niagara Falls</u>	2019-03-27	Receive for information
<u>Niagara-on-the-Lake</u>	2019-03-13	Support
<u>Pelham</u>	2019-03-25	Support
<u>Port Colborne</u>	2019-03-26	Support
<u>St. Catharines</u>	2019-03-19	Support
<u>Thorold</u>	2019-03-21	Support
<u>Wainfleet</u>	2019-03-27	Support
<u>Welland</u>	2019-03-25	Support
<u>West Lincoln</u>	2019-03-26	Support

Last updated: Thursday, March 28, 2019



Community Services

Legislative Services

March 19, 2019

File #120203

Sent via Email: ann-marie.norio@niagararegion.ca

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Issac Brock Way, P.O. Box 1042
Thorold, ON L2V 4T7

Dear Ms. Norio:

Re: Niagara Region – Provincial Review of Regional Government

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of March 18, 2019 received your correspondence dated March 8, 2019 and supported the letter from the Local Area Municipal Mayors dated March 6, 2019 respecting Provincial Review of Regional Government.

Trusting this information will be of assistance to you.

Yours very truly,

Carol Schofield, Dipl.M.A.
Manager, Legislative Services/Clerk
cschofield@forterie.ca

CS:dlk

c.c. Niagara Local Area Municipalities *Sent via email*

TOWN OF GRIMSBY



TELEPHONE: (905) 945-9634
FAX: (905) 945-5010
www.town.grimsby.on.ca

160 LIVINGSTON AVENUE
P.O. BOX 159
GRIMSBY, ONTARIO
L3M 4G3

PLEASE REFER TO FILE NO.

March 27, 2019

SENT VIA EMAIL

Region of Niagara
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

RE: REGIONAL COUNCIL REQUEST – PROVINCIAL REVIEW OF REGIONAL GOVERNMENT

Please be advised that Town of Grimsby Council passed the following motion on March 18, 2019:

THAT the correspondence from the Regional Clerk dated March 8, 2019 (see attached Appendix A) regarding Provincial Review of Regional Government be received for information; and

THAT Council endorse the request from Regional Council (see attached Appendix A)

"THAT the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government", and

THAT the Acting Clerk for the Town of Grimsby be directed by Council to circulate a copy of this resolution to the Local Area Municipalities and the Regional Clerk.

Sincerely,

Sarah Kim
Acting Town Clerk

cc.: Local Area Municipal Clerks (Sent via Email)
M. Cain, Fire Chief

REPORT TO: Mayor J. Jordan
Members of Council

SUBJECT: Regional Council Request – Provincial Review of Regional Government

Recommendation

"RESOLVED That Report TM(A) 19-04 dated March 15, 2019 be received and that the recommendations of this report be approved for implementation as follows:

- The correspondence from the Regional Clerk dated March 8, 2019 (see attached Appendix A) regarding Provincial Review of Regional Government be received for information; and specifically,
- That Council endorse the request from Regional Council (see attached Appendix A),
 - "THAT the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government", and
- That the Acting Clerk for the Town of Grimsby be directed by Council to circulate a copy of this resolution to the Local Area Municipalities and the Regional Clerk."

Purpose

The purpose of this report is to provide Council with the correspondence issued by Regional Council regarding the Provincial Regional Government Review and affirm Council's support of the Regional resolution contained in COTW 1 – 2019 (see attached Appendix A).

Background

The Province has undertaken a Regional Government Review. The review will consider issues of governance, decision-making and service delivery in eight Regional Municipalities (Durham, Halton, Muskoka District, Niagara, Oxford County, Peel, Waterloo and York), Simcoe County and their respective lower tier municipalities. In total, there are 82 upper and lower tier that are party to this review. Additional information about the review may be obtained from the Ontario website: <https://www.ontario.ca/page/regional-government-review#section-2>. The website also outlines the appointment of Special Advisors and their Terms of Reference, as well as, a provincial contact email address to forward questions or seek additional information. It is understood that Grimsby has already been afforded time with the Special Advisors.

On February 4, 2019, the Niagara Regional Mayors including the Regional Chair issued a formal Statement:

"Niagara's Mayors are united in support for improving governance, transparency and accountability in local government. It has been nearly 50 years since Niagara Region was formed and our communities, economy and the populations we serve have changed significantly in that time. With change comes opportunity, and we agree with the provincial government that there is room for improvement in the way Niagara works."

We share the same goals in this review: to make it easier to access services, create more efficient local government, reduce duplication and be open for business. We also agree that there are a number of ways to achieve these goals and we expect that local voices and local solutions will truly be considered.

We are already working together as Team Niagara to be open for business and attract investment, jobs, and economic development. Many local agencies and municipal services are already working together to find efficiencies and reduce duplication. We are working together to build an integrated transit system that works for all of Niagara. And we know we can do more. As Mayors, we will work together to ensure that Niagara is given an opportunity to present made-in-Niagara solutions through this regional governance review."

On March 6, 2019, further correspondence, signed by all 12 Mayors and the Regional Chair, was issued to Regional Council (forming part of Appendix A to this report). The correspondence requested the Region undertake the procurement of and facilitation for finances to hire a Government Relations / Communications firm to advise the 13 municipalities on matters relevant to the ongoing Provincial Regional Government Review. At the March 7, 2019 Committee of the Whole, the following motion, as approved by Regional Council, was forwarded to the Clerk on or about March 8, 2019:

"That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, BE RECEIVED and BE CIRCULATED to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019."

The March 6, 2019 correspondence further identified the Mayors & Regional Chair direction that the CAO's will serve to coordinate the process of procurement, selection and liaison with the bidders and successful company throughout the process, on behalf of the respective Heads of Council. At the March 8, 2019 meeting of CAO's, a subcommittee was created for this purpose.


Financial Implications

There are no financial implications to the Town, as the Region will address the financial obligations of this project.

Conclusion

The recommendation contained in this report are intended to establish Council's support of the 12 Mayors and Regional Chair, specifically for Region to undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government.

Respectfully submitted,



Michael Cain
Fire Chief
MC/ew

APPENDIX A



Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2Y 4T7

Telephone: 905-685-4225 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

March 8, 2019

COTW 1-2019, March 7, 2019

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

**RE: Provincial Review of Regional Government
COTW 1-2019 Minute Item 6.2**

Committee of the Whole at its meeting held on Thursday, March 7, 2019, passed the following resolution:

That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019.

A copy of Correspondence Item COTW-C 02-2019 is attached for your reference.

Yours truly,

A handwritten signature in cursive script, appearing to read "Ann-Marie".

Ann-Marie Norio
Regional Clerk

CLK-C 2019-072



COTW-C 02-2019

OFFICE OF THE MAYOR
4800 SOUTH SERVICE ROAD
BEAMSVILLE, ON L0R 1B1
Phone: 905-563-8205
Fax: 905-563-6566
www.lincoln.ca

March 6, 2019

Niagara Region
c/o Ron Tripp
Acting CAO

Dear Region of Niagara;
Re: Provincial Review of Regional Government

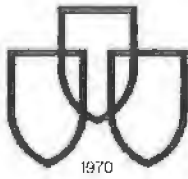
Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for Thursday, March 7, 2019 at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



COTW-C 02-2019

OFFICE OF THE MAYOR
4800 SOUTH SERVICE ROAD
BEAMSVILLE, ON L0R 1B1
Phone: 905-563-8205
Fax: 905-563-6566
www.lincoln.ca

We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop

Fort Erie

Mayor Jim Diodati

Niagara Falls

Mayor Jeff Jordan

Grimsby

Lord Mayor Betty Disero

Niagara-on-the-Lake

Mayor Sandra Easton

Lincoln

Mayor Marvin Junkin

Pelham

Mayor Bill Steele

Port Colborne

Mayor Walter Sendzik

St. Catharines

Mayor Terry Ugolini

Thorold

Mayor Kevin Gibson

Wainfleet

Mayor Frank Campion

Welland

Mayor David Bylsma

West Lincoln

Chair Jim Bradley

Niagara Region



4800 SOUTH SERVICE RD
BEAMSVILLE, ON L0R 1B1

905-563-8205

March 19, 2019

SENT VIA EMAIL

Region of Niagara
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

**RE: REQUEST FROM REGIONAL COUNCIL – PROVINCIAL REVIEW OF
REGIONAL GOVERNMENT**

Please be advised that Council for the Corporation of the Town of Lincoln passed the following motion on March 18, 2019:

THAT correspondence attached as Appendix A, dated March 8, 2019, from the Regional Clerk regarding Provincial Review of Regional Government be received for information; and

THAT Council of the Town of Lincoln endorse the request from Regional Council:

“THAT the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government”; and

THAT Council of the Town of Lincoln support the CAO to participate on the subcommittee to assist in coordinating efforts for the Town; and

Council direct the Clerk to circulate a copy of this resolution to the Local Area Municipalities and Regional Clerk.

Carried

Regards,



Julie Kirkelos
Town Clerk
jkirkelos@lincoln.ca

cc: Local Area Municipal Clerks



March 27, 2019

Niagara Region
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON L2V 4T7

Ms. Ann-Marie Norio:

Sent via E-mail

Re: Niagara Region – Provincial Review of Regional Government

Please be advised that City Council at its meeting of March 19, 2019 **received your correspondence** dated March 8, 2019, including the letter from the Local Area Municipal Mayors dated March 6, 2019 respecting Provincial Review of Regional Government, **for information”**

If you have any questions, please contact me directly.

Sincerely,

Bill Matson
City Clerk

March 13, 2019

SENT ELECTRONICALLY

Regional Municipality of Niagara
1815 Sir Issac Brock Way, PO Box 1042
Thorold ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

RE: Report CAO-19-001 - Provincial Review of Regional Government

Please be advised the Council of The Corporation of the Town of Niagara-on-the-Lake, at its regular meeting held on March 11, 2019 approved Report CAO-19-001, attached, which included the following recommendations:

- 1.1 That the correspondence attached to this report, from the Regional Clerk dated March 8, 2019 regarding Provincial Review of Regional Government, be received;
- 1.2 That the Council of the Town of Niagara-on-the-Lake support the request from Regional Council "that the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government".

If you have any questions or require further information please contact our office at 905-468-3266.

Yours sincerely,



Peter Todd, Town Clerk



The Town of Niagara-On-The-Lake

Telephone (905) 468-3266
Facsimile (905) 468-2959

1593 Four Mile Creek Road
P.O. Box 100
Virgil, Ontario
L0S 1T0

Report: CAO-19-001

Committee Date:

Due in Council:

March 11, 2019

Report To: Lord Mayor and Council

Subject: Request from Regional Council
Provincial Review of Regional Government

1. RECOMMENDATION

It is respectfully recommended:

- 1.1 That the correspondence attached to this report, from the Regional Clerk dated March 8, 2019 regarding Provincial Review of Regional Government, be received;
- 1.2 That the Council of the Town of Niagara-on-the-Lake support the request from Regional Council "that the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government".

2. PURPOSE / PROPOSAL

The purpose of this report is to provide Council with correspondence from Regional Council regarding the Provincial Review of Regional Government.

3. BACKGROUND

The Mayors of the Region and the Regional Chair prepared a Statement from Niagara Mayors dated February 4, 2019 (attached) which stated:

"Niagara's Mayors are united in support for improving governance, transparency and accountability in local government. It has been nearly 50 years since Niagara Region was formed and our communities, economy and the populations we serve have changed significantly in that time. With change comes opportunity, and we agree with the provincial government that there is room for improvement in the way Niagara works.

We share the same goals in this review: to make it easier to access services, create more efficient local government, reduce duplication and be open for business. We also agree that there are a number of ways to achieve these goals and we expect that local voices and local solutions will truly be considered.

We are already working together as Team Niagara to be open for business and attract

investment, jobs, and economic development. Many local agencies and municipal services are already working together to find efficiencies and reduce duplication. We are working together to build an integrated transit system that works for all of Niagara. And we know we can do more. As Mayors, we will work together to ensure that Niagara is given an opportunity to present made-in-Niagara solutions through this regional governance review."

The Mayors held a conference call recently and a letter was signed by all of them (part of Regional correspondence), on Mayor Easton's letterhead who took the lead on preparing the letter which was publicly dealt with at Regional Council on March 7, 2019.

4. DISCUSSION / ANALYSIS

The following motion as approved by Regional Council was forwarded to the Clerk on March 8th, 2019 as follows:

"That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019."

Attached to the letter from the Regional Clerk is a letter signed by all Mayors and Regional Chair. The letter outlines there was a recent conference call among the heads of Council of the lower tier municipalities including the Regional Chair whereby it was agreed that they "request the Region, on behalf of the municipalities undertake the procurement the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government."

As noted Regional Council passed a motion to receive this correspondence and that it be circulated to the Local Area Municipalities for consideration by their respective Councils by March 28, 2019.

Council's next meeting is April 11th, therefore necessitating a report be prepared for this evening's Council meeting, March 11th.

An area CAOs meeting was held on March 8th, whereby one of the items of discussion was the Regional Council motion and correspondence regarding the Provincial Government Review. All CAOs will be putting forward a report before March 28th and notify the Regional Clerk of their Council's decision.

At the area CAOs meeting a subcommittee of the CAOs was created to carry out the duties of hiring a Government Relations/Communications firm as outlined in the correspondence as follows:

"The CAOs will coordinate this effort. They will advise on appropriate companies to be considered. The CAOs will also act in the capacity of selecting said company and

preparing sample questions in advance to be used for the public polling. In their capacity as signing officers, the CAOs in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion."

For Council's information, the CAO of Niagara-on-the-Lake will be sitting on the subcommittee of CAOs to coordinate these efforts as identified in the correspondence.

5. STRATEGIC PLAN

N/A

6. OPTIONS

7. FINANCIAL IMPLICATIONS

At this time it does not appear to have any financial implications to the Town as the Region is being tasked with the financial implication of this project.

8. COMMUNICATIONS

Following the meeting, the Clerk will advise the Regional Clerk, by way of letter, of Council's decision.

9. CONCLUSION

That Council support the 12 Mayors and Regional Chair to be part of the Region undertaking the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Respectfully submitted,



Holly Dowd
Chief Administrative Officer

ATTACHMENTS



CLK-C 2019-072 Provincial Review of Regional Government.pdf Statement from Niagara's Mayors.pdf

WEB ATTACHMENTS

ATTACHMENTS FOR LINK

First Capital of Upper Canada - 1792

Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-685-4225 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

March 8, 2019

COTW 1-2019, March 7, 2019**LOCAL AREA MUNICIPALITIES****SENT ELECTRONICALLY****RE: Provincial Review of Regional Government
COTW 1-2019 Minute Item 6.2**

Committee of the Whole at its meeting held on Thursday, March 7, 2019, passed the following resolution:

That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019.

A copy of Correspondence Item COTW-C 02-2019 is attached for your reference.

Yours truly,

A handwritten signature in black ink, appearing to read "Ann-Marie".

Ann-Marie Norio
Regional Clerk

CLK-C 2019-072



OFFICE OF THE MAYOR
4800 SOUTH SERVICE ROAD
BEAMSVILLE, ON L0R 1B1
Phone: 905-563-8205
Fax: 905-563-6566
www.lincoln.ca

March 6, 2019

Niagara Region
c/o Ron Tripp
Acting CAO

Dear Region of Niagara;
Re: Provincial Review of Regional Government

Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for [Thursday, March 7, 2019](#) at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



OFFICE OF THE MAYOR
4800 SOUTH SERVICE ROAD
BEAMSVILLE, ON L0R 1B1
Phone: 905-563-8205
Fax: 905-563-6566
www.lincoln.ca

We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop

Fort Erie

Mayor Jim Diodati

Niagara Falls

Mayor Bill Steele

Port Colborne

Mayor Jeff Jordan

Grimsby

Lord Mayor Betty Disero

Niagara-on-the-Lake

Mayor Walter Sendzik

St. Catharines

Mayor Sandra Easton

Lincoln

Mayor Marvin Junkin

Pelham

Mayor Terry Ugolini

Thorold

Mayor Kevin Gibson

Wainfleet

Mayor Frank Campion

Welland

Mayor David Bylsma

West Lincoln

Chair Jim Bradley

Niagara Region

Statement from Niagara Mayors

February 4, 2019

Niagara's Mayors are united in support for improving governance, transparency and accountability in local government. It has been nearly 50 years since Niagara Region was formed and our communities, economy and the populations we serve have changed significantly in that time. With change comes opportunity, and we agree with the provincial government that there is room for improvement in the way Niagara works.

We share the same goals in this review: to make it easier to access services, create more efficient local government, reduce duplication and be open for business. We also agree that there are a number of ways to achieve these goals and we expect that local voices and local solutions will truly be considered.

We are already working together as Team Niagara to be open for business and attract investment, jobs, and economic development. Many local agencies and municipal services are already working together to find efficiencies and reduce duplication. We are working together to build an integrated transit system that works for all of Niagara. And we know we can do more. As Mayors, we will work together to ensure that Niagara is given an opportunity to present made-in-Niagara solutions through this regional governance review.

Niagara's Mayors,

Dave Bylsma, Mayor of West Lincoln

Jeff Jordan, Mayor of Grimsby

Frank Campion, Mayor of Welland

Marvin Junkin, Mayor of Pelham

Jim Diodati, Mayor of Niagara Falls

Wayne Redekop, Mayor of Fort Erie

Betty Disero, Lord Mayor of Niagara-on-the-Lake

Walter Sendzik, Mayor of St. Catharines

Sandra Easton, Mayor of Lincoln

Bill Steele, Mayor of Port Colborne

Kevin Gibson, Mayor of Wainfleet

Terry Ugolini, Mayor of Thorold

March 25, 2019

Niagara Region
Office of the Regional Clerk
1815 Sir Isaac Brock Way
PO Box 1042
Thorold, Ontario
L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

Provincial Review of Regional Government

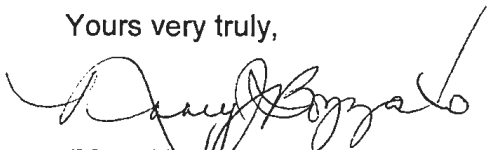
At their regular meeting of March 18th, 2019, Council of the Town of Pelham received your correspondence and endorsed the following:

BE IT RESOLVED THAT Council receive Regional Report COTW 1-2019, Minute Item 6.2 - Provincial Review of Regional Government; and

THAT Council endorse and support the letter from the Local Area Municipal Mayors requesting that the Region undertake a procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 Niagara Municipalities on government relations, public polling and communications with regard to the provincial government review of regional government.

On behalf of Council, thank you for your correspondence.

Yours very truly,



(Mrs.) Nancy J. Bozzato, Dipl.M.M., AMCT
Town Clerk

/hw

cc: Local Area Clerks



CITY OF PORT COLBORNE

Municipal Offices
66 Charlotte Street
Port Colborne, Ontario
L3K 3C8
www.portcolborne.ca

CORPORATE SERVICES DEPARTMENT, CLERK'S DIVISION

March 26, 2019

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

Dear Ann-Marie Norio,

Re: Region of Niagara Re: Provincial Review of Regional Government

Please be advised that, at its meeting of March 25, 2019, the Council of The Corporation of the City of Port Colborne resolved as follows:

That the letter received from the Region of Niagara regarding a letter from the Local Area Municipal Mayors, dated March 6, 2019 respecting Provincial Review of Regional Government, for consideration by respective Councils, be supported.

For more information, please contact Amber LaPointe at 905-835-2901 ext. 106 or cityclerk@portcolborne.ca.

Sincerely,

Amber LaPointe
City Clerk

ec: Local Area Municipalities



March 19, 2019

Ann-Marie Norio
Regional Clerk Niagara Region
1815 Sir Isaac Brock Way, P.O. Box 1042 Thorold, ON
L2V 4T7
Sent via email to Ann-Marie.Norio@niagararegion.ca

Re: Communications Market Research Polling Firm Procurement

Dear Ms. Norio,

Please be advised that at its meeting held on March 18, 2019, St. Catharines City Council approved the following motion:

That the City of St. Catharines City Council endorses the request from the Region of Niagara Mayors, regarding their request to undertake the procurement of a Communications Market Research Polling firm to poll the area municipalities at no cost to the City; and

That the area CAOs coordinate sample questions for the public polling; and

That the CAO work with corporate communications to share the public polling information with residents and taxpayers and report back to Council on the outcomes of the consultation and polling and next steps in the provincial governance review; and

That that the poll involve questions particular to the City of St. Catharines; and

Further, that staff consult with the Task Force regarding questions to be asked; and

That Council recommend the Region of Niagara select a consulting firm that is not associated with any political party.

If you have any questions, please contact the Office of the City Clerk at extension 1524.

A handwritten signature in black ink, appearing to read "Bonnie Nistico-Dunk".

Bonnie Nistico-Dunk, City Clerk
Legal and Clerks Services, Office of the City Clerk
:kn



March 21, 2019

Office of the Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way, P.O. Box 1044
Thorold, ON L2V 4Y6

Ann-Marie.Norio@niagararegion.ca

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

Re: Provincial Review of Regional Governance

Please be advised Thorold City Council, at its March 19, 2019 meeting, adopted the following recommendations of Chief Administrative Officer's Report CAO2019-03:

1. That Thorold City Council support the letter received from the Niagara Region's Committee of the Whole meeting held on Thursday, March 7, 2019 about a joint letter from Local Area Municipal Mayors, dated March 6, 2019 respecting Provincial Review of Regional Government.
2. That the Chief Administrative Officer be directed to forward Council's decision on this matter to the Niagara Region before March 28, 2019.

Yours truly,

Donna Delvecchio,
City Clerk

DD:cd

ec: M. Dilwaria, Chief Administrative Officer



Township of Wainfleet

"Wainfleet - find your country side!"

March 27, 2019

Niagara Region
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON L2V 4T7

Sent Electronically

Attention: Ann-Marie Norio, Clerk

Dear Ms. Norio,

**RE: Provincial Government Review of Regional Government
COTW 1-2019 Minute Item 6.2**

Please be advised that, at its meeting of March 26, 2019, the Council of the Corporation of the Township of Wainfleet enacted the following resolution regarding Administration Staff Report ASR-011/2019 (copy attached) relating to the Request from Niagara Regional Council re: Provincial Review of Regional Government:

THAT this report be received; and

THAT the correspondence dated March 8, 2019, attached as Appendix "A", from Niagara Region regarding Provincial Review of Regional Government be received; and

THAT the Council of the Township of Wainfleet endorse the request from Regional Council:

***"THAT** the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government"; and*

THAT the Council of the Township of Wainfleet direct the CAO to coordinate efforts for the Township in this endeavour; and

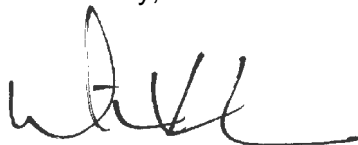
THAT a copy of this resolution be forwarded to the Local Area Municipalities and Niagara Region.

In supporting the resolution, Wainfleet Council also requested that the following comments and concerns be shared with Regional Council and with the Councils of the Local Area Municipalities:

- the need to be wary of any potential duplication of expertise or capacity that may arise between the proposed Government Relations/Communications firm and expertise/capacity that may otherwise already be available within the workforce(s) of the Region and/or Local Area Municipalities;
- the need for appropriate cost containment, as even though Niagara Region has been identified as the funding source of the exercise: there is really only a single property taxpayer within the Region; and
- the need to ensure that Niagara Region and Local Area Municipalities receive true value for the services to be rendered.

The Council of the Corporation of the Township of Wainfleet respectfully requests your consideration of the above.

Yours Truly,

A handwritten signature in black ink, appearing to read 'W. Kolasa', with a stylized flourish at the end.

William J. Kolasa
Chief Administrative Officer

ADMINISTRATION STAFF REPORT

ASR-011/2019

TO: Mayor Gibson & Members of Council

FROM: W. Kolasa, Chief Administrative Officer/Clerk

DATE OF MEETING: March 26, 2019

SUBJECT: Request from Niagara Regional Council re: Provincial Review of Regional Government

RECOMMENDATION(S):

THAT this report be received; and

THAT the correspondence dated March 8, 2019, attached as Appendix "A", from Niagara Region regarding Provincial Review of Regional Government be received; and

THAT the Council of the Township of Wainfleet endorse the request from Regional Council:

***"THAT** the Region undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 local area municipalities on government relations, public polling and communications in regard to the Provincial Government Review of Regional Government"; and*

THAT the Council of the Township of Wainfleet direct the CAO to coordinate efforts for the Township in this endeavour; and

THAT a copy of this resolution be forwarded to the Local Area Municipalities and Niagara Region.

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with details of a resolution from Niagara Region's Committee of the Whole regarding the ongoing Provincial Review of Regional Government.

BACKGROUND:

On February 4, 2019, the Mayors of the local area municipalities of Niagara Region and the Regional Chair issued a Statement (attached) that announced:

"Niagara's Mayors are united in support for improving governance, transparency and accountability in local government. It has been nearly 50 years since Niagara Region was formed and our communities, economy and the populations we serve have changed significantly in that time. With change comes opportunity, and we agree with the provincial government that there is room for improvement in the way Niagara works.

We share the same goals in this review: to make it easier to access services, create more efficient local government, reduce duplication and be open for business. We also agree that there are a number of ways to achieve these goals and we expect that local voices and local solutions will truly be considered.

We are already working together as Team Niagara to be open for business and attract investment, jobs, and economic development. Many local agencies and municipal services are already working together to find efficiencies and reduce duplication. We are working together to build an integrated transit system that works for all of Niagara. And we know we can do more. As Mayors, we will work together to ensure that Niagara is given an opportunity to present made-in-Niagara solutions through this regional governance review."

Recently, the Mayors held a conference call and a letter was issued, signed by all of them (forming part of Regional correspondence), on Mayor Easton's letterhead who took the lead on preparing the letter which was publicly dealt with at Regional Council on March 7, 2019.

OPTIONS/DISCUSSION:

The following motion as approved by Regional Council was forwarded to the Clerk on March 8th, 2019:

"That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019."

Attached to the correspondence from Niagara Region is a letter signed by all Mayors and Regional Chair. The letter outlines that there was a recent conference call among the heads of Council of the lower tier municipalities, including the Regional Chair, whereby it was agreed that they "request the Region, on behalf of the municipalities, to undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government."

As noted, Regional Council passed a motion to receive this correspondence and that it be circulated to the Local Area Municipalities for consideration by their respective Councils by March 28, 2019.

At a meeting of regional chief administrative officers held on March 8th, the Regional Council motion and correspondence regarding the Provincial Government Review was considered and all CAOs concluded to present a report to their respective Councils, before March 28th, and notify the Regional Clerk of each Council's decision. Further, a subcommittee of the CAOs was created to implement the provided direction and carry out the duties of hiring a Government Relations/Communications firm as outlined in the Mayor's correspondence as follows:

"The CAOs will coordinate this effort. They will advise on appropriate companies to be considered. The CAOs will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling. In their capacity as signing officers, the CAOs in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion."

FINANCIAL CONSIDERATIONS:

At this time, there do not appear to be any direct financial implications to the Township as Niagara Region is being tasked with the financial implementation of this project.

OTHERS CONSULTED:

Niagara Region Chief Administrative Officers

ATTACHMENTS:

Appendix "A":

- Niagara Region Correspondence re: Provincial Review of Regional Government (March 8, 2019)
- Local Area Municipal Mayors Correspondence re: Provincial Review of Regional Government (March 6, 2019)
- Statement from Niagara Mayors (February 4, 2019)

Respectfully submitted by,

William J. Kolasa,
Chief Administrative Officer/Clerk



Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-685-4225 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

March 8, 2019

COTW 1-2019, March 7, 2019

LOCAL AREA MUNICIPALITIES

SENT ELECTRONICALLY

**RE: Provincial Review of Regional Government
COTW 1-2019 Minute Item 6.2**

Committee of the Whole at its meeting held on Thursday, March 7, 2019, passed the following resolution:

That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019.

A copy of Correspondence Item COTW-C 02-2019 is attached for your reference.

Yours truly,

A handwritten signature in black ink, appearing to read "Ann-Marie".

Ann-Marie Norio
Regional Clerk

CLK-C 2019-072



OFFICE OF THE MAYOR
4800 SOUTH SERVICE ROAD
BEAMSVILLE, ON L0R 1B1
Phone: 905-563-8205
Fax: 905-563-6566
www.lincoln.ca

March 6, 2019

Niagara Region
c/o Ron Tripp
Acting CAO

Dear Region of Niagara;
Re: Provincial Review of Regional Government

Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for [Thursday, March 7, 2019](#) at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



OFFICE OF THE MAYOR
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We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop

Fort Erie

Mayor Jim Diodati

Niagara Falls

Mayor Bill Steele

Port Colborne

Mayor Jeff Jordan

Grimsby

Lord Mayor Betty Disero

Niagara-on-the-Lake

Mayor Walter Sendzik

St. Catharines

Mayor Sandra Easton

Lincoln

Mayor Marvin Junkin

Pelham

Mayor Terry Ugolini

Thorold

Mayor Kevin Gibson

Wainfleet

Mayor Frank Campion

Welland

Mayor David Bylsma

West Lincoln

Chair Jim Bradley

Niagara Region

Statement from Niagara Mayors

February 4, 2019

Niagara's Mayors are united in support for improving governance, transparency and accountability in local government. It has been nearly 50 years since Niagara Region was formed and our communities, economy and the populations we serve have changed significantly in that time. With change comes opportunity, and we agree with the provincial government that there is room for improvement in the way Niagara works.

We share the same goals in this review: to make it easier to access services, create more efficient local government, reduce duplication and be open for business. We also agree that there are a number of ways to achieve these goals and we expect that local voices and local solutions will truly be considered.

We are already working together as Team Niagara to be open for business and attract investment, jobs, and economic development. Many local agencies and municipal services are already working together to find efficiencies and reduce duplication. We are working together to build an integrated transit system that works for all of Niagara. And we know we can do more. As Mayors, we will work together to ensure that Niagara is given an opportunity to present made-in-Niagara solutions through this regional governance review.

Niagara's Mayors,

Dave Bylsma, Mayor of West Lincoln

Jeff Jordan, Mayor of Grimsby

Frank Campion, Mayor of Welland

Marvin Junkin, Mayor of Pelham

Jim Diodati, Mayor of Niagara Falls

Wayne Redekop, Mayor of Fort Erie

Betty Disero, Lord Mayor of Niagara-on-the-Lake

Walter Sendzik, Mayor of St. Catharines

Sandra Easton, Mayor of Lincoln

Bill Steele, Mayor of Port Colborne

Kevin Gibson, Mayor of Wainfleet

Terry Ugulini, Mayor of Thorold



City of Welland
Legislative Services
Office of the City Clerk
60 East Main Street, Welland, ON L3B 3X4
Phone: 905-735-1700 Ext. 2280 | Fax: 905-732-1919
Email: clerk@welland.ca | www.welland.ca

March 25, 2019

File No. 19-48

SENT VIA EMAIL

Niagara Region
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

Re: March 19, 2019 – WELLAND CITY COUNCIL

At its meeting of March 19, 2019, Welland City Council passed the following motion:

"THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from the Regional Municipality of Niagara, COTW 1-2019, regarding the Provincial Review of Regional Government attached to Report CAO-2019-02 as Appendix I; and further THAT Welland City Council supports the Regional Municipality of Niagara in undertaking the procurement of and facilitation for finances to hire a Government Relations/Communications firm to conduct public polling and provide related communications with Niagara residents regarding the provincial government review of regional government."

Yours truly,



Tara Stephens
City Clerk

TS/cap

c.c.: Local Area Municipal Clerks, sent via email
G. Long, Chief Administrative Officer

Bridging the past, present and future

COUNCIL
OFFICE OF THE CAO

APPROVALS	
GENERAL MANAGER	
CFO	
CAO	

19-59

REPORT CAO-2019-02
MARCH 19, 2019

SUBJECT: PROVINCIAL REVIEW OF REGIONAL GOVERNMENT – UPDATE

AUTHOR: GARY LONG, CAO

RECOMMENDATIONS:

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from the Regional Municipality of Niagara, COTW 1-2019, regarding the Provincial Review of Regional Government attached to Report CAO-2019-02 as Appendix I; and further

THAT Welland City Council supports the Regional Municipality of Niagara in undertaking the procurement of and facilitation for finances to hire a Government Relations/Communications firm to conduct public polling and provide related communications with Niagara residents regarding the provincial government review of regional government.

ORIGIN AND BACKGROUND:

The Minister of Municipal Affairs and Housing, the Honourable Steve Clark, announced on January 15, 2019, that the province will be reviewing regional governments in Ontario. This review is limited to the following nine upper tiers and lower tier municipalities: Waterloo Region, Niagara Region, Halton Region, Peel Region, York Region, Durham Region, Oxford County, Simcoe County, and Muskoka District. Minister Clark has indicated that the focus of the review is governance, decision-making, and service delivery.

Michael Fenn and Ken Seiling have been appointed as special advisors to conduct this review and provide advice and recommendations to the Minister this summer. Mr. Fenn is a former Ontario Deputy Minister, previous municipal CAO in several Ontario cities, and founding CEO of Metrolinx. Mr. Seiling is a former Chair of Waterloo Region who held that position from 1985 to 2018 and was a Councillor and Mayor in Woolwich.

The twelve mayors in Niagara and the Regional Chair had individual meetings with the special advisors on February 11, 2019, to provide their input and perspective.

COMMENTS AND ANALYSIS:

As a follow-up to the meetings with the special advisors, a consensus was achieved by the Heads of Council of the Local Area Municipalities, including the Regional Municipality of Niagara, to hire a government relations/communications firm to engage the local area Councils, members of the public, and business sector to seek their opinion on the Regional Government Review. The Area CAOs will coordinate this initiative and oversee the procurement process to select the successful bidder. In addition, the Area CAOs will craft sample questions to be used for public engagement.

City of Welland Council and Welland Regional Councillors will be provided regular updates by the Head of Council throughout this process.

FINANCIAL CONSIDERATIONS:

Costs associated with this initiative will be borne by the Regional Municipality of Niagara.

OTHER DEPARTMENT IMPLICATIONS:

The City's Corporate Leadership Team continues to stay informed and engaged in this process and look forward to working with Council. City staff will also be kept informed.

SUMMARY AND CONCLUSION:

Staff recommend that Welland City Council supports that the Regional Municipality of Niagara undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise Local Area Municipalities on public relations and undertake public engagement with respect to the Province's review of regional government in Niagara.

ATTACHMENTS:

Appendix I – Region of Niagara Correspondence COTW 1-2019, March 7, 2019

**Administration**

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-685-4225 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

March 8, 2019

COTW 1-2019, March 7, 2019

LOCAL AREA MUNICIPALITIES**SENT ELECTRONICALLY****RE: Provincial Review of Regional Government
COTW 1-2019 Minute Item 6.2**

Committee of the Whole at its meeting held on Thursday, March 7, 2019, passed the following resolution:

That Correspondence Item COTW-C 02-2019, being a letter from the Local Area Municipal Mayors, dated March 6, 2019, respecting Provincial Review of Regional Government, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities for consideration by their respective Councils at their next meeting for comment back to Niagara Region by March 28, 2019.

A copy of Correspondence Item COTW-C 02-2019 is attached for your reference.

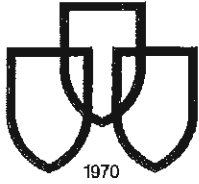
Yours truly,

A handwritten signature in cursive script, appearing to read "Ann-Marie".

Ann-Marie Norio
Regional Clerk

CLK-C 2019-072

COTW-C 02-2019



OFFICE OF THE MAYOR
 4800 SOUTH SERVICE ROAD
 BEAMSVILLE, ON L0R 1B1
 Phone: 905-563-8205
 Fax: 905-563-6566
www.lincoln.ca

March 6, 2019

Niagara Region
 c/o Ron Tripp
 Acting CAO

Dear Region of Niagara;
Re: Provincial Review of Regional Government

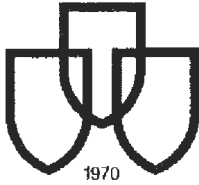
Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for Thursday, March 7, 2019 at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



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BEAMSVILLE, ON L0R 1B1
Phone: 905-563-8205
Fax: 905-563-6566
www.lincoln.ca

We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop
Fort Erie

Mayor Jim Diodati
Niagara Falls

Mayor Bill Steele
Port Colborne

Mayor Kevin Gibson
Wainfleet

Mayor Jeff Jordan
Grimsby

Lord Mayor Betty Disero
Niagara-on-the-Lake

Mayor Walter Sendzik
St. Catharines

Mayor Frank Campion
Welland

Chair Jim Bradley
Niagara Region

Mayor Sandra Easton
Lincoln

Mayor Marvin Junkin
Pelham

Mayor Terry Ugolini
Thorold

Mayor David Bylsma
West Lincoln

CLERK'S DEPARTMENT

March 26, 2019

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

Dear Ms. Norio,

Re: Provincial Review of Regional Government – COTW 1-2019 Minute Item 6.2

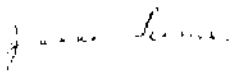
This is to confirm that on Monday, March 26, 2019, West Lincoln Township Council adopted the following resolution:

Resolution:

That, the correspondence from the Office of the Regional Clerk, dated March 8, 2019, relating to a letter (Item COTW-C 02-2019) from the Local Area Municipal Mayors requesting Niagara Region to hire a Government Relations/ Communications firm to advise the 13 municipalities on government relations, public polling and communications as it relates to the Provincial Review of Regional Government; be received and supported.

If you require further information or clarification do not hesitate to contact me.

Sincerely,



Joanne Scime
Clerk

cc. Local Area Municipal Clerks

Minute Item No. 5.1

PW 48-2019

Initiation of Capital Project Funds for Recycling Centre Facility Improvements

That Report PW 48-2019, dated August 6, 2019, respecting Initiation of Capital Project Funds for Recycling Centre Facility Improvements, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That financing in the amount of \$500,000 gross and net **BE INITIATED** from the approved capital budget for the 2019 Recycling Facility Improvements project and that the project **BE FUNDED** as follows:
 - Reserve – Waste Management Capital: \$500,000

Minute Item 5.2

PWC-C 22-2019

Recommendations for Consideration from the Waste Management Planning Steering Committee meeting held June 24, 2019

That Correspondence Item PWC-C 22-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated August 6, 2019, respecting Recommendations for Consideration from the Waste Management Planning Steering Committee meeting held June 24, 2019, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the annual one-week curbside battery collection program **BE INCLUDED** in the 2020 budget process for consideration.

Minute Item 6

Consent Items for Information

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

PW 45-2019

Niagara Children's Water Festival

PWC-C 21-2019

Niagara GO Station Strategy

Minute Item 9.1

Confidential Presentation

A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality - Niagara GO Station Development Strategy – Presentation

That the Confidential Presentation respecting Niagara GO Station Development Strategy **BE RECEIVED**; and

That the Public Works Committee **ENDORSE** the recommendations related to the Niagara GO Station Development Strategy as outlined in Confidential Report CSD 17-2019.

Minute Item 9.2

Confidential Report PW 44-2019

A Matter of Proposed or Pending Acquisition of Land by the Municipality – Sir Isaac Brock Way Multi-Use Trail – 3530 Schmon Parkway

That Confidential Report PW 44-2019, dated August 6, 2019, respecting A Matter of Proposed or Pending Acquisition of Land by the Municipality – Sir Isaac Brock Way Multi-Use Trail – 3530 Schmon Parkway, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

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

**PWC 8-2019
Tuesday, August 6, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Chiocchio, Disero, Diodati, Edgar (Committee Vice-Chair), Fertich, Foster, Heit, Insinna, Ip, Junkin, Nicholson, Rigby (Committee Chair), Sendzik, Steele, Ugulini, Witteveen, Zalepa

Absent/Regrets: Gale

Staff: M. Evelyn, Legislative Coordinator, C. Habermebl, Acting Commissioner, Public Works, T. Harrison, Commissioner/Treasurer, Corporate Services, J. MacPherson, Transportation Services Coordinator, A. Morrison, Planner, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, C. Selig, Planning Lead, GO Implementation Office, H. Talbot, Financial & Special Projects Consultant, J. Tonellato, Director, Water & Wastewater Services, R. Tripp, Acting Chief Administrative Officer

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 PW 48-2019

Initiation of Capital Project Funds for Recycling Centre Facility Improvements

Moved by Councillor Ip

Seconded by Councillor Edgar

That Report PW 48-2019, dated August 6, 2019, respecting Initiation of Capital Project Funds for Recycling Centre Facility Improvements, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That financing in the amount of \$500,000 gross and net **BE INITIATED** from the approved capital budget for the 2019 Recycling Facility Improvements project and that the project **BE FUNDED** as follows:
 - Reserve – Waste Management Capital: \$500,000

Carried

5.2 PWC-C 22-2019

Recommendations for Consideration from the Waste Management Planning Steering Committee meeting held June 24, 2019

Moved by Councillor Heit

Seconded by Councillor Witteveen

That Correspondence Item PWC-C 22-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated August 6, 2019, respecting Recommendations for Consideration from the Waste Management Planning Steering Committee meeting held June 24, 2019, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the annual one-week curbside battery collection program **BE INCLUDED** in the 2020 budget process for consideration.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Zalepa
Seconded by Councillor Fertich

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

PW 45-2019

Niagara Children's Water Festival

PWC-C 21-2019

Niagara GO Station Strategy

Carried

7. OTHER BUSINESS

7.1 Intersection of Regional Road 46 (Geneva Street) and Regional Road 81 (St. Paul Street)

Councillor Ip requested that staff engage with Niagara Regional Police to increase enforcement in the area of Regional Road 46 (Geneva Street) and Regional Road 81 (St. Paul Street) due to the road construction currently taking place in this area as well as requested information respecting possible improvements to the intersection of Regional Road 46 (Geneva Street) and Gale Crescent to mitigate traffic issues in this area.

7.2 Waste Management Options

Councillor Insinna requested information respecting the use of incineration as an option for future waste management.

7.3 Greater Niagara Circle Route

Councillors Sendzik and Ugulini requested an update respecting the Greater Niagara Circle Route Committee initiatives related to the Thorold/Fonthill/Welland Spur Line trail, the extension of the Greater Niagara Circle Route from Port Robinson to Chippawa, St. Catharines Lock 1 extension as well as the amount of funds in the Greater Niagara Circle Route reserve. Carolyn Ryall, Director, Transportation Services, advised that a report would be brought to a future meeting of the Public Works Committee respecting the Greater Niagara Circle Route.

7.4 Bicycle Lane, Regional Road 55, Town of Niagara-on-the-Lake

Councillor Disero requested information respecting the installation of a bicycle lane on Regional Road 55 from Balmoral Drive to Mary Street in the Town of Niagara-on-the-Lake.

7.5 Audible Traffic Signals

Councillor Sendzik requested information respecting the addition of audible traffic signals to the intersections of Regional Road 681 (King Street) and James Street and Regional Road 581 (Church Street) and James Street in the City of St. Catharines.

8. **CLOSED SESSION**

Moved by Councillor Steele
Seconded by Councillor Nicholson

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

A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality - Niagara GO Station Development Strategy - Presentation

A Matter of Proposed or Pending Acquisition of Land by the Municipality – Sir Isaac Brock Way Multi-Use Trail – 3530 Schmon Parkway

Carried

Committee resolved into closed session at 9:59 a.m.

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

Committee reconvened in open session at 11:18 a.m. with the following individuals in attendance:

Committee: Bradley (Regional Chair), Chiocchio, Disero, Diodati, Edgar (Committee Vice-Chair), Fertich, Foster, Heit, Insinna, Ip, Junkin, Nicholson, Rigby (Committee Chair), Sendzik, Steele, Ugulini, Witteveen, Zalepa

Absent/Regrets: Gale

Staff: M. Evely, Legislative Coordinator, C. Habermebl, Acting Commissioner, Public Works, T. Harrison, Commissioner/Treasurer, Corporate Services, A. Morrison, Planner, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, C. Selig, Planning Lead, GO Implementation Office, H. Talbot, Financial & Special Projects Consultant, J. Tonellato, Director, Water & Wastewater Services, R. Tripp, Acting Chief Administrative Officer

9.1 Confidential Presentation

A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality - Niagara GO Station Development Strategy - Presentation

Moved by Councillor Foster
Seconded by Councillor Edgar

That the Confidential Presentation respecting Niagara GO Station Development Strategy **BE RECEIVED**; and

That the Public Works Committee **ENDORSE** the recommendations related to the Niagara GO Station Development Strategy as outlined in Confidential Report CSD 17-2019.

Carried

9.2 Confidential Report PW 44-2019

A Matter of Proposed or Pending Acquisition of Land by the Municipality – Sir Isaac Brock Way Multi-Use Trail – 3530 Schmon Parkway

Moved by Councillor Ugolini
Seconded by Councillor Steele

That Confidential Report PW 44-2019, dated August 6, 2019, respecting A Matter of Proposed or Pending Acquisition of Land by the Municipality – Sir Isaac Brock Way Multi-Use Trail – 3530 Schmon Parkway, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

10. **NEXT MEETING**

The next meeting will be held on Tuesday, September 10, 2019 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 11:20 a.m.

Councillor Rigby
Committee Chair

Mark Evely
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Initiation of Capital Project Funds for Recycling Centre Facility Improvements

Report to: Public Works Committee

Report date: Tuesday, August 6, 2019

Recommendations

1. That financing in the amount of \$500,000 gross and net **BE INITIATED** from the approved capital budget for the 2019 Recycling Facility Improvements project and that the project **BE FUNDED** as follows:
 - Reserve – Waste Management Capital: \$500,000

Key Facts

- The purpose of this report is to seek Council approval for the initiation and funding of the 2019 Recycling Facility Improvements project.
- The current Council approved uninitiated capital budget for the 2019 Recycling Facility Improvement project is \$500,000. The project is an annual program for the replacement or upgrade of equipment at the Material Recycling Facility (MRF) to ensure the facility continues to operate efficiently and to improve the marketability of the recyclable products; it typically includes specific equipment requests. The request for 2019 was for a bag breaker to enhance operational efficiencies and improve the marketability of the end products.
- The project funds will be reprioritized to build, supply and install a drum feeder to improve the overall throughput of material through the MRF, which is a critical step before proceeding with any other investments to improve the quality of the processed material going to end market, as outlined in this report.
- The project was not initiated with the approval of the capital budget, as it was determined that the investment may not proceed subject to the outcome of the MRF Opportunity Review – Phase 4 and the resulting recommendation for the preferred ownership structure for the Recycling Centre considering the potential transition of the Blue Box program to full extended producer responsibility.

Financial Considerations

This report seeks approval and initiation of capital project funding for the 2019 Recycling Facility Improvements in the amount of \$500,000 per capital project 20000893 for the estimated cost to design, build and install a drum feeder at the MRF.

Adequate funding for the project has been approved in the 2019 budget per CSD 1-2019 from the Reserve – Waste Management Capital.

The impact of not proceeding with the facility improvements would be a greater budget shortfall in MRF operations for the remainder of the 2019 operating budget year. There is also the potential that if the improvements are not made, the Region will be unable to remain competitive with other MRFs in Ontario that are making substantial investments to meet the demands of the market, and as a result, may not be able to sustain domestic and export markets and higher commodity pricing.

Analysis

Background

Due to domestic market surpluses in North America, coupled with the lack of demand for post-consumer product, larger volumes of hardpack (boxboard and cardboard) are now being sold to export markets at historically low values. End markets are becoming stricter on contamination standards for baled material. In the month of June, hardpack was being sold at a net loss to the Niagara Region. Market pricing continues to be at levels that have not been seen since 2009 for cardboard and hardpack, and since 1997 for newsprint. As reported in WMPSC-C 15-2019, there is currently a net loss in budgeted revenue from January to April 2019 for fibre and container streams of approximately \$770,000.

Staff, in collaboration with Niagara Recycling, have explored capital investments ranging from \$200,000 to \$2.3 million, with an estimated return on investment of 11 to 17 months. These one-time investments will improve the quality of outgoing recyclables, and consequently, will garner a higher price per tonne in revenue. In order to optimize the output of the aforementioned investments, project funds being recommended for initiation will be utilized to design, build and install a drum feeder at the front end of the MRF operations.

Facility Improvements – Drum Feeder

A drum feeder on the fibre line will improve the metering of the fibre stream materials onto the processing line to allow for a more consistent flow of materials. This will reduce the amount of operational downtime that is a direct result of material jamming due to material fluctuations on the fibre line. The drum feeder can eliminate “black belts” (where no material is on the processing line) as the loader can load more material into the drum feeder than it can by pushing material directly onto a conveyor.

Drum feeders have been successful in increasing throughput of material at MRFs by as much as fifteen to twenty per cent. An increased throughput will reduce the amount of overtime hours worked per year to process material and will improve the quality of

material being marketed to ensure the Region continues to have a sustainable market for the fibre stream in the future. The MRF's current throughput is approximately thirty metric tonnes per hour. Even a ten per cent increase in throughput has the potential cost avoidance of approximately \$180,000 per year in overtime costs. Payback, not including additional revenues due to improved quality, is approximately 2.2 years. Further analysis is currently being undertaken to determine the increase in revenues as a result of said initiative. It is estimated that the cost to procure and install the drum feeder will range from approximately \$382,000 to \$410,000, including 1.76% non-recoverable HST.

Following the installation of a drum feeder on the fibre line, the Region will evaluate whether the installation of a wind tunnel system as well as other investments (such as a bag breaker) on the fibre line can further increase the quality of our fibre stream. There is potential to secure a premium value for newsprint provided that a contamination standard of less than one per cent prohibitives (cans, plastic etc.) and five per cent out throws (hardpack, cardboard) can be achieved.

The 2020 Waste Management Capital Budget request will include, for consideration of Council, appropriate funds for further investments that will result in creating premium quality materials for end market.

Alternatives Reviewed

Alternatives reviewed as part of this report were to install wind tunnels on the existing fibre optical sorter or to do nothing. Upon review of the potential implementation of wind tunnels on the existing fibre optical sorter, it was determined that the current flow of material and varying burden depth would not be optimal for the utilization of the wind tunnel system.

In order to improve consistency of feedstock through the fibre line, a drum feeder must be installed prior to proceeding with the wind tunnel system installation. The drum feeder will reduce overall downtime and improve the overall throughput of all fibre materials, which is a critical first step in the installation of the wind tunnel system.

If the Region were to do nothing, there is the potential that the Region will have to pay to recycle fibre material, or worse, due to the tightening specifications in both the domestic and export end markets for fibre material, the Region may have no where to ship their processed material for recycling. For those reasons, the aforementioned alternative reviewed is not being recommended.

Relationship to Council Strategic Priorities

This recommendation aligns with Council's strategic priority of Responsible Growth and Infrastructure Planning, specifically around Environmental Sustainability and

Stewardship. By investing in the MRF, the Region will reduce downtime, increase throughput of recycling material, and allow the Region to improve quality of recyclable material, making it more desirable for the end markets in order to sustain domestic and export markets.

Other Pertinent Reports

- WMPSC-C 15-2019
- WMPSC-C 23-2019
- CSD 1-2019

Prepared by:

Allison Tyldesley
Associate Director, Waste Management
Public Works

Recommended by:

Catherine Habermebl
Acting Commissioner
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Jennifer Wilson, Supervisor, Waste Management Sara Mota, Program Financial Specialist, Norm Kraft, CEO, Niagara Recycling and reviewed by Dan Ane, Manager, Program Financial Support.

MEMORANDUM

PWC-C 22-2019

Subject: Recommendations for Consideration from the Waste Management Planning Steering Committee meeting held June 24, 2019

Date: August 6, 2019

To: Public Works Committee

From: Ann-Marie Norio, Regional Clerk

At its meeting held on June 24, 2019, the Waste Management Planning Steering Committee passed the following motion for consideration by the Public Works Committee:

Minute Item 5.1
WMPSC-C 22-2019
2019 Battery Collection

That Report WMPSC-C 22-2019, dated June 24, 2019, respecting 2019 Battery Collection, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the annual one-week curbside battery collection program **BE INCLUDED** in the 2020 budget process for consideration.

Respectfully submitted and signed by,

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
WASTE MANAGEMENT PLANNING STEERING COMMITTEE
MINUTES**

**WMPSC 03-2019
Monday, June 24, 2019
Committee Room 4
Niagara Region Headquarters
1815 Sir Isaac Brock Way, Thorold ON**

Committee: Bellows, Butters, Diodati, Edgar, Fertich, Gibson, Ugulini
(Committee Chair), Witteveen (Committee Vice-Chair)

Absent/Regrets: Bradley (Regional Chair), Rigby

Staff: M. Evelyn, Administrative Assistant to the Regional Clerk,
T. Harrison, Commissioner/Treasurer, Enterprise Resource
Management Services, L. McGovern, Program Manager, Waste
Management Services, S. McPetrie, Waste Management
Services Advisor, S. Mota, Program Financial Specialist,
E. Prpic, Associate Director, Disposal Operations and
Engineering, S. Tait, Program Manager, Waste Management
Services, L. Torbicki, Acting Director, Waste Management
Services, M. Trennum, Deputy Regional Clerk, A. Tyldesley,
Associate Director, Waste Collection and Diversion

1. CALL TO ORDER

Committee Chair Ugulini called the meeting to order at 9:00 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 WMPSC-C 22-2019

Review of Draft Regulations for Electrical and Electronic Equipment and Batteries

Lucy McGovern, Collection & Diversion Program Manager, provided information respecting Review of Draft Regulations for Electrical and Electronic Equipment and Batteries. Topics of the presentation included:

- Current State of Initiatives
- Designated Materials
- Legal Obligations
 - Collection Methods
 - Reduction, Reuse, Recycle
 - Consumer Education
 - Registration, Compliance, Records
- Timelines

A copy of the presentation is attached to the minutes.

Moved by Councillor Butters

Seconded by Councillor Gibson

That Report WMPSC-C 22-2019, dated June 24, 2019, respecting 2019 Battery Collection, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That an annual one-week curbside battery collection program **BE INCLUDED** in the 2020 budget process for consideration.

Carried

Councillor Information Request(s):

Provide information respecting scheduled battery collection from comparator municipalities in future reports. Councillor Diodati.

6. CONSENT ITEMS FOR INFORMATION

6.1 WMPSC-C 21-2019

Councillor Information Request

Moved by Councillor Diodati

Seconded by Councillor Edgar

That Correspondence Item WMPSC-C 21-2019, being a memorandum from L. Torbicki, Manager, Waste and Policy Planning, dated April 29, 2019, respecting Councillor Information Request, **BE RECEIVED** for information.

Carried

6.2 WMPSC-C 23-2019

Recycling Centre End Markets Update

Moved by Councillor Witteveen

Seconded by Councillor Bellows

That Correspondence Item WMPSC-C 23-2019, being a memorandum from J. Wilson, Supervisor, Collection and Diversion Operations, dated June 24, 2019, respecting Recycling Centre End Markets Update, **BE RECEIVED** for information.

Carried

Councillor Information Request(s):

Provide information respecting the breakdown of any forecasted shortfalls and how Niagara compares with municipalities who use alternative models such as single stream. Councillor Witteveen.

6.3 WMPSC-C 24-2019

"Recycling Matters" Awareness Campaign

Moved by Councillor Witteveen

Seconded by Councillor Butters

That Correspondence Item WMPSC-C 24-2019, being a memorandum from L. McGovern, Collection and Diversion Program Manager, dated June 24, 2019, respecting "Recycling Matters" Awareness Campaign, **BE RECEIVED** for information.

Carried

6.4 WMPSC-C 25-2019

Municipal Hazardous or Special Waste Update

Moved by Councillor Fertich

Seconded by Councillor Bellows

That Correspondence Item WMPSC-C 25-2019, being a memorandum from E. Prpic, Associate Director, Waste Disposal Operations, dated June 24, 2019, respecting Municipal Hazardous or Special Waste Update, **BE RECEIVED** for information.

Carried

6.5 WMPSC-C 26-2019

Humberstone Landfill Expansion Update

Moved by Councillor Butters

Seconded by Councillor Gibson

That Correspondence Item WMPSC-C 26-2019, being a memorandum from P. Kryger, Project Manager, dated June 24, 2019, respecting Humberstone Landfill Expansion Update, **BE RECEIVED** for information.

Carried

6.6 WMPSC-C 28-2019

Waste Management Advisory Committee Minutes
May 15, 2019

Moved by Councillor Butters

Seconded by Councillor Witteveen

That Report WMPSC-C 28-2019, being the minutes of the Waste Management Advisory Committee meeting, held on May 15, 2019, **BE RECEIVED** for information.

Carried

6.7 WMPSC 2-2019

Waste Management Planning Steering Committee Minutes
April 29, 2019

Moved by Councillor Edgar

Seconded by Councillor Gibson

That Report WMPSC 2-2019, being the minutes of the Waste Management Planning Steering Committee meeting held on April 29, 2019, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

7.1 Nespresso Recycling Program Presentation

Councillor Diodati advised Committee members that Nespresso coordinates a program to collect used coffee pods (all brands) for recycling and organics. Nespresso has expressed an interest in providing a presentation to the Committee.

Moved by Councillor Diodati
Seconded by Councillor Bellows

That staff **REQUEST** Nespresso to provide a presentation to the Waste Management Planning Steering Committee respecting the coffee pod recycling program.

Carried

8. CLOSED SESSION

Moved by Councillor Gibson
Seconded by Councillor Fertich

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

A Matter of Security of the Property of the Municipality under s. 239(2) of the Municipal Act, 2001 - Phases 1 to 3 Material Recycling Facility (MRF) Opportunity Review.

Carried

Committee resolved into closed session at 10:28 a.m.

9. BUSINESS ARISING FROM CLOSED SESSION

Committee reconvened in open session at 10:53 a.m. with the following individuals present:

Committee: Butters, Diodati, Edgar, Fertich, Gibson, Ugulini (Committee Chair), Witteveen (Committee Vice-Chair)

Absent/Regrets: Bellows, Bradley (Regional Chair), Rigby

Staff: M. Evelyn, Administrative Assistant to the Regional Clerk, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, L. McGovern, Program Manager, Waste Management Services, S. McPetrie, Waste Management Services Advisor, S. Mota, Program Financial Specialist, E. Prpic, Associate Director, Disposal Operations and Engineering, S. Tait, Program Manager, Waste Management Services, L. Torbicki, Acting Director, Waste Management Services, M. Trennum, Deputy Regional Clerk, A. Tyldesley, Associate Director, Waste Collection and Diversion

9.1 Confidential WMPSC-C 27-2019

A Matter of Security of the Property of the Municipality under s. 239(2) of the Municipal Act, 2001 - Phases 1 to 3 Material Recycling Facility (MRF) Opportunity Review.

Moved by Councillor Gibson
Seconded by Councillor Butters

That Confidential Correspondence Item WMPSC-C 27-2019, being a memorandum from L. Torbicki, Acting Director, Waste Management Services, dated June 24, 2019, respecting A Matter of Security of the Property of the Municipality under s. 239(2) of the Municipal Act, 2001 - Phases 1 to 3 Material Recycling Facility (MRF) Opportunity Review, **BE RECEIVED** for information.

Carried

10. NEXT MEETING

The next meeting will be held on Monday, August 26, 2019, at 9:00 a.m. in Committee Room 4.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 10:54 a.m.

Councillor Ugulini
Committee Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Subject: 2019 Battery Collection**Report to:** Waste Management Planning Steering Committee**Report date:** Monday, June 24, 2019

Recommendations

That an annual one-week curbside battery collection program **BE REFERRED** to the 2020 budget process for consideration.

Key Facts

- The purpose of this report is to seek Council's approval through the budget process to provide a one-week curbside battery collection program in 2020.
- Niagara Region collected 7,142 kilograms of batteries during the one-week period from April 22 to 26, 2019 and has collected 45,802 kilograms in total since the original pilot program in 2012.
- Staff is estimating a net cost between \$1,816 and \$6,887 to continue to operate the curbside battery collection program for 2020, based on continued stewardship funding and the average annual volumes collected.
- The four year average (2016-2019) for curbside battery collection is 7,043 kg.
- The batteries collected are recycled at a local battery recycling company, Raw Materials Company (RMC), located in Port Colborne.

Financial Considerations

The gross cost to implement the curbside battery collection program in 2019 was \$13,878, inclusive of collection and promotion costs. Staff are expecting to receive industry funding of \$12,990 from the batteries collected through the curbside battery collection program, resulting in a net cost to operate the program of \$888. The program in previous years resulted in a net revenue. The net cost of the 2019 curbside battery collection program was a result of increased Contractor costs associated with collection.

Emterra Environmental Inc. (Emterra), Canadian Waste Management Inc. (CWM) and RMC have agreed to continue to provide service in 2020. Emterra and CWM have agreed to continue the collection structure and maintain their costs for 2020. RMC will continue to accept batteries with no changes to the existing cost structure and agreement. Based on the current funding model and costs, net costs for 2020 are estimated to be between \$1,816 based on 8,045 kg (2018-2019 average) and \$6,887 based on 4,168 kg (2016 lowest volume generating year).

There are minimal cost implications to providing this service to the approximately 151,669 eligible households across the Niagara region. If the curbside battery program was discontinued, it would result in a small financial savings.

Analysis

For the last seven (7) years, Niagara Region has provided a one-week battery collection program, which has provided Niagara residents with a convenient option to properly recycle their used batteries. Residents of single-family homes and low density residential properties with up to six units are eligible to place their used batteries at the curb on their regular collection day, next to their Grey/Blue Box in a clear, sealed bag. Approximately 151,669 households were eligible to participate in 2019. The results of 2019 collection, which occurred the week of April 22 to 26, are as follows:

- 7,142 kilograms of batteries were collected for recycling.
- 2.4% participation rate, calculated by sampling batteries set out for curbside collection on 31 routes throughout the week.
- Volume collected per eligible household was 0.05 kg, compared to 0.05 kg in 2017 and 0.06 kg in 2018.
- One (1) complaint of scavenged batteries was reported to the Waste Info-Line during the week of April 22 to 29, 2019.

Appendix A provides a summary of 2019 battery collection program results.

Staff is recommending continuing a region-wide curbside battery collection program in 2020 for the following reasons:

- A total of 45,802 kilograms of batteries have been recycled through the curbside battery program since the pilot in 2012.
- The batteries are sent to a local battery recycler, where 100% of batteries are recycled.
- The program is operated with minimal net cost.
- Residents are now familiar with Niagara Region's curbside battery collection program and have come to expect the curbside battery collection on an annual basis.
- Curbside battery collection is a convenient service for residents that may not be able to or want to bring batteries to an alternate recycling location, and may otherwise improperly discard them in the garbage.

At this time, there are no known upcoming changes with regards to the future battery funding for 2020. On April 12, 2018, the Ministry of the Environment, Conservation and Parks (previously Ministry of the Environment and Climate Change) announced the full wind up of the Municipal Hazardous and Special Waste (MHSW) program for December 31, 2020. The details of the transition are not known at this time. Funding for curbside

battery collection will be considered with pending regulations under the Waste-Free Ontario Act. If funding changes, staff will advise Council accordingly.

Staff will continue to promote the need to properly recycle batteries at Niagara Region locations as well as other publically available battery drop-off locations on the Niagara Region's website and future publications.

Alternatives Reviewed

The alternate reviewed was to discontinue curbside battery collection program or increase the service frequency. Staff believes it is important to provide consistent and convenient service for residents to recycle batteries through combined programs such as curbside collection and Household Hazardous Waste (HHW) depots and therefore does not recommend discontinuing the established program. Given the uncertainty of volumes, additional staff resources required to operate the program and the general good availability of other recycling locations for batteries in Niagara, staff recommend continuing the frequency at one week per year pending 2020 operating budget approval. Staff also recommends continuing the curbside battery collection program during earth week, April 20 to 24, 2020. Continuing the curbside battery collection program during Earth Week is consistent with other municipal comparators such as the Region of Peel (April 15-26, 2019) and the Region of Durham (April 22-26, 2019).

Relationship to Council Strategic Priorities

The curbside battery program provides a convenient way for residents to recycle batteries and supports the Niagara Region's goal of achieving a 65% diversion target by 2020. Continuation of the program, which promotes environmental stewardship and maintaining high level of customer service, aligns with Council strategic priority of achieving results under Doing Business Differently as well as improving customer service under Advancing Organizational Excellence.

Other Pertinent Reports

- WMPSC-C 27-2018 Curbside Battery Collection Program

Prepared by:
Nick Lidstone
Contract Supervisor
Waste Management Services

Recommended by:
Catherine Habermehl
Acting Commissioner
Public Works

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Jennifer Wilson, Supervisor, Collection and Diversion Operations, and reviewed by Allison Tyldesley, Associate Director, Collection and Diversion Operations and Lydia Torbicki, Acting Director, Waste Management Services.

Appendices

Appendix 1	Summary of 2019 Curbside Battery Collection	Page 5 - 6
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Appendix A –2019 Curbside Battery Collection Summary

Weight Collected:

Date	Weight (kg)
April 22	1005
April 23	1081
April 24	1720
April 25	1844
April 26	1492
Total	7142

Funding Summary:

- Funding is provided for Phase 1 batteries (single-use alkaline) only
- Based on 2018 totals, approximately 89% of the batteries collected are Phase 1
- Funding expected for 2019 is \$12,990 based on 7,142 kg collected
- Source of funding: Stewardship Ontario, Raw Materials Company

Promotional Summary:

- Niagara Region website - banner on Waste Management landing page to a dedicated curbside battery page
- Niagara Region Collection Guide – mailed to single-family homes
- Niagara Region GreenScene – mailed to all single-family homes
- Newsprint advertising (in-kind)
- Region road signs placed at the Recycling Centre on Montrose Rd. in Niagara Falls, and at the Seniors Services location the Woodlands of Sunset on Pelham Rd. in Welland
- Digital sign advertising at Thorold Stone Rd. and Dorchester Rd. in Niagara Falls
- City of St Catharines posted curbside battery collection information on their front lawn sign at the Geneva St. offices across from Fairview Mall
- City of St. Catharines posted digital advertisements at the Aquatic Centre on Niagara St. and available public digital screens at their buildings
- Social media ads (example below) – ran from April 2 – April 21

Examples of Social Media ads:

 **Niagara Region** April 21 at 9:00 AM · 🌐

This week from April 22 to 26, place batteries in a sealed plastic bag beside your Blue or Grey Box by 7 a.m. on the morning of your regular collection day for curbside battery collection.

Recycle your alkaline, 6 volt, 9 volt, button cell batteries and rechargeable battery packs.


Visit niagararegion.ca/waste for more information.



The poster features five stylized batteries in green, yellow, and red, arranged in a row. To their right, the text 'Curbside Battery Collection' is written in large, bold, white letters. Below this, 'ONE WEEK ONLY: April 22-26, 2019' is written in green and white, followed by 'on your regular collection day' in smaller white text. At the bottom, a green banner contains the 'Niagara Region' logo and the website 'niagararegion.ca/waste'.

8 5 Comments 23 Shares

Like Comment Share

 **Niagara Region** @NiagaraRegion Apr 21

This week only in #Niagara! April 22 to 26 is Curbside Battery Collection on your regular collection day. Place beside your Blue or Grey Box by 7 a.m. Learn more: niagararegion.ca/waste pic.twitter.com/3rQGewr07n

View photo · 🔄 📌 ❤️

Subject: 2019 Niagara Children's Water Festival

Report to: Public Works Committee

Report date: Tuesday, August 6, 2019

Recommendations

1. That Report PW 45-2019 **BE RECEIVED** for information.

Key Facts

- The Niagara Children's Water Festival (NCWF) educates grade three and four students from throughout the region on the importance of water and how they can make informed decisions about their water habits
- The NCWF is a collaborative event held in partnership between Niagara Region, City of St. Catharines, Ontario Power Generation (OPG) and the Niagara Peninsula Conservation Authority (NPCA)
- The 2019 NCWF took place from May 7 to 10 at Ball's Falls Conservation Area, with over 4,000 attendees
- This year's events marks the 16th annual NCWF

Financial Considerations

Niagara Region supports the majority of the NCWF budget as part of its approved Water operating budget.

The total 2019 NCWF approved funding from Niagara Region was \$85,000. In addition, the NCWF receives donations from our partners, the City of St. Catharines and Ontario Power Generation (OPG). The sponsorship program was re-developed in 2019 which resulted in additional funding from GM BluePlan and other suppliers. The NCWF also applied for, and successfully obtained, a grant from the TD Friends of the Environment Fund. As a result, funding for the NCWF totalled \$112,750 (see Table 1). Actual expenditures as shown in Table 2 totalled \$93,435, resulting in a surplus of \$19,315.

Table 1: 2019 Niagara Children's Water Festival Sources of Funding

Item	2019 Budget	2019 Actual
The Regional Municipality of Niagara	\$85,000	\$85,000
City of St. Catharines	\$5,000	\$6,000
OPG	\$4,000	\$5,000
GM BluePlan	-	\$5,000
TD Friends of the Environment Fund	\$5,000	\$5,000
CIMA+	-	\$1,500

Item	2019 Budget	2019 Actual
Romag Contracting	-	\$1,000
Walkers Industries	-	\$1,000
V. Gibbons Contracting Ltd.	-	\$1,000
Alfred Beam Excavating	-	\$500
Associated Engineering	-	\$500
Environmental Infrastructure Services Inc.	-	\$500
Kerry T. Howe	-	\$500
R.V. Anderson Associates Limited	-	\$250
	\$99,000	\$112,750

Table 2: 2019 Niagara Children's Water Festival Budget Summary

Item	2019 Budget	2019 Actual
Service Providers	\$2,000	\$2,018
Equipment and Supplies	\$7,000	\$4,582
Rentals	\$5,700	\$4,990
Promotions and Marketing	\$5,500	\$6,018
Tents	\$25,400	\$21,938
Transportation	\$25,000	\$24,901
Food and Hospitality	\$7,000	\$7,263
Health and Safety	\$1,000	\$900
Staff Expenses	\$1,800	\$473
Miscellaneous	\$500	-
Site Rental	\$15,000	\$20,352
	\$95,900	\$93,435

Actual amounts include 1.76% non-refundable HST

Net Difference	\$3,100	\$19,315
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Analysis

In 2019, the NCWF was visited by over 3,600 grade three and four students, 170 teachers and approximately 400 parents. Attendees participated in the 43 activity centres offered at this year's festival that focused on five key messages; water attitude, water conservation, water protection, water science and water technology. Four new activity centres were added to this year's festival, three of which were delivered by community partners. These activity centres focused on water safety, benefits of tap water, geography of Niagara and aboriginal perspectives on water.

The success of the NCWF depends largely on volunteers who play an essential role in execution of the NCWF. Each activity centre is presented by volunteers representing a variety of environmental professions while other volunteers assist in areas such as transportation and traffic control, set up and tear down, food services and maintenance.

Festival volunteers are recruited from partner organizations as well as several other supporting organizations. Nearly 100 volunteers are needed each day of the festival. In 2019 the following organizations provided NCWF volunteers:

- Niagara Region- Water and Wastewater Services Division
- Niagara Region- Public Health Department
- Niagara Region- Waste Management Services Division
- Niagara Region- Long Term Care
- City of St. Catharines
- Ontario Power Generation
- Niagara Peninsula Conservation Authority
- Associated Engineering
- Bass Pro Shop
- Brock University
- City of Niagara Falls
- City of Welland
- City of Thorold
- Land Care Niagara
- Geospatial Niagara
- HJS Solutions
- Ministry of Environment, Conservation and Parks
- Niagara College
- Niagara Drowning Prevention Coalition
- Niagara Restoration Council
- Niagara River Remedial Action Plan
- R.V. Anderson Associates Limited
- Town of Lincoln Fire Department
- Town of Lincoln
- Town of Pelham
- Township of Wainfleet
- Walker Industries
- Various Community Volunteers

Additionally, approximately 30 secondary school students support the NCWF each day. A special thank you to students and staff from E.L. Crossley, Dennis Morris, Sir Winston Churchill, Blessed Trinity, Beamsville Secondary School and Notre Dame who offered their time to assist with execution of the 2019 festival.

As part of the 2019 NCWF, a 'Name the Mascot' contest was hosted to name Water and Wastewater's newly acquired water drop mascot. A total of 48 submissions were received and Assumption Catholic School in St. Catharines submitted the winning name, H₂jO. H₂jO was on-site during the festival to greet the students and provided photo opportunities during lunch time.

A media release was issued by Niagara Region on May 7, 2019, in addition to promotion on the Niagara Region and NPCA's social media channels. The NCWF was featured in local newspapers and on YourTV. There was also media coverage of our Sponsor Recognition event.

Positive feedback and continuous improvement recommendations were collected through debrief meetings and teacher and volunteer feedback surveys. These recommendations will be considered when planning for the 2020 NCWF.

Overall, the 2019 NCWF ran successfully, garnered positive feedback from all stakeholders and provided education to students and adults about the importance of our region's water resources while building and fostering positive community relationships. The ongoing support of council for this worthwhile event is appreciated and acknowledged.

Alternatives Reviewed

All logistical aspects of the NCWF remained as status quo. Alternative site locations for the NCWF were reviewed in 2018/2019 and as a result the festival will be initiating a new partnership with Brock University and the festival will be moving to Brock University Campus in 2020.

Relationship to Council Strategic Priorities

This report connects to Council's Strategic Priority of building a labour ready workforce by educating and exposing local area students to careers and skills in the water and wastewater services through the Niagara Children's Water Festival. Furthermore, the Festival aligns with the priority of doing business differently by developing and encouraging partnerships between the Region, local area municipalities, local organizations and businesses.

Other Pertinent Reports

Not applicable.

Prepared by:

Janet Rose, B.A., B.Ed., OCT
Engagement and Education
Coordinator, Water & Wastewater
Services Division, Public Works

Recommended by:

Catherine Habermehl
Acting Commissioner
Public Works Department

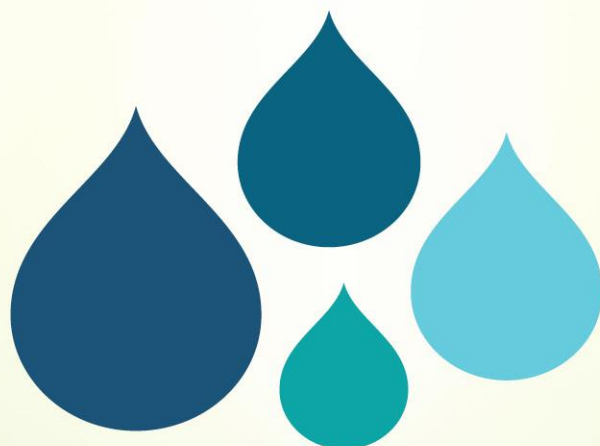
Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared by Janet Rose, Water and Wastewater Engagement and Education Coordinator, in collaboration with Rachel Beni, W-WW Outreach Representative and reviewed by Deanna Barrow, Manager, Quality and Compliance Water, Pamela Hamilton, Program Financial Specialist Water & Wastewater, and Joseph Tonellato, Director, Water & Wastewater Services.

Appendices

Appendix 1 2019 Niagara Children's Water Festival Summary Report



NIAGARA CHILDREN'S **WATER FESTIVAL**

2019 Summary Report

June 2019

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1. Introduction

The Niagara Children's Water Festival (NCWF) is a collaborative event held in partnership between Niagara Region, Niagara Peninsula Conservation Authority (NPCA), City of St. Catharines, and Ontario Power Generation (OPG). The annual, four-day festival engages over 3,500 grade three and four students from throughout the Niagara region to learn about water and the environment.

This report includes a summary of the 2019 NCWF, running from May 7 to 10, including information about:

- Budget
- Activity Centres
- Registration
- Volunteers
- Student Transportation
- Risk Management
- Media Coverage
- Continuous Improvement

2. Budget

The NCWF, including student transportation, continues to be provided free of charge to all participants. The following sections discuss 2019 funding sources and expenditures. **Appendix A** includes a summary of the 2019 NCWF Budget.

Sources of Funding

Niagara Region supports the majority of the NCWF budget as part of its overall operating budget as approved by council and funded through the Region's water rate requisition. In addition, the NCWF receives donations from our partners, the City of St. Catharines and Ontario Power Generation (OPG).

The NCWF sponsorship program was re-developed for the 2019 festival which resulted in additional funding. Water-themed sponsorship levels were designated and a variety of sponsor benefits were provided. Local area municipalities, contractors, consultants, past supporters and grant programs were solicited for sponsorship. A total of \$22,750 was received for the 2019 NCWF.

Furthermore, two grant applications were submitted for additional funding. The festival was successful in obtaining a \$5,000 grant from TD Friends of the Environment Fund.

As a result, funding for the NCWF totalled \$112,750. Actual expenditures totaled \$93,435, resulting in a surplus of \$19,315.

A sponsor recognition event was also held prior to the festival on May 7, 2019 to formally recognize our sponsors (Appendix C) and the winning class of the mascot naming contest. Those invited include delegates from (including in-kind sponsors), Niagara Region's Chair, CAO and Commissioner of Public Works, NPCA's board chair, Town of Lincoln Mayor, and City of St. Catharines Mayor and CAO.

Niagara Region's Chair, NPCA's board Chair and Town of Lincoln Mayor all addressed the crowd and all sponsors participated in a photo with the winning class.

Expenditures

The total NCWF budget for the 2019 NCWF was \$95,900. Actual expenditures totalled \$93,435 (Appendix A).

3. Name the Mascot Contest

A 'Name the Mascot' contest was hosted as part of this year's festival. Classes who were registered to attend the festival were invited to submit one name for the newly acquired water drop mascot who would represent the Niagara Children's Water Festival and Niagara Region's Water and Wastewater department as a whole. Submissions were judged on creativity, uniqueness, and suitability and relevance to the NCWF and the work carried out by the Niagara Region Water and Wastewater department. A total of 48 submissions were received and a panel of judges, consisting of select members from the NCWF Steering Committee and management from Niagara Region's Water and Wastewater department, selected 'H2jO' as the winning mascot name. As winners of the contest, Assumption Catholic School in St. Catharines was awarded with a NCWF branded t-shirt and water bottle for each student, a City of St. Catharines branded reusable straw for each student, a pizza party, a free NPCA educational program experience at Ball's Falls (including bussing) and special recognition at the sponsor recognition event.

The contest was well received by teachers and students and the mascot was a great addition to the festival. H2jO was on site during the 2019 NCWF to greet the students and visited the classes during lunch time for pictures and high-fives.

4. Activity Centres

In 2019, 43 activity centres (accommodating 46 groups per day) were hosted at the NCWF. Activities were distributed amongst three distinct sections known as the red, green and blue sections; school groups stayed within their designated colour section

during their visit. Scheduling groups in this way allowed them to remain close to their designated lunch tent and minimize road crossings. The distribution of activity centres in each section is shown on the map in **Appendix B**.

Table 1 lists each of the 2019 activity centres. The numbered activity centres are 15 minutes in length and those denoted with two letters are 30 minutes in length. All groups were scheduled to visit at least one 30-minute activity during their visit.

Know Your Niagara, Aboriginal Voices and *Save Silly Sal* were new activity centres added to this year's festival that were hosted by external agencies. *Tap into It!* replaced the *Great Niagara Taste Test* to reduce the amount of waste generated from that activity but contains the same messaging. The activity centre known as *Beachy Clean* was changed to *Things that Bite* to better align with the content of that activity centre.

Table 1. 2019 Activity Centre Listing

Red Section	Green Section	Blue Section
1. Yellow Fish Road	13. Flush the Kids	24. Rolling to the River
2. To and Fro with H ₂ O	14. Incredible Journey	25. Save Silly Sal
3. World Water Monitoring	15. Duck Detectives	26. Tap into It!
4. The Power of Water	16. Rolling to the River	27. Yellow Fish Road
5. Treat it Right	17. Water Whirl	28. Water Whirl
6. Flush the Kids	18. Puddle Pictures	29. Climate Change
7. Great Lakes	19. The Power of Water	30. Incredible Journey
8. Agent H ₂ O	20. Water Recreation	31. Alien Invasion
9. Keep it Clean	21. Keep It Clean	32. Great Lakes
10. Know Your Niagara	22. Global Water Race	33. Go With The Flow
11. Save Silly Sal	23. Go Fish!	34. Global Water Race
12. Alien Invasion	AV–Aboriginal Voices	TB – Things That Bite
E1 – Earth First	ML – Down at the Mill	NN – Nuts About Nature Hike
FF – Fire (2 groups)	ST – Simply Treemendous	SS – Scientists in School (2 groups)
MS – Mad Science (2 groups)	--	--
Red Total = 17 groups	Green Total = 14 groups	Blue Total = 15 groups

5. Registration

Online registration was launched in early January. Invitations advertising the NCWF and how to register were distributed to all District School Board of Niagara (DSBN) and Niagara Catholic District School Board (NCDSB) schools. In addition, emails were sent to French schools, a home educators' association, as well as private and Christian

schools that had previously attended the festival. The registration was also advertised via Niagara Region's Twitter and Facebook feeds.

All 184 NCWF openings were filled by February 22, 2019. Once full, the website was updated to reflect that teachers could register to be on the wait list. A small number of school groups were on the wait list but no openings became available for those classes to attend. This year replies to registration were automated for improved efficiency. Unfortunately, through this automated process, a couple registrations were not forwarded to the water festival email account and were missed as a result. Accommodation was made for these groups where possible, and these groups have been given priority registration for the 2020 festival.

There were two last minute cancellations, one due to a scheduling conflict and one due to the weather. These cancellations were made too close to the festival to make accommodations.

A total of 3,624 children with 179 teachers and approximately 399 parents/guardians attended for a total attendance of approximately **4,202** people over the four-day NCWF.

The breakdown of participants per day is shown in Table 2.

Table 2. Number of Participants Per Day

Date	Number of Students	Number of Teachers	Number of Parents *	Total Participants
May 7, 2019	873	45	96	1,014
May 8, 2019	981	48	101	1,130
May 9, 2019	905	44	104	1,053
May 10, 2019	865	42	98	1,005
	3,624	179	399	4,202

** The number of parents was estimated when teachers registered. In many cases these numbers may have fluctuated up or down. Teachers were asked to provide at least one adult supervisor for every 10 students.*

6. Volunteers

Volunteers play an essential role in the successful execution of the NCWF. Each activity centre is presented by volunteers representing a variety of environmental professions. Their enthusiasm and energy create a positive learning environment for all participants. In addition, most activity centres also had assistance from a local high school volunteer.

Festival Volunteers

Festival volunteers are recruited from partner organizations as well as several other supporting organizations. The 2019 NCWF included a mix of longstanding volunteers as well as many new faces, including some from our sponsor organizations. Volunteers assist in nearly every aspect of the festival, including:

- Running activity centres
- Providing information to festival registrants and volunteers
- Coordinating transportation and traffic control
- Ensuring student safety
- Maintaining activity centres and delivering power and water
- Serving food
- Lunch tent coordination
- Festival set up and tear down
- High school volunteer coordination
- Parent and volunteer parking assistants

The following organizations provided NCWF volunteers:

- Niagara Region – Water and Wastewater Services Division
- Niagara Region – Public Health Department
- Niagara Region – Waste Management Division
- Niagara Region – Long Term Care
- City of St. Catharines
- Niagara Peninsula Conservation Authority
- Ontario Power Generation
- Associated Engineering
- Bass Pro Shop
- Brock University
- City of Niagara Falls
- City of Welland
- City of Thorold
- Geospatial Niagara
- HJS Solutions
- Land Care Niagara
- Ministry of Environment, Conservation and Parks
- Niagara College
- Niagara Drowning Prevention Coalition
- Niagara Restoration Council
- Niagara River Remedial Action Plan
- R.V. Anderson

- Town of Lincoln Fire Department
- Town of Lincoln
- Town of Pelham
- Walker Industries
- Various Community Volunteers

Table 3. Number of Festival Volunteers Per Day

Date	Approximate Number of Festival Volunteers*
Tuesday, May 7, 2019	106
Wednesday, May 8, 2019	106
Thursday, May 9, 2019	107
Friday, May 10, 2019	112
	431

** This does not include high school volunteers.*

In total there were **431** volunteers. The Steering Committee appreciates the support of each and every NCWF volunteer.

Secondary School Volunteers

A special thank you to secondary school students from E.L. Crossley, Denis Morris, Sir Winston Churchill, Blessed Trinity, Beamsville Secondary School and Notre Dame who offered their time to assist with the execution of the 2019 NCWF.

Table 4 provides a breakdown of the number of secondary students volunteering at the festival each day.

Table 4. Number of Secondary School Volunteers Per Day

Date	Number of Student Volunteers
Tuesday, May 8, 2019	30
Wednesday, May 9, 2019	29
Thursday, May 10, 2019	38
Friday, May 11, 2019	44
	141

In total there were **141** secondary school volunteers.

7. Student Transportation

School bus transportation was provided by DanNel Coach Lines Company and Student Transportation of Canada (STC). Both vendors have provided excellent service to the NCWF for several years and bookings were divided approximately equally between the two companies.

Table 5 indicates the number of buses required each day of the festival to transport students to and from Ball's Falls Conservation Area.

Table 5. Number of Busses Per Day

Date	Number of Participant Busses	Number of Secondary School Busses	Number of Schools
Tuesday, May 8, 2019	27	1	22
Wednesday, May 9, 2019	30	1	20
Thursday, May 10, 2019	25	2	17
Friday, May 11, 2019	28	2	19
Total	110	6	78

Once again, two bus drop-off/pick-up zones were utilized; the Red/Green Bus Zone located off Sixth Avenue just west of Glen Road and the Blue Bus Zone at the Centre for Conservation. Schools with accessible busses were unloaded and loaded at the main barn. Festival transportation coordinators as well as staff from STC helped ensure the safe and efficient loading and unloading of busses in each bus zone.

Upon arrival at the NCWF, the transportation coordinators directed teachers to a "welcome station" where they were greeted and provided copies of their schedule and a festival map.

8. Risk Management

The committee reviewed and updated the Risk Management Plan that was created in 2018 as appropriate. Due to potential severe weather during one of the festival days, the committee was able to execute the severe weather procedure and identify gaps to be updated in the plan.

The Steering Committee will review and update the Risk Management Plan in preparation for the 2020 NCWF, including new site considerations for the new festival location.

9. Media Coverage

Coverage of the 2019 NCWF included:

- A [Media Release](#) issued by Niagara Region on May 7, 2019
- Media coverage of the [Sponsor Recognition Event](#)
- [Pictures](#) in local paper
- [YourTV feature](#)
- Social media coverage ([Facebook](#) and [Twitter](#))
- Photographers and videographers from Niagara Region

10. Continuous Improvement

The Steering Committee is committed to continuously improving the NCWF to ensure its ongoing success and relevance. The following sections discuss some of the processes utilized to help with continuous improvement.

Steering Committee Debrief

The Steering Committee held a meeting on May 22, 2019. Debrief notes are recorded in the meeting minutes and some of the highlights include:

- The 2019 NCWF was another great success.
- The activity centre list should be reviewed and activity centres should be retired, updated and/or added to ensure new ideas and messaging are included.
- Lunch time for students should be shortened
- Provide further education for volunteers on encouraging parent/teacher involvement
- Update Risk Management Plan based on experience from threat of severe weather

All action items and debrief notes from this meeting will be considered by the Steering Committee as they plan the 2020 NCWF.

Teacher Feedback Surveys

In an effort to continually improve the NCWF, all teachers (179) who attended the festival were invited to complete an online survey following the festival. The Steering Committee appreciates their time and feedback as it is helpful in continuously improving the NCWF. In total, there were 48 respondents and the results are summarized below.

Table 6 presents average scores when teachers were asked to rate various components of the NCWF on scale from 1 (poor) to 5 (excellent).

Table 6. Teacher Survey – Average Ratings on a scale from 1 (poor) to 5 (excellent)

	Average Rating Out of 5
Age appropriateness of activity content	4.6
Relevance of activity content to Grade 3/4 curriculum	4.3
Festival communication	4.8
Helpfulness of staff/volunteers	4.8
Organization of transportation/bussing	5.0
Overall festival organization	4.7

- 75% of respondents had attended the NCWF before.
- 98% indicated they read the Festival Guide prior to attending.
- Some of the favourite activities noted include:
 - Flush the Kids
 - Fire
 - Global Water Race
 - Mad Science
- Several respondents indicated that they believe their students retained key messaging. Some examples include:
 - Students created a poster outlining the importance of water and the many ways people impact water sources.
 - Rolling to the River was an eye opening station for the students as they could visually see the impact of items making their way into our waters. They really liked that station and spoke about it quite a bit afterward.
 - Water safety is definitely something that they learned more about. They will think twice about putting on what they think might be a life jacket and will no doubt inform adults at home if wrong choices are being made.
 - Many of the activities fit directly into both science and social studies curriculums and their experiences were reflected in classroom discussions and activities following our visit to the festival.
- Examples of some additional comments from respondents include:
 - It was a fabulous experience learning through play. My students and I really enjoyed the day. It was very well organized.
 - It was very well organized. The time and effort that went into each centre was amazing. The festival guide allowed me to prepare my students for

what to expect. Staff were well informed and very well prepared for the day.

- Superbly organized. Outstanding volunteers. Fantastic information conveyed.
- My students and I had a great time. We all came home with new knowledge. The workshops were well planned and very informative.
- Covering the busing fees made this event happen for our school
- We thought it was a great hands-on way for our students to learn about water. Everyone was very knowledgeable, friendly and great with the students.

Volunteer Feedback Surveys

In an effort to continually improve the NCWF, all volunteers were invited to complete an online survey following the festival. The Steering Committee appreciates their time and feedback as it is helpful in continuously improving the NCWF. In total, there were 38 respondents and the results are summarized below.

Table 7 presents average scores when volunteers were asked to rate various components of the NCWF on scale from 1 (poor) to 5 (excellent).

Table 7. Volunteer Survey – Average Ratings on a scale from 1 (poor) to 5 (excellent)

	Average Rating Out of 5
Festival communication	4.7
Helpfulness of other staff/volunteers	4.7
Food	4.7
Scheduling	4.7
Overall festival organization	4.8

- 66% of respondents had volunteered in the past
- More than 65% of respondents volunteered as activity centre presenters
- Examples of some of the additional comments from volunteers included:
 - It is a great day. Thank you to all the volunteers who work so hard to make it happen. I had a great time!
 - Thank you for the opportunity to participate, it was an engaging day and I think the children really enjoyed it and learned from the many booths that day.

- As always, it's such a fun, rewarding time for me to serve others and see old friends. The kids have a great time, much laughter coming from the events as I took time to go out into the park. I consider myself fortunate to be a part of the Niagara Children's Water Festival for so many years, and now retired, and still to be needed, does my heart good.

11. Concluding Remarks

Niagara Region successfully hosted the 16th annual NCWF with ongoing support from the Steering Committee partners.

The 2019 NCWF:

- Successfully **taught over 3,600 children about the importance of water** and the environment.
- Was **delivered on budget**.
- Was **well received with excellent feedback** from teachers and volunteers
- Continues to be a **preferred educational field trip** for teachers and students in the Niagara region.
- Was a **great opportunity for Niagara Region** and NCWF Partners to showcase the work they do related to water resources in Niagara.

The NCWF would not be possible without the support of everyone involved. The Steering Committee would like to extend its appreciation to all festival volunteers, high school volunteers, partners, supporting organizations, teachers, parents and students.

We look forward to hosting another successful event in 2020 at our new location- Brock University!

Appendix A. 2019 NCWF Budget



2019 Niagara Children's Water Festival Budget - Summary

SOURCES OF FUNDING

Item	2019 Budget		2019 Actual	
Regional Municipality of Niagara	\$	85,000	\$	85,000
City of St. Catharines Donation	\$	5,000	\$	6,000
OPG Donation	\$	4,000	\$	5,000
Other Sponsors	\$	-	\$	11,750
Grants	\$	5,000	\$	5,000
	\$	99,000	\$	112,750

EXPENDITURES

Item	2019 Budget		2019 Actual	
Service Providers	\$	2,000	\$	2,018
Equipment & Supplies	\$	7,000	\$	4,582
Rentals	\$	5,700	\$	4,990
Promotions and Marketing	\$	5,500	\$	6,018
Tents	\$	25,400	\$	21,938
Transportation	\$	25,000	\$	24,901
Food and Hospitality	\$	7,000	\$	7,263
Health & Safety	\$	1,000	\$	900
Staff Expenses	\$	1,800	\$	473
Miscellaneous	\$	500	\$	-
Site Rental	\$	15,000	\$	20,352
	\$	95,900	\$	93,435
Net Difference	\$	3,100	\$	19,315

Actual amounts include 1.76% net HST.

Appendix B. 2019 NCWF Map



Appendix C. 2019 Sponsors



THANK YOU!

WATERSHED



TD Friends of the
Environment Foundation

RIVER



walker
industries



CREEK

Alfred Beam Excavating
Bass Pro Shops
Brock University
City of Welland
City of Niagara Falls
Conservation and Parks
Environmental Infrastructure Solutions Inc.
HJS Solutions
Land Care Niagara

Mad Science
Ministry of the Environment
Niagara College
Niagara Drowning Prevention Coalition
Ohnia-kara Aspiring Geopark
(Geospatial Niagara)
Scientists in School
Town of Lincoln
Town of Pelham

ACTIVITY CENTRE SPONSOR

R.V. Anderson

Associated Engineering Ltd.

OUR PARTNERS



MEMORANDUM

PWC-C 21-2019

Subject: Niagara GO Station Strategy

Date: August 6, 2019

To: Public Works Committee

From: Matt Robinson, Director, GO Implementation Office

The attached documents are being provided to PWC for information only.

Together they represent the open session compendium to Confidential Report CSD 17-2019 Niagara GO Station Development Strategy, which are both being considered at Corporate Services Committee August 7, 2019, along with a supporting closed session presentation.

Staff will also deliver the same CSD 17-2019 Niagara GO Station Development Strategy closed session presentation at PWC August 6 for information only.

Respectfully submitted and signed by,

Matt Robinson
Director
GO Implementation Office

Appendix 1: CSC-C 14-2019 Niagara GO Station Strategy

Appendix 2: CSC-C 14-2019 Appendix 1

MEMORANDUM**CSC-C 14-2019****Subject: Niagara GO Station Strategy****Date: August 7, 2019****To: Corporate Services Committee****From: Matt Robinson, Director**

This memo provides Committee with the rationale for the proposed Niagara GO Station Development Strategy presented in confidential report CSD 17-2019, which outlines a strategy for Niagara to invest in the GO train station sites along the CN Rail-owned Grimsby Subdivision, also known as the Niagara corridor. The GO Station Development Strategy outlined in CSD 17-2019 will allow Niagara Region and our local municipal partners to fully leverage and maximize the resident and visitor experience at these key gateways by creation of multi-modal mobility hubs. The customer experience is vital to the continued growth of GO Train service in Niagara, the growth of municipal and regional transit, and tourism in the region.

Niagara has taken considerable time and resources in the strategic planning for transit and GO Train service, including establishing premier transit-supportive policy sets to ensure the foundation for future transit growth and that development is clear, focused and appropriate. The following sets out the policy regime already in place to enable and fully leverage investments in station areas in Niagara Region.

The 2017 Niagara Region Transportation Master Plan (TMP) is what guides the Region's transportation capital investments, and creates the blueprint for growth. The TMP presents a long-term strategy to guide the planning, development and renewal of a multi-modal transportation system in a manner that is consistent with projected needs, aligned with the region's growth, and with the overall vision for a sustainable Niagara.

The following foundational policy has provided the direction to invest in the station areas:

"Continue to support the expansion of GO Transit passenger rail service to Niagara Region, and the development/ redevelopment of rail stations to serve as major transit station areas, to support needs of communities along the corridor, and to commuters and tourists moving in both directions between Niagara Region and the GTHA."

This policy clearly demonstrates the strategic planning and critical integration these station areas have in the long-term transportation network and growth of the region. Other initiatives in place that have led to this GO Station Development Strategy as the logical next step in Niagara's GO Expansion Implementation include:

1. Niagara Region Official Plan policy objectives for the urban areas that includes: *“to actively support the continuation and improvement of the railway system for the movement of both passengers and goods”* clearly indicating that Niagara Region has long supported investment in rail as a travel mode for passengers and believes there is an active role for the Region to play in delivery of this objective;
2. Significant investment in transit including seamless connection all 12 of Niagara’s local municipalities, and expansion of transit service hours over the next three years;
3. 2011 “Niagara Rail Service Expansion Environmental Study Report GO Transit” by RJ Burnside which concluded that the existing rail stations were keys to GO’s expansion and that there would be a new station built in Grimsby;
4. Niagara Falls, St. Catharines, Lincoln, Grimsby, and Niagara Region have set out a vision for the station areas through the Secondary Plan process. Unanimously approved and adopted into the respective Official Plans in each community, these transformational GO station area visionary plans laid out the future development, capital improvements and next generation land use around the train station sites, establishing a full suite of transit-supportive policies that enable full maximization of the land densities, station accesses and transportation network upgrades necessary to ensure these stations remain at the core of the transportation network and the areas evolve into dynamic mobility hubs.

Investing in the station areas further enables the implementation of the mobility hub vision by providing integrated transit connectivity and public investment. This investment will act as a catalyst for further development and redevelopment by the private sector in these station areas. The Region is best positioned to fully capitalize on the existing potential of the station areas as transit hubs, which will be a benefit for all parties and future transit users. At Committee of the Whole July 4, 2019, these and other elements of the overall GO Station Development Strategy were presented (attached Appendix 1).

Respectfully submitted and signed by,

Matt Robinson
Director, GO Implementation Office

Appendix 1 – Committee of the Whole Presentation – July 4, 2019: Niagara GO Station Development Strategy



Implementation of Niagara's GO Rail Expansion

Committee of the Whole
July 4, 2019

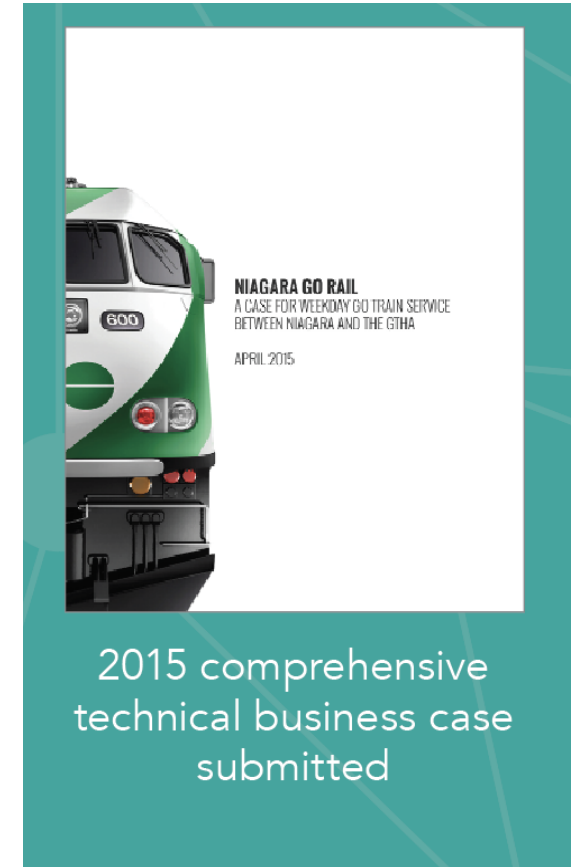
Agenda Overview

- Niagara Region Investment in GO
- Key Milestones
- Policy Framework
- Transit Oriented Development
- GO Hub & Transit Stations Study
- Station Status
- Conclusion and Next Steps

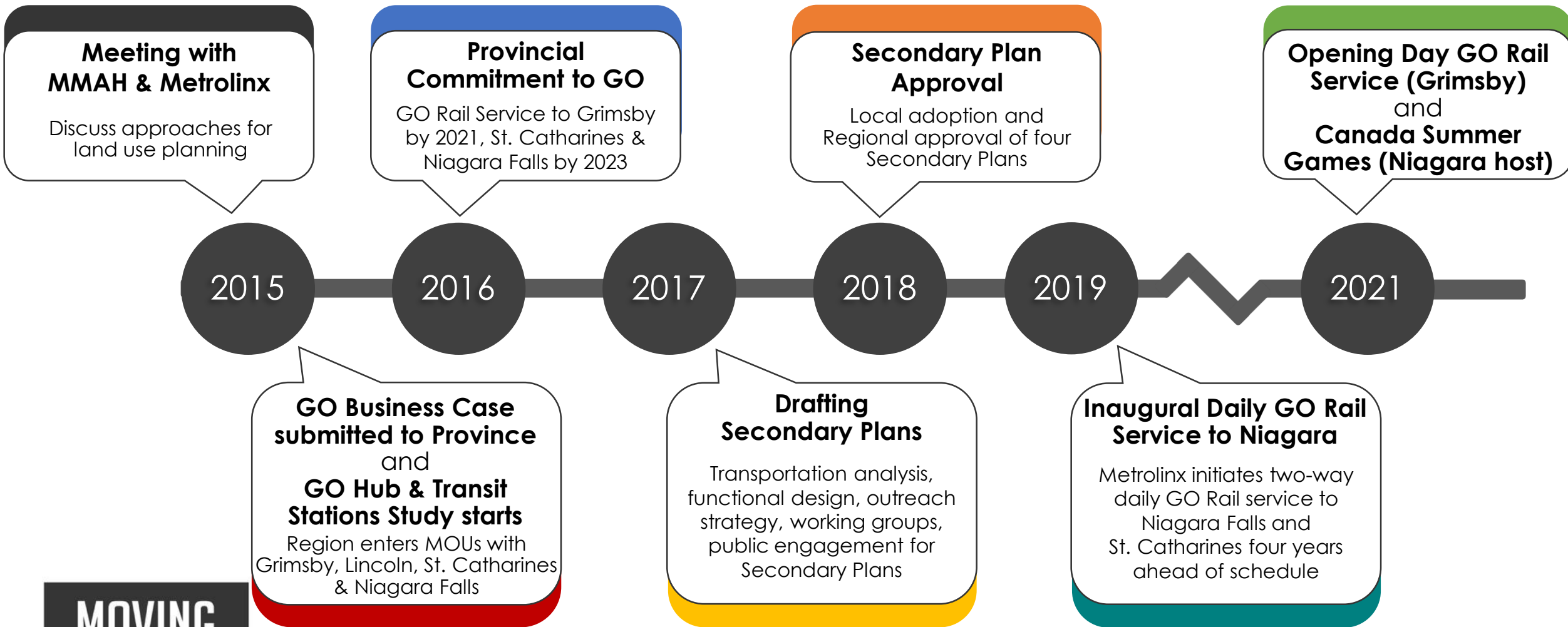


Niagara Region Investment in GO

- 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

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.



A minimized ecological footprint.

SUCCESSFUL IMPLEMENTATION



Effective partnerships and incentives for increased public and private investment.



Flexible planning to accommodate growth and change.

Transit-Oriented Development (TOD)

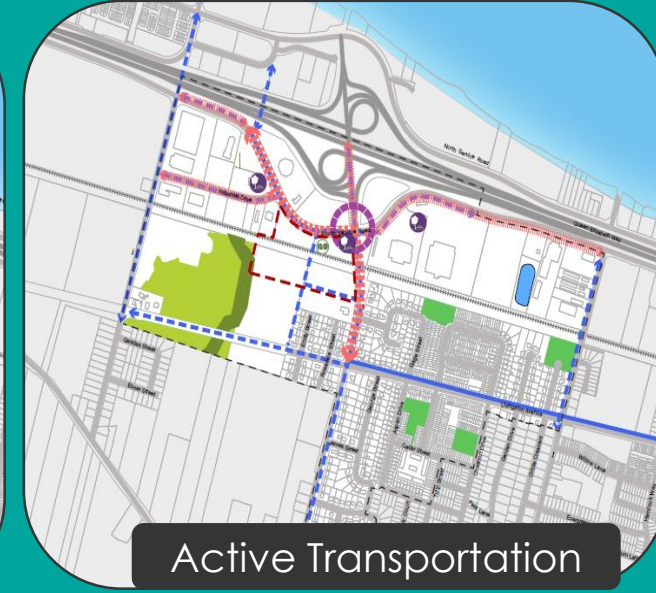
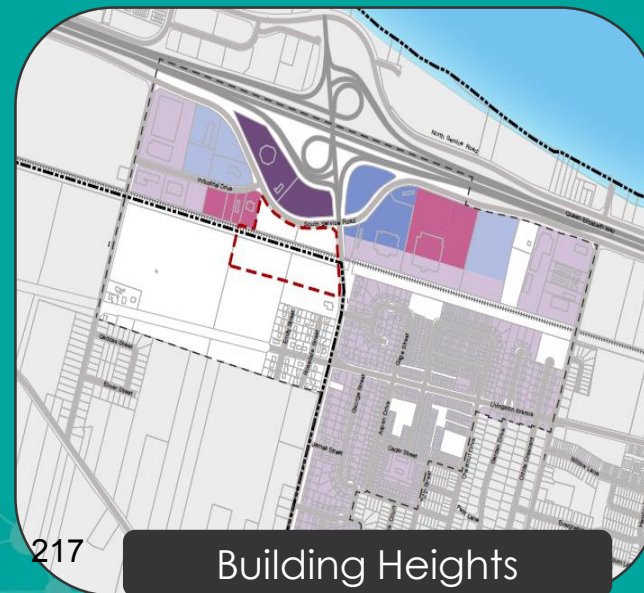
Dec. 2018 - new Provincial approach on GO station delivery (TOD)

- 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



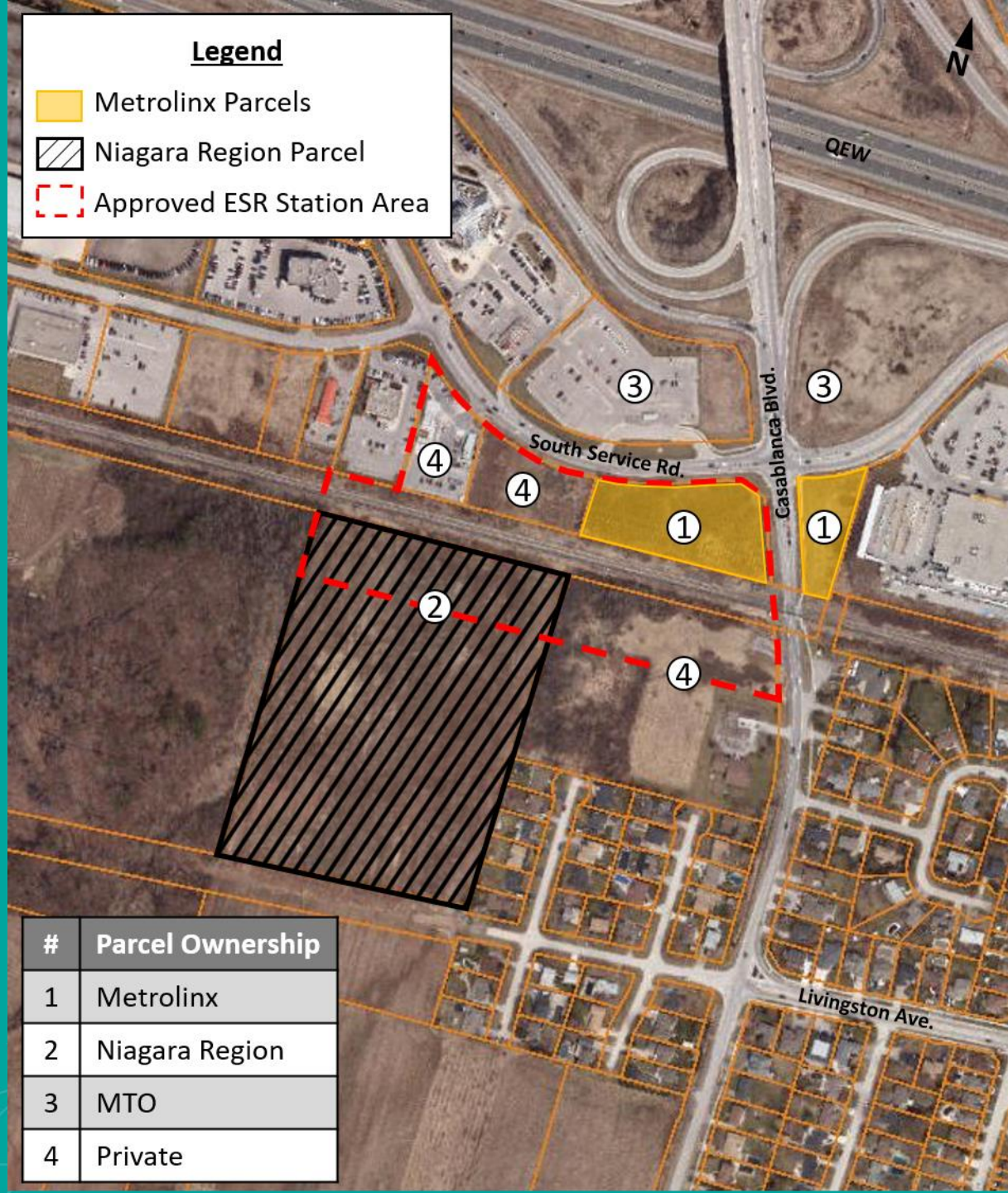
Niagara GO Extension: Current Status

- 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



Legend

- Metrolinx Parcels
- Niagara Region Parcel
- Approved ESR Station Area

#	Parcel Ownership
1	Metrolinx
2	Niagara Region
3	MTO
4	Private

St. Catharines GO Station

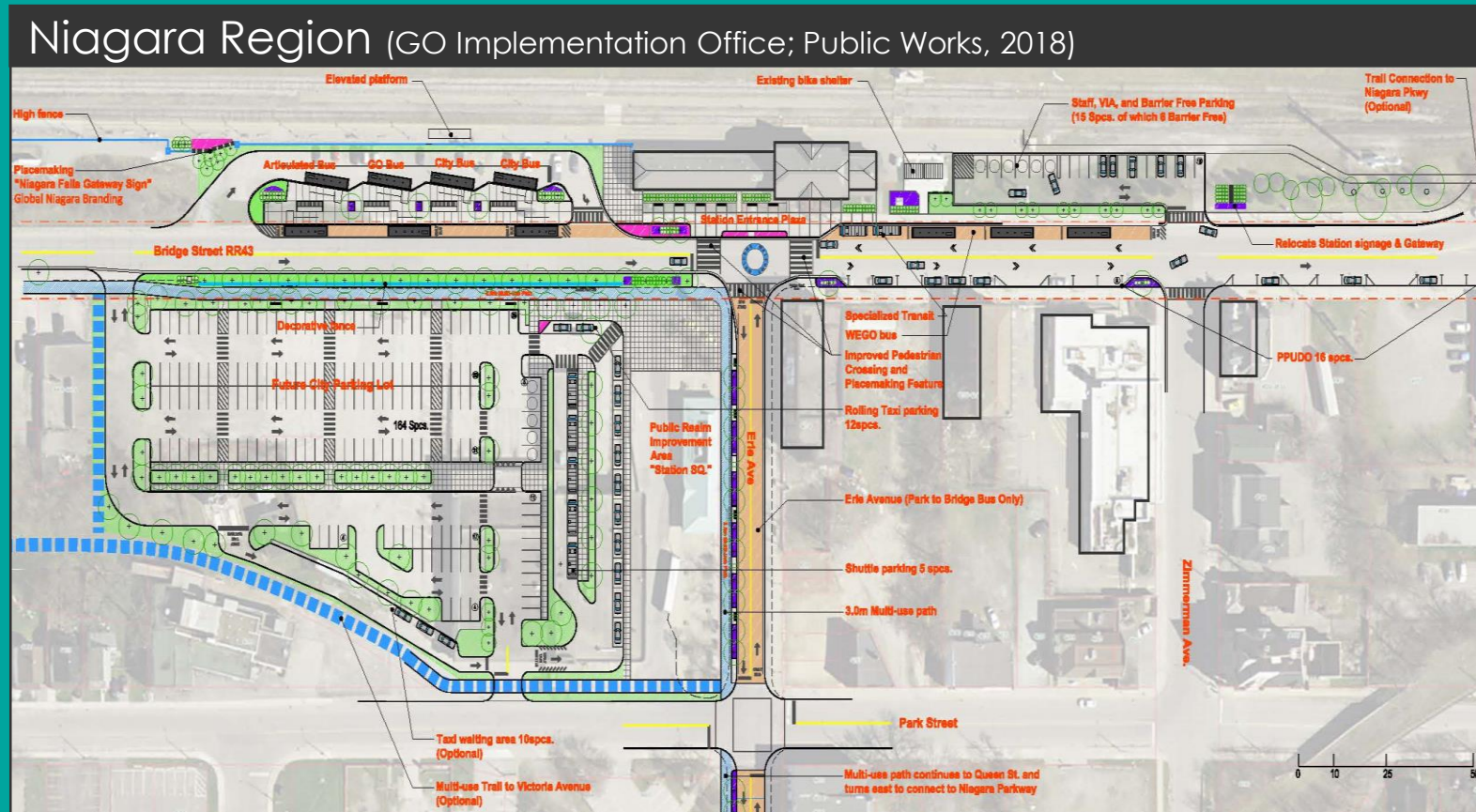
- MX detailed design in progress
- Secondary Plan has VIA station as mobility hub & core of the area
- Opportunity to leverage vacant parcels to create a hub with TOD
- Primary station access road MOU
- City's Ridley Road reconstruction
- St. Paul St. West CNR bridge reconstruction

Metrolinx Functional Design



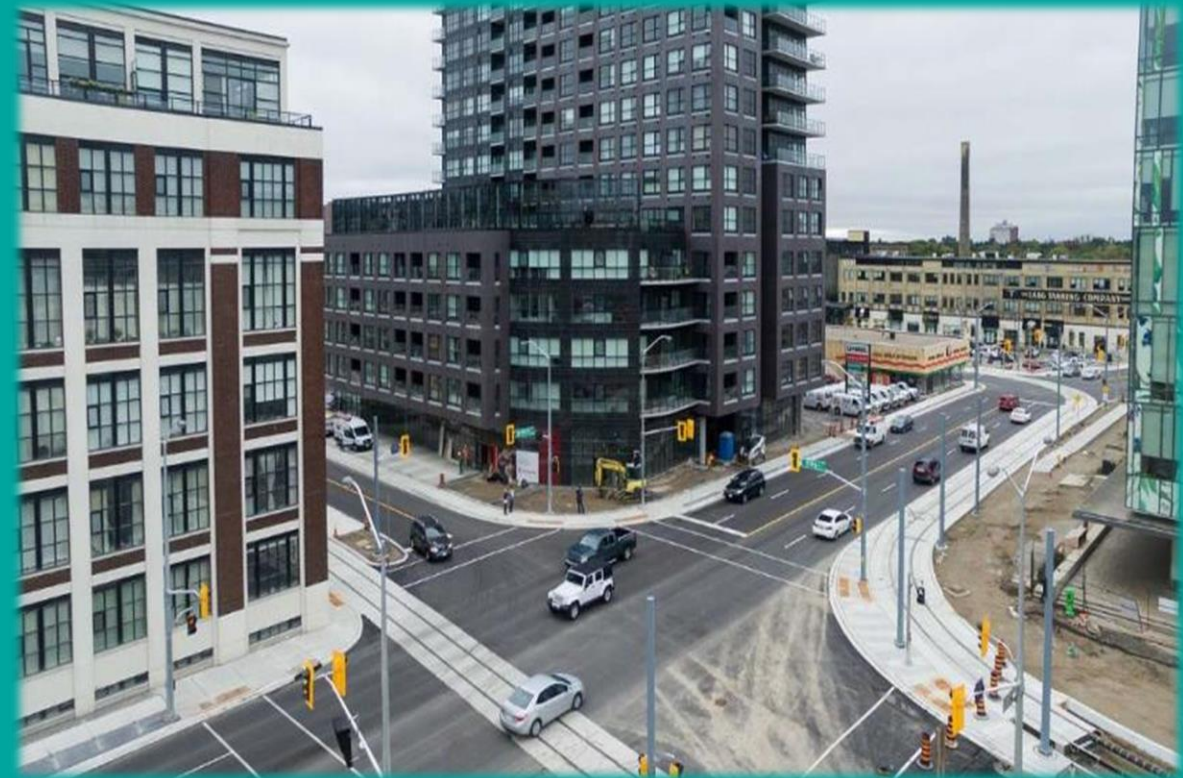
Niagara Falls GO Station Precinct Vision

- 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)

Minute Item No. 5.1

COM 35-2019

Approval of the 2018 Long-Term Care Home Annual Reports

That Report COM 35-2019, dated August 6, 2019, respecting Approval of the 2018 Long-Term Care Home Annual Reports, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2018 Audited Long-Term Care Home Annual Reports – Ministry of Health and Long-Term Care (the Ministry) for the calendar year ended December 31, 2018 (attached in appendices 1 through 8 to Report COM 35-2019), **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. 5.2

COM-C 3-2019

Niagara Regional Housing Report NRH 9-2019 regarding Approval of Use of 2018 Surplus

That Correspondence Item COM-C 3-2019, being a letter to Ann-Marie Norio, Regional Clerk, from Niagara Regional Housing, dated July 19, 2019, respecting Niagara Regional Housing Approval of Use for 2018 Surplus (NRH 9-2019), **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That a budget adjustment for Niagara Regional Housing in the amount of \$1,200,000 **BE APPROVED** as follows:
 - a. \$900,000 to be transferred to the Niagara Regional Housing Owned-units Reserve to be used for the proposed 2020 Niagara Falls Multi-Residential Intensification Capital Project; and
 - b. \$300,000 to be transferred to the Homelessness Services 2019 operating budget to allow for an increased number of supportive housing units and associated supports and housing allowances.

Minute Item No. 5.3

COM-C 4-2019

Niagara Regional Housing Report NRH 10-2019 regarding Strategic Plan and 2019 Business Plan

That Correspondence Item COM-C 4-2019, being a letter to Ann-Marie Norio, Regional Clerk, from Niagara Regional Housing, dated July 19, 2019, respecting Niagara Regional Housing Strategic Plan and 2019 Business Plan (NRH 10-2019), **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the 2019 - 2023 Owned Units Division Strategic Plan and 2019 Business Plan **BE ENDORSED** by Regional Council.

Minute Item No. 6.1

COM 33-2019

Provincial Policy and Funding Changes: Monitoring for Local Community Impacts

That Report COM 33-2019, dated August 6, 2019, respecting Provincial Policy and Funding Changes: Monitoring for Local Community Impacts and the associated presentation, **BE RECEIVED** and **BE CIRCULATED** to the local area MPs and MPPs.

Minute Item No. 6.2

CWCD 287-2019

Opioid Work Update

That Memorandum CWCD 287-2019, dated July 26, 2019, respecting Opioid Work Update, **BE RECEIVED** for information.

Minute Item No. 7.1

Lyme Disease

That Regional Council **REQUEST** the Ontario College of Family Physicians share what is being done to educate and ensure local family physicians follow best practice guidelines with respect to Lyme disease diagnosis and treatment.

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

**PHSSC 08-2019
Tuesday, August 6, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bellows, Bradley (Regional Chair), Butters, Chiocchio (Committee Co-Chair), Darte, Foster, Gibson, Greenwood (Committee Co-Chair), Heit, Insinna, Ip, Jordan, Nicholson, Rigby, Sendzik, Villella, Whalen

Absent/Regrets: Diodati

Staff: A. Alfieri-Maiolo, Director, Clinical Services, C. Banach, Manager, Housing Operations, Dr. A. Feller, Associate Medical Officer of Health, A. Jugley, Commissioner, Community Services, S. Kearns, Director, Environmental Health, K. Lotimer, Legislative Coordinator, A.-M. Norio, Regional Clerk, K. Smith, Chief/Director, Emergency Medical Services, R. Tripp, Acting Chief Administrative Officer

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 System Transformation Update - Niagara Emergency Medical Services

Kevin Smith, Chief/Director Emergency Medical Services, provided information respecting System Transformation Update - Niagara Emergency Medical Services. Topics of the presentation included:

- Response Time Reliability Performance Results/ Revised Response Times
- System Transformation
- New Clinical Response Plan (CRP)
- Internal Consultations
- Provincial Consultation
- Public Awareness

3.2 Ticks and Lyme Disease

Peter Jekel, Manager, Environmental Health and Kathy Bell, Manager, Infectious Disease, provided information respecting Ticks and Lyme Disease. Topics of the presentation included:

- Ticks
- Lyme Disease
- Surveillance
- Statistics

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 COM 35-2019

Approval of the 2018 Long-Term Care Home Annual Reports

Moved by Councillor Insinna

Seconded by Councillor Bellows

That Report COM 35-2019, dated August 6, 2019, respecting Approval of the 2018 Long-Term Care Home Annual Reports, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2018 Audited Long-Term Care Home Annual Reports – Ministry of Health and Long-Term Care (the Ministry) for the calendar year ended December 31, 2018 (attached in appendices 1 through 8 to Report COM 35-2019), **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

5.2 COM-C 3-2019

Niagara Regional Housing Report NRH 9-2019 regarding Approval of Use of 2018 Surplus

Moved by Councillor Sendzik
Seconded by Councillor Nicholson

That Correspondence Item COM-C 3-2019, being a letter to Ann-Marie Norio, Regional Clerk, from Niagara Regional Housing, dated July 19, 2019, respecting Niagara Regional Housing Approval of Use for 2018 Surplus (NRH 9-2019), **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That a budget adjustment for Niagara Regional Housing in the amount of \$1,200,000 **BE APPROVED** as follows:
 - a. \$900,000 to be transferred to the Niagara Regional Housing Owned-units Reserve to be used for the proposed 2020 Niagara Falls Multi-Residential Intensification Capital Project; and
 - b. \$300,000 to be transferred to the Homelessness Services 2019 operating budget to allow for an increased number of supportive housing units and associated supports and housing allowances.

Carried

5.3 COM-C 4-2019

Niagara Regional Housing Report NRH 10-2019 regarding Strategic Plan and 2019 Business Plan.

Moved by Councillor Rigby
Seconded by Councillor Villella

That Correspondence Item COM-C 4-2019, being a letter to Ann-Marie Norio, Regional Clerk, from Niagara Regional Housing, dated July 19, 2019, respecting Niagara Regional Housing Strategic Plan and 2019 Business Plan (NRH 10-2019), **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the 2019 - 2023 Owned Units Division Strategic Plan and 2019 Business Plan **BE ENDORSED** by Regional Council.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 COM 33-2019

Provincial Policy and Funding Changes: Monitoring for Local Community Impacts

Adrienne Jugley, Commissioner, Community Services, provided information respecting Provincial Policy and Funding Changes: Monitoring for Local Community Impacts. Topics of the presentation included policy and funding changes that may impact clients and services in the following divisions:

- Social Assistance & Employment Opportunities
- Children's Services
- Senior's Services
- Homelessness Services

Moved by Councillor Ip
Seconded by Councillor Nicholson

That Report COM 33-2019, dated August 6, 2019, respecting Provincial Policy and Funding Changes: Monitoring for Local Community Impacts and the associated presentation, **BE RECEIVED** and **BE CIRCULATED** to the local area MPs and MPPs.

Carried

6.2 CWCD 287-2019

Opioid Work Update

Moved by Councillor Ip
Seconded by Councillor Rigby

That Memorandum CWCD 287-2019, dated July 26, 2019, respecting Opioid Work Update, **BE RECEIVED** for information.

Carried

Councillor Information Request(s):

Provide information respecting programs and services related to needle exchange and disposal initiatives. Councillor Ip.

7. OTHER BUSINESS

7.1 Lyme disease

Moved by Councillor Rigby
Seconded by Councillor Insinna

That Regional Council **REQUEST** the Ontario College of Family Physicians share what is being done to educate and ensure local family physicians follow best practice guidelines with respect to Lyme disease diagnosis and treatment.

Carried

7.2 Rapelje Lodge Family Picnic

Councillor Greenwood advised Committee members of the Rapelje Lodge Family Picnic taking place on Sunday August 11, 2019 at 12:00 p.m.

8. CLOSED SESSION

There were no closed session items.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 5:04 p.m.

Councillor Greenwood
Committee Co-Chair

Councillor Chiocchio
Committee Co-Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

System Transformation Update

PHSSC

August 6, 2019



Background

COTW March 7, 2019 - Provided information to Council on the System Transformation Project to assist with key decisions regarding the future of Niagara EMS as a Mobile Integrated Health system.

PHD 07-2019 - described recommended changes to the EMS Response Time Performance Plan (RTPP) and implementation of a new Clinical Response Plan (CRP) as well as the integration of the Emergency Communications Nurse System (ECNS).

Response Time Reliability Performance Results

CTAS	Target Time (mins)	Target %	2015	2016	2017	2018
SCA	6	55	57.72%	52.16%	60.64%	59.25%
1	8	80	77.15%	75.37%	76.92%	76.23%
2	11	90	84.73%	83.58%	82.48%	81.75%
3	15	90	89.91%	88.77%	85.41%	82.70%
4	20	90	94.77%	95.34%	91.93%	89.38%
5	30	90	99.59%	99.29%	98.98%	98.80%

Revised Response Times

CTAS	Target Time Previous/Revised (mins)	Target %
SCA	6/6	55
1	8/8	80
2	11/15	90
3	15/30	90
4	20/60	90
5	30/120	90

The Future of NEMS



Current patient journey

SYSTEM CENTERED CARE



Is there a better way to provide care?

“Central to each (country’s) vision is the concept of providing pre-hospital care as a system, rather than just a single service type, that can provide a flexible response to a wide range of patient complaints with other related healthcare providers.” (Sheffield, pg. 44)



Redefining the patient journey

Present healthcare system challenges

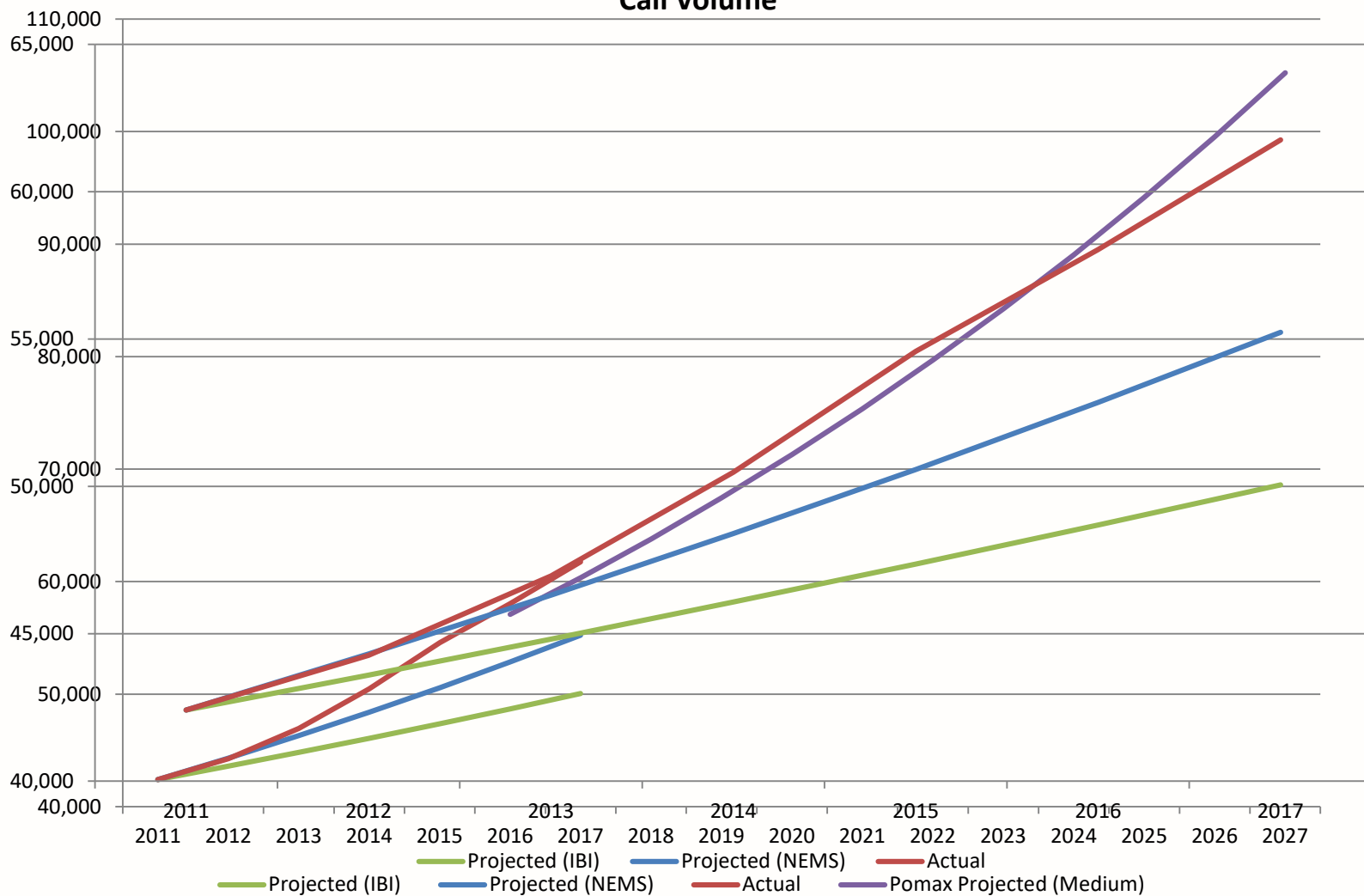


System Transformation

3 Phases

1. Mobile Integrated Healthcare model - implemented Q2 2018
2. Evidence-based Clinical Response Plan – pending Sep 2019
3. Emergency Communications Nurse (ECN) secondary triage – pending Sep 2019

EMS Call Volume Projected vs Actual Call Volume

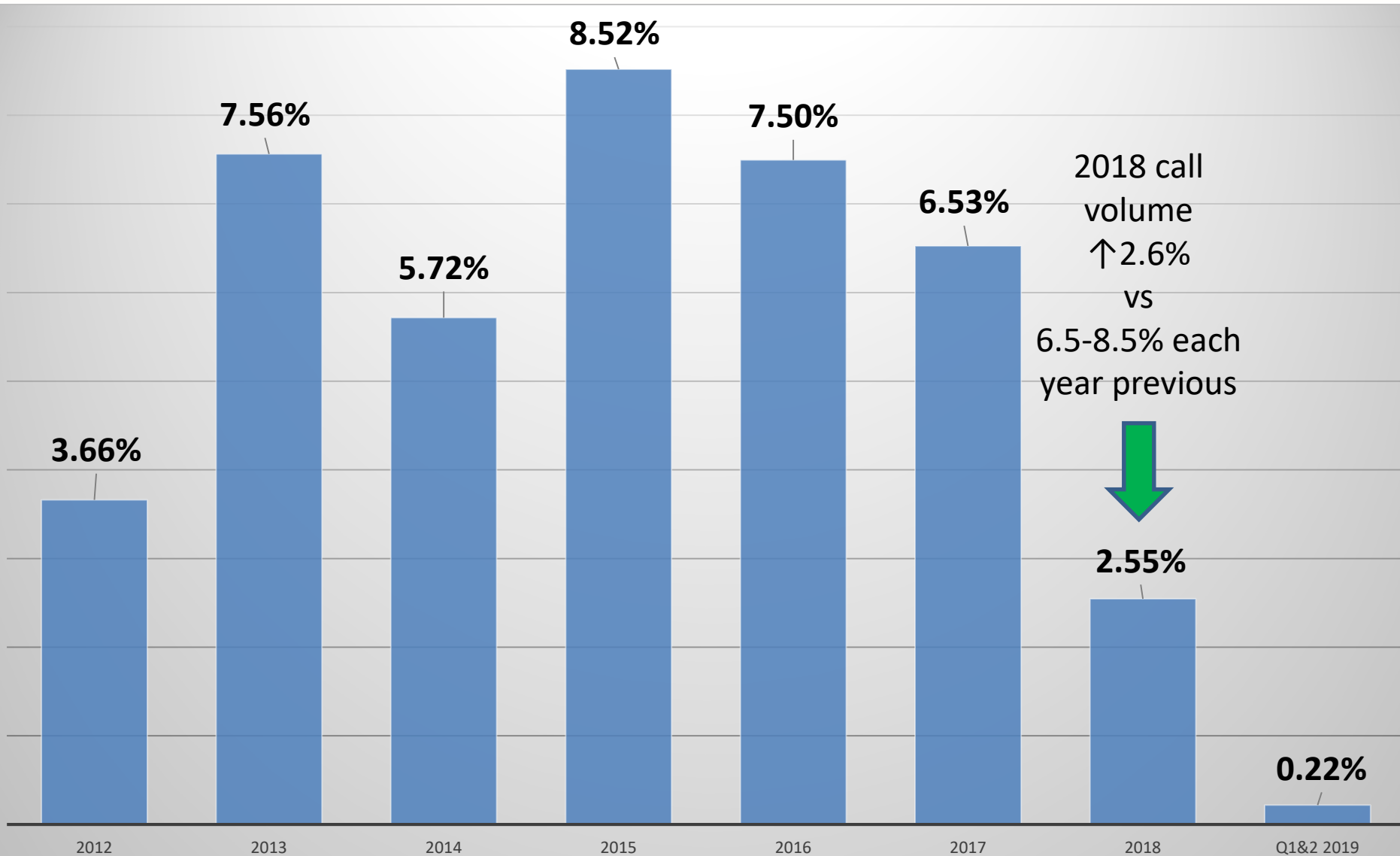


Top Five EMS Transports to EDs in Niagara (2013-2015)

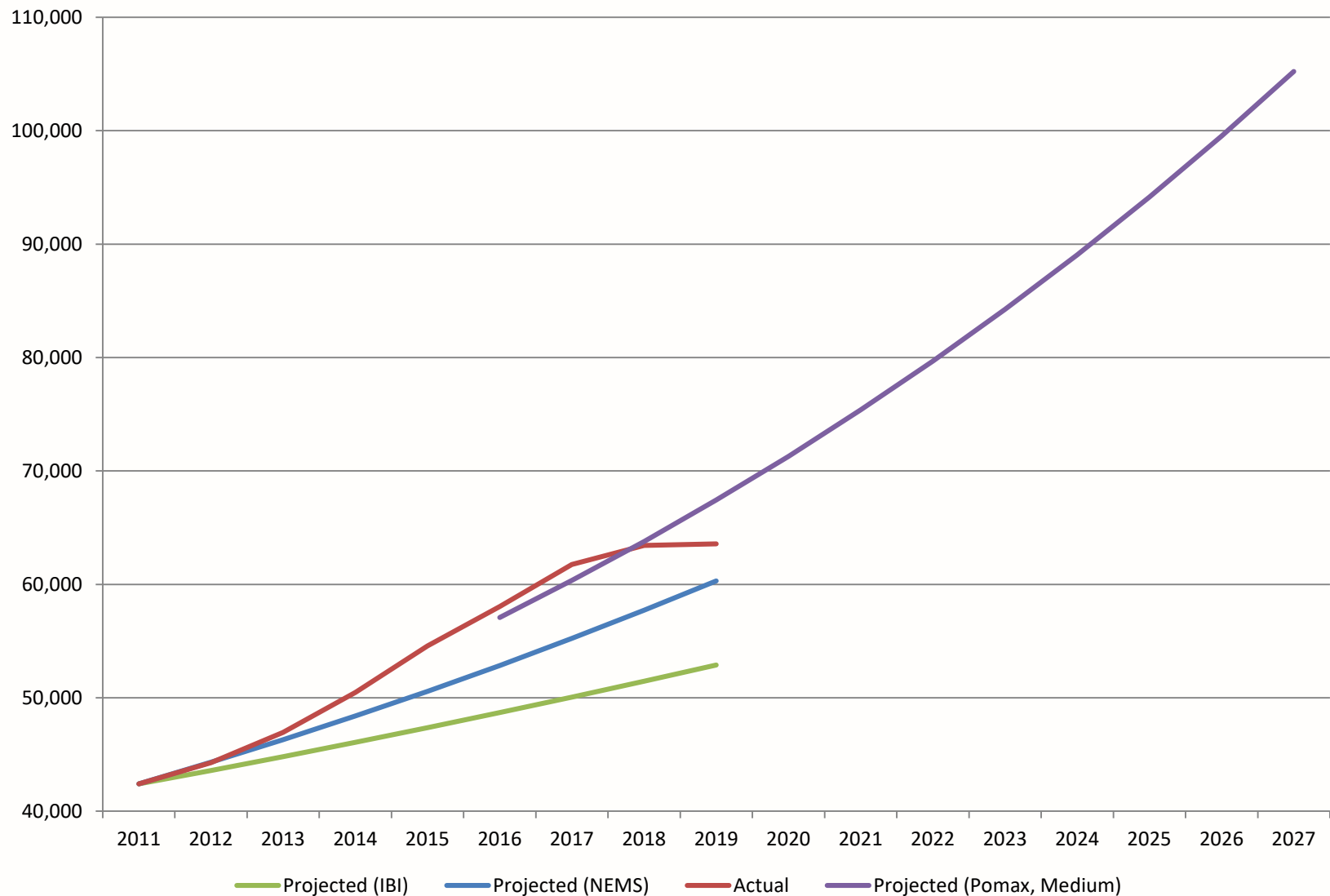
Niagara	1	2	3	4	5
0<1 years	Resp. Distress	Seizure/Post Ictal	General Illness/ Weakness	Other Medical/ Trauma	Newborn/Neonatal
1-4 years	Seizure/Post Ictal	General Illness/ Weakness	Resp. Distress	Soft Tissue Pain/ Trauma/Edema	Other Medical/ Trauma
5-9 years	Musculoskeletal Trauma	Seizure/Post Ictal	Soft Tissue Pain/ Trauma/Edema	Behaviour/ Psychiatric	Resp. Distress
10-14 years	Musculoskeletal Trauma	Behaviour/ Psychiatric	Soft Tissue Pain/ Trauma/Edema	Syncope	Seizure/Post Ictal
15-19 years	Musculoskeletal Trauma	Behaviour/ Psychiatric	Alcohol Intoxication	Soft Tissue Pain/ Trauma/Edema	Drug Overdose
20-24 years	Musculoskeletal Trauma	Behaviour/ Psychiatric	Abdominal Pain NYD	Soft Tissue Pain/ Trauma/Edema	Seizure/Post Ictal
25-44 years	Musculoskeletal Trauma	Abdominal Pain NYD	Behaviour/ Psychiatric	Soft Tissue Pain/ Trauma/Edema	GI Problems/Pain/ Vomiting/Nausea
45-64 years	General Illness/ Weakness	Musculoskeletal Trauma	Abdominal Pain NYD	Soft Tissue Pain/ Trauma/Edema	Ischemic Chest Pain
65-74 years	General Illness/ Weakness	Resp. Distress	Musculoskeletal Trauma	Abdominal Pain NYD	GI Problems/Pain/ Vomiting/Nausea
75-84 years	General Illness/ Weakness	Musculoskeletal Trauma	Resp. Distress	GI Problems/Pain/ Vomiting/Nausea	Abdominal Pain NYD
85+ years	General Illness/ Weakness	Musculoskeletal Trauma	Resp. Distress	Soft Tissue Pain/ Trauma/Edema	GI Problems/Pain/ Vomiting/Nausea

**Mental
Health**

**Falls &
Generally
Unwell**



EMS Call Volume Projected vs Actual



System Transformation – “Unscheduled” Mobile Integrated Health teams

- Multidisciplinary teams – designed for purpose – alternative response to low acuity 911 calls
 - Falls Intervention Team (Paramedic/OT) – “FIT”
 - Mental Health and Addictions Response Team (Paramedic/MH Nurse) – “MHART”
 - Community Assessment and Response Team (Paramedic) – “CARE”
- Continue to expand Community Paramedic Programs

Early Results

- ✓ 2018 **2.6%** volume increase compared to **6.6%** yearly average from 2011-2017
- ✓ **0.22%** for 2019 YTD (Q1 & 2)
- ✓ **5%** reduction overall of mental health transports to hospital to ED despite a **8%** increase in mental health calls coming into our communication centre
- ✓ increase of **3%** in calls for falls but a **4%** decrease in transports to ED - the previous year saw an increase of **9%** in falls
- ✓ **6%** increase of calls for general unwell patients but an overall decrease in transports to ED of **9%** for this cohort

= increased availability for paramedics to respond to high acuity calls



Mobile Integrated Health Units

In Action

[Click to start video](#)



New Clinical Response Plan (CRP)

- Planning included Physicians, Base Hospital, SSCs and Paramedics
- Facilitated by Brock University
- Responses tailored to each Determinant rooted in Best Practice and Clinical Evidence
- Compared against Plan implemented in UK with nearly identical outputs
- Implementation scheduled for Sep 2019

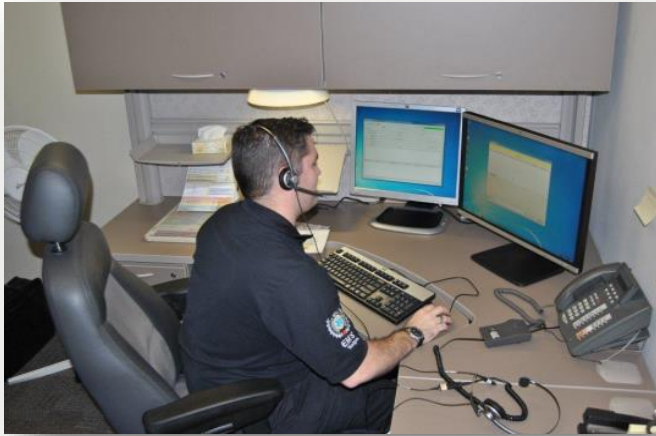
Impact of CRP

- Paramedic response time based on clinical needs in relation to timely intervention
- Reduces the number of lights and siren calls from ~40% to ~10-15%
- Improves emergency resource availability/response time for the most critically ill and injured patients
- Reduces requirement for tiered response – primarily fire services

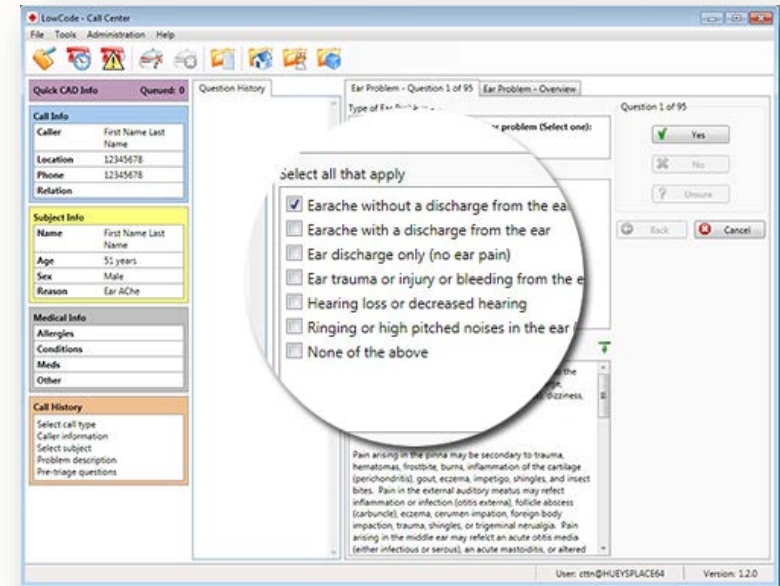
CRP & Fire Tiered Response

- In 2018 NEMS responded to 64,611 incidents
- Fire services was tiered on 15,870 of these (24.5%)
- Projected volumes for fire tiered response under the new CRP based on 2018 data: 7,234 fire responses (11.2%)
- Does not include tactical support
- Meeting held with Fire Chiefs May 29th to review

ECNS - LowCode



- Secondary triage for low acuity patients
- Completed research (Omega Project)
- 15-20% call volume eligible for non-ambulance response
- Alternate care pathways
- Implementation Sept 2019



Internal Consultations

- Staff involved in program development
- CUPE 911 kept informed
- Trained all paramedics in new CRP
- Training for System Status Controllers in August prior to go-live

Provincial Consultation

- Since early 2018 NEMS has been working with Ministry of Health on System Transformation Project to demonstrate a mobile integrated health system (MIH)
- April 2019 Ontario government indicated it is considering a restructuring of paramedic services in Ontario
- NEMS staff had met previously with Premier's Council on Improving Healthcare and Ending Hallway Medicine

A Healthy Ontario: Building a Sustainable Health Care System

2nd Report from the Premier's Council on Improving Healthcare and Ending Hallway Medicine

June 2019



Ontario 

7

Ensure Ontarians receive coordinated support by strengthening partnerships between health and social services, which are known to impact determinants of health.

INNOVATION IN ONTARIO

Mobile Integrated Health Response Teams

Niagara Emergency Medical Services (EMS) have partnered with local community partners to create integrated interdisciplinary response teams for non-urgent low acuity EMS callers. These response teams engage with clients and provide alternative pathways to connect them with the care or service they need through primary care, urgent care or other community health and social resources to avoid an unnecessary emergency department (ED) visit. The program includes technology and access to data, such as Clinical Connect, to ensure the response team is aware of care plans in place for these clients and to help ensure continuity in following their plan.

Based on data from the Niagara EMS, some early results in 2018 showed:

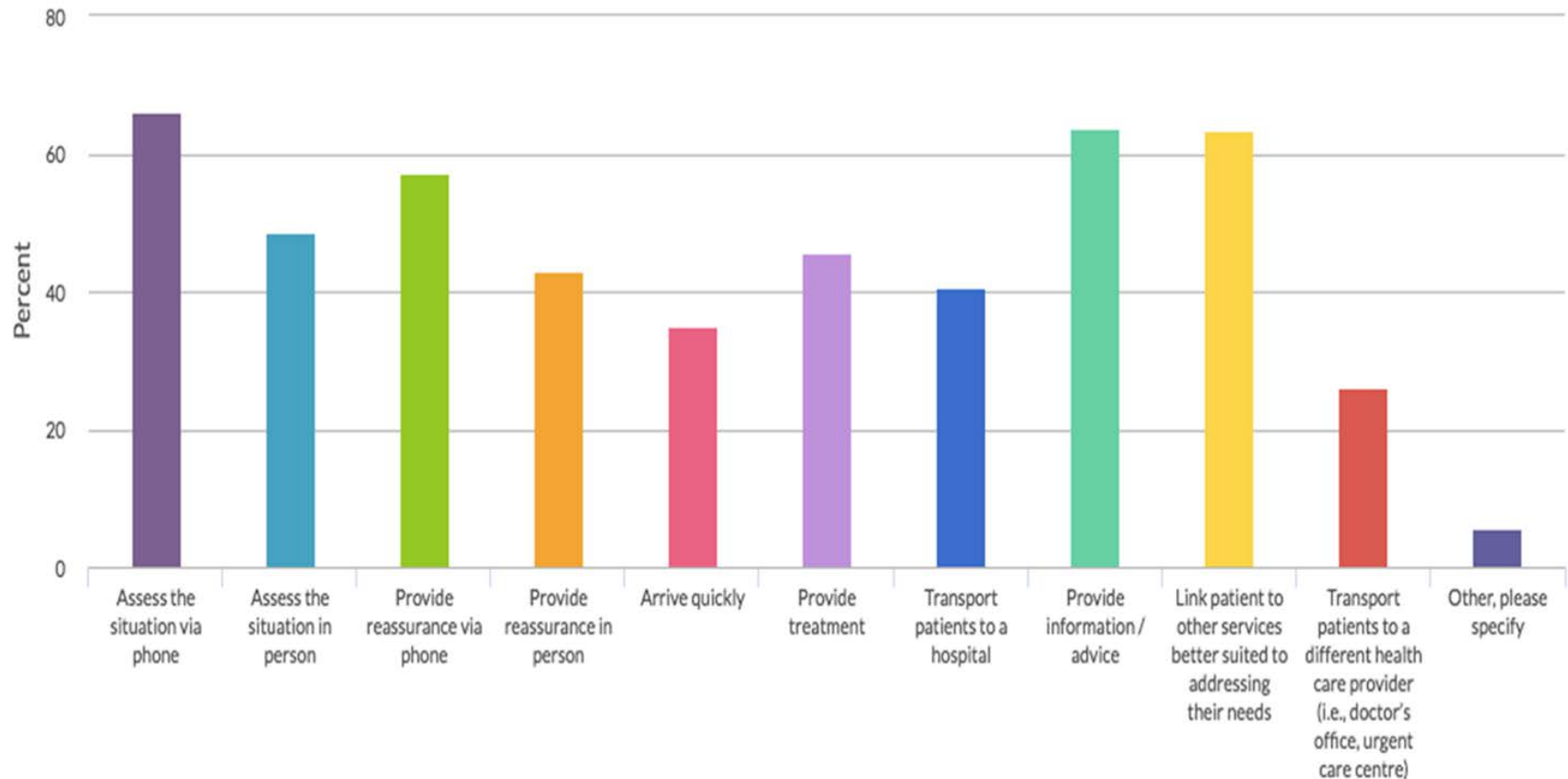
- 5% reduction in transports to ED for calls related to mental health, despite a 7% increase in mental health call volume in the region;
- 2% reduction in transports to ED due to calls for falls (call volume for falls remained stable compared with previous year); and
- 6% reduction in transports to ED due to calls for generally unwell (call volume for generally unwell remained stable compared with previous year).

Provincial Consultation

- NEMS recently met with Ministry officials from Enhancing Emergency Services Ontario (EESO) to provide consult on new care models
- NEMS continues to work with the Ministry on the last phases of STP –clinical response plan & nurse triage – expected go live Sep 2019
- Continue to remain engaged with province as a leader in MIH transformation

Public Awareness – Expectations Survey

3. What is the role of EMS in NON-URGENT medical situations (e.g. flu, sprained ankle, broken arm, etc.)? Choose all that apply.



Public Awareness

YouTube CA

niagara ems

REDEFINING THE PATIENT JOURNEY

The diagram illustrates the patient journey process. It begins with 'CALL TRIAGE' on the left, represented by a headset icon. This leads to two categories: 'LIFE-THREATENING' (in a red box) and 'NON LIFE-THREATENING' (in an orange box). The 'LIFE-THREATENING' path leads to 'DISPATCH' (represented by an ambulance icon), then to 'ASSESS' (represented by two people icons), and finally to 'TRANSPORT' (represented by a hospital 'H' icon). The 'NON LIFE-THREATENING' path leads to 'SECONDARY TRIAGE' (represented by a headset icon and a question mark). From 'SECONDARY TRIAGE', the path leads to a list of goals: 'RIGHT CARE', 'RIGHT TIME', 'RIGHT PLACE', and 'RIGHT PROVIDER'.

CALL TRIAGE

LIFE-THREATENING

DISPATCH

ASSESS

TRANSPORT

NON LIFE-THREATENING

SECONDARY TRIAGE

RIGHT CARE
RIGHT TIME
RIGHT PLACE
RIGHT PROVIDER

NEMS Re Defining the Patient Journey

2,908 views

31 0 SHARE SAVE ...

Niagara EMS
Published on 17 Sep 2018

Niagara EMS is transforming the delivery of mobile integrated health services to our communities that is reliable and efficient to meet your needs. Watch this video to see what you might experience when you call 911 for paramedic services in Niagara.

SHOW MORE

SUBSCRIBED 9

Niagara paramedics will no longer be racing to every call

Nurses to handle less urgent calls that had been responded to by EMS

NEWS Mar 21, 2019 by Allan Benner The St. Catharines Standard



Niagara Emergency Medical services ambulance. - Bob Tymczyszyn , The St. Catharines Standard file photo

Niagara's paramedics will no longer be racing to less urgent calls, and in some cases an ambulance might not be dispatched at all.

Niagara Emergency Medical Services Deputy Chief Richard Ferron outlined upcoming changes to ambulance dispatch service at Tuesday's public health and community services committee meeting, changes that will allow paramedics to provide enhanced services despite an ever-increasing call volume with limited funding from Niagara Region.

"We were in fact the largest increase in call volume in the province of Ontario in the time period of

Niagara EMS will 'soldier on,' despite uncertainty

Paramedic service pressing on with innovative programs and improving patient outcomes

LIVING May 29, 2019 by Allan Benner The St. Catharines Standard



Niagara Emergency Medical Services system status controller Leigh Van Der Mark, from left, advanced care paramedic Rob Zahra, acting superintendent of public relations and affairs Bryce Brunarski and primary care paramedic Ben Dorion. - Julie Jocsak , Torstar

Some 911 callers may soon find themselves discussing their health issues with a nurse rather than awaiting an ambulance.

Niagara Emergency Medical Services is poised to be the first paramedic service in Canada to use the **Emergency Communication Nurse System** and employing registered nurses with emergency department experience to help people with non-emergency calls, said EMS commander Dayman Perry.

Five nurses have been hired and are in training for the job. They are scheduled to start working this



Public Awareness Continued

- Today's update to PHSSC
- Proactive media releases
- Launch of new videos informing of the changes and implementation date

Post Go-Live



Monitor and collect data and evidence

Health economic analysis completed by McMaster U

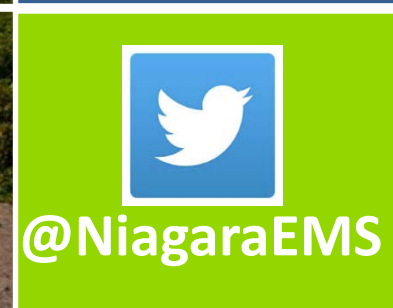


Develop sustainability plan



Thank
you

STARCARE 
Begins with me



Ticks and Lyme disease



Ticks and Lyme disease

- Ticks
- Lyme disease
- Surveillance
- Statistics

What is a tick?

- A tick is an arthropod
- They are related to spiders and mites
- They have eight legs and crawl
- They do not jump or fly
- They can range in size from a poppy seed to a small grape when they are fully fed or “engorged”
- Widely distributed around the world, especially in warm, humid climates



Ticks

- Can be found in forested areas
- They wait on long grass and in low shrubs
- When a human, bird or animal comes by they grab on and crawl up
- They always crawl upwards to find a place to feed
- Ticks feed for days (blood of mammals, birds, reptiles and amphibians)
- They look for a safe, hidden place where they won't be disturbed
- Commonly found in hair or hairline, behind ears, groin and armpits



Ticks in Niagara

There are two main types of ticks found in Niagara:

- **American dog tick**
- **Blacklegged tick or deer tick**

Others which have been identified:

- **Lone star tick**
- **Groundhog tick**
- **Squirrel tick**



American dog tick

- The most common tick found in Niagara
- Found in areas with long grass and trees
- Larger tick (about the size of an apple seed)
- Active in spring and summer
- **Does not** transmit the bacteria that causes Lyme disease



Blacklegged tick



Male



Female



Engorged - female

- Males – completely black back with reddish orange around the outside
- Females – reddish orange with black scutum (shield area above the mouth parts)

Blacklegged tick

- **Can** transmit the bacteria that causes Lyme disease
- High risk, high tick areas in the Niagara region are:
 - Mud Lake Conservation Area, Port Colborne
 - Point Abino, Fort Erie
 - Rotary Park, St. Catharines
 - Wainfleet Bog Conservation Area, Wainfleet
- **Ticks feed on birds, so they can be potentially dropped off anywhere**

Ontario Lyme Disease Map 2019 Estimated Risk Areas

Legend

- Estimated Risk Area
- Health Unit Boundary

While low, there is a possibility of encountering blacklegged ticks almost anywhere in the province.

While low, there is a possibility of encountering blacklegged ticks almost anywhere in the province, provided the habitat is suitable for blacklegged ticks (e.g., wooded or brushy areas).

Niagara Region Public Health & Emergency Services

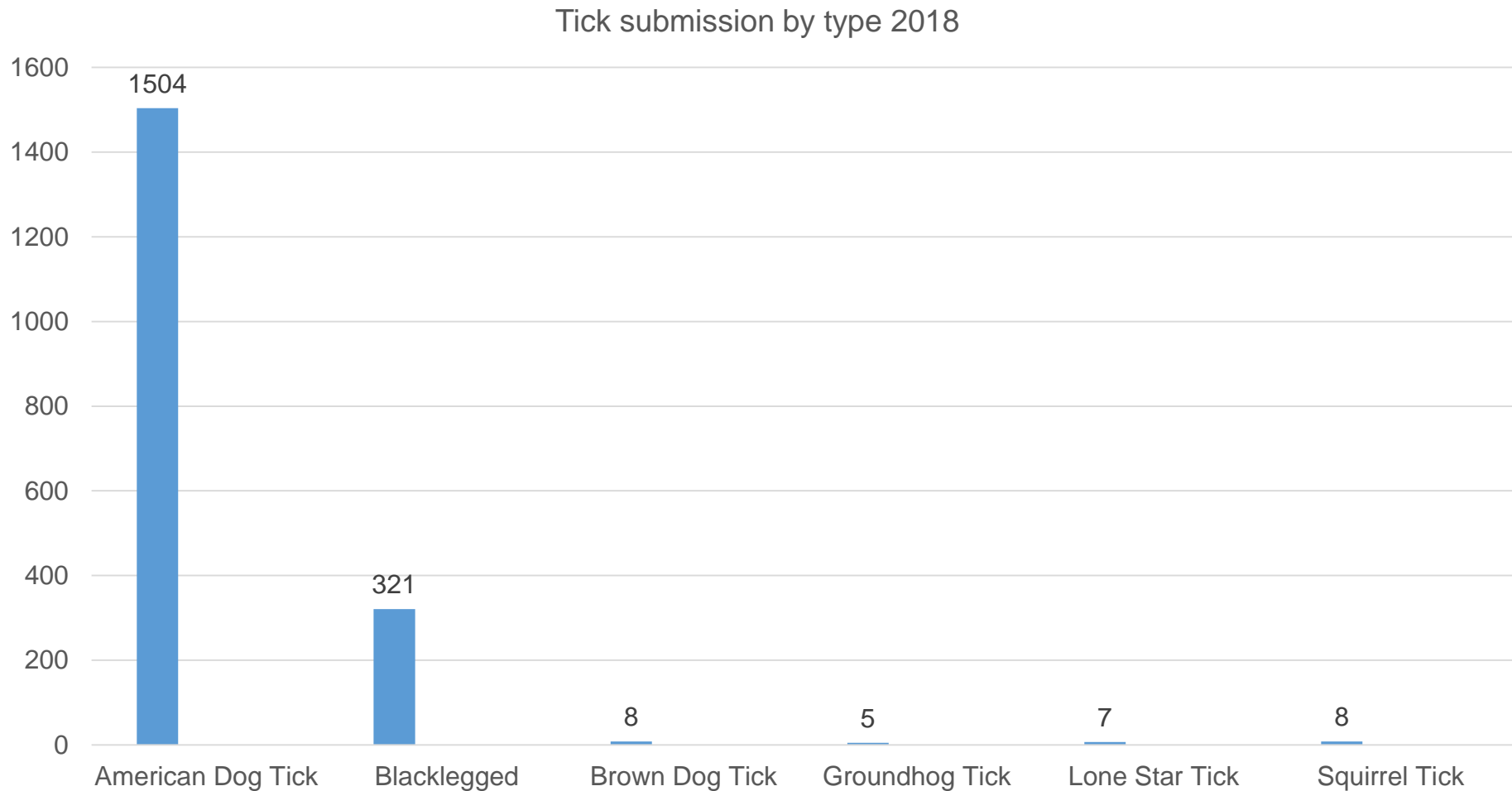
- We provide education to the public, healthcare professionals and anyone who is bitten by a blacklegged tick
- We monitor human cases of Lyme disease
- We conduct tick surveillance activities within the Niagara region
 - **Passive surveillance:** public health inspectors identify ticks brought in by the public
 - **Active surveillance:** actively looking for blacklegged ticks through tick dragging

Active surveillance – tick dragging

- Consists of dragging a flannel cloth over and around vegetation where ticks may be waiting for a passing host



Tick submissions by type - 2018



How do I prevent a tick bite?

- Be aware when in blacklegged tick habitats (wooded, brushy areas especially along trails and the fringe area between the woods and border)
- Keep grass mowed
- Remove leaf litter
- Wear light coloured clothing to help spot ticks
- Wear closed shoes
- Wear long sleeve shirts and pants (tuck shirt into pants and pants into socks)
- Apply DEET or ICARIDIN to exposed skin
- Daily self inspect for attached ticks
- Shower or bathe within two hours of being in forested or long grass areas



Lyme disease early symptoms

Symptoms that can occur 3-30 days after exposure are:

- Bulls-eye skin rash
 - Occurs in 70-80% of cases
- Muscle and joint pain
- Fever
- Headache
- Fatigue



Bull's eye rash



Image from CDC, Tickborne Diseases of the United States, Reference Manual for Health Care Providers
Second Edition, 2014

Lyme disease symptoms

Later complications

- Arthritis
- Facial paralysis
- Meningitis/encephalitis
- Heart infection
- Paralysis/loss of sensation

Public health nurse role: disease of Public Health significance

Education

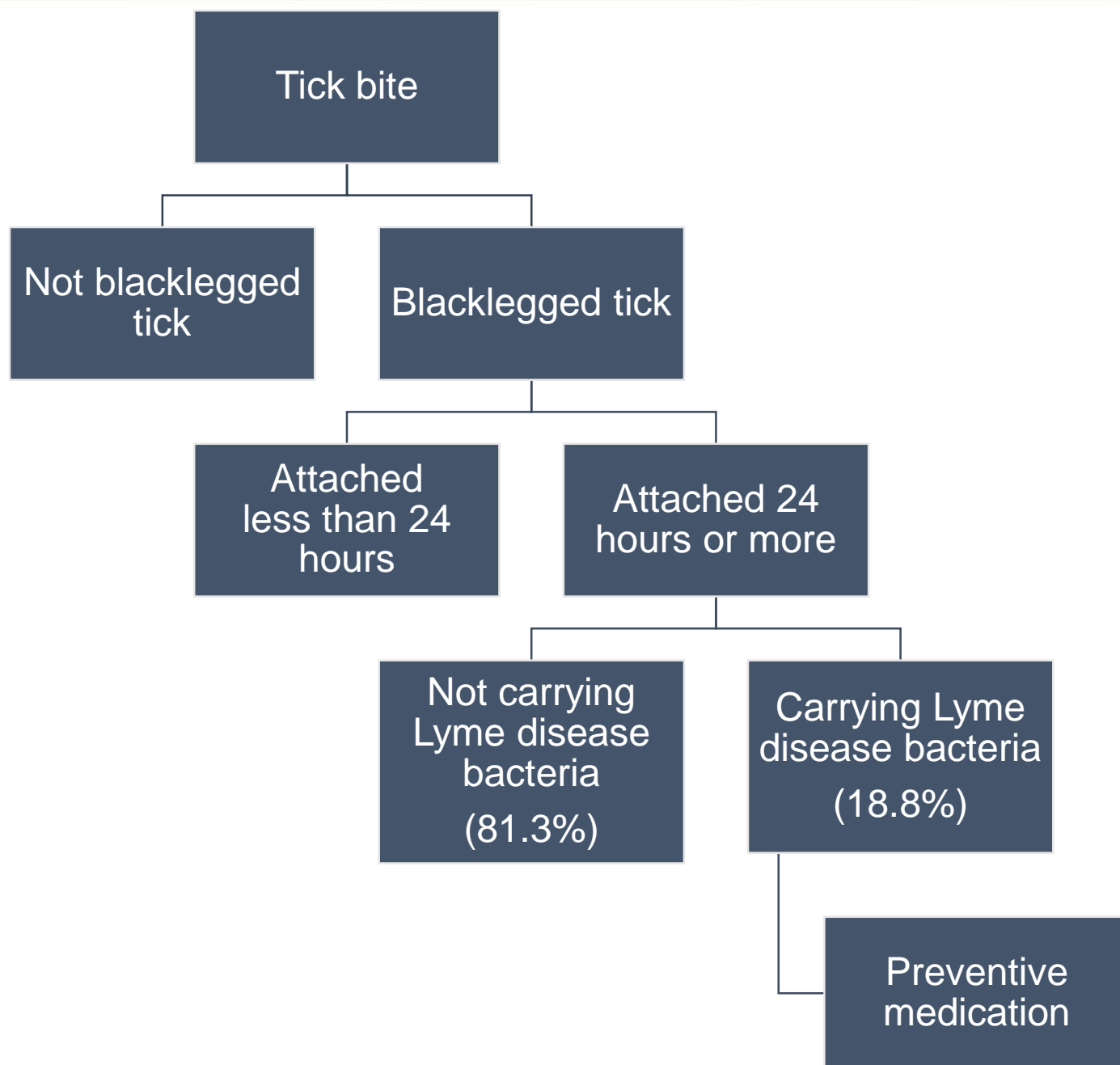
- Signs and symptoms
- Prevention strategies

Surveillance

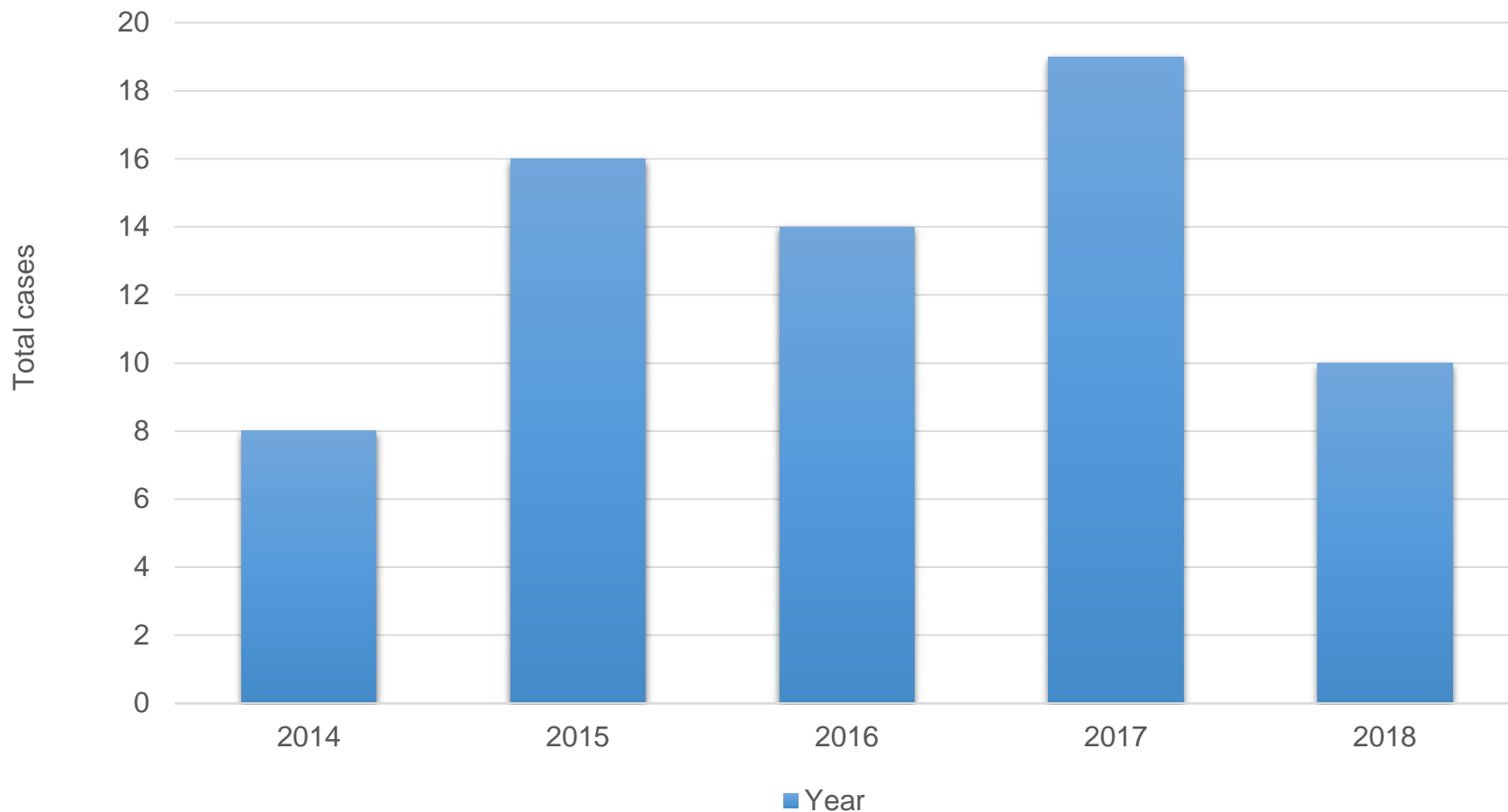
- DOPHS
- Identify exposure locations

Referral to primary care

- Prophylaxis
- Treatment



Lyme disease in Niagara



Questions?

<http://www.niagararegion.ca/health>



Subject: Approval of the 2018 Long-Term Care Home Annual Reports

Report to: Public Health and Social Services Committee

Report date: Tuesday, August 6, 2019

Recommendations

1. That the 2018 Audited Long-Term Care Home Annual Reports – Ministry of Health and Long-Term Care (the Ministry) for the calendar year ended December 31, 2018 (attached in appendices 1 through 8), **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented;
3. That this report **BE FORWARDED** to the Region's Audit Committee for information

Key Facts

- The purpose of this report is to obtain approval of the audited annual reports of the Long-Term Care Homes in accordance with Provincial requirements.
- The submission deadline for the Long-Term Care Home Annual Reports are September 30, 2019.
- 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 committees with oversight of the program and then referred to Audit Committee for information.

Financial Considerations

The annual reports have been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the Ministry.

Draft copies of the annual reports for the year ended December 31, 2018 are attached as Appendix 1 to 8.

The annual reports are prepared specifically for the purposes of meeting the requirements outline in the agreements with the Ministry.

The annual reports are a provincial requirement as noted in the audit report. The annual audit reports are prepared “to assist the Region in complying with the Guidelines. As a result, the schedules may not be suitable for another purpose”. The report is intended solely for the Regional Municipality of Niagara and the Ministry of

Health and Long Term Care and the LHIN respectively and should not be distributed to or used by parties other than those specified.

Analysis

The audits of these annual reports were completed by the Region's external auditors, Deloitte. The auditors have indicated that in their opinion the annual reports are in accordance with the Guidelines set out by the Ministry.

The Long-Term Care Home Annual Reports enable the Ministry to be able to calculate the allowable subsidy for the funding period. The Ministry will review the audited reports and calculate the allowable subsidy to determine if any funding related to the year ended December 31, 2018 is receivable or payable. A repayable amount is not a result of unspent ministry per diems but rather it occurs when the actual resident accommodation fees collected are in excess of the resident fees estimated by the Ministry when funding is advanced.

As of December 31, 2018, an estimated repayable amount of approximately \$381,000 (approximately 0.4% of the total Long Term Care budget) was reflected in the Region's 2018 Consolidated financial statements. This repayable figure is subject to Ministry review and approval, therefore the actual amount to be repaid to the Ministry in the future may be different than the above stated estimate. Any difference between the estimate and the allowable subsidy calculated by the Ministry will be adjusted in the year that the Ministry determines the final settlement.

Alternatives Reviewed

The audited schedules are a Ministry requirement and therefore no alternatives available.

Relationship to Council Strategic Priorities

Not applicable (pending the development of Council Strategic Priorities).

Other Pertinent Reports

None.

Prepared by:

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

Recommended by:

Adrienne Jugley
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Jordan Gamble, Program Financial Specialist.

Appendices

Appendix 1	2018 Long-Term Care Home Annual Report – Deer Park Villa
Appendix 2	2018 Long-Term Care Home Annual Report – Douglas H. Rapelje
Appendix 3	2018 Long-Term Care Home Annual Report – Gilmore Lodge
Appendix 4	2018 Long-Term Care Home Annual Report – Linhaven
Appendix 5	2018 Long-Term Care Home Annual Report – The Meadows of Dorchester
Appendix 6	2018 Long-Term Care Home Annual Report – Northland Pointe
Appendix 7	2018 Long-Term Care Home Annual Report – Upper Canada Lodge
Appendix 8	2018 Long-Term Care Home Annual Report – The Woodlands of Sunset

Independent Auditor's Report

To the Minister of Health and Long-Term Care

Opinion

We have audited Sections A through F, Section I, and Section O of the accompanying 2018 Long-Term Care Home Annual Report of the Regional Municipality of Niagara – Deer Park Villa (the "Region") and notes to the Annual Report including a summary of significant accounting policies (collectively referred to as the "Report").

In our opinion, the Report for the Regional Municipality of Niagara – Deer Park Villa for the year ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines dated December 29, 2018 issued by the Ministry of Health and Long-Term Care and financial reporting provisions of the Hamilton Niagara Haldimand Brant Local Health Integration Network (the "LHIN") Service Accountability Agreement dated April 1, 2016 (collectively referred to as 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 Report* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Report 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 report, which describes the basis of accounting. The report is 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 Report

Management is responsible for the preparation of the report in accordance with the Guidelines and for such internal control as management determines is necessary to enable the preparation of the report 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 Report

Our objectives are to obtain reasonable assurance about whether the Report 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 Report.

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 report, 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]

DRAFT

The Regional Municipality of Niagara

Deer Park Villa

Notes to the annual report

December 31, 2018

1. Basis of accounting

The report has been prepared in accordance with the financial reporting provisions set out in the following:

- Ministry of Health and Long-Term Care 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines, dated December 29, 2018; and
- LHIN Service Accountability Agreement dated April 1, 2016.

2. Revenue recognition

Resident revenue and funding from the Ministry of Health and Long-Term Care are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which the transactions or events occurred that gave rise to the revenues.

3. Expenditures

Eligible expenditures are recorded in the period incurred, in accordance with the guidelines described in Note 1 above.

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Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # HN3448	Operator Name Deer Park Villa - The Regional Municipality of Niagara
LHIN Name Hamilton Niagara Haldimand Brant Local Health Integration Network	

Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt

Current Revenue Period		Resident Days				Resident Revenue	
		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)	Basic Fees (2)	Preferred Fees (3)
A001	Long-Stay - Private	1,407	1,526	3,117	6,050	364,568	146,558
A002	Long-Stay - Semi - Private	720	728	1,596	3,044	183,664	32,476
A003	Long-Stay - Basic	1,350	1,283	2,421	5,054	248,828	
A004	Long-Stay two-bed room (Shared by spouses)				0		
A005	Short-Stay - Respite Care				0		
A006	Total Level of Care Long-Stay and Short Stay-Respite Care Beds. (Sum of lines A001 through A005)	3,477	3,537	7,134	14,148	797,060	179,034
A007	Interim Short-Stay - Private				0		
A008	Interim Short Stay - Semi-Private				0		
A009	Interim Short Stay - Basic	90	91	182	363	19,720	
A010	Interim Short-Stay - two-bed room (Shared by spouses)				0		
A011	Total Level of Care Interim Short-Stay beds (Sum of lines A007 through A010)	90	91	182	363	19,720	0
A012	Convalescent Care Beds				0		

A015	The uncharged portion of resident accommodation fees arising from the variance between the maximum basic accommodation fee to be charged to residents without an approved rate reduction and the basic accommodation fee charged if the basic accommodation fee charged is less than the maximum basic accommodation fee and, the variance between the Director approved reduced basic accommodation fee and the basic accommodation fee charged if the basic accommodation fee charged is less than the Director approved reduced basic accommodation fee .	
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		Resident-Days			
Actual Occupancy of Awarded Beds and Replacement "D" beds, and Replacement "B", "C" and Upgraded "D" beds during the Fill rate period in 2018 and the Pre-Move Occupancy Days for Classified "D" Replacement beds. (to be completed by Licensees operating such beds)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A020a	Actual Resident-days in lines A001 through A005 that was attributed to the Fill-Rate period for awarded beds and replacement "D" beds, replacement "B", "C" and Upgraded "D" beds, the Pre-Move Occupancy Days for Classified "D" Replacement beds, and the 90 day fill-rate period for specialized unit beds.				0
A020b	Actual Short-stay Respite-days in line A005 that was attributed to awarded beds and replacement "D", replacement "B", "C" and Upgraded "D" beds during the Fill rate Period and the Pre-Move Occupancy Days for Classified "D" Replacement beds				0

		Resident-Days			
Orientation/Fill-rate Period - Interim Short-Stay beds and Convalescent Care beds		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A021a	Actual Interim Short-Stay bed resident-days in lines A007-A010 during the Fill Period				0
A021b	Actual Convalescent Care bed resident-days in line A012 during the 90-day Orientation Period				0

		Resident-Days			
Actual occupancy of beds approved for Occupancy Reduction Protection (ORP)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A022a	Actual Resident-days in lines A001-A004 during ORP Period				0
A022b	Actual Resident-days in line A007-A010 during ORP Period				0
A022c	Actual Resident-days in line A012 during ORP Period				0

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # HN3448	Operator Name Deer Park Villa - The Regional Municipality of Niagara
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Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt, continued

	Prior Period Revenue	Revenue	For Ministry Use Only
A030	Basic Revenue: July 1, 1994 to December 31, 2017	0	

	Resident Bad Debt on 2018 Basic Accommodation Fees		For Ministry Use Only
A040	Basic Accommodation Fees - Bad Debt		
A041	Collection Costs		
A042	Total Bad Debt Costs (A040 + A041)	\$0	

Section B - Actual Other Recoverable Revenue

	Description	Revenue (1)	For Ministry Use Only Recoverable Revenue (2)
B001	Interest Earned		
B002	Other LTC Home funding provided by Government		
B003	Other: Provide		
B004	Total - Actual Other Recoverable Revenue (Sum of lines B001 through B003)	\$0	

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from 2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MORLTC Facility # HN3448 Operator Name: Deer Park Villa - The Regional Municipality of Niagara

Section C - Actual Expenditures - Nursing and Personal Care

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Nursing and Personal Care (NPC)								
C001 Salaries	1,676,971		1,676,971				0	
C002 Employee Benefits	368,168		368,168				0	
C003 Purchased Services	18,723		18,723				0	
C004 Medical and Nursing Supplies	46,144		46,144				0	
C005 Equipment	9,263		9,263				0	
C006 Physician On-Call Coverage	4,271		4,271				0	
C007 Other: Provide Education and training	4,851		4,851				0	
C008 Expenditure Recoveries (enter as negative)	(3,135)		(3,135)				-	
C009 Total Nursing and Personal Care (Sum of lines C001 through C008)	\$2,125,257	\$0	\$2,125,257		\$0	\$0	\$0	

Note: Claim-based not to be included.

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (1)		
C010 Report the total eligible expenses funded from the RPN initiative for the January 1, 2018 to March 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010 will be used to determine any unused funding from the RPN initiative.	19,553	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (2)		
C010b For licensees operating 64 or fewer beds, report the total eligible expenses for the April 1, 2018 to December 31, 2018 period, in relation to the \$69,471 per year RPN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010b will be used to determine any unused funding from the RPN initiative.	52,103	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
RAI MDS Co-ordinator Sustainability Funding		
C011 Report the total eligible expenses funded from the RAI MDS Co-ordinator Sustainability Funding. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C011 will be used to determine any unused funding from the RAI MDS Co-ordinator Sustainability Funding. Expense related to the One-Time and/or Implementation Funding must NOT be reported in Section C of the Report.	34,692	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) and Registered Practical Nurse (RPN) - BSO initiative		
C012 Report the total eligible expenses funded from the RN & RPN - BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C012 will be used to determine any unused funding from the RN & RPN - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Personal Support Worker (PSW) - BSO initiative		
C013 Report the total eligible expenses funded from the PSW- BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C013 will be used to determine any unused funding from the PSW - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: RN/RPN and PSW		
C014 Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for RN/RPN and/or PSW FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C014 will be added to the expenses reported on line D010 to determine any unused funding		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Enhanced Transition Support Funding		
C015 Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines C001 through C009, as applicable.		

	LTC beds only (exclude interim beds and Convalescent Care Beds) (1)
Designated Specialized Units - Additional Funding	
C016 Report the total eligible expenses from the NPC envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines C001 through C009, as applicable.	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) Initiative		
C017 Report the total eligible expenses funded from the RN initiative for the July 1, 2018 to December 31, 2018 period in relation to the \$106,000 per year RN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C017 will be used to determine any unused funding from the RN initiative.	53,000	

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # HN3448	Operator Name : Deer Park Villa - The Regional Municipality of Niagara
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Section D - Actual Expenditures - Program and Support Services

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms- Length Transactions (2)	Sub-total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms- Length Transactions (5)	Convalescent Care Non-Arms- Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Program and Support Services (PSS)								
D001 Salaries	118,803		118,803				0	
D002 Employee Benefits	27,042		27,042				0	
D003 Purchased Services	49,793		49,793				0	
D004 Supplies	15,599		15,599				0	
D005 Equipment	514		514				0	
D006 Other Education and training	2,009		2,009				0	
D007 Expenditure Recoveries (enter as negative)			0				0	
D008 Total Program and Support Services (Sum of lines D001 through D007)	\$213,760	\$0	\$213,760		\$0	\$0	\$0	

	Additional Healthcare Personnel - BSO initiative	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D009	Report the total eligible expenses funded from the Additional Healthcare Personnel - BSO initiative. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D009 will be used to determine any unused funding from the Additional Healthcare Personnel - BSO initiative.		

	Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: Additional Healthcare Personnel	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D010	Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for Additional Healthcare Personnel FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D010 will be added to the expenses reported on line C014 to determine any unused funding Orientation activity.		

	Publicly Funded Physiotherapy Services (Physiotherapy Funding at \$812 per bed per year January 1 through March 31, 2018 and \$828 per bed per year effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D011	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Funding) for one-on-one physiotherapy services. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D011 will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.	32,961	

	Publicly Funded Physiotherapy Services for Convalescent Care Beds only (Physiotherapy Subsidy at \$11.12 per diem January 1 through March 31, 2018 and \$11.34 per diem effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D012a	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for one-on-one physiotherapy services provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		
D012b	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for rehabilitation and other therapies provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D013	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines D001 through D008, as applicable.		

	Designated Specialized Units - Additional Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	
D014	Report the total eligible expenses from the PSS envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines D001 through D008, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01

to

2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility # HN3448	Operator Name : Deer Park Villa - The Regional Municipality of Niagara
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Section E - Actual Expenditures - Raw Food

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only "Allowable Expenditure (4)"	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only "Allowable Expenditure (8)"
Raw Food								
E001 Raw Food	223,620		223,620				0	
E002 Expenditure Recoveries (enter as negative)	-67,866		-67,866				0	
E003								
Total Raw Food (Sum of lines E001 through E002)	\$155,753	\$0	\$155,753		\$0	\$0	\$0	

Section F - Actual Expenditures - Other Accommodation

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
F001 Housekeeping Services (HS)	241,870		241,870				0	
F002 Building and Property - Operations and Maintenance (B&P-OM)	143,243		143,243				0	
F003 Dietary Services (DS)	316,455		316,455				0	
F004 Laundry and Linen Services (L & LS)	33,894		33,894				0	
F005 General and Administrative (G&A)	318,255	326,463	644,718				0	
F006 Facility Costs (FC)	452,614	4,122	456,736				0	
F007								
Total Other Accommodation Expenditures (Line F001 through Line F006)	\$1,506,330	\$330,585	\$1,836,915		\$0	\$0	\$0	
F008 Total Inadmissible Expenditures, Other Accommodation (includes expenditures reported in line F005 and F006, as applicable, for honorariums, donations, mortgage interest, interest on operating line of credit, other interest, amortization and depreciation.	399,108		399,108				0	
F009 Total Other Accommodation Expenditures after Inadmissible Expenditures (Line F007- Line F008)	\$1,107,223	\$330,585	\$1,437,808		\$0	\$0	\$0	

	Municipal Property Tax	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F010	Report the total eligible municipal property tax. The expense must also be reported on line F006 and will be used to determine the eligible Municipal Tax Allowance.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F011	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines F001 through F006, as applicable.		

Ontario**2018 Long-Term Care Home Annual Report**Ministry of Health and Long-Term Care For the period from
Ministère de la Santé et des Soins de longue durée

2018-01-01 to 2018-12-31

MOHLTC Facility # HN3448	Operator Name : Deer Park Villa - The Regional Municipality of Niagara
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Section I: Part A.**Line Ia01- The Nurse Practitioner in Long-Term Care Home Program**

In accordance with the Long-Term Care (LTC) Nurse Practitioner (NP) Program Funding Policy, report on line 1a01 Salary, Benefits, and Overhead costs from the Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
Ia01				\$0

Line Ia01b- Attending Nurse Practitioner in Long-Term Care Home Initiative

In accordance with the Attending Nurse Practitioners in Long-Term Care Homes Initiative Funding Policy, report on line 1a01b Salary, Benefits, and Overhead costs from the Attending Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
Ia01b				\$0

Line Ib01- Falls Prevention Equipment Funding Program

In accordance with the Falls Prevention Equipment Funding Policy, report on line 1b01 expenditures on falls prevention equipment for the period from April 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report. The April 1, 2018 to December 31, 2018 expenditure will be added to the January 1, 2019 to March 31, 2019 expenditure reported in the 2019 Long-Term Care Home Annual Report. Total expenditure will be matched against eligible funding in the 2019 Overall Reconciliation for the April 1, 2018 to March 31, 2019 period and unused funding recovered.

Total expenses for 9 months, April 1, 2018 to December 31, 2018	
Ib01	2,995

Section I: Part B One-time Funding and Other Initiatives.

Use column D to report the expenses applicable to and funded from the funding initiatives below. The expenses reported in column D must not be included in Sections C thru F or Section I: Part A of the LTCH Annual Report.

The items reported in Section I: Part B are to be limited to the expenses that were incurred from January 1, 2018 thru December 31, 2018 only for funding that is received directly by the LTC Home based on the funding provided in the LTCH Payment Calculation Notice. The expenses reported in Section I, Part B are reconciled via alternate processes and shall be excluded from the calculation used to determine the Allowable Subsidy in the 2018 Overall Reconciliation.

Line (A)	Funding Initiative (B)	Description (C)	Expenses (D)
lb1	Nurse Led Outreach	Salaries and wages of nurses to ensure timely access to care by LTC Home residents and avoid emergency room and hospital admissions.	
lb2	High Intensity Needs Fund (HINF) Claims-Based	Claims eligible for reimbursement for supplementary staffing, exceptional wound care, preferred accommodation and transportation for dialysis.	6,088
lb3	Laboratory Services Claims	Claims eligible for reimbursement for phlebotomy services purchased by LTC Homes.	2,240
lb4	RAI-MDS one- time funding	Claims eligible for reimbursement for the purchase of computer hardware and software, including RAI-MDS software, to meet CIHI reporting requirements.	
lb5	Peritoneal Dialysis	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb6	LTCH Centre of Learning, Research and Innovation Program funding	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb7	LHIN funding from outside the Ministry's BSO investment to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO.	Claims eligible for reimbursement from funding provided by the LHIN to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO with funding from outside the Ministry's BSO investment.	
	One-time and project funding	Use lines lb8 through lb11, column D to report expenses eligible for reimbursement incurred by the home from January 1, 2018 to December 31, 2018 for any one-time and project funding, based on the funding provided in the LTCH Payment Calculation Notice. Report each funding item separately and provide a description, e.g. Water Quality Testing, one-time start-up costs for designated specialized unit beds.	
lb8	Description:		
lb9	Description:		
lb10	Description:		
lb11	Description:		
Total Expenses from Section I, Part B (sum of lines lb1 to lb11)			8,328

MOHLTC Facility #

HN3448

Licensee Name :

Deer Park Villa - The Regional Municipality of Niagara

☐ Check if no accrual amounts as of December 31, 2018

Section O - Accrual Report

NURSING AND PERSONAL CARE				
Please complete lines O001 through O003, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O001	Salaries	75,636	75,636	81,090
O002	Employee Benefits	17,311	17,311	17,202
O003	Other (specify): CUPE 1263 & ONA 9 Accrual	25,155	25,155	8,773
O004	TOTAL NURSING AND PERSONAL CARE (sum of lines O001 through O003)	\$118,102	\$118,102	\$107,065

Program and Support Services				
Please complete lines O101 through O103, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O101	Salaries	5,538	5,538	3,795
O102	Employee Benefits	1,220	1,220	950
O103	Other (specify): CUPE 1263	2,168	2,168	0
O104	TOTAL PROGRAM AND SUPPORT SERVICES (sum of lines O101 through O103)	\$8,927	\$8,927	\$4,745

Other Accommodation - To Be Completed by Red-Circled Homes				
Please complete lines O201 through O203, as applicable. Include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O201	Salaries			0
O202	Employee Benefits			0
O203	Other (specify):			0
O204	TOTAL OTHER ACCOMMODATION (sum of lines O201 through O203)	\$0	\$0	\$0

Independent Auditor's Report

To the Minister of Health and Long-Term Care

Opinion

We have audited Sections A through F, Section I, and Section O of the accompanying 2018 Long-Term Care Home Annual Report of the Regional Municipality of Niagara – Douglas H. Rapelje (the "Region") and notes to the Annual Report including a summary of significant accounting policies (collectively referred to as the "Report").

In our opinion, the Report for the Regional Municipality of Niagara – Douglas H. Rapelje for the year ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines dated December 29, 2018 issued by the Ministry of Health and Long-Term Care and financial reporting provisions of the Hamilton Niagara Haldimand Brant Local Health Integration Network (the "LHIN") Service Accountability Agreement dated April 1, 2016 (collectively referred to as 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 Report* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Report 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 report, which describes the basis of accounting. The report is 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 Report

Management is responsible for the preparation of the report in accordance with the Guidelines and for such internal control as management determines is necessary to enable the preparation of the report 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 Report

Our objectives are to obtain reasonable assurance about whether the Report 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 Report.

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 report, 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]

DRAFT

The Regional Municipality of Niagara

Douglas H. Rapelje Lodge

Notes to the annual report

December 31, 2018

1. Basis of accounting

The report has been prepared in accordance with the financial reporting provisions set out in the following:

- Ministry of Health and Long-Term Care 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines, dated December 29, 2018; and
- LHIN Service Accountability Agreement dated April 1, 2016.

2. Revenue recognition

Resident revenue and funding from the Ministry of Health and Long-Term Care are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which the transactions or events occurred that gave rise to the revenues.

3. Expenditures

Eligible expenditures are recorded in the period incurred, in accordance with the guidelines described in Note 1 above.

DRAFT

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H13902	Operator Name Douglas H. Rapelje Lodge - The Regional Municipality of Niagara
LHIN Name Hamilton Niagara Haldimand Brant Local Health Integration Network	

Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt

Current Revenue Period		Resident Days				Resident Revenue	
		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)	Basic Fees (2)	Preferred Fees (3)
A001	Long-Stay - Private	4,351	4,453	8,855	17,659	1,065,072	425,964
A002	Long-Stay - Semi - Private	2,005	1,951	3,513	7,469	450,228	91,507
A003	Long-Stay - Basic	3,952	4,181	8,940	17,073	905,758	
A004	Long-Stay two-bed room (Shared by spouses)				0		
A005	Short-Stay - Respite Care	135	130	246	511	19,933	
A006	Total Level of Care Long-Stay and Short Stay-Respite Care Beds. (Sum of lines A001 through A005)	10,443	10,715	21,554	42,712	2,440,991	517,471
A007	Interim Short-Stay - Private				0		
A008	Interim Short Stay - Semi-Private				0		
A009	Interim Short Stay - Basic				0		
A010	Interim Short-Stay - two-bed room (Shared by spouses)				0		
A011	Total Level of Care Interim Short-Stay beds (Sum of lines A007 through A010)	0	0	0	0	0	0
A012	Convalescent Care Beds				0		

A015	The uncharged portion of resident accommodation fees arising from the variance between the maximum basic accommodation fee to be charged to residents without an approved rate reduction and the basic accommodation fee charged if the basic accommodation fee charged is less than the maximum basic accommodation fee and, the variance between the Director approved reduced basic accommodation fee and the basic accommodation fee charged if the basic accommodation fee charged is less than the Director approved reduced basic accommodation fee .	
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		Resident-Days			
Actual Occupancy of Awarded Beds and Replacement "D" beds, and Replacement "B", "C" and Upgraded "D" beds during the Fill rate period in 2018 and the Pre-Move Occupancy Days for Classified "D" Replacement beds. (to be completed by Licensees operating such beds)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A020a	Actual Resident-days in lines A001 through A005 that was attributed to the Fill-Rate period for awarded beds and replacement "D" beds, replacement "B", "C" and Upgraded "D" beds, the Pre-Move Occupancy Days for Classified "D" Replacement beds, and the 90 day fill-rate period for specialized unit beds.				0
A020b	Actual Short-stay Respite-days in line A005 that was attributed to awarded beds and replacement "D", replacement "B", "C" and Upgraded "D" beds during the Fill rate Period and the Pre-Move Occupancy Days for Classified "D" Replacement beds				0

		Resident-Days			
Orientation/Fill-rate Period - Interim Short-Stay beds and Convalescent Care beds		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A021a	Actual Interim Short-Stay bed resident-days in lines A007-A010 during the Fill Period				0
A021b	Actual Convalescent Care bed resident-days in line A012 during the 90-day Orientation Period				0

		Resident-Days			
Actual occupancy of beds approved for Occupancy Reduction Protection (ORP)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A022a	Actual Resident-days in lines A001-A004 during ORP Period				0
A022b	Actual Resident-days in line A007-A010 during ORP Period				0
A022c	Actual Resident-days in line A012 during ORP Period				0

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H13902	Operator Name Douglas H. Rapelje Lodge - The Regional Municipality of Niagara
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Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt, continued

	Prior Period Revenue	Revenue	For Ministry Use Only
A030	Basic Revenue: July 1, 1994 to December 31, 2017		

	Resident Bad Debt on 2018 Basic Accommodation Fees		For Ministry Use Only
A040	Basic Accommodation Fees - Bad Debt		
A041	Collection Costs		
A042	Total Bad Debt Costs (A040 + A041)	\$0	

Section B - Actual Other Recoverable Revenue

	Description	Revenue (1)	For Ministry Use Only Recoverable Revenue (2)
B001	Interest Earned		
B002	Other LTC Home funding provided by Government		
B003	Other: Provide		
B004	Total - Actual Other Recoverable Revenue (Sum of lines B001 through B003)	\$0	

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from 2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MORLTC Facility # H13902 Operator Name: Douglas H. Rapelle Lodge - The Regional Municipality of Niagara

Section C - Actual Expenditures - Nursing and Personal Care

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Nursing and Personal Care (NPC)								
C001 Salaries	4,467,321		4,467,321				0	
C002 Employee Benefits	1,096,332		1,096,332				0	
C003 Purchased Services	8,478		8,478				0	
C004 Medical and Nursing Supplies	137,546		137,546				0	
C005 Equipment	45,636		45,636				0	
C006 Physician On-Call Coverage	14,528		14,528				0	
C007 Other: Provide Education and training	7,095		7,095				0	
C008 Expenditure Recoveries (enter as negative)	(10,100)		(10,100)				-	
C009 Total Nursing and Personal Care (Sum of lines C001 through C008)	\$5,766,837	\$0	\$5,766,837		\$0	\$0	\$0	

Note: Claim-based not to be included.

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (1)		
C010 Report the total eligible expenses funded from the RPN initiative for the January 1, 2018 to March 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010 will be used to determine any unused funding from the RPN initiative.	31,284	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (2)		
C010b For licensees operating 64 or fewer beds, report the total eligible expenses for the April 1, 2018 to December 31, 2018 period, in relation to the \$69,471 per year RPN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010b will be used to determine any unused funding from the RPN initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
RAI MDS Co-ordinator Sustainability Funding		
C011 Report the total eligible expenses funded from the RAI MDS Co-ordinator Sustainability Funding. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C011 will be used to determine any unused funding from the RAI MDS Co-ordinator Sustainability Funding. Expense related to the One-Time and/or Implementation Funding must NOT be reported in Section C of the Report.	88,661	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) and Registered Practical Nurse (RPN) - BSO initiative		
C012 Report the total eligible expenses funded from the RN & RPN - BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C012 will be used to determine any unused funding from the RN & RPN - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Personal Support Worker (PSW) - BSO initiative		
C013 Report the total eligible expenses funded from the PSW- BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C013 will be used to determine any unused funding from the PSW - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: RN/RPN and PSW		
C014 Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for RN/RPN and/or PSW FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C014 will be added to the expenses reported on line D010 to determine any unused funding		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Enhanced Transition Support Funding		
C015 Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines C001 through C009, as applicable.		

	LTC beds only (exclude interim beds and Convalescent Care Beds) (1)
Designated Specialized Units - Additional Funding	
C016 Report the total eligible expenses from the NPC envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines C001 through C009, as applicable.	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) Initiative		
C017 Report the total eligible expenses funded from the RN initiative for the July 1, 2018 to December 31, 2018 period in relation to the \$106,000 per year RN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C017 will be used to determine any unused funding from the RN initiative.	53,035	

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H13902	Operator Name : Douglas H. Rapelje Lodge - The Regional Municipality of Niagara
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Section D - Actual Expenditures - Program and Support Services

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Program and Support Services (PSS)								
D001 Salaries	306,502		306,502				0	
D002 Employee Benefits	76,405		76,405				0	
D003 Purchased Services	156,416		156,416				0	
D004 Supplies	27,920		27,920				0	
D005 Equipment	1,313		1,313				0	
D006 Other Education and training	3,450		3,450				0	
D007 Expenditure Recoveries (enter as negative)			0				0	
D008 Total Program and Support Services (Sum of lines D001 through D007)	\$572,006	\$0	\$572,006		\$0	\$0	\$0	

	Additional Healthcare Personnel - BSO initiative	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D009	Report the total eligible expenses funded from the Additional Healthcare Personnel - BSO initiative. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D009 will be used to determine any unused funding from the Additional Healthcare Personnel - BSO initiative.		

	Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: Additional Healthcare Personnel	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D010	Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for Additional Healthcare Personnel FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D010 will be added to the expenses reported on line C014 to determine any unused funding Orientation activity.		

	Publicly Funded Physiotherapy Services (Physiotherapy Funding at \$812 per bed per year January 1 through March 31, 2018 and \$828 per bed per year effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D011	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Funding) for one-on-one physiotherapy services. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D011 will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.	99,880	

	Publicly Funded Physiotherapy Services for Convalescent Care Beds only (Physiotherapy Subsidy at \$11.12 per diem January 1 through March 31, 2018 and \$11.34 per diem effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D012a	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for one-on-one physiotherapy services provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		
D012b	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for rehabilitation and other therapies provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D013	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines D001 through D008, as applicable.		

	Designated Specialized Units - Additional Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	
D014	Report the total eligible expenses from the PSS envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines D001 through D008, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01

to

2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility # H13902	Operator Name : Douglas H. Rapelje Lodge - The Regional Municipality of Niagara
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Section E - Actual Expenditures - Raw Food

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only "Allowable Expenditure (4)"	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only "Allowable Expenditure (8)"
Raw Food								
E001 Raw Food	445,300		445,300				0	
E002 Expenditure Recoveries (enter as negative)	-12,638		-12,638				0	
E003								
Total Raw Food (Sum of lines E001 through E002)	\$432,662	\$0	\$432,662		\$0	\$0	\$0	

Section F - Actual Expenditures - Other Accommodation

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
F001 Housekeeping Services (HS)	568,083		568,083				0	
F002 Building and Property - Operations and Maintenance (B&P-OM)	252,651		252,651				0	
F003 Dietary Services (DS)	837,331		837,331				0	
F004 Laundry and Linen Services (L & LS)	175,184		175,184				0	
F005 General and Administrative (G&A)	673,201	629,617	1,302,818				0	
F006 Facility Costs (FC)	741,509	7,567	749,076				0	
F007								
Total Other Accommodation Expenditures (Line F001 through Line F006)	\$3,247,959	\$637,184	\$3,885,144		\$0	\$0	\$0	
F008 Total Inadmissible Expenditures, Other Accommodation (includes expenditures reported in line F005 and F006, as applicable, for honorariums, donations, mortgage interest, interest on operating line of credit, other interest, amortization and depreciation.	479,445		479,445				0	
F009 Total Other Accommodation Expenditures after Inadmissible Expenditures (Line F007- Line F008)	\$2,768,515	\$637,184	\$3,405,699		\$0	\$0	\$0	

	Municipal Property Tax	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F010	Report the total eligible municipal property tax. The expense must also be reported on line F006 and will be used to determine the eligible Municipal Tax Allowance.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F011	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines F001 through F006, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01

to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility #
H13902

Operator Name :
Douglas H. Rapelje Lodge - The Regional Municipality of Niagara

Section I: Part A.

Line Ia01- The Nurse Practitioner in Long-Term Care Home Program

In accordance with the Long-Term Care (LTC) Nurse Practitioner (NP) Program Funding Policy, report on line 1a01 Salary, Benefits, and Overhead costs from the Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
Ia01				\$0

Line Ia01b- Attending Nurse Practitioner in Long-Term Care Home Initiative

In accordance with the Attending Nurse Practitioners in Long-Term Care Homes Initiative Funding Policy, report on line 1a01b Salary, Benefits, and Overhead costs from the Attending Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
Ia01b				\$0

Line Ib01- Falls Prevention Equipment Funding Program

In accordance with the Falls Prevention Equipment Funding Policy, report on line 1b01 expenditures on falls prevention equipment for the period from April 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report. The April 1, 2018 to December 31, 2018 expenditure will be added to the January 1, 2019 to March 31, 2019 expenditure reported in the 2019 Long-Term Care Home Annual Report. Total expenditure will be matched against eligible funding in the 2019 Overall Reconciliation for the April 1, 2018 to March 31, 2019 period and unused funding recovered.

Total expenses for 9 months, April 1, 2018 to December 31, 2018	
Ib01	12,264

Section I: Part B One-time Funding and Other Initiatives.

Use column D to report the expenses applicable to and funded from the funding initiatives below. The expenses reported in column D must not be included in Sections C thru F or Section I: Part A of the LTCH Annual Report.

The items reported in Section I: Part B are to be limited to the expenses that were incurred from January 1, 2018 thru December 31, 2018 only for funding that is received directly by the LTC Home based on the funding provided in the LTCH Payment Calculation Notice. The expenses reported in Section I, Part B are reconciled via alternate processes and shall be excluded from the calculation used to determine the Allowable Subsidy in the 2018 Overall Reconciliation.

Line (A)	Funding Initiative (B)	Description (C)	Expenses (D)
lb1	Nurse Led Outreach	Salaries and wages of nurses to ensure timely access to care by LTC Home residents and avoid emergency room and hospital admissions.	
lb2	High Intensity Needs Fund (HINF) Claims-Based	Claims eligible for reimbursement for supplementary staffing, exceptional wound care, preferred accommodation and transportation for dialysis.	239,903
lb3	Laboratory Services Claims	Claims eligible for reimbursement for phlebotomy services purchased by LTC Homes.	5,625
lb4	RAI-MDS one- time funding	Claims eligible for reimbursement for the purchase of computer hardware and software, including RAI-MDS software, to meet CIHI reporting requirements.	
lb5	Peritoneal Dialysis	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb6	LTCH Centre of Learning, Research and Innovation Program funding	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb7	LHIN funding from outside the Ministry's BSO investment to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO.	Claims eligible for reimbursement from funding provided by the LHIN to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO with funding from outside the Ministry's BSO investment.	
	One-time and project funding	Use lines lb8 through lb11, column D to report expenses eligible for reimbursement incurred by the home from January 1, 2018 to December 31, 2018 for any one-time and project funding, based on the funding provided in the LTCH Payment Calculation Notice. Report each funding item separately and provide a description, e.g. Water Quality Testing, one-time start-up costs for designated specialized unit beds.	
lb8	Description:		
lb9	Description:		
lb10	Description:		
lb11	Description:		
Total Expenses from Section I, Part B (sum of lines lb1 to lb11)			245,528

MOHLTC Facility #
H13902Licensee Name :
Douglas H. Rapelje Lodge - The Regional Municipality of Niagara☐ Check if no accrual amounts as of December 31, 2018

Section O - Accrual Report

NURSING AND PERSONAL CARE				
Please complete lines O001 through O003, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O001	Salaries	210,495	210,495	241,872
O002	Employee Benefits	48,687	48,687	53,382
O003	Other (specify): CUPE 1263 & ONA 9	86,795	86,795	11,743
O004	TOTAL NURSING AND PERSONAL CARE (sum of lines O001 through O003)	\$345,976	\$345,976	\$306,997

Program and Support Services				
Please complete lines O101 through O103, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O101	Salaries	11,745	11,745	12,775
O102	Employee Benefits	3,023	3,023	3,384
O103	Other (specify): CUPE 1263	4,738	4,738	0
O104	TOTAL PROGRAM AND SUPPORT SERVICES (sum of lines O101 through O103)	\$19,506	\$19,506	\$16,159

Other Accommodation - To Be Completed by Red-Circled Homes				
Please complete lines O201 through O203, as applicable. Include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O201	Salaries			0
O202	Employee Benefits			0
O203	Other (specify):			0
O204	TOTAL OTHER ACCOMMODATION (sum of lines O201 through O203)	\$0	\$0	\$0

Independent Auditor's Report

To the Minister of Health and Long-Term Care

Opinion

We have audited Sections A through F, Section I, and Section O of the accompanying 2018 Long-Term Care Home Annual Report of the Regional Municipality of Niagara – Gilmore Lodge (the "Region") and notes to the Annual Report including a summary of significant accounting policies (collectively referred to as the "Report").

In our opinion, the Report for the Regional Municipality of Niagara – Gilmore Lodge for the year ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines dated December 29, 2018 issued by the Ministry of Health and Long-Term Care and financial reporting provisions of the Hamilton Niagara Haldimand Brant Local Health Integration Network (the "LHIN") Service Accountability Agreement dated April 1, 2016 (collectively referred to as 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 Report* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Report 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 report, which describes the basis of accounting. The report is 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 Report

Management is responsible for the preparation of the report in accordance with the Guidelines and for such internal control as management determines is necessary to enable the preparation of the report 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 Report

Our objectives are to obtain reasonable assurance about whether the Report 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 Report.

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 report, 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]

DRAFT

The Regional Municipality of Niagara

Gilmore Lodge

Notes to the annual report

December 31, 2018

1. Basis of accounting

The report has been prepared in accordance with the financial reporting provisions set out in the following:

- Ministry of Health and Long-Term Care 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines, dated December 29, 2018; and
- LHIN Service Accountability Agreement dated April 1, 2016.

2. Revenue recognition

Resident revenue and funding from the Ministry of Health and Long-Term Care are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which the transactions or events occurred that gave rise to the revenues.

3. Expenditures

Eligible expenditures are recorded in the period incurred, in accordance with the guidelines described in Note 1 above.

DRAFT

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H13533	Operator Name Gilmore Lodge - The Regional Municipality of Niagara
LHIN Name Hamilton Niagara Haldimand Brant Local Health Integration Network	

Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt

Current Revenue Period		Resident Days				Resident Revenue	
		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)	Basic Fees (2)	Preferred Fees (3)
A001	Long-Stay - Private	3,611	3,699	7,861	15,171	915,066	281,717
A002	Long-Stay - Semi - Private	436	446	628	1,510	91,020	12,476
A003	Long-Stay - Basic	2,934	2,965	6,018	11,917	565,233	
A004	Long-Stay two-bed room (Shared by spouses)				0		
A005	Short-Stay - Respite Care				0		
A006	Total Level of Care Long-Stay and Short Stay-Respite Care Beds. (Sum of lines A001 through A005)	6,981	7,110	14,507	28,598	1,571,319	294,192
A007	Interim Short-Stay - Private				0		
A008	Interim Short Stay - Semi-Private				0		
A009	Interim Short Stay - Basic				0		
A010	Interim Short-Stay - two-bed room (Shared by spouses)				0		
A011	Total Level of Care Interim Short-Stay beds (Sum of lines A007 through A010)	0	0	0	0	0	0
A012	Convalescent Care Beds				0		

A015	The uncharged portion of resident accommodation fees arising from the variance between the maximum basic accommodation fee to be charged to residents without an approved rate reduction and the basic accommodation fee charged if the basic accommodation fee charged is less than the maximum basic accommodation fee and, the variance between the Director approved reduced basic accommodation fee and the basic accommodation fee charged if the basic accommodation fee charged is less than the Director approved reduced basic accommodation fee .	
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		Resident-Days			
Actual Occupancy of Awarded Beds and Replacement "D" beds, and Replacement "B", "C" and Upgraded "D" beds during the Fill rate period in 2018 and the Pre-Move Occupancy Days for Classified "D" Replacement beds. (to be completed by Licensees operating such beds)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A020a	Actual Resident-days in lines A001 through A005 that was attributed to the Fill-Rate period for awarded beds and replacement "D" beds, replacement "B", "C" and Upgraded "D" beds, the Pre-Move Occupancy Days for Classified "D" Replacement beds, and the 90 day fill-rate period for specialized unit beds.				0
A020b	Actual Short-stay Respite-days in line A005 that was attributed to awarded beds and replacement "D", replacement "B", "C" and Upgraded "D" beds during the Fill rate Period and the Pre-Move Occupancy Days for Classified "D" Replacement beds				0

		Resident-Days			
Orientation/Fill-rate Period - Interim Short-Stay beds and Convalescent Care beds		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A021a	Actual Interim Short-Stay bed resident-days in lines A007-A010 during the Fill Period				0
A021b	Actual Convalescent Care bed resident-days in line A012 during the 90-day Orientation Period				0

		Resident-Days			
Actual occupancy of beds approved for Occupancy Reduction Protection (ORP)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A022a	Actual Resident-days in lines A001-A004 during ORP Period				0
A022b	Actual Resident-days in line A007-A010 during ORP Period				0
A022c	Actual Resident-days in line A012 during ORP Period				0

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H13533	Operator Name Gilmore Lodge - The Regional Municipality of Niagara
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Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt, continued

	Prior Period Revenue	Revenue	For Ministry Use Only
A030	Basic Revenue: July 1, 1994 to December 31, 2017		

	Resident Bad Debt on 2018 Basic Accommodation Fees		For Ministry Use Only
A040	Basic Accommodation Fees - Bad Debt	3,126	
A041	Collection Costs		
A042	Total Bad Debt Costs (A040 + A041)	\$3,126	

Section B - Actual Other Recoverable Revenue

	Description	Revenue (1)	For Ministry Use Only Recoverable Revenue (2)
B001	Interest Earned		
B002	Other LTC Home funding provided by Government		
B003	Other: Provide		
B004	Total - Actual Other Recoverable Revenue (Sum of lines B001 through B003)	\$0	

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from 2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MORLTC Facility # H13533 Operator Name: Gilmore Lodge - The Regional Municipality of Niagara

Section C - Actual Expenditures - Nursing and Personal Care

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Nursing and Personal Care (NPC)								
C001 Salaries	2,989,162		2,989,162				0	
C002 Employee Benefits	754,130		754,130				0	
C003 Purchased Services	6,905		6,905				0	
C004 Medical and Nursing Supplies	92,055		92,055				0	
C005 Equipment	21,541		21,541				0	
C006 Physician On-Call Coverage	14,528		14,528				0	
C007 Other: Provide Education and training	8,550		8,550				0	
C008 Expenditure Recoveries (enter as negative)	(3,989)		(3,989)				-	
C009 Total Nursing and Personal Care (Sum of lines C001 through C008)	\$3,882,883	\$0	\$3,882,883		\$0	\$0	\$0	

Note: Claim-based not to be included.

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (1)		
C010 Report the total eligible expenses funded from the RPN initiative for the January 1, 2018 to March 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010 will be used to determine any unused funding from the RPN initiative.	19,553	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (2)		
C010b For licensees operating 64 or fewer beds, report the total eligible expenses for the April 1, 2018 to December 31, 2018 period, in relation to the \$69,471 per year RPN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010b will be used to determine any unused funding from the RPN initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
RAI MDS Co-ordinator Sustainability Funding		
C011 Report the total eligible expenses funded from the RAI MDS Co-ordinator Sustainability Funding. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C011 will be used to determine any unused funding from the RAI MDS Co-ordinator Sustainability Funding. Expense related to the One-Time and/or Implementation Funding must NOT be reported in Section C of the Report.	85,908	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) and Registered Practical Nurse (RPN) - BSO initiative		
C012 Report the total eligible expenses funded from the RN & RPN - BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C012 will be used to determine any unused funding from the RN & RPN - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Personal Support Worker (PSW) - BSO initiative		
C013 Report the total eligible expenses funded from the PSW- BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C013 will be used to determine any unused funding from the PSW - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: RN/RPN and PSW		
C014 Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for RN/RPN and/or PSW FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C014 will be added to the expenses reported on line D010 to determine any unused funding		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Enhanced Transition Support Funding		
C015 Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines C001 through C009, as applicable.		

	LTC beds only (exclude interim beds and Convalescent Care Beds) (1)
Designated Specialized Units - Additional Funding	
C016 Report the total eligible expenses from the NPC envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines C001 through C009, as applicable.	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) Initiative		
C017 Report the total eligible expenses funded from the RN initiative for the July 1, 2018 to December 31, 2018 period in relation to the \$106,000 per year RN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C017 will be used to determine any unused funding from the RN initiative.	53,035	

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H13533	Operator Name : Gilmore Lodge - The Regional Municipality of Niagara
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Section D - Actual Expenditures - Program and Support Services

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms- Length Transactions (2)	Sub-total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms- Length Transactions (5)	Convalescent Care Non-Arms- Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Program and Support Services (PSS)								
D001 Salaries	211,175		211,175				0	
D002 Employee Benefits	51,709		51,709				0	
D003 Purchased Services	97,202		97,202				0	
D004 Supplies	17,972		17,972				0	
D005 Equipment	737		737				0	
D006 Other Education and training	858		858				0	
D007 Expenditure Recoveries (enter as negative)			0				0	
D008 Total Program and Support Services (Sum of lines D001 through D007)	\$379,653	\$0	\$379,653		\$0	\$0	\$0	

	Additional Healthcare Personnel - BSO initiative	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D009	Report the total eligible expenses funded from the Additional Healthcare Personnel - BSO initiative. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D009 will be used to determine any unused funding from the Additional Healthcare Personnel - BSO initiative.		

	Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: Additional Healthcare Personnel	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D010	Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for Additional Healthcare Personnel FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D010 will be added to the expenses reported on line C014 to determine any unused funding Orientation activity.		

	Publicly Funded Physiotherapy Services (Physiotherapy Funding at \$812 per bed per year January 1 through March 31, 2018 and \$828 per bed per year effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D011	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Funding) for one-on-one physiotherapy services. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D011 will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.	65,919	

	Publicly Funded Physiotherapy Services for Convalescent Care Beds only (Physiotherapy Subsidy at \$11.12 per diem January 1 through March 31, 2018 and \$11.34 per diem effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D012a	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for one-on-one physiotherapy services provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		
D012b	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for rehabilitation and other therapies provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D013	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines D001 through D008, as applicable.		

	Designated Specialized Units - Additional Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	
D014	Report the total eligible expenses from the PSS envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines D001 through D008, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01

to

2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility #

H13533

Operator Name :

Gilmore Lodge - The Regional Municipality of Niagara

Section E - Actual Expenditures - Raw Food

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only "Allowable Expenditure (4)"	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only "Allowable Expenditure (8)"
Raw Food								
E001 Raw Food	336,096		336,096				0	
E002 Expenditure Recoveries (enter as negative)	-68,399		-68,399				0	
E003								
Total Raw Food (Sum of lines E001 through E002)	\$267,697	\$0	\$267,697		\$0	\$0	\$0	

Section F - Actual Expenditures - Other Accommodation

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
F001 Housekeeping Services (HS)	371,448		371,448				0	
F002 Building and Property - Operations and Maintenance (B&P-OM)	181,047		181,047				0	
F003 Dietary Services (DS)	614,214		614,214				0	
F004 Laundry and Linen Services (L & LS)	156,252		156,252				0	
F005 General and Administrative (G&A)	688,097	531,562	1,219,659				0	
F006 Facility Costs (FC)	385,761	6,633	392,394				0	
F007								
Total Other Accommodation Expenditures (Line F001 through Line F006)	\$2,396,819	\$538,195	\$2,935,014		\$0	\$0	\$0	
F008 Total Inadmissible Expenditures, Other Accommodation (includes expenditures reported in line F005 and F006, as applicable, for honorariums, donations, mortgage interest, interest on operating line of credit, other interest, amortization and depreciation.	217,676		217,676				0	
F009 Total Other Accommodation Expenditures after Inadmissible Expenditures (Line F007- Line F008)	\$2,179,143	\$538,195	\$2,717,338		\$0	\$0	\$0	

	Municipal Property Tax	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F010	Report the total eligible municipal property tax. The expense must also be reported on line F006 and will be used to determine the eligible Municipal Tax Allowance.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F011	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines F001 through F006, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from
Ministère de la Santé et des Soins de longue durée

2018-01-01 to 2018-12-31

MOHLTC Facility # H13533	Operator Name : Gilmore Lodge - The Regional Municipality of Niagara
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Section I: Part A.

Line 1a01- The Nurse Practitioner in Long-Term Care Home Program

In accordance with the Long-Term Care (LTC) Nurse Practitioner (NP) Program Funding Policy, report on line 1a01 Salary, Benefits, and Overhead costs from the Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
1a01				\$0

Line 1a01b- Attending Nurse Practitioner in Long-Term Care Home Initiative

In accordance with the Attending Nurse Practitioners in Long-Term Care Homes Initiative Funding Policy, report on line 1a01b Salary, Benefits, and Overhead costs from the Attending Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
1a01b				\$0

Line 1b01- Falls Prevention Equipment Funding Program

In accordance with the Falls Prevention Equipment Funding Policy, report on line 1b01 expenditures on falls prevention equipment for the period from April 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report. The April 1, 2018 to December 31, 2018 expenditure will be added to the January 1, 2019 to March 31, 2019 expenditure reported in the 2019 Long-Term Care Home Annual Report. Total expenditure will be matched against eligible funding in the 2019 Overall Reconciliation for the April 1, 2018 to March 31, 2019 period and unused funding recovered.

Total expenses for 9 months, April 1, 2018 to December 31, 2018	
1b01	5,347

Section I: Part B One-time Funding and Other Initiatives.

Use column D to report the expenses applicable to and funded from the funding initiatives below. The expenses reported in column D must not be included in Sections C thru F or Section I: Part A of the LTCH Annual Report.

The items reported in Section I: Part B are to be limited to the expenses that were incurred from January 1, 2018 thru December 31, 2018 only for funding that is received directly by the LTC Home based on the funding provided in the LTCH Payment Calculation Notice. The expenses reported in Section I, Part B are reconciled via alternate processes and shall be excluded from the calculation used to determine the Allowable Subsidy in the 2018 Overall Reconciliation.

Line (A)	Funding Initiative (B)	Description (C)	Expenses (D)
lb1	Nurse Led Outreach	Salaries and wages of nurses to ensure timely access to care by LTC Home residents and avoid emergency room and hospital admissions.	
lb2	High Intensity Needs Fund (HINF) Claims-Based	Claims eligible for reimbursement for supplementary staffing, exceptional wound care, preferred accommodation and transportation for dialysis.	243,161
lb3	Laboratory Services Claims	Claims eligible for reimbursement for phlebotomy services purchased by LTC Homes.	3,770
lb4	RAI-MDS one- time funding	Claims eligible for reimbursement for the purchase of computer hardware and software, including RAI-MDS software, to meet CIHI reporting requirements.	
lb5	Peritoneal Dialysis	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb6	LTCH Centre of Learning, Research and Innovation Program funding	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb7	LHIN funding from outside the Ministry's BSO investment to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO.	Claims eligible for reimbursement from funding provided by the LHIN to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO with funding from outside the Ministry's BSO investment.	
	One-time and project funding	Use lines lb8 through lb11, column D to report expenses eligible for reimbursement incurred by the home from January 1, 2018 to December 31, 2018 for any one-time and project funding, based on the funding provided in the LTCH Payment Calculation Notice. Report each funding item separately and provide a description, e.g. Water Quality Testing, one-time start-up costs for designated specialized unit beds.	
lb8	Description:		
lb9	Description:		
lb10	Description:		
lb11	Description:		
Total Expenses from Section I, Part B (sum of lines lb1 to lb11)			246,931

MOHLTC Facility #

H13533

Licensee Name :

Gilmore Lodge - The Regional Municipality of Niagara

☐ Check if no accrual amounts as of December 31, 2018

Section O - Accrual Report

NURSING AND PERSONAL CARE				
Please complete lines O001 through O003, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O001	Salaries	137,750	137,750	148,722
O002	Employee Benefits	32,486	32,486	34,139
O003	Other (specify): ONA 9 & CUPE 1263	56,998	56,998	8,716
O004	TOTAL NURSING AND PERSONAL CARE (sum of lines O001 through O003)	\$227,233	\$227,233	\$191,577

Program and Support Services				
Please complete lines O101 through O103, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O101	Salaries	8,049	8,049	11,044
O102	Employee Benefits	2,211	2,211	2,629
O103	Other (specify): CUPE 1263	2,619	2,619	0
O104	TOTAL PROGRAM AND SUPPORT SERVICES (sum of lines O101 through O103)	\$12,879	\$12,879	\$13,672

Other Accommodation - To Be Completed by Red-Circled Homes				
Please complete lines O201 through O203, as applicable. Include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O201	Salaries			0
O202	Employee Benefits			0
O203	Other (specify):			0
O204	TOTAL OTHER ACCOMMODATION (sum of lines O201 through O203)	\$0	\$0	\$0

Independent Auditor's Report

To the Minister of Health and Long-Term Care

Opinion

We have audited Sections A through F, Section I, and Section O of the accompanying 2018 Long-Term Care Home Annual Report of the Regional Municipality of Niagara – Linhaven (the "Region") and notes to the Annual Report including a summary of significant accounting policies (collectively referred to as the "Report").

In our opinion, the Report for the Regional Municipality of Niagara – Linhaven for the year ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines dated December 29, 2018 issued by the Ministry of Health and Long-Term Care and financial reporting provisions of the Hamilton Niagara Haldimand Brant Local Health Integration Network (the "LHIN") Service Accountability Agreement dated April 1, 2016 (collectively referred to as 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 Report* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Report 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 report, which describes the basis of accounting. The report is 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 Report

Management is responsible for the preparation of the report in accordance with the Guidelines and for such internal control as management determines is necessary to enable the preparation of the report 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 Report

Our objectives are to obtain reasonable assurance about whether the Report 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 Report.

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 report, 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]

DRAFT

The Regional Municipality of Niagara

Linhaven

Notes to the annual report

December 31, 2018

1. Basis of accounting

The report has been prepared in accordance with the financial reporting provisions set out in the following:

- Ministry of Health and Long-Term Care 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines, dated December 29, 2018; and
- LHIN Service Accountability Agreement dated April 1, 2016.

2. Revenue recognition

Resident revenue and funding from the Ministry of Health and Long-Term Care are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which the transactions or events occurred that gave rise to the revenues.

3. Expenditures

Eligible expenditures are recorded in the period incurred, in accordance with the guidelines described in Note 1 above.

DRAFT

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H11559	Operator Name Linhaven - The Regional Municipality of Niagara
LHIN Name Hamilton Niagara Haldimand Brant Local Health Integration Network	

Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt

Current Revenue Period		Resident Days				Resident Revenue	
		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)	Basic Fees (2)	Preferred Fees (3)
A001	Long-Stay - Private	6,964	7,360	15,243	29,567	1,782,830	556,224
A002	Long-Stay - Semi - Private	3,287	3,078	5,597	11,962	721,304	101,655
A003	Long-Stay - Basic	8,872	9,292	18,787	36,951	1,900,699	
A004	Long-Stay two-bed room (Shared by spouses)				0		
A005	Short-Stay - Respite Care	135	99	225	459	17,912	
A006	Total Level of Care Long-Stay and Short Stay-Respite Care Beds. (Sum of lines A001 through A005)	19,258	19,829	39,852	78,939	4,422,744	657,879
A007	Interim Short-Stay - Private				0		
A008	Interim Short Stay - Semi-Private				0		
A009	Interim Short Stay - Basic				0		
A010	Interim Short-Stay - two-bed room (Shared by spouses)				0		
A011	Total Level of Care Interim Short-Stay beds (Sum of lines A007 through A010)	0	0	0	0	0	0
A012	Convalescent Care Beds	1,612	1,368	3,357	6,337		

A015	The uncharged portion of resident accommodation fees arising from the variance between the maximum basic accommodation fee to be charged to residents without an approved rate reduction and the basic accommodation fee charged if the basic accommodation fee charged is less than the maximum basic accommodation fee and, the variance between the Director approved reduced basic accommodation fee and the basic accommodation fee charged if the basic accommodation fee charged is less than the Director approved reduced basic accommodation fee .	
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		Resident-Days			
Actual Occupancy of Awarded Beds and Replacement "D" beds, and Replacement "B", "C" and Upgraded "D" beds during the Fill rate period in 2018 and the Pre-Move Occupancy Days for Classified "D" Replacement beds. (to be completed by Licensees operating such beds)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A020a	Actual Resident-days in lines A001 through A005 that was attributed to the Fill-Rate period for awarded beds and replacement "D" beds, replacement "B", "C" and Upgraded "D" beds, the Pre-Move Occupancy Days for Classified "D" Replacement beds, and the 90 day fill-rate period for specialized unit beds.				0
A020b	Actual Short-stay Respite-days in line A005 that was attributed to awarded beds and replacement "D", replacement "B", "C" and Upgraded "D" beds during the Fill rate Period and the Pre-Move Occupancy Days for Classified "D" Replacement beds				0

		Resident-Days			
Orientation/Fill-rate Period - Interim Short-Stay beds and Convalescent Care beds		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A021a	Actual Interim Short-Stay bed resident-days in lines A007-A010 during the Fill Period				0
A021b	Actual Convalescent Care bed resident-days in line A012 during the 90-day Orientation Period				0

		Resident-Days			
Actual occupancy of beds approved for Occupancy Reduction Protection (ORP)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A022a	Actual Resident-days in lines A001-A004 during ORP Period				0
A022b	Actual Resident-days in line A007-A010 during ORP Period				0
A022c	Actual Resident-days in line A012 during ORP Period				0

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H11559	Operator Name Linhaven - The Regional Municipality of Niagara
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Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt, continued

	Prior Period Revenue	Revenue	For Ministry Use Only
A030	Basic Revenue: July 1, 1994 to December 31, 2017		

	Resident Bad Debt on 2018 Basic Accommodation Fees		For Ministry Use Only
A040	Basic Accommodation Fees - Bad Debt	-9,743	
A041	Collection Costs		
A042	Total Bad Debt Costs (A040 + A041)	-\$9,743	

Section B - Actual Other Recoverable Revenue

	Description	Revenue (1)	For Ministry Use Only Recoverable Revenue (2)
B001	Interest Earned		
B002	Other LTC Home funding provided by Government		
B003	Other: Provide		
B004	Total - Actual Other Recoverable Revenue (Sum of lines B001 through B003)	\$0	

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from 2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MORLTC Facility # H11559 Operator Name: Linhaven - The Regional Municipality of Niagara

Section C - Actual Expenditures - Nursing and Personal Care

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Nursing and Personal Care (NPC)								
C001 Salaries	9,553,862		9,553,862		1,059,503		1,059,503	
C002 Employee Benefits	2,295,984		2,295,984		243,621		243,621	
C003 Purchased Services	88,371		88,371		107,234		107,234	
C004 Medical and Nursing Supplies	334,361		334,361		9,312		9,312	
C005 Equipment	42,198		42,198		1,360		1,360	
C006 Physician On-Call Coverage	23,438		23,438		630		630	
C007 Other: Provide Education and training	32,840		32,840		904		904	
C008 Expenditure Recoveries (enter as negative)	(345,901)		(345,901)		(373)		(373)	
C009 Total Nursing and Personal Care (Sum of lines C001 through C008)	\$12,025,152	\$0	\$12,025,152		\$1,422,191	\$0	\$1,422,191	

Note: Claim-based not to be included.

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (1)		
C010 Report the total eligible expenses funded from the RPN initiative for the January 1, 2018 to March 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010 will be used to determine any unused funding from the RPN initiative.	54,748	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (2)		
C010b For licensees operating 64 or fewer beds, report the total eligible expenses for the April 1, 2018 to December 31, 2018 period, in relation to the \$69,471 per year RPN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010b will be used to determine any unused funding from the RPN initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
RAI MDS Co-ordinator Sustainability Funding		
C011 Report the total eligible expenses funded from the RAI MDS Co-ordinator Sustainability Funding. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C011 will be used to determine any unused funding from the RAI MDS Co-ordinator Sustainability Funding. Expense related to the One-Time and/or Implementation Funding must NOT be reported in Section C of the Report.	170,728	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) and Registered Practical Nurse (RPN) - BSO initiative		
C012 Report the total eligible expenses funded from the RN & RPN - BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C012 will be used to determine any unused funding from the RN & RPN - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Personal Support Worker (PSW) - BSO initiative		
C013 Report the total eligible expenses funded from the PSW- BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C013 will be used to determine any unused funding from the PSW - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: RN/RPN and PSW		
C014 Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for RN/RPN and/or PSW FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C014 will be added to the expenses reported on line D010 to determine any unused funding		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Enhanced Transition Support Funding		
C015 Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines C001 through C009, as applicable.		

	LTC beds only (exclude interim beds and Convalescent Care Beds) (1)
Designated Specialized Units - Additional Funding	
C016 Report the total eligible expenses from the NPC envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines C001 through C009, as applicable.	615,042

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) Initiative		
C017 Report the total eligible expenses funded from the RN initiative for the July 1, 2018 to December 31, 2018 period in relation to the \$106,000 per year RN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C017 will be used to determine any unused funding from the RN initiative.	53,035	

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H11559	Operator Name : Linhaven - The Regional Municipality of Niagara
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Section D - Actual Expenditures - Program and Support Services

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms- Length Transactions (2)	Sub-total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms- Length Transactions (5)	Convalescent Care Non-Arms- Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Program and Support Services (PSS)								
D001 Salaries	587,392		587,392				0	
D002 Employee Benefits	135,895		135,895				0	
D003 Purchased Services	305,455		305,455				0	
D004 Supplies	28,211		28,211				0	
D005 Equipment	687		687				0	
D006 Other Education and training	4,611		4,611		85,999		85,999	
D007 Expenditure Recoveries (enter as negative)	-85,999		-85,999				0	
D008 Total Program and Support Services (Sum of lines D001 through D007)	\$976,253	\$0	\$976,253		\$85,999	\$0	\$85,999	

	Additional Healthcare Personnel - BSO initiative	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D009	Report the total eligible expenses funded from the Additional Healthcare Personnel - BSO initiative. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D009 will be used to determine any unused funding from the Additional Healthcare Personnel - BSO initiative.		

	Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: Additional Healthcare Personnel	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D010	Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for Additional Healthcare Personnel FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D010 will be added to the expenses reported on line C014 to determine any unused funding Orientation activity.		

	Publicly Funded Physiotherapy Services (Physiotherapy Funding at \$812 per bed per year January 1 through March 31, 2018 and \$828 per bed per year effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D011	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Funding) for one-on-one physiotherapy services. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D011 will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.	182,955	16,480

	Publicly Funded Physiotherapy Services for Convalescent Care Beds only (Physiotherapy Subsidy at \$11.12 per diem January 1 through March 31, 2018 and \$11.34 per diem effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D012a	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for one-on-one physiotherapy services provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		82,741
D012b	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for rehabilitation and other therapies provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D013	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines D001 through D008, as applicable.		

	Designated Specialized Units - Additional Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	
D014	Report the total eligible expenses from the PSS envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines D001 through D008, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01

to

2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility # H11559	Operator Name : Linhaven - The Regional Municipality of Niagara
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Section E - Actual Expenditures - Raw Food

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only "Allowable Expenditure (4)"	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only "Allowable Expenditure (8)"
Raw Food								
E001 Raw Food	868,402		868,402		65,852		65,852	
E002 Expenditure Recoveries (enter as negative)	-72,607		-72,607				0	
E003 Total Raw Food (Sum of lines E001 through E002)	\$795,795	\$0	\$795,795		\$65,852	\$0	\$65,852	

Section F - Actual Expenditures - Other Accommodation

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
F001 Housekeeping Services (HS)	1,001,712		1,001,712		99,940		99,940	
F002 Building and Property - Operations and Maintenance (B&P-OM)	514,265		514,265		48,564		48,564	
F003 Dietary Services (DS)	1,528,122		1,528,122		150,235		150,235	
F004 Laundry and Linen Services (L & LS)	392,221		392,221		44,367		44,367	
F005 General and Administrative (G&A)	1,203,422	1,469,639	2,673,061		83,382		83,382	
F006 Facility Costs (FC)	928,731	16,011	944,742		36,456		36,456	
F007 Total Other Accommodation Expenditures (Line F001 through Line F006)	\$5,568,474	\$1,485,650	\$7,054,124		\$462,944	\$0	\$462,944	
F008 Total Inadmissible Expenditures, Other Accommodation (includes expenditures reported in line F005 and F006, as applicable, for honorariums, donations, mortgage interest, interest on operating line of credit, other interest, amortization and depreciation)	540,022		540,022				0	
F009 Total Other Accommodation Expenditures after Inadmissible Expenditures (Line F007- Line F008)	\$5,028,452	\$1,485,650	\$6,514,102		\$462,944	\$0	\$462,944	

	Municipal Property Tax	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F010	Report the total eligible municipal property tax. The expense must also be reported on line F006 and will be used to determine the eligible Municipal Tax Allowance.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F011	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines F001 through F006, as applicable.		

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from

2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility # H11559	Operator Name : Linhaven - The Regional Municipality of Niagara
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Section I: Part A.**Line 1a01- The Nurse Practitioner in Long-Term Care Home Program**

In accordance with the Long-Term Care (LTC) Nurse Practitioner (NP) Program Funding Policy, report on line 1a01 Salary, Benefits, and Overhead costs from the Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
1a01				\$0

Line 1a01b- Attending Nurse Practitioner in Long-Term Care Home Initiative

In accordance with the Attending Nurse Practitioners in Long-Term Care Homes Initiative Funding Policy, report on line 1a01b Salary, Benefits, and Overhead costs from the Attending Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
1a01b				\$0

Line 1b01- Falls Prevention Equipment Funding Program

In accordance with the Falls Prevention Equipment Funding Policy, report on line 1b01 expenditures on falls prevention equipment for the period from April 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report. The April 1, 2018 to December 31, 2018 expenditure will be added to the January 1, 2019 to March 31, 2019 expenditure reported in the 2019 Long-Term Care Home Annual Report. Total expenditure will be matched against eligible funding in the 2019 Overall Reconciliation for the April 1, 2018 to March 31, 2019 period and unused funding recovered.

Total expenses for 9 months, April 1, 2018 to December 31, 2018	
1b01	16,983

Section I: Part B One-time Funding and Other Initiatives.

Use column D to report the expenses applicable to and funded from the funding initiatives below. The expenses reported in column D must not be included in Sections C thru F or Section I: Part A of the LTCH Annual Report.

The items reported in Section I: Part B are to be limited to the expenses that were incurred from January 1, 2018 thru December 31, 2018 only for funding that is received directly by the LTC Home based on the funding provided in the LTCH Payment Calculation Notice. The expenses reported in Section I, Part B are reconciled via alternate processes and shall be excluded from the calculation used to determine the Allowable Subsidy in the 2018 Overall Reconciliation.

Line (A)	Funding Initiative (B)	Description (C)	Expenses (D)
lb1	Nurse Led Outreach	Salaries and wages of nurses to ensure timely access to care by LTC Home residents and avoid emergency room and hospital admissions.	
lb2	High Intensity Needs Fund (HINF) Claims-Based	Claims eligible for reimbursement for supplementary staffing, exceptional wound care, preferred accommodation and transportation for dialysis.	971,351
lb3	Laboratory Services Claims	Claims eligible for reimbursement for phlebotomy services purchased by LTC Homes.	9,645
lb4	RAI-MDS one- time funding	Claims eligible for reimbursement for the purchase of computer hardware and software, including RAI-MDS software, to meet CIHI reporting requirements.	
lb5	Peritoneal Dialysis	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb6	LTCH Centre of Learning, Research and Innovation Program funding	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb7	LHIN funding from outside the Ministry's BSO investment to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO.	Claims eligible for reimbursement from funding provided by the LHIN to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO with funding from outside the Ministry's BSO investment.	
	One-time and project funding	Use lines lb8 through lb11, column D to report expenses eligible for reimbursement incurred by the home from January 1, 2018 to December 31, 2018 for any one-time and project funding, based on the funding provided in the LTCH Payment Calculation Notice. Report each funding item separately and provide a description, e.g. Water Quality Testing, one-time start-up costs for designated specialized unit beds.	
lb8	Description:		
lb9	Description:		
lb10	Description:		
lb11	Description:		
Total Expenses from Section I, Part B (sum of lines lb1 to lb11)			980,996

MOHLTC Facility # H11559	Licensee Name : Linhaven - The Regional Municipality of Niagara
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☐ Check if no accrual amounts as of December 31, 2018

Section O - Accrual Report

NURSING AND PERSONAL CARE		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)	Closing Accrual Balance (4) = (1)-(2)+(3)
Please complete lines O001 through O003, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.					
O001	Salaries	374,844	374,844	519,217	519,217
O002	Employee Benefits	86,557	86,557	116,306	116,306
O003	Other (specify): CUPE 1263 and ONA9	134,011	134,011	29,056	29,056
O004	TOTAL NURSING AND PERSONAL CARE (sum of lines O001 through O003)	\$595,412	\$595,412	\$664,579	\$664,579

Program and Support Services		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)	Closing Accrual Balance (4) = (1)-(2)+(3)
Please complete lines O101 through O103, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.					
O101	Salaries	24,528	24,528	19,949	19,949
O102	Employee Benefits	5,503	5,503	5,121	5,121
O103	Other (specify): CUPE 1263	8,821	8,821		0
O104	TOTAL PROGRAM AND SUPPORT SERVICES (sum of lines O101 through O103)	\$38,852	\$38,852	\$25,070	\$25,070

Other Accommodation - To Be Completed by Red-Circled Homes		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)	Closing Accrual Balance (4) = (1)-(2)+(3)
Please complete lines O201 through O203, as applicable. Include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.					
O201	Salaries				0
O202	Employee Benefits				0
O203	Other (specify):				0
O204	TOTAL OTHER ACCOMMODATION (sum of lines O201 through O203)	\$0	\$0	\$0	\$0

Independent Auditor's Report

To the Minister of Health and Long-Term Care

Opinion

We have audited Sections A through F, Section I, and Section O of the accompanying 2018 Long-Term Care Home Annual Report of the Regional Municipality of Niagara – The Meadows of Dorchester (the "Region") and notes to the Annual Report including a summary of significant accounting policies (collectively referred to as the "Report").

In our opinion, the Report for the Regional Municipality of Niagara – The Meadows of Dorchester for the year ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines dated December 29, 2018 issued by the Ministry of Health and Long-Term Care and financial reporting provisions of the Hamilton Niagara Haldimand Brant Local Health Integration Network (the "LHIN") Service Accountability Agreement dated April 1, 2016 (collectively referred to as 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 Report* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Report 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 report, which describes the basis of accounting. The report is 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 Report

Management is responsible for the preparation of the report in accordance with the Guidelines and for such internal control as management determines is necessary to enable the preparation of the report 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 Report

Our objectives are to obtain reasonable assurance about whether the Report 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 Report.

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 report, 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]

DRAFT

The Regional Municipality of Niagara

The Meadows of Dorchester

Notes to the annual report

December 31, 2018

1. Basis of accounting

The report has been prepared in accordance with the financial reporting provisions set out in the following:

- Ministry of Health and Long-Term Care 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines, dated December 29, 2018; and
- LHIN Service Accountability Agreement dated April 1, 2016.

2. Revenue recognition

Resident revenue and funding from the Ministry of Health and Long-Term Care are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which the transactions or events occurred that gave rise to the revenues.

3. Expenditures

Eligible expenditures are recorded in the period incurred, in accordance with the guidelines described in Note 1 above.

DRAFT

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H11540	Operator Name Meadows of Dorchester (The) - The Regional Municipality of Niagara
LHIN Name Hamilton Niagara Haldimand Brant Local Health Integration Network	

Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt

Current Revenue Period		Resident Days				Resident Revenue	
		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)	Basic Fees (2)	Preferred Fees (3)
A001	Long-Stay - Private	4,995	5,098	10,552	20,645	1,245,118	504,888
A002	Long-Stay - Semi - Private	1,508	1,441	2,779	5,728	345,506	65,374
A003	Long-Stay - Basic	4,108	4,154	8,448	16,710	812,516	
A004	Long-Stay two-bed room (Shared by spouses)				0		
A005	Short-Stay - Respite Care				0		
A006	Total Level of Care Long-Stay and Short Stay-Respite Care Beds. (Sum of lines A001 through A005)	10,611	10,693	21,779	43,083	2,403,139	570,263
A007	Interim Short-Stay - Private				0		
A008	Interim Short Stay - Semi-Private				0		
A009	Interim Short Stay - Basic	90	91	159	340	20,097	
A010	Interim Short-Stay - two-bed room (Shared by spouses)				0		
A011	Total Level of Care Interim Short-Stay beds (Sum of lines A007 through A010)	90	91	159	340	20,097	0
A012	Convalescent Care Beds				0		

A015	The uncharged portion of resident accommodation fees arising from the variance between the maximum basic accommodation fee to be charged to residents without an approved rate reduction and the basic accommodation fee charged if the basic accommodation fee charged is less than the maximum basic accommodation fee and, the variance between the Director approved reduced basic accommodation fee and the basic accommodation fee charged if the basic accommodation fee charged is less than the Director approved reduced basic accommodation fee .	
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		Resident-Days			
Actual Occupancy of Awarded Beds and Replacement "D" beds, and Replacement "B", "C" and Upgraded "D" beds during the Fill rate period in 2018 and the Pre-Move Occupancy Days for Classified "D" Replacement beds. (to be completed by Licensees operating such beds)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A020a	Actual Resident-days in lines A001 through A005 that was attributed to the Fill-Rate period for awarded beds and replacement "D" beds, replacement "B", "C" and Upgraded "D" beds, the Pre-Move Occupancy Days for Classified "D" Replacement beds, and the 90 day fill-rate period for specialized unit beds.				0
A020b	Actual Short-stay Respite-days in line A005 that was attributed to awarded beds and replacement "D", replacement "B", "C" and Upgraded "D" beds during the Fill rate Period and the Pre-Move Occupancy Days for Classified "D" Replacement beds				0

		Resident-Days			
Orientation/Fill-rate Period - Interim Short-Stay beds and Convalescent Care beds		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A021a	Actual Interim Short-Stay bed resident-days in lines A007-A010 during the Fill Period				0
A021b	Actual Convalescent Care bed resident-days in line A012 during the 90-day Orientation Period				0

		Resident-Days			
Actual occupancy of beds approved for Occupancy Reduction Protection (ORP)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A022a	Actual Resident-days in lines A001-A004 during ORP Period				0
A022b	Actual Resident-days in line A007-A010 during ORP Period				0
A022c	Actual Resident-days in line A012 during ORP Period				0

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H11540	Operator Name Meadows of Dorchester (The) - The Regional Municipality of Niagara
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Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt, continued

	Prior Period Revenue	Revenue	For Ministry Use Only
A030	Basic Revenue: July 1, 1994 to December 31, 2017		

	Resident Bad Debt on 2018 Basic Accommodation Fees		For Ministry Use Only
A040	Basic Accommodation Fees - Bad Debt		
A041	Collection Costs		
A042	Total Bad Debt Costs (A040 + A041)	\$0	

Section B - Actual Other Recoverable Revenue

	Description	Revenue (1)	For Ministry Use Only Recoverable Revenue (2)
B001	Interest Earned		
B002	Other LTC Home funding provided by Government		
B003	Other: Provide		
B004	Total - Actual Other Recoverable Revenue (Sum of lines B001 through B003)	\$0	

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from 2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MORLTC Facility # H11540 Operator Name: Meadows of Dorchester (The) - The Regional Municipality of Niagara

Section C - Actual Expenditures - Nursing and Personal Care

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Nursing and Personal Care (NPC)								
C001 Salaries	4,430,230		4,430,230				0	
C002 Employee Benefits	1,103,566		1,103,566				0	
C003 Purchased Services	5,444		5,444				0	
C004 Medical and Nursing Supplies	120,825		120,825				0	
C005 Equipment	69,397		69,397				0	
C006 Physician On-Call Coverage	14,528		14,528				0	
C007 Other: Provide Education and training	13,461		13,461				0	
C008 Expenditure Recoveries (enter as negative)	(7,644)		(7,644)				-	
C009 Total Nursing and Personal Care (Sum of lines C001 through C008)	\$5,749,808	\$0	\$5,749,808		\$0	\$0	\$0	

Note: Claim-based not to be included.

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (1)		
C010 Report the total eligible expenses funded from the RPN initiative for the January 1, 2018 to March 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010 will be used to determine any unused funding from the RPN initiative.	31,284	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (2)		
C010b For licensees operating 64 or fewer beds, report the total eligible expenses for the April 1, 2018 to December 31, 2018 period, in relation to the \$69,471 per year RPN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010b will be used to determine any unused funding from the RPN initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
RAI MDS Co-ordinator Sustainability Funding		
C011 Report the total eligible expenses funded from the RAI MDS Co-ordinator Sustainability Funding. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C011 will be used to determine any unused funding from the RAI MDS Co-ordinator Sustainability Funding. Expense related to the One-Time and/or Implementation Funding must NOT be reported in Section C of the Report.	83,360	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) and Registered Practical Nurse (RPN) - BSO initiative		
C012 Report the total eligible expenses funded from the RN & RPN - BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C012 will be used to determine any unused funding from the RN & RPN - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Personal Support Worker (PSW) - BSO initiative		
C013 Report the total eligible expenses funded from the PSW- BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C013 will be used to determine any unused funding from the PSW - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: RN/RPN and PSW		
C014 Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for RN/RPN and/or PSW FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C014 will be added to the expenses reported on line D010 to determine any unused funding		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Enhanced Transition Support Funding		
C015 Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines C001 through C009, as applicable.		

	LTC beds only (exclude interim beds and Convalescent Care Beds) (1)
Designated Specialized Units - Additional Funding	
C016 Report the total eligible expenses from the NPC envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines C001 through C009, as applicable.	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) Initiative		
C017 Report the total eligible expenses funded from the RN initiative for the July 1, 2018 to December 31, 2018 period in relation to the \$106,000 per year RN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C017 will be used to determine any unused funding from the RN initiative.	53,035	

MOHLTC Facility # H11540	Operator Name : Meadows of Dorchester (The) - The Regional Municipality of Niagara
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Section D - Actual Expenditures - Program and Support Services

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms- Length Transactions (2)	Sub-total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms- Length Transactions (5)	Convalescent Care Non-Arms- Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Program and Support Services (PSS)								
D001 Salaries	276,229		276,229				0	
D002 Employee Benefits	63,862		63,862				0	
D003 Purchased Services	157,192		157,192				0	
D004 Supplies	35,142		35,142				0	
D005 Equipment	92		92				0	
D006 Other Education and training	379		379				0	
D007 Expenditure Recoveries (enter as negative)			0				0	
D008 Total Program and Support Services (Sum of lines D001 through D007)	\$532,894	\$0	\$532,894		\$0	\$0	\$0	

	Additional Healthcare Personnel - BSO initiative	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D009	Report the total eligible expenses funded from the Additional Healthcare Personnel - BSO initiative. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D009 will be used to determine any unused funding from the Additional Healthcare Personnel - BSO initiative.		

	Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: Additional Healthcare Personnel	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D010	Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for Additional Healthcare Personnel FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D010 will be added to the expenses reported on line C014 to determine any unused funding Orientation activity.		

	Publicly Funded Physiotherapy Services (Physiotherapy Funding at \$812 per bed per year January 1 through March 31, 2018 and \$828 per bed per year effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D011	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Funding) for one-on-one physiotherapy services. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D011 will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.	99,705	

	Publicly Funded Physiotherapy Services for Convalescent Care Beds only (Physiotherapy Subsidy at \$11.12 per diem January 1 through March 31, 2018 and \$11.34 per diem effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D012a	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for one-on-one physiotherapy services provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		
D012b	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for rehabilitation and other therapies provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D013	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines D001 through D008, as applicable.		

	Designated Specialized Units - Additional Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	
D014	Report the total eligible expenses from the PSS envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines D001 through D008, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01

to

2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility # H11540	Operator Name : Meadows of Dorchester (The) - The Regional Municipality of Niagara
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Section E - Actual Expenditures - Raw Food

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only "Allowable Expenditure (4)"	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only "Allowable Expenditure (8)"
Raw Food								
E001 Raw Food	402,690		402,690				0	
E002 Expenditure Recoveries (enter as negative)	-16,618		-16,618				0	
E003								
Total Raw Food (Sum of lines E001 through E002)	\$386,072	\$0	\$386,072		\$0	\$0	\$0	

Section F - Actual Expenditures - Other Accommodation

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
F001 Housekeeping Services (HS)	486,370		486,370				0	
F002 Building and Property - Operations and Maintenance (B&P-OM)	282,987		282,987				0	
F003 Dietary Services (DS)	833,972		833,972				0	
F004 Laundry and Linen Services (L & LS)	199,068		199,068				0	
F005 General and Administrative (G&A)	718,227	647,148	1,365,375				0	
F006 Facility Costs (FC)	720,470	7,815	728,285				0	
F007								
Total Other Accommodation Expenditures (Line F001 through Line F006)	\$3,241,095	\$654,963	\$3,896,058		\$0	\$0	\$0	
F008 Total Inadmissible Expenditures, Other Accommodation (includes expenditures reported in line F005 and F006, as applicable, for honorariums, donations, mortgage interest, interest on operating line of credit, other interest, amortization and depreciation.	492,818		492,818				0	
F009 Total Other Accommodation Expenditures after Inadmissible Expenditures (Line F007- Line F008)	\$2,748,277	\$654,963	\$3,403,240		\$0	\$0	\$0	

	Municipal Property Tax	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F010	Report the total eligible municipal property tax. The expense must also be reported on line F006 and will be used to determine the eligible Municipal Tax Allowance.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F011	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines F001 through F006, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility #
H11540

Operator Name :
Meadows of Dorchester (The) - The Regional Municipality of Niagara

Section I: Part A.

Line 1a01- The Nurse Practitioner in Long-Term Care Home Program

In accordance with the Long-Term Care (LTC) Nurse Practitioner (NP) Program Funding Policy, report on line 1a01 Salary, Benefits, and Overhead costs from the Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
1a01				\$0

Line 1a01b- Attending Nurse Practitioner in Long-Term Care Home Initiative

In accordance with the Attending Nurse Practitioners in Long-Term Care Homes Initiative Funding Policy, report on line 1a01b Salary, Benefits, and Overhead costs from the Attending Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
1a01b				\$0

Line 1b01- Falls Prevention Equipment Funding Program

In accordance with the Falls Prevention Equipment Funding Policy, report on line 1b01 expenditures on falls prevention equipment for the period from April 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report. The April 1, 2018 to December 31, 2018 expenditure will be added to the January 1, 2019 to March 31, 2019 expenditure reported in the 2019 Long-Term Care Home Annual Report. Total expenditure will be matched against eligible funding in the 2019 Overall Reconciliation for the April 1, 2018 to March 31, 2019 period and unused funding recovered.

Total expenses for 9 months, April 1, 2018 to December 31, 2018	
1b01	9,258

Section I: Part B One-time Funding and Other Initiatives.

Use column D to report the expenses applicable to and funded from the funding initiatives below. The expenses reported in column D must not be included in Sections C thru F or Section I: Part A of the LTCH Annual Report.

The items reported in Section I: Part B are to be limited to the expenses that were incurred from January 1, 2018 thru December 31, 2018 only for funding that is received directly by the LTC Home based on the funding provided in the LTCH Payment Calculation Notice. The expenses reported in Section I, Part B are reconciled via alternate processes and shall be excluded from the calculation used to determine the Allowable Subsidy in the 2018 Overall Reconciliation.

Line (A)	Funding Initiative (B)	Description (C)	Expenses (D)
lb1	Nurse Led Outreach	Salaries and wages of nurses to ensure timely access to care by LTC Home residents and avoid emergency room and hospital admissions.	
lb2	High Intensity Needs Fund (HINF) Claims-Based	Claims eligible for reimbursement for supplementary staffing, exceptional wound care, preferred accommodation and transportation for dialysis.	376,036
lb3	Laboratory Services Claims	Claims eligible for reimbursement for phlebotomy services purchased by LTC Homes.	6,610
lb4	RAI-MDS one- time funding	Claims eligible for reimbursement for the purchase of computer hardware and software, including RAI-MDS software, to meet CIHI reporting requirements.	
lb5	Peritoneal Dialysis	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb6	LTCH Centre of Learning, Research and Innovation Program funding	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb7	LHIN funding from outside the Ministry's BSO investment to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO.	Claims eligible for reimbursement from funding provided by the LHIN to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO with funding from outside the Ministry's BSO investment.	
	One-time and project funding	Use lines lb8 through lb11, column D to report expenses eligible for reimbursement incurred by the home from January 1, 2018 to December 31, 2018 for any one-time and project funding, based on the funding provided in the LTCH Payment Calculation Notice. Report each funding item separately and provide a description, e.g. Water Quality Testing, one-time start-up costs for designated specialized unit beds.	
lb8	Description:		
lb9	Description:		
lb10	Description:		
lb11	Description:		
Total Expenses from Section I, Part B (sum of lines lb1 to lb11)			382,646

MOHLTC Facility #
H11540

Licensee Name :

Meadows of Dorchester (The) - The Regional Municipality of Niagara

☐ Check if no accrual amounts as of December 31, 2018

Section O - Accrual Report

NURSING AND PERSONAL CARE				
Please complete lines O001 through O003, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O001	Salaries	210,679	210,679	231,546
O002	Employee Benefits	50,533	50,533	54,372
O003	Other (specify): CUPE 1263 & ONA 9	85,467	85,467	10,814
O004	TOTAL NURSING AND PERSONAL CARE (sum of lines O001 through O003)	\$346,680	\$346,680	\$296,733

Program and Support Services				
Please complete lines O101 through O103, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O101	Salaries	11,251	11,251	17,469
O102	Employee Benefits	2,263	2,263	3,842
O103	Other (specify): CUPE 1263	3,890	3,890	0
O104	TOTAL PROGRAM AND SUPPORT SERVICES (sum of lines O101 through O103)	\$17,404	\$17,404	\$21,311

Other Accommodation - To Be Completed by Red-Circled Homes				
Please complete lines O201 through O203, as applicable. Include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O201	Salaries			0
O202	Employee Benefits			0
O203	Other (specify):			0
O204	TOTAL OTHER ACCOMMODATION (sum of lines O201 through O203)	\$0	\$0	\$0

Independent Auditor's Report

To the Minister of Health and Long-Term Care

Opinion

We have audited Sections A through F, Section I, and Section O of the accompanying 2018 Long-Term Care Home Annual Report of the Regional Municipality of Niagara – Northland Pointe (the "Region") and notes to the Annual Report including a summary of significant accounting policies (collectively referred to as the "Report").

In our opinion, the Report for the Regional Municipality of Niagara – Northland Pointe for the year ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines dated December 29, 2018 issued by the Ministry of Health and Long-Term Care and financial reporting provisions of the Hamilton Niagara Haldimand Brant Local Health Integration Network (the "LHIN") Service Accountability Agreement dated April 1, 2016 (collectively referred to as 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 Report* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Report 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 report, which describes the basis of accounting. The report is 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 Report

Management is responsible for the preparation of the report in accordance with the Guidelines and for such internal control as management determines is necessary to enable the preparation of the report 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 Report

Our objectives are to obtain reasonable assurance about whether the Report 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 Report.

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 report, 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]

DRAFT

The Regional Municipality of Niagara

Northland Pointe

Notes to the annual report

December 31, 2018

1. Basis of accounting

The report has been prepared in accordance with the financial reporting provisions set out in the following:

- Ministry of Health and Long-Term Care 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines, dated December 29, 2018; and
- LHIN Service Accountability Agreement dated April 1, 2016.

2. Revenue recognition

Resident revenue and funding from the Ministry of Health and Long-Term Care are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which the transactions or events occurred that gave rise to the revenues.

3. Expenditures

Eligible expenditures are recorded in the period incurred, in accordance with the guidelines described in Note 1 above.

DRAFT

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H14442	Operator Name Northland Pointe - The Regional Municipality of Niagara
LHIN Name Hamilton Niagara Haldimand Brant Local Health Integration Network	

Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt

Current Revenue Period		Resident Days				Resident Revenue	
		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)	Basic Fees (2)	Preferred Fees (3)
A001	Long-Stay - Private	7,087	7,087	14,685	28,859	1,740,396	699,737
A002	Long-Stay - Semi - Private	1,773	1,879	3,325	6,977	420,530	83,644
A003	Long-Stay - Basic	4,391	4,324	9,207	17,922	912,535	
A004	Long-Stay two-bed room (Shared by spouses)				0		
A005	Short-Stay - Respite Care				0		
A006	Total Level of Care Long-Stay and Short Stay-Respite Care Beds. (Sum of lines A001 through A005)	13,251	13,290	27,217	53,758	3,073,460	783,382
A007	Interim Short-Stay - Private				0		
A008	Interim Short Stay - Semi-Private				0		
A009	Interim Short Stay - Basic	90	91	184	365	18,785	
A010	Interim Short-Stay - two-bed room (Shared by spouses)				0		
A011	Total Level of Care Interim Short-Stay beds (Sum of lines A007 through A010)	90	91	184	365	18,785	0
A012	Convalescent Care Beds				0		

A015	The uncharged portion of resident accommodation fees arising from the variance between the maximum basic accommodation fee to be charged to residents without an approved rate reduction and the basic accommodation fee charged if the basic accommodation fee charged is less than the maximum basic accommodation fee and, the variance between the Director approved reduced basic accommodation fee and the basic accommodation fee charged if the basic accommodation fee charged is less than the Director approved reduced basic accommodation fee .	
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		Resident-Days			
Actual Occupancy of Awarded Beds and Replacement "D" beds, and Replacement "B", "C" and Upgraded "D" beds during the Fill rate period in 2018 and the Pre-Move Occupancy Days for Classified "D" Replacement beds. (to be completed by Licensees operating such beds)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A020a	Actual Resident-days in lines A001 through A005 that was attributed to the Fill-Rate period for awarded beds and replacement "D" beds, replacement "B", "C" and Upgraded "D" beds, the Pre-Move Occupancy Days for Classified "D" Replacement beds, and the 90 day fill-rate period for specialized unit beds.				0
A020b	Actual Short-stay Respite-days in line A005 that was attributed to awarded beds and replacement "D", replacement "B", "C" and Upgraded "D" beds during the Fill rate Period and the Pre-Move Occupancy Days for Classified "D" Replacement beds				0

		Resident-Days			
Orientation/Fill-rate Period - Interim Short-Stay beds and Convalescent Care beds		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A021a	Actual Interim Short-Stay bed resident-days in lines A007-A010 during the Fill Period				0
A021b	Actual Convalescent Care bed resident-days in line A012 during the 90-day Orientation Period				0

		Resident-Days			
Actual occupancy of beds approved for Occupancy Reduction Protection (ORP)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A022a	Actual Resident-days in lines A001-A004 during ORP Period				0
A022b	Actual Resident-days in line A007-A010 during ORP Period				0
A022c	Actual Resident-days in line A012 during ORP Period				0

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H14442	Operator Name Northland Pointe - The Regional Municipality of Niagara
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Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt, continued

	Prior Period Revenue	Revenue	For Ministry Use Only
A030	Basic Revenue: July 1, 1994 to December 31, 2017		

	Resident Bad Debt on 2018 Basic Accommodation Fees		For Ministry Use Only
A040	Basic Accommodation Fees - Bad Debt	5,717	
A041	Collection Costs		
A042	Total Bad Debt Costs (A040 + A041)	\$5,717	

Section B - Actual Other Recoverable Revenue

	Description	Revenue (1)	For Ministry Use Only Recoverable Revenue (2)
B001	Interest Earned		
B002	Other LTC Home funding provided by Government		
B003	Other: Provide		
B004	Total - Actual Other Recoverable Revenue (Sum of lines B001 through B003)	\$0	

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from 2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MORLTC Facility # H14442 Operator Name: Northland Pointe - The Regional Municipality of Niagara

Section C - Actual Expenditures - Nursing and Personal Care

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Nursing and Personal Care (NPC)								
C001 Salaries	5,316,052		5,316,052				0	
C002 Employee Benefits	1,263,513		1,263,513				0	
C003 Purchased Services	9,463		9,463				0	
C004 Medical and Nursing Supplies	147,781		147,781				0	
C005 Equipment	40,053		40,053				0	
C006 Physician On-Call Coverage	14,528		14,528				0	
C007 Other: Provide Education and training	15,561		15,561				0	
C008 Expenditure Recoveries (enter as negative)	(10,847)		(10,847)				-	
C009 Total Nursing and Personal Care (Sum of lines C001 through C008)	\$6,796,103	\$0	\$6,796,103		\$0	\$0	\$0	

Note: Claim-based not to be included.

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (1)		
C010 Report the total eligible expenses funded from the RPN initiative for the January 1, 2018 to March 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010 will be used to determine any unused funding from the RPN initiative.	35,195	

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (2)		
C010b For licensees operating 64 or fewer beds, report the total eligible expenses for the April 1, 2018 to December 31, 2018 period, in relation to the \$69,471 per year RPN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010b will be used to determine any unused funding from the RPN initiative.		

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
RAI MDS Co-ordinator Sustainability Funding		
C011 Report the total eligible expenses funded from the RAI MDS Co-ordinator Sustainability Funding. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C011 will be used to determine any unused funding from the RAI MDS Co-ordinator Sustainability Funding. Expense related to the One-Time and/or Implementation Funding must NOT be reported in Section C of the Report.	94,480	

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) and Registered Practical Nurse (RPN) - BSO initiative		
C012 Report the total eligible expenses funded from the RN & RPN - BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C012 will be used to determine any unused funding from the RN & RPN - BSO initiative.		

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Personal Support Worker (PSW) - BSO initiative		
C013 Report the total eligible expenses funded from the PSW- BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C013 will be used to determine any unused funding from the PSW - BSO initiative.		

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: RN/RPN and PSW		
C014 Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for RN/RPN and/or PSW FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C014 will be added to the expenses reported on line D010 to determine any unused funding		

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Enhanced Transition Support Funding		
C015 Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines C001 through C009, as applicable.		

	LTC beds only (exclude interim beds and Convalescent Care Beds) (1)
Designated Specialized Units - Additional Funding	
C016 Report the total eligible expenses from the NPC envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines C001 through C009, as applicable.	

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) Initiative		
C017 Report the total eligible expenses funded from the RN initiative for the July 1, 2018 to December 31, 2018 period in relation to the \$106,000 per year RN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C017 will be used to determine any unused funding from the RN initiative.	53,035	

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H14442	Operator Name : Northland Pointe - The Regional Municipality of Niagara
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Section D - Actual Expenditures - Program and Support Services

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms- Length Transactions (2)	Sub-total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms- Length Transactions (5)	Convalescent Care Non-Arms- Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Program and Support Services (PSS)								
D001 Salaries	348,319		348,319				0	
D002 Employee Benefits	86,648		86,648				0	
D003 Purchased Services	195,431		195,431				0	
D004 Supplies	23,485		23,485				0	
D005 Equipment	405		405				0	
D006 Other Education and training	1,000		1,000				0	
D007 Expenditure Recoveries (enter as negative)			0				0	
D008 Total Program and Support Services (Sum of lines D001 through D007)	\$655,288	\$0	\$655,288		\$0	\$0	\$0	

	Additional Healthcare Personnel - BSO initiative	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D009	Report the total eligible expenses funded from the Additional Healthcare Personnel - BSO initiative. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D009 will be used to determine any unused funding from the Additional Healthcare Personnel - BSO initiative.		

	Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: Additional Healthcare Personnel	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D010	Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for Additional Healthcare Personnel FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D010 will be added to the expenses reported on line C014 to determine any unused funding Orientation activity.		

	Publicly Funded Physiotherapy Services (Physiotherapy Funding at \$812 per bed per year January 1 through March 31, 2018 and \$828 per bed per year effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D011	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Funding) for one-on-one physiotherapy services. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D011 will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.	125,675	

	Publicly Funded Physiotherapy Services for Convalescent Care Beds only (Physiotherapy Subsidy at \$11.12 per diem January 1 through March 31, 2018 and \$11.34 per diem effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D012a	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for one-on-one physiotherapy services provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		
D012b	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for rehabilitation and other therapies provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D013	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines D001 through D008, as applicable.		

	Designated Specialized Units - Additional Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	
D014	Report the total eligible expenses from the PSS envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines D001 through D008, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01

to

2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility # H14442	Operator Name : Northland Pointe - The Regional Municipality of Niagara
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Section E - Actual Expenditures - Raw Food

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only "Allowable Expenditure (4)"	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only "Allowable Expenditure (8)"
Raw Food								
E001 Raw Food	532,143		532,143				0	
E002 Expenditure Recoveries (enter as negative)	-23,801		-23,801				0	
E003								
Total Raw Food (Sum of lines E001 through E002)	\$508,342	\$0	\$508,342		\$0	\$0	\$0	

Section F - Actual Expenditures - Other Accommodation

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
F001 Housekeeping Services (HS)	688,362		688,362				0	
F002 Building and Property - Operations and Maintenance (B&P-OM)	313,579		313,579				0	
F003 Dietary Services (DS)	1,081,232		1,081,232				0	
F004 Laundry and Linen Services (L & LS)	153,350		153,350				0	
F005 General and Administrative (G&A)	1,426,313	585,222	2,011,535				0	
F006 Facility Costs (FC)	1,154,624	10,568	1,165,192				0	
F007								
Total Other Accommodation Expenditures (Line F001 through Line F006)	\$4,817,460	\$595,790	\$5,413,249		\$0	\$0	\$0	
F008 Total Inadmissible Expenditures, Other Accommodation (includes expenditures reported in line F005 and F006, as applicable, for honorariums, donations, mortgage interest, interest on operating line of credit, other interest, amortization and depreciation.	806,456		806,456				0	
F009 Total Other Accommodation Expenditures after Inadmissible Expenditures (Line F007- Line F008)	\$4,011,004	\$595,790	\$4,606,793		\$0	\$0	\$0	

	Municipal Property Tax	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F010	Report the total eligible municipal property tax. The expense must also be reported on line F006 and will be used to determine the eligible Municipal Tax Allowance.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F011	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines F001 through F006, as applicable.		

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from

2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility # H14442	Operator Name : Northland Pointe - The Regional Municipality of Niagara
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Section I: Part A.**Line Ia01- The Nurse Practitioner in Long-Term Care Home Program**

In accordance with the Long-Term Care (LTC) Nurse Practitioner (NP) Program Funding Policy, report on line 1a01 Salary, Benefits, and Overhead costs from the Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
Ia01				\$0

Line Ia01b- Attending Nurse Practitioner in Long-Term Care Home Initiative

In accordance with the Attending Nurse Practitioners in Long-Term Care Homes Initiative Funding Policy, report on line 1a01b Salary, Benefits, and Overhead costs from the Attending Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
Ia01b				\$0

Line Ib01- Falls Prevention Equipment Funding Program

In accordance with the Falls Prevention Equipment Funding Policy, report on line 1b01 expenditures on falls prevention equipment for the period from April 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report. The April 1, 2018 to December 31, 2018 expenditure will be added to the January 1, 2019 to March 31, 2019 expenditure reported in the 2019 Long-Term Care Home Annual Report. Total expenditure will be matched against eligible funding in the 2019 Overall Reconciliation for the April 1, 2018 to March 31, 2019 period and unused funding recovered.

Total expenses for 9 months, April 1, 2018 to December 31, 2018	
Ib01	11,575

Section I: Part B One-time Funding and Other Initiatives.

Use column D to report the expenses applicable to and funded from the funding initiatives below. The expenses reported in column D must not be included in Sections C thru F or Section I: Part A of the LTCH Annual Report.

The items reported in Section I: Part B are to be limited to the expenses that were incurred from January 1, 2018 thru December 31, 2018 only for funding that is received directly by the LTC Home based on the funding provided in the LTCH Payment Calculation Notice. The expenses reported in Section I, Part B are reconciled via alternate processes and shall be excluded from the calculation used to determine the Allowable Subsidy in the 2018 Overall Reconciliation.

Line (A)	Funding Initiative (B)	Description (C)	Expenses (D)
lb1	Nurse Led Outreach	Salaries and wages of nurses to ensure timely access to care by LTC Home residents and avoid emergency room and hospital admissions.	
lb2	High Intensity Needs Fund (HINF) Claims-Based	Claims eligible for reimbursement for supplementary staffing, exceptional wound care, preferred accommodation and transportation for dialysis.	107,072
lb3	Laboratory Services Claims	Claims eligible for reimbursement for phlebotomy services purchased by LTC Homes.	8,150
lb4	RAI-MDS one- time funding	Claims eligible for reimbursement for the purchase of computer hardware and software, including RAI-MDS software, to meet CIHI reporting requirements.	
lb5	Peritoneal Dialysis	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb6	LTCH Centre of Learning, Research and Innovation Program funding	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb7	LHIN funding from outside the Ministry's BSO investment to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO.	Claims eligible for reimbursement from funding provided by the LHIN to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO with funding from outside the Ministry's BSO investment.	
	One-time and project funding	Use lines lb8 through lb11, column D to report expenses eligible for reimbursement incurred by the home from January 1, 2018 to December 31, 2018 for any one-time and project funding, based on the funding provided in the LTCH Payment Calculation Notice. Report each funding item separately and provide a description, e.g. Water Quality Testing, one-time start-up costs for designated specialized unit beds.	
lb8	Description:		
lb9	Description:		
lb10	Description:		
lb11	Description:		
Total Expenses from Section I, Part B (sum of lines lb1 to lb11)			115,222

MOHLTC Facility # H14442	Licensee Name : Northland Pointe - The Regional Municipality of Niagara
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☐ Check if no accrual amounts as of December 31, 2018

Section O - Accrual Report

NURSING AND PERSONAL CARE		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)	Closing Accrual Balance (4) = (1)-(2)+(3)
Please complete lines O001 through O003, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.					
O001	Salaries	240,491	240,491	267,111	267,111
O002	Employee Benefits	57,231	57,231	62,522	62,522
O003	Other (specify): CUPE 1263 & ONA 9	99,715	99,715	12,902	12,902
O004	TOTAL NURSING AND PERSONAL CARE (sum of lines O001 through O003)	\$397,437	\$397,437	\$342,535	\$342,535

Program and Support Services		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)	Closing Accrual Balance (4) = (1)-(2)+(3)
Please complete lines O101 through O103, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.					
O101	Salaries	13,610	13,610	15,124	15,124
O102	Employee Benefits	3,719	3,719	3,851	3,851
O103	Other (specify): CUPE 1263	5,353	5,353		0
O104	TOTAL PROGRAM AND SUPPORT SERVICES (sum of lines O101 through O103)	\$22,682	\$22,682	\$18,975	\$18,975

Other Accommodation - To Be Completed by Red-Circled Homes		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)	Closing Accrual Balance (4) = (1)-(2)+(3)
Please complete lines O201 through O203, as applicable. Include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.					
O201	Salaries				0
O202	Employee Benefits				0
O203	Other (specify):				0
O204	TOTAL OTHER ACCOMMODATION (sum of lines O201 through O203)	\$0	\$0	\$0	\$0

Independent Auditor's Report

To the Minister of Health and Long-Term Care

Opinion

We have audited Sections A through F, Section I, and Section O of the accompanying 2018 Long-Term Care Home Annual Report of the Regional Municipality of Niagara – Upper Canada Lodge (the "Region") and notes to the Annual Report including a summary of significant accounting policies (collectively referred to as the "Report").

In our opinion, the Report for the Regional Municipality of Niagara – Upper Canada Lodge for the year ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines dated December 29, 2018 issued by the Ministry of Health and Long-Term Care and financial reporting provisions of the Hamilton Niagara Haldimand Brant Local Health Integration Network (the "LHIN") Service Accountability Agreement dated April 1, 2016 (collectively referred to as 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 Report* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Report 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 report, which describes the basis of accounting. The report is 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 Report

Management is responsible for the preparation of the report in accordance with the Guidelines and for such internal control as management determines is necessary to enable the preparation of the report 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 Report

Our objectives are to obtain reasonable assurance about whether the Report 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 Report.

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 report, 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]

DRAFT

The Regional Municipality of Niagara

Upper Canada Lodge

Notes to the annual report

December 31, 2018

1. Basis of accounting

The report has been prepared in accordance with the financial reporting provisions set out in the following:

- Ministry of Health and Long-Term Care 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines, dated December 29, 2018; and
- LHIN Service Accountability Agreement dated April 1, 2016.

2. Revenue recognition

Resident revenue and funding from the Ministry of Health and Long-Term Care are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which the transactions or events occurred that gave rise to the revenues.

3. Expenditures

Eligible expenditures are recorded in the period incurred, in accordance with the guidelines described in Note 1 above.

DRAFT

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H13534	Operator Name Upper Canada Lodge - The Regional Municipality of Niagara
LHIN Name Hamilton Niagara Haldimand Brant Local Health Integration Network	

Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt

Current Revenue Period		Resident Days				Resident Revenue	
		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)	Basic Fees (2)	Preferred Fees (3)
A001	Long-Stay - Private	4,123	4,243	8,556	16,922	1,020,029	314,551
A002	Long-Stay - Semi - Private	90	91	184	365	22,010	3,017
A003	Long-Stay - Basic	2,816	2,897	5,782	11,495	592,139	
A004	Long-Stay two-bed room (Shared by spouses)				0		
A005	Short-Stay - Respite Care				0		
A006	Total Level of Care Long-Stay and Short Stay-Respite Care Beds. (Sum of lines A001 through A005)	7,029	7,231	14,522	28,782	1,634,177	317,568
A007	Interim Short-Stay - Private				0		
A008	Interim Short Stay - Semi-Private				0		
A009	Interim Short Stay - Basic				0		
A010	Interim Short-Stay - two-bed room (Shared by spouses)				0		
A011	Total Level of Care Interim Short-Stay beds (Sum of lines A007 through A010)	0	0	0	0	0	0
A012	Convalescent Care Beds				0		

A015	The uncharged portion of resident accommodation fees arising from the variance between the maximum basic accommodation fee to be charged to residents without an approved rate reduction and the basic accommodation fee charged if the basic accommodation fee charged is less than the maximum basic accommodation fee and, the variance between the Director approved reduced basic accommodation fee and the basic accommodation fee charged if the basic accommodation fee charged is less than the Director approved reduced basic accommodation fee .	
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		Resident-Days			
Actual Occupancy of Awarded Beds and Replacement "D" beds, and Replacement "B", "C" and Upgraded "D" beds during the Fill rate period in 2018 and the Pre-Move Occupancy Days for Classified "D" Replacement beds. (to be completed by Licensees operating such beds)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A020a	Actual Resident-days in lines A001 through A005 that was attributed to the Fill-Rate period for awarded beds and replacement "D" beds, replacement "B", "C" and Upgraded "D" beds, the Pre-Move Occupancy Days for Classified "D" Replacement beds, and the 90 day fill-rate period for specialized unit beds.				0
A020b	Actual Short-stay Respite-days in line A005 that was attributed to awarded beds and replacement "D", replacement "B", "C" and Upgraded "D" beds during the Fill rate Period and the Pre-Move Occupancy Days for Classified "D" Replacement beds				0

		Resident-Days			
Orientation/Fill-rate Period - Interim Short-Stay beds and Convalescent Care beds		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A021a	Actual Interim Short-Stay bed resident-days in lines A007-A010 during the Fill Period				0
A021b	Actual Convalescent Care bed resident-days in line A012 during the 90-day Orientation Period				0

		Resident-Days			
Actual occupancy of beds approved for Occupancy Reduction Protection (ORP)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A022a	Actual Resident-days in lines A001-A004 during ORP Period				0
A022b	Actual Resident-days in line A007-A010 during ORP Period				0
A022c	Actual Resident-days in line A012 during ORP Period				0

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H13534	Operator Name Upper Canada Lodge - The Regional Municipality of Niagara
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Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt, continued

	Prior Period Revenue	Revenue	For Ministry Use Only
A030	Basic Revenue: July 1, 1994 to December 31, 2017		

	Resident Bad Debt on 2018 Basic Accommodation Fees		For Ministry Use Only
A040	Basic Accommodation Fees - Bad Debt		
A041	Collection Costs		
A042	Total Bad Debt Costs (A040 + A041)	\$0	

Section B - Actual Other Recoverable Revenue

	Description	Revenue (1)	For Ministry Use Only Recoverable Revenue (2)
B001	Interest Earned		
B002	Other LTC Home funding provided by Government		
B003	Other: Provide		
B004	Total - Actual Other Recoverable Revenue (Sum of lines B001 through B003)	\$0	

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from 2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MORLTC Facility # H13534 Operator Name: Upper Canada Lodge - The Regional Municipality of Niagara

Section C - Actual Expenditures - Nursing and Personal Care

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Nursing and Personal Care (NPC)								
C001 Salaries	3,063,492		3,063,492				0	
C002 Employee Benefits	699,423		699,423				0	
C003 Purchased Services	15,423		15,423				0	
C004 Medical and Nursing Supplies	104,198		104,198				0	
C005 Equipment	28,619		28,619				0	
C006 Physician On-Call Coverage	14,951		14,951				0	
C007 Other: Provide Education and training	5,266		5,266				0	
C008 Expenditure Recoveries (enter as negative)	(4,454)		(4,454)				-	
C009 Total Nursing and Personal Care (Sum of lines C001 through C008)	\$3,926,918	\$0	\$3,926,918		\$0	\$0	\$0	

Note: Claim-based not to be included.

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (1)		
C010 Report the total eligible expenses funded from the RPN initiative for the January 1, 2018 to March 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010 will be used to determine any unused funding from the RPN initiative.	19,553	

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (2)		
C010b For licensees operating 64 or fewer beds, report the total eligible expenses for the April 1, 2018 to December 31, 2018 period, in relation to the \$69,471 per year RPN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010b will be used to determine any unused funding from the RPN initiative.		

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
RAI MDS Co-ordinator Sustainability Funding		
C011 Report the total eligible expenses funded from the RAI MDS Co-ordinator Sustainability Funding. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C011 will be used to determine any unused funding from the RAI MDS Co-ordinator Sustainability Funding. Expense related to the One-Time and/or Implementation Funding must NOT be reported in Section C of the Report.	86,266	

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) and Registered Practical Nurse (RPN) - BSO initiative		
C012 Report the total eligible expenses funded from the RN & RPN - BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C012 will be used to determine any unused funding from the RN & RPN - BSO initiative.		

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Personal Support Worker (PSW) - BSO initiative		
C013 Report the total eligible expenses funded from the PSW- BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C013 will be used to determine any unused funding from the PSW - BSO initiative.		

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: RN/RPN and PSW		
C014 Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for RN/RPN and/or PSW FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C014 will be added to the expenses reported on line D010 to determine any unused funding		

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Enhanced Transition Support Funding		
C015 Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines C001 through C009, as applicable.		

	LTC beds only (exclude interim beds and Convalescent Care Beds) (1)
Designated Specialized Units - Additional Funding	
C016 Report the total eligible expenses from the NPC envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines C001 through C009, as applicable.	

	LTC/interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) Initiative		
C017 Report the total eligible expenses funded from the RN initiative for the July 1, 2018 to December 31, 2018 period in relation to the \$106,000 per year RN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C017 will be used to determine any unused funding from the RN initiative.	53,035	

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H13534	Operator Name : Upper Canada Lodge - The Regional Municipality of Niagara
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Section D - Actual Expenditures - Program and Support Services

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Program and Support Services (PSS)								
D001 Salaries	224,928		224,928				0	
D002 Employee Benefits	54,649		54,649				0	
D003 Purchased Services	96,938		96,938				0	
D004 Supplies	15,595		15,595				0	
D005 Equipment	1,734		1,734				0	
D006 Other Education and training	1,512		1,512				0	
D007 Expenditure Recoveries (enter as negative)			0				0	
D008 Total Program and Support Services (Sum of lines D001 through D007)	\$395,356	\$0	\$395,356		\$0	\$0	\$0	

	Additional Healthcare Personnel - BSO initiative	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D009	Report the total eligible expenses funded from the Additional Healthcare Personnel - BSO initiative. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D009 will be used to determine any unused funding from the Additional Healthcare Personnel - BSO initiative.		

	Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: Additional Healthcare Personnel	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D010	Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for Additional Healthcare Personnel FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D010 will be added to the expenses reported on line C014 to determine any unused funding Orientation activity.		

	Publicly Funded Physiotherapy Services (Physiotherapy Funding at \$812 per bed per year January 1 through March 31, 2018 and \$828 per bed per year effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D011	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Funding) for one-on-one physiotherapy services. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D011 will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.	65,919	

	Publicly Funded Physiotherapy Services for Convalescent Care Beds only (Physiotherapy Subsidy at \$11.12 per diem January 1 through March 31, 2018 and \$11.34 per diem effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D012a	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for one-on-one physiotherapy services provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		
D012b	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for rehabilitation and other therapies provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D013	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines D001 through D008, as applicable.		

	Designated Specialized Units - Additional Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	
D014	Report the total eligible expenses from the PSS envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines D001 through D008, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01

to

2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility # H13534	Operator Name : Upper Canada Lodge - The Regional Municipality of Niagara
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Section E - Actual Expenditures - Raw Food

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only "Allowable Expenditure (4)"	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only "Allowable Expenditure (8)"
Raw Food								
E001 Raw Food	283,922		283,922				0	
E002 Expenditure Recoveries (enter as negative)	-10,883		-10,883				0	
E003								
Total Raw Food (Sum of lines E001 through E002)	\$273,038	\$0	\$273,038		\$0	\$0	\$0	

Section F - Actual Expenditures - Other Accommodation

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
F001 Housekeeping Services (HS)	297,904		297,904				0	
F002 Building and Property - Operations and Maintenance (B&P-OM)	195,121		195,121				0	
F003 Dietary Services (DS)	580,940		580,940				0	
F004 Laundry and Linen Services (L & LS)	210,262		210,262				0	
F005 General and Administrative (G&A)	550,146	456,966	1,007,112				0	
F006 Facility Costs (FC)	477,675	4,944	482,620				0	
F007								
Total Other Accommodation Expenditures (Line F001 through Line F006)	\$2,312,048	\$461,910	\$2,773,959		\$0	\$0	\$0	
F008 Total Inadmissible Expenditures, Other Accommodation (includes expenditures reported in line F005 and F006, as applicable, for honorariums, donations, mortgage interest, interest on operating line of credit, other interest, amortization and depreciation.	233,298		233,298				0	
F009 Total Other Accommodation Expenditures after Inadmissible Expenditures (Line F007- Line F008)	\$2,078,750	\$461,910	\$2,540,661		\$0	\$0	\$0	

	Municipal Property Tax	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F010	Report the total eligible municipal property tax. The expense must also be reported on line F006 and will be used to determine the eligible Municipal Tax Allowance.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F011	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines F001 through F006, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from
Ministère de la Santé et des Soins de longue durée

2018-01-01 to 2018-12-31

MOHLTC Facility # H13534	Operator Name : Upper Canada Lodge - The Regional Municipality of Niagara
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Section I: Part A.

Line 1a01- The Nurse Practitioner in Long-Term Care Home Program

In accordance with the Long-Term Care (LTC) Nurse Practitioner (NP) Program Funding Policy, report on line 1a01 Salary, Benefits, and Overhead costs from the Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
1a01				\$0

Line 1a01b- Attending Nurse Practitioner in Long-Term Care Home Initiative

In accordance with the Attending Nurse Practitioners in Long-Term Care Homes Initiative Funding Policy, report on line 1a01b Salary, Benefits, and Overhead costs from the Attending Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
1a01b				\$0

Line 1b01- Falls Prevention Equipment Funding Program

In accordance with the Falls Prevention Equipment Funding Policy, report on line 1b01 expenditures on falls prevention equipment for the period from April 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report. The April 1, 2018 to December 31, 2018 expenditure will be added to the January 1, 2019 to March 31, 2019 expenditure reported in the 2019 Long-Term Care Home Annual Report. Total expenditure will be matched against eligible funding in the 2019 Overall Reconciliation for the April 1, 2018 to March 31, 2019 period and unused funding recovered.

Total expenses for 9 months, April 1, 2018 to December 31, 2018	
1b01	5,956

Section I: Part B One-time Funding and Other Initiatives.

Use column D to report the expenses applicable to and funded from the funding initiatives below. The expenses reported in column D must not be included in Sections C thru F or Section I: Part A of the LTCH Annual Report.

The items reported in Section I: Part B are to be limited to the expenses that were incurred from January 1, 2018 thru December 31, 2018 only for funding that is received directly by the LTC Home based on the funding provided in the LTCH Payment Calculation Notice. The expenses reported in Section I, Part B are reconciled via alternate processes and shall be excluded from the calculation used to determine the Allowable Subsidy in the 2018 Overall Reconciliation.

Line (A)	Funding Initiative (B)	Description (C)	Expenses (D)
lb1	Nurse Led Outreach	Salaries and wages of nurses to ensure timely access to care by LTC Home residents and avoid emergency room and hospital admissions.	
lb2	High Intensity Needs Fund (HINF) Claims-Based	Claims eligible for reimbursement for supplementary staffing, exceptional wound care, preferred accommodation and transportation for dialysis.	
lb3	Laboratory Services Claims	Claims eligible for reimbursement for phlebotomy services purchased by LTC Homes.	5,300
lb4	RAI-MDS one- time funding	Claims eligible for reimbursement for the purchase of computer hardware and software, including RAI-MDS software, to meet CIHI reporting requirements.	
lb5	Peritoneal Dialysis	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb6	LTCH Centre of Learning, Research and Innovation Program funding	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb7	LHIN funding from outside the Ministry's BSO investment to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO.	Claims eligible for reimbursement from funding provided by the LHIN to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO with funding from outside the Ministry's BSO investment.	
	One-time and project funding	Use lines lb8 through lb11, column D to report expenses eligible for reimbursement incurred by the home from January 1, 2018 to December 31, 2018 for any one-time and project funding, based on the funding provided in the LTCH Payment Calculation Notice. Report each funding item separately and provide a description, e.g. Water Quality Testing, one-time start-up costs for designated specialized unit beds.	
lb8	Description:		
lb9	Description:		
lb10	Description:		
lb11	Description:		
Total Expenses from Section I, Part B (sum of lines lb1 to lb11)			5,300

MOHLTC Facility #

H13534

Licensee Name :

Upper Canada Lodge - The Regional Municipality of Niagara

☐ Check if no accrual amounts as of December 31, 2018

Section O - Accrual Report

NURSING AND PERSONAL CARE				
Please complete lines O001 through O003, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O001	Salaries	136,022	136,022	146,578
O002	Employee Benefits	30,411	30,411	32,273
O003	Other (specify): CUPE 1263 7 ONA 9	53,176	53,176	10,436
O004	TOTAL NURSING AND PERSONAL CARE (sum of lines O001 through O003)	\$219,609	\$219,609	\$189,287

Program and Support Services				
Please complete lines O101 through O103, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O101	Salaries	8,503	8,503	11,998
O102	Employee Benefits	2,347	2,347	2,824
O103	Other (specify): CUPE 1263	2,437	2,437	0
O104	TOTAL PROGRAM AND SUPPORT SERVICES (sum of lines O101 through O103)	\$13,287	\$13,287	\$14,822

Other Accommodation - To Be Completed by Red-Circled Homes				
Please complete lines O201 through O203, as applicable. Include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)
				Closing Accrual Balance (4) = (1)-(2)+(3)
O201	Salaries			0
O202	Employee Benefits			0
O203	Other (specify):			0
O204	TOTAL OTHER ACCOMMODATION (sum of lines O201 through O203)	\$0	\$0	\$0

Independent Auditor's Report

To the Minister of Health and Long-Term Care

Opinion

We have audited Sections A through F, Section I, and Section O of the accompanying 2018 Long-Term Care Home Annual Report of the Regional Municipality of Niagara – The Woodlands of Sunset (the "Region") and notes to the Annual Report including a summary of significant accounting policies (collectively referred to as the "Report").

In our opinion, the Report for the Regional Municipality of Niagara – The Woodlands of Sunset for the year ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines dated December 29, 2018 issued by the Ministry of Health and Long-Term Care and financial reporting provisions of the Hamilton Niagara Haldimand Brant Local Health Integration Network (the "LHIN") Service Accountability Agreement dated April 1, 2016 (collectively referred to as 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 Report* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Report 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 report, which describes the basis of accounting. The report is 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 Report

Management is responsible for the preparation of the report in accordance with the Guidelines and for such internal control as management determines is necessary to enable the preparation of the report 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 Report

Our objectives are to obtain reasonable assurance about whether the Report 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 Report.

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 report, 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]

DRAFT

The Regional Municipality of Niagara

The Woodlands of Sunset

Notes to the annual report

December 31, 2018

1. Basis of accounting

The report has been prepared in accordance with the financial reporting provisions set out in the following:

- Ministry of Health and Long-Term Care 2018 Long-Term Care Home Annual Report Technical Instructions and Guidelines, dated December 29, 2018; and
- LHIN Service Accountability Agreement dated April 1, 2016.

2. Revenue recognition

Resident revenue and funding from the Ministry of Health and Long-Term Care are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which the transactions or events occurred that gave rise to the revenues.

3. Expenditures

Eligible expenditures are recorded in the period incurred, in accordance with the guidelines described in Note 1 above.

DRAFT

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H14496	Operator Name Woodlands of Sunset (The) - The Regional Municipality of Niagara
LHIN Name Hamilton Niagara Haldimand Brant Local Health Integration Network	

Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt

Current Revenue Period		Resident Days				Resident Revenue	
		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)	Basic Fees (2)	Preferred Fees (3)
A001	Long-Stay - Private	4,481	4,662	9,917	19,060	1,149,033	459,264
A002	Long-Stay - Semi - Private	1,656	1,681	3,095	6,432	387,659	72,737
A003	Long-Stay - Basic	4,375	4,447	8,606	17,428	884,136	
A004	Long-Stay two-bed room (Shared by spouses)				0		
A005	Short-Stay - Respite Care				0		
A006	Total Level of Care Long-Stay and Short Stay-Respite Care Beds. (Sum of lines A001 through A005)	10,512	10,790	21,618	42,920	2,420,828	532,001
A007	Interim Short-Stay - Private				0		
A008	Interim Short Stay - Semi-Private				0		
A009	Interim Short Stay - Basic	90	91	184	365		
A010	Interim Short-Stay - two-bed room (Shared by spouses)				0		
A011	Total Level of Care Interim Short-Stay beds (Sum of lines A007 through A010)	90	91	184	365	0	0
A012	Convalescent Care Beds				0		

A015	The uncharged portion of resident accommodation fees arising from the variance between the maximum basic accommodation fee to be charged to residents without an approved rate reduction and the basic accommodation fee charged if the basic accommodation fee charged is less than the maximum basic accommodation fee and, the variance between the Director approved reduced basic accommodation fee and the basic accommodation fee charged if the basic accommodation fee charged is less than the Director approved reduced basic accommodation fee .	
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		Resident-Days			
Actual Occupancy of Awarded Beds and Replacement "D" beds, and Replacement "B", "C" and Upgraded "D" beds during the Fill rate period in 2018 and the Pre-Move Occupancy Days for Classified "D" Replacement beds. (to be completed by Licensees operating such beds)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A020a	Actual Resident-days in lines A001 through A005 that was attributed to the Fill-Rate period for awarded beds and replacement "D" beds, replacement "B", "C" and Upgraded "D" beds, the Pre-Move Occupancy Days for Classified "D" Replacement beds, and the 90 day fill-rate period for specialized unit beds.				0
A020b	Actual Short-stay Respite-days in line A005 that was attributed to awarded beds and replacement "D", replacement "B", "C" and Upgraded "D" beds during the Fill rate Period and the Pre-Move Occupancy Days for Classified "D" Replacement beds				0

		Resident-Days			
Orientation/Fill-rate Period - Interim Short-Stay beds and Convalescent Care beds		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A021a	Actual Interim Short-Stay bed resident-days in lines A007-A010 during the Fill Period				0
A021b	Actual Convalescent Care bed resident-days in line A012 during the 90-day Orientation Period				0

		Resident-Days			
Actual occupancy of beds approved for Occupancy Reduction Protection (ORP)		January to March (1a)	April to June (1b)	July to December (1c)	Total Days (1d)
A022a	Actual Resident-days in lines A001-A004 during ORP Period				0
A022b	Actual Resident-days in line A007-A010 during ORP Period				0
A022c	Actual Resident-days in line A012 during ORP Period				0

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care
Ministère de la Santé et des Soins de longue durée

For the period from 2018-01-01 to 2018-12-31

MOHLTC Facility # H14496	Operator Name Woodlands of Sunset (The) - The Regional Municipality of Niagara
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Section A - Level of Care (LOC) Actual Resident Occupancy, Resident Revenue and Resident Bad Debt, continued

	Prior Period Revenue	Revenue	For Ministry Use Only
A030	Basic Revenue: July 1, 1994 to December 31, 2017		

	Resident Bad Debt on 2018 Basic Accommodation Fees	For Ministry Use Only
A040	Basic Accommodation Fees - Bad Debt 2,629.57	
A041	Collection Costs	
A042	Total Bad Debt Costs (A040 + A041) \$2,630	

Section B - Actual Other Recoverable Revenue

	Description	Revenue (1)	For Ministry Use Only Recoverable Revenue (2)
B001	Interest Earned		
B002	Other LTC Home funding provided by Government		
B003	Other: Provide		
B004	Total - Actual Other Recoverable Revenue (Sum of lines B001 through B003)	\$0	

Ontario 2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from 2018-01-01 to 2018-12-31

Ministère de la Santé et des Soins de longue durée

MORLTC Facility # H14496 Operator Name: Woodlands of Sunset (The) - The Regional Municipality of Niagara

Section C - Actual Expenditures - Nursing and Personal Care

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Nursing and Personal Care (NPC)								
C001 Salaries	4,373,983		4,373,983				0	
C002 Employee Benefits	1,025,993		1,025,993				0	
C003 Purchased Services	15,229		15,229				0	
C004 Medical and Nursing Supplies	128,862		128,862				0	
C005 Equipment	30,353		30,353				0	
C006 Physician On-Call Coverage	14,528		14,528				0	
C007 Other: Provide Education and training	7,846		7,846				0	
C008 Expenditure Recoveries (enter as negative)	(6,742)		(6,742)				-	
C009 Total Nursing and Personal Care (Sum of lines C001 through C008)	\$5,590,052	\$0	\$5,590,052		\$0	\$0	\$0	

Note: Claim-based not to be included.

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (1)		
C010 Report the total eligible expenses funded from the RPN initiative for the January 1, 2018 to March 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010 will be used to determine any unused funding from the RPN initiative.	31,284	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Practical Nurse (RPN) Initiative (2)		
C010b For licensees operating 64 or fewer beds, report the total eligible expenses for the April 1, 2018 to December 31, 2018 period, in relation to the \$69,471 per year RPN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C010b will be used to determine any unused funding from the RPN initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
RAI MDS Co-ordinator Sustainability Funding		
C011 Report the total eligible expenses funded from the RAI MDS Co-ordinator Sustainability Funding. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C011 will be used to determine any unused funding from the RAI MDS Co-ordinator Sustainability Funding. Expense related to the One-Time and/or Implementation Funding must NOT be reported in Section C of the Report.	83,777	

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) and Registered Practical Nurse (RPN) - BSO initiative		
C012 Report the total eligible expenses funded from the RN & RPN - BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C012 will be used to determine any unused funding from the RN & RPN - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Personal Support Worker (PSW) - BSO initiative		
C013 Report the total eligible expenses funded from the PSW- BSO initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C013 will be used to determine any unused funding from the PSW - BSO initiative.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: RN/RPN and PSW		
C014 Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for RN/RPN and/or PSW FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C014 will be added to the expenses reported on line D010 to determine any unused funding		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Enhanced Transition Support Funding		
C015 Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines C001 through C009, as applicable.		

	LTC beds only (exclude interim beds and Convalescent Care Beds) (1)	
Designated Specialized Units - Additional Funding		
C016 Report the total eligible expenses from the NPC envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines C001 through C009, as applicable.		

	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
Registered Nurse (RN) Initiative		
C017 Report the total eligible expenses funded from the RN initiative for the July 1, 2018 to December 31, 2018 period in relation to the \$106,000 per year RN funding initiative. Note: The expenses must also be reported on lines C001 through C009, as applicable. The total expenses reported on line C017 will be used to determine any unused funding from the RN initiative.	53,035	

MOHLTC Facility # H14496	Operator Name : Woodlands of Sunset (The) - The Regional Municipality of Niagara
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Section D - Actual Expenditures - Program and Support Services

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms- Length Transactions (2)	Sub-total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms- Length Transactions (5)	Convalescent Care Non-Arms- Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
Program and Support Services (PSS)								
D001 Salaries	268,345		268,345				0	
D002 Employee Benefits	62,588		62,588				0	
D003 Purchased Services	158,666		158,666				0	
D004 Supplies	16,843		16,843				0	
D005 Equipment	4,238		4,238				0	
D006 Other Education and training	1,111		1,111				0	
D007 Expenditure Recoveries (enter as negative)			0				0	
D008 Total Program and Support Services (Sum of lines D001 through D007)	\$511,791	\$0	\$511,791		\$0	\$0	\$0	

	Additional Healthcare Personnel - BSO initiative	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D009	Report the total eligible expenses funded from the Additional Healthcare Personnel - BSO initiative. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D009 will be used to determine any unused funding from the Additional Healthcare Personnel - BSO initiative.		

	Training and Orientation Activity and Therapeutic Equipment and Supplies - BSO Initiative: Additional Healthcare Personnel	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D010	Report the total eligible expenses funded from the BSO Initiative for Training and Orientation activity for Additional Healthcare Personnel FTE's, and Therapeutic Equipment and Supplies. Therapeutic Equipment and Supplies expenditure reported must be for the April 1, 2018 to December 31, 2018 period. Note: The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D010 will be added to the expenses reported on line C014 to determine any unused funding Orientation activity.		

	Publicly Funded Physiotherapy Services (Physiotherapy Funding at \$812 per bed per year January 1 through March 31, 2018 and \$828 per bed per year effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D011	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Funding) for one-on-one physiotherapy services. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D011 will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.	100,225	

	Publicly Funded Physiotherapy Services for Convalescent Care Beds only (Physiotherapy Subsidy at \$11.12 per diem January 1 through March 31, 2018 and \$11.34 per diem effective April 1, 2018)	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D012a	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for one-on-one physiotherapy services provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		
D012b	Report the total eligible expenses funded from the Publicly Funded Physiotherapy Services (Physiotherapy Subsidy) for rehabilitation and other therapies provided for Convalescent Care beds, if applicable. The expenses must also be reported on lines D001 through D008, as applicable. The total expenses reported on line D012a plus D012b will be used to determine any unused funding from the Publicly Funded Physiotherapy Services.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	Convalescent Care beds only (2)
D013	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines D001 through D008, as applicable.		

	Designated Specialized Units - Additional Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	
D014	Report the total eligible expenses from the PSS envelope and funded directly from additional funding provided for designated specialized units. The expenses must also be reported on lines D001 through D008, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care

For the period from

2018-01-01

to

2018-12-31

Ministère de la Santé et des Soins de longue durée

MOHLTC Facility # H14496	Operator Name : Woodlands of Sunset (The) - The Regional Municipality of Niagara
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Section E - Actual Expenditures - Raw Food

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only "Allowable Expenditure (4)"	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only "Allowable Expenditure (8)"
Raw Food								
E001 Raw Food	438,009		438,009				0	
E002 Expenditure Recoveries (enter as negative)	-14,136		-14,136				0	
E003								
Total Raw Food (Sum of lines E001 through E002)	\$423,873	\$0	\$423,873		\$0	\$0	\$0	

Section F - Actual Expenditures - Other Accommodation

	LTC and Interim Bed Arms-Length Transactions (1)	LTC and Interim Bed Non-Arms-Length Transactions (2)	Sub-Total (3)	For Ministry Use Only Allowable Expenditure (4)	Convalescent Care Arms-Length Transactions (5)	Convalescent Care Non-Arms-Length Transactions (6)	Sub-Total (7)	For Ministry Use Only Allowable Expenditure (8)
F001 Housekeeping Services (HS)	546,207		546,207				0	
F002 Building and Property - Operations and Maintenance (B&P-OM)	243,813		243,813				0	
F003 Dietary Services (DS)	929,179		929,179				0	
F004 Laundry and Linen Services (L & LS)	159,076		159,076				0	
F005 General and Administrative (G&A)	925,781	737,722	1,663,503				0	
F006 Facility Costs (FC)	731,758	8,960	740,718				0	
F007								
Total Other Accommodation Expenditures (Line F001 through Line F006)	\$3,535,814	\$746,682	\$4,282,496		\$0	\$0	\$0	
F008 Total Inadmissible Expenditures, Other Accommodation (includes expenditures reported in line F005 and F006, as applicable, for honorariums, donations, mortgage interest, interest on operating line of credit, other interest, amortization and depreciation.	445,376		445,376				0	
F009 Total Other Accommodation Expenditures after Inadmissible Expenditures (Line F007- Line F008)	\$3,090,438	\$746,682	\$3,837,120		\$0	\$0	\$0	

	Municipal Property Tax	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F010	Report the total eligible municipal property tax. The expense must also be reported on line F006 and will be used to determine the eligible Municipal Tax Allowance.		

	Enhanced Transition Support Funding	LTC/Interim beds only (exclude Convalescent Care Beds) (1)	For Convalescent Care beds only (2)
F011	Report the total eligible expenses funded from the Enhanced Transition Support Funding. The expenses must also be reported on lines F001 through F006, as applicable.		

Ontario

2018 Long-Term Care Home Annual Report

Ministry of Health and Long-Term Care For the period from
Ministère de la Santé et des Soins de longue durée

2018-01-01 to 2018-12-31

MOHLTC Facility # H14496	Operator Name : Woodlands of Sunset (The) - The Regional Municipality of Niagara
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Section I: Part A.

Line Ia01- The Nurse Practitioner in Long-Term Care Home Program

In accordance with the Long-Term Care (LTC) Nurse Practitioner (NP) Program Funding Policy, report on line 1a01 Salary, Benefits, and Overhead costs from the Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
Ia01				\$0

Line Ia01b- Attending Nurse Practitioner in Long-Term Care Home Initiative

In accordance with the Attending Nurse Practitioners in Long-Term Care Homes Initiative Funding Policy, report on line 1a01b Salary, Benefits, and Overhead costs from the Attending Nurse Practitioner position for the period from January 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report.

Expenses for 12 months, January 1, 2018 to December 31, 2018				
	Salary	Benefits	Overhead Expenses - operating	Total Costs
Ia01b				\$0

Line Ib01- Falls Prevention Equipment Funding Program

In accordance with the Falls Prevention Equipment Funding Policy, report on line 1b01 expenditures on falls prevention equipment for the period from April 1, 2018 to December 31, 2018. DO NOT REPORT THESE COSTS IN SECTIONS C THRU F of the Long-Term Care Home Annual Report. The April 1, 2018 to December 31, 2018 expenditure will be added to the January 1, 2019 to March 31, 2019 expenditure reported in the 2019 Long-Term Care Home Annual Report. Total expenditure will be matched against eligible funding in the 2019 Overall Reconciliation for the April 1, 2018 to March 31, 2019 period and unused funding recovered.

Total expenses for 9 months, April 1, 2018 to December 31, 2018	
Ib01	8,125

Section I: Part B One-time Funding and Other Initiatives.

Use column D to report the expenses applicable to and funded from the funding initiatives below. The expenses reported in column D must not be included in Sections C thru F or Section I: Part A of the LTCH Annual Report.

The items reported in Section I: Part B are to be limited to the expenses that were incurred from January 1, 2018 thru December 31, 2018 only for funding that is received directly by the LTC Home based on the funding provided in the LTCH Payment Calculation Notice. The expenses reported in Section I, Part B are reconciled via alternate processes and shall be excluded from the calculation used to determine the Allowable Subsidy in the 2018 Overall Reconciliation.

Line (A)	Funding Initiative (B)	Description (C)	Expenses (D)
lb1	Nurse Led Outreach	Salaries and wages of nurses to ensure timely access to care by LTC Home residents and avoid emergency room and hospital admissions.	
lb2	High Intensity Needs Fund (HINF) Claims-Based	Claims eligible for reimbursement for supplementary staffing, exceptional wound care, preferred accommodation and transportation for dialysis.	99,192
lb3	Laboratory Services Claims	Claims eligible for reimbursement for phlebotomy services purchased by LTC Homes.	5,945
lb4	RAI-MDS one- time funding	Claims eligible for reimbursement for the purchase of computer hardware and software, including RAI-MDS software, to meet CIHI reporting requirements.	
lb5	Peritoneal Dialysis	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb6	LTCH Centre of Learning, Research and Innovation Program funding	Claims eligible for reimbursement for the provision of services to Peritoneal Dialysis residents.	
lb7	LHIN funding from outside the Ministry's BSO investment to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO.	Claims eligible for reimbursement from funding provided by the LHIN to supplement staffing salaries as well as any additional indirect and start-up costs associated with BSO with funding from outside the Ministry's BSO investment.	
	One-time and project funding	Use lines lb8 through lb11, column D to report expenses eligible for reimbursement incurred by the home from January 1, 2018 to December 31, 2018 for any one-time and project funding, based on the funding provided in the LTCH Payment Calculation Notice. Report each funding item separately and provide a description, e.g. Water Quality Testing, one-time start-up costs for designated specialized unit beds.	
lb8	Description:		
lb9	Description:		
lb10	Description:		
lb11	Description:		
Total Expenses from Section I, Part B (sum of lines lb1 to lb11)			105,137

MOHLTC Facility # H14496	Licensee Name : Woodlands of Sunset (The) - The Regional Municipality of Niagara
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☐ Check if no accrual amounts as of December 31, 2018

Section O - Accrual Report

NURSING AND PERSONAL CARE		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)	Closing Accrual Balance (4) = (1)-(2)+(3)
Please complete lines O001 through O003, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.					
O001	Salaries	194,628	194,628	225,603	225,603
O002	Employee Benefits	46,289	46,289	49,918	49,918
O003	Other (specify): Cupe 1263 & ONA 9	83,548	83,548	12,902	12,902
O004	TOTAL NURSING AND PERSONAL CARE (sum of lines O001 through O003)	\$324,465	\$324,465	\$288,422	\$288,422

Program and Support Services		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)	Closing Accrual Balance (4) = (1)-(2)+(3)
Please complete lines O101 through O103, as applicable. Do not include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.					
O101	Salaries	11,607	11,607	10,844	10,844
O102	Employee Benefits	2,907	2,907	2,812	2,812
O103	Other (specify): CUPE 1263	4,147	4,147		0
O104	TOTAL PROGRAM AND SUPPORT SERVICES (sum of lines O101 through O103)	\$18,662	\$18,662	\$13,655	\$13,655

Other Accommodation - To Be Completed by Red-Circled Homes		Opening Accrual Balance (1)	Payment Settlements in 2018 (2)	Current Period Accrual (3)	Closing Accrual Balance (4) = (1)-(2)+(3)
Please complete lines O201 through O203, as applicable. Include any cost related to the administration of employee and union agreements e.g, the cost of conducting union negotiations, arbitration hearings, and pay equity negotiations must be reported in the Other Accommodation envelope.					
O201	Salaries				0
O202	Employee Benefits				0
O203	Other (specify):				0
O204	TOTAL OTHER ACCOMMODATION (sum of lines O201 through O203)	\$0	\$0	\$0	\$0



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Fax – Contractors: 905-682-8301
Web site: www.nrh.ca

July 19, 2019

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

Dear Ms. Norio:

At their July 19, 2019 meeting, the Niagara Regional Housing Board of Directors, approved the following:

1. That the Niagara Regional Housing Board of Directors **APPROVES** a budget adjustment in the amount of \$1,200,000 as follows:
 - (i) \$900,000 to be transferred to the Niagara Regional Housing Owned-units Reserve to be used for the proposed 2020 Niagara Falls Multi-Residential Intensification Capital Project;
 - (ii) \$300,000 to be transferred to the Homelessness Services 2019 operating budget to allow for an increased number of supportive housing units and associated supports and housing allowances.
2. That the Niagara Regional Housing Board **AUTHORIZES** staff to forward this report to Public Health & Social Service Committee and Council for approval at the August 6, 2019 & August 15, 2019 meetings respectively.

Your assistance is requested in moving report NRH 9-2019, Approval of Use for 2018 Surplus, through Public Health & Social Services Committee and Council for consideration.

Sincerely,



Mayor Walter Sendzik
Chair



REPORT TO: Board of Directors of Niagara Regional Housing

SUBJECT: Approval of use for 2018 Surplus

RECOMMENDATION

1. That the Niagara Regional Housing Board of Directors **APPROVES** a budget adjustment in the amount of \$1,200,000 as follows:
 - (i) \$900,000 to be transferred to the Niagara Regional Housing Owned-units Reserve to be used for the proposed 2020 Niagara Falls Multi-Residential Intensification Capital Project;
 - (ii) \$300,000 to be transferred to the Homelessness Services 2019 operating budget to allow for an increased number of supportive housing units and associated supports and housing allowances.
2. That the Niagara Regional Housing Board **AUTHORIZES** staff to forward this report to Public Health & Social Service Committee and Council for approval at the August 6, 2019 & August 15, 2019 meetings respectively.

KEY FACTS

- The purpose of this report is to seek Board direction on how to allocate the \$1,200,000 of the 2018 NRH operating surplus funds that were included in the 2019 NRH operating budget.
- Report CSD 21-2019 outlines the Council approved motion regarding the NRH 2018 year-end Operating Surplus. Clause 2b of the motion states, "That \$1,200,000 of the surplus **REMAIN** in the Niagara Regional Housing budget and be utilized for new housing, new social housing and new community services housing initiatives."
- On April 17, 2019, NRH received a letter from the Ministry of Municipal Affairs and Housing outlining the funding for housing and homelessness programs as confirmed through the 2019 Ontario Budget. The confirmed 2019 allocations were less than expected, making it difficult to fund the Niagara Falls Intensification project and sustain homelessness services.

- Staff are recommending a budget adjustment of \$1,200,000 to transfer \$900,000 to NRH owned unit capital reserves in order to ensure funding is in place for the proposed Niagara Falls Multi-Residential Intensification Project and to transfer \$300,000 to the Homelessness Services 2019 operating budget in to fund an estimated 10 additional supportive housing units for a 24-month period.
- Regional Council has identified challenges within their communities relating to a lack of affordable housing, homelessness and lack of adequate mental health resources. The additional \$1,200,000 will assist in providing new affordable units and social housing.
- The sum of the \$1,200,000 proposed budget adjustment is greater than \$1 million, thus requiring Council approval as per the Budget Control By-law 2017-63.

FINANCIAL CONSIDERATIONS

The proposed budget adjustment would allow for a transfer from the 2019 NRH operating budget to the NRH owned unit capital reserve by \$900,000. The budget adjustment would also transfer \$300,000 from the 2019 NRH operating budget to the Homelessness Services (Community Services) operating budget to be utilized over a 24-month period commencing September 1, 2019.

The proposed budget adjustment will have no impact on the 2019 tax levy.

ANALYSIS

2019/2020 Niagara Falls Intensification:

The Multi-Residential Intensification – Niagara Falls identifies the intensification of a NRH-owned unit's portfolio with sufficient capacity for redevelopment. The Niagara Falls targeted multi-residential intensification project has been identified to increase affordable housing supply addressing the unmet needs of the existing 3,100 person waitlist for affordable housing in Niagara Falls. The development of new rental units will protect and increase the supply of affordable accessible and energy-efficient rental housing options in Niagara.

The NRH Senior Management team has worked alongside the Regional Planning team and the City of Niagara Falls planning team to assess site capacity and has identified the potential for a 55-unit and 18-unit - 3 storey apartment buildings. The two buildings will be planned in one phase to minimize disruption ensuring due consideration for appropriate capacity and resourcing. The planning stages of this project totaling \$810,000 were approved in the 2019 Capital Budget. The remaining design and construction costs of \$20,090,000 are included as part of the 2020 Capital Budget.

The 2019/2020 allocation from the provincial OPHI program to NRH is \$3,764,600 and must be committed by December 31, 2019 or will be lost. Of this amount, NRH has requested that the Province allow for \$3,000,000 to be utilized for the Niagara Falls Intensification capital build. The remaining \$764,600, in addition to the COCHI funding of \$389,779, will be used to fund the NRH renovates, homeownership and repair programs. See below for the projected budget and funding sources:

Estimated Total Project Cost	\$20,900,000
Less Funding:	
OPHI Funding	3,000,000
Development Charges	14,713,987
Restricted Owned Unit Reserves	2,290,000
Project Balance to be Funded	\$ 896,013

Transferring the \$900,000 to the reserve for use by the Niagara Falls Intensification project would fully fund the project.

Homelessness Plan:

The recommended \$300,000 transfer to the Homelessness Services operating budget is to be utilized over a 24 month period commencing September 1, 2019. This transfer will be used to fund an estimated 10 additional supportive housing units for high intensity needs clients. This would include services related to intensive case management, access to mental health and addictions services, access to occupational therapist and provide for a housing allowance as required.

Currently Niagara Region continues to have an estimated 69 chronic and episodic homeless clients within the shelter system. Many of these clients meet the definition of high needs clients with concurrent disorders. Currently, Home For Good supportive housing is the only appropriate housing option for these clients, and all spaces are occupied. These monies would increase the supportive housing community based units from 40 to 50 for a 24 month period.

Placing 10 high needs clients will assist in addressing the pressures within the shelter system, currently operating at over 100% capacity.

ALTERNATIVES REVIEWED

Do not approve the transfer to the capital project and homelessness operating budget. This alternative is not recommended due to the fact that no further provincial funding can be obtained to provide this new housing development and additional supportive housing. There would be no reduction to our housing waitlist. If the transfer to capital were not approved, the use of debt or other Regional reserves would be required to fund the NRH capital project dependent on Regional availability of those funds.

RELATIONSHIP TO NRH and/or COUNCIL STRATEGIC PRIORITIES

The proposed transfers would support NRH's vision "Niagara is a community where everyone has a home."

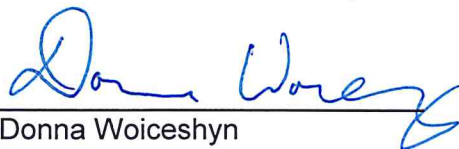
ORIGIN OF REPORT

This report has been brought forward by NRH staff as a means to leverage Provincial funding and address the housing waitlist problem in Niagara.


OTHER PERTINENT REPORTS

CSD 21-2019 – re: 2018 Year End Results and Transfer Report

19-182-4.2 – re: Canada-Ontario Community Housing (COCHI) & Ontario Priorities Housing Initiative (OPHI)

Submitted by:

Donna Woiceshyn
Chief Executive Officer

Approved by:
Walter Sendzik
Chair

This report was prepared by Stephanie Muhic, Program Financial Specialist and Cathy Cousins, Director, Homelessness in consultation with Donna Woiceshyn, CEO, Dan Ane, Manager Program Support and Margaret Murphy, Associate Director Budgeting & Strategy.



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July 19, 2019

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

Dear Ms. Norio:

At their July 19, 2019 meeting, the Niagara Regional Housing Board of Directors, approved the 2019-2023 Strategic Plan for the Owned Units Division, as well as, the 2019 Business Plan for the Owned Units Division.

Section 1.1. of The Regional Municipality of Niagara/ Niagara Regional Housing Operating Agreement states:
The Region shall review and endorse if acceptable an annual business plan as submitted by the Corporation.

Your assistance is requested in moving report NRH 10-2019, Strategic Plan & 2019 Business Plan for Owned Units, through Public Health & Social Services Committee to Council for consideration.

Sincerely,



Mayor Walter Sendzik
Chair



REPORT TO: Board of Directors of Niagara Regional Housing

SUBJECT: Strategic Plan and 2019 Business Plan

RECOMMENDATION:

That the 2019-2023 Owned Units Division Strategic Plan **BE APPROVED**; and, that the 2019 Owned Units Division Business Plan **BE APPROVED**.

PURPOSE OF REPORT

To seek Niagara Regional Housing Board of Directors approval of the 2019 - 2023 Owned Units Division Strategic Plan (Appendix A) and 2019 Owned Units Division Business Plan (Appendix B)

REPORT

Through the development of this Strategic Plan, the NRH Board sets the direction of the corporation for the next four years for the Owned Units Division. While it is recognized that the ASD process is currently underway and may ultimately impact the Owned Units Division, it is incumbent on the organization to continue to operate this division with key strategic directions and a functional business plan.

The strategic planning process started in the summer of 2018 and initially was to encompass the entire operations of NRH. However, the motion by Regional Council in October of 2018 to undertake the ASD review significantly impacted the strategic planning process. The Board decided early in 2019 to continue this process for the Owned Units Division. The attached Strategic Plan (see appendix A) reflects the results of a series of meetings held over the past 10 months with board, community stakeholders, and staff. Through these meetings five strategic priorities were identified. These were later refined to the following priorities:

- **Building Homes:** Increase the stock and sustainability of affordable rental opportunities

- **Creating Vibrant Communities for Our Tenants:** Enable NRH to become more tenant-centric and responsive and provide better quality housing experience for our tenants
- **Promoting innovative processes:** Focus on sustainable, energy-conserving, and innovative practices that will reduce maintenance costs, improve operational efficiency and increase neighbourhood acceptability
- **Investing in Our People:** Create an engaged and informed workforce and board that supports a shared vision
- **Informing Action:** Raise awareness and educate the community about the impact that housing needs have on our community's health, sustainable growth and economic security.

The 2019 Business Plan is a companion document to the Strategic Plan and provides the work priorities that will be undertaken in 2019 to implement the strategic directions.

Submitted by:



Donna Woiceshyn
Chief Executive Officer

Approved by:



Walter Sendzik
Chair

Appendix A – 2019-2023 Strategic Priorities and Goals

Appendix B – 2019 Business Plan

APPENDIX A**Niagara Regional Housing
2019-2023 Strategic Plan – Owned Units Division**

VISION: Niagara is a community where everyone has a home

MISSION: To provide and develop quality affordable housing opportunities for individuals and families while promoting self-sufficiency and neighbourhood revitalization

STRATEGIC PRIORITIES AND GOALS:**1.0 Building homes: Increase the stock and sustainability of affordable rental opportunities**

- 1.1 Increase number of affordable housing units by 50 units per year for the next 4 years in partnership with housing providers and agencies
- 1.2 Reduce housing unit wait list
- 1.3 Increase revenue streams
- 1.4 Maximize asset utilization
- 1.5 Ensure efficient service delivery

2.0 Creating vibrant communities for our tenants: Enable NRH to become more tenant-centric and responsive and provide better quality housing experience for our tenants

- 2.1 Integrate new tenants into their housing community
- 2.2 Deliver innovative partnerships, programs and services to provide responsive tenant supports
- 2.3 Ensure efficient and effective response to service tenants' requests
- 2.4 Create and support healthy NRH communities

3.0 Promoting innovative processes: Focus on sustainable, energy –conserving and innovative practices that will reduce maintenance costs, improve operational efficiency and increase neighbourhood acceptability

- 3.1 Build and maintain high-quality innovative supplier relationships and capabilities
- 3.2 Improve efficiency and sustainability of new and existing buildings
- 3.3 Enhance new development project management processes and policies
- 3.4 Research, develop and implement effective, innovative and efficient delivery of capital programs, asset management plan and maintenance programs
- 3.5 Enhance IT systems for business continuity and performance
- 3.6 Implement comprehensive performance measurement system

4.0 Investing in our people: Create an engaged and informed workforce and board that supports a shared vision

- 4.1 Enhance employee and board expertise
- 4.2 Develop and implement succession planning strategy
- 4.3 Promote a positive organizational culture

5.0 Informing action: Raise awareness and educate the community about the impact that housing needs have on our community's health, sustainable growth and economic security

5.1 Become leading advocate for affordable housing in Niagara

5.2 Increase public profile as subject matter expert

NIAGARA REGIONAL HOUSING – OWNED UNITS DIVISION - 2019 BUSINESS PLAN

Appendix B

1.0 BUILDING HOMES: Increase the stock and sustainability of affordable rental opportunities

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
1.1 Increase number of affordable housing units by 50 units per year over the next 4 years in partnership with housing providers and agencies	Using existing social housing property in Niagara Falls, intensify a tenatable block from 12 units to 73 units	K1.1.1 Business case for Niagara Falls property and contribution agreement by December K1.1.2 Application filed for co-investment and seed funding for Niagara Falls property	Capital funding/reserve/possibly 2 FTE (shared with both NF projects)	CEO/Mgr. Housing Operations/Project Mgr. (WP)/Funded Program Support Analyst	4 th quarter
	Project management for Thorold provider build – 45-60 affordable units	K1.1.3 Project manager for Thorold provider hired by end of 2 nd quarter	No NRH funding required	Project Manager/CEO/ Mgr. Housing Operations/Funded Program Support Analyst	2 nd quarter
	Project management for Home for Good (YWCA) – 20 affordable units	K1.1.4 Project manager for Home for Good project hired by end of 2 nd quarter	No NRH funding required	Project Manager/CEO/ Mgr. Housing Operations/Funded Program Support Analyst	2 nd quarter
	St. David's/Ormond property – 4 net new units	K1.1.5 Construction completed of St. David's/Ormond units by end of 3 rd quarter	Funding secured	Capital Works Mgr./Mgr. Housing Operations	3 rd quarter
	Complete Roach Street project – 8 net new units	K1.1.6 Moved into Roach Street project on August 1 st	Funding secured	Mgr. Housing Operations/Project Mgr. (WP)/Funded Program Support Analyst	3 rd quarter
1.2 Reduce housing unit wait list	Commit to 25% of new Niagara Falls build project – approximately 50 units	K1.2.1 Full business case is developed for Niagara Falls build project	Yes - depends on business case/ possibly 2 FTE (shared with both NF projects)	CEO/Mgr. Housing Operations/Region - Program Financial Specialist/Funded Program Support Analyst/new Project Manager	4 th quarter
	Work with NRH program side to prioritize Welcome Home applicants to tenants currently living in social housing	K1.2.2 # of successful Welcome Home applicants	Funding secured	Mgr. Housing Programs/Mgr. Community Resource Unit/Funded Program Support Analyst/Program Coordinator	2 nd quarter

1.0 BUILDING HOMES continued					
Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
1.3 Increase revenue streams	Investigate mixed income communities in new builds	K1.3.1 Feasibility of mixed income communities is determined	n/a	Mgr. Housing Operations/ CEO/Region - Program Financial Specialist/Funded Program Support Analyst	4 th quarter
	Increase non-rental revenue stream	K1.3.2 Feasibility of increasing non-rental revenue stream is determined	n/a	Mgr. Housing Operations/Senior Property Administrator	4 th quarter
	Investigate project management opportunities	K1.3.3 Feasibility of new project management opportunities is determined	n/a	Mgr. Housing Operations/CEO	4 th quarter
	Determine feasibility of charging non-profits property management administration fees (ex. rents calculations)	K1.3.4 Feasibility of charging non-profits property management admin. Fees is determined	n/a	Senior Property Administrator/CEO	4 th quarter
1.4 Maximize asset utilization	Undertake feasibility study for determining ROI and the FCI on NRH land, facilities and other land for future development (eg. land banking)	K1.4.1 Consultant hired to do feasibility study to determine ROI and FCI on NRH land, facilities and other land for future development; K1.4.2 Study completed by 2 nd quarter 2020	Funding in place	Capital Works Mgr./Mgr. Housing Operations	3 rd quarter
1.5 Ensure efficient service delivery	Engage staff in ways to reduce duplication and increase efficiency	K1.5.1 50% pf process maps and work instructions to clarify responsibilities are updated	ICOP	SMT	4th quarter
	Formalize Shared Services Agreement	K1.5.2 Shared Services Agreement is finalized	Regional departments	CEO	2 nd quarter of 2020
	Review and improve appeals process	K1.5.3 New terms of reference for appeals is developed		Mgr. Housing Programs/Mgr. Community Resource Unit/SMT	1st quarter of 2020

2.0 CREATING VIBRANT COMMUNITIES FOR OUR TENANTS: Enable NRH to become more tenant-centric and responsive and provide better quality housing experience for our tenants

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
2.1 Integrate new tenants into their housing community	Explore new tenant 'cleaning supplies bucket' (CSB) program	K2.1.1 Recommendations made with respect to implementing CSB program	Donations of product and/or funds	Mgr. Community Resource Unit	4 th quarter
2.2 Deliver innovative partnerships, programs and services to provide responsive tenant supports	Explore Income Retention program	K2.2.1 Report to SMT on feasibility of Income Retention program		Mgr. Community Resource Unit	4 th quarter
	Implement regular partner engagement and recognition	K2.2.2 Annual partner engagement and recognition, including survey, is undertaken	Operating funds	Mgr. Community Resource Unit	4 th quarter
	Evaluate success of Social Enterprise partnerships	K2.2.3 Social Enterprise partnerships evaluated with recommendations for moving forward	No additional resources	Mgr. Community Resource Unit	December 2020
2.3 Ensure efficient and effective response to service tenants' requests	Monitor workflow and processes with TSRs	K2.3.1 Evaluation undertaken on pre and post outputs of work-flow and processes with TSRs	TSR	Senior Property Administrator	3 rd quarter
2.4 Create and support healthy NRH communities	Investigate embedding public health grad student in senior's building	K2.4.1 Report to SMT on feasibility of embedding public health grad	Unit out of stock	Mgr. Community Resource Unit/Senior Property Administrator	4 th quarter
	Evaluate CPC pilot program	K2.4.2 Feasibility of CPC pilot program presented to SMT	Secured	Mgr. Community Resource Unit/Mgr. Housing Programs	2 nd quarter 2020

3.0 PROMOTING INNOVATIVE PROCESSES: Focus on sustainable, energy –conserving and innovative practices that will reduce maintenance costs, improve operational efficiency and increase neighbourhood acceptability

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
3.1 Build and maintain high-quality supplier relationships and capabilities	Establish contractor meeting with staff to share expectations	K3.1.1 Meeting with contractors has taken place K3.1.2 Reduction in complaints by staff on contractors	Monitoring mechanism	Mgr. Housing Operations/Senior Property Administrator/Capital Works Mgr.	2 nd quarter for K3.1.1 2 nd quarter 2020 for K3.1.2
3.2 Improve efficiency and sustainability of new and existing buildings	Install heat control systems	K3.2.1 Savings in kilowatt consumption	Funding secured	Capital Works Mgr.	3 rd quarter
	Develop a long-term strategy for sustainability and energy efficiencies	K3.2.2 Short and long-term capital strategy developed	Annual capital funding	Capital Works Mgr./Mgr. Housing Operations	3 rd quarter

3.0 PROMOTING INNOVATIVE PROCESSES continued					
Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
3.3 Enhance new development project management processes and policies	Hire new project manager, document project management processes	K3.3.1 Standardized document for project management functions completed	Funding secured	CEO/Mgr. Housing Operations	4 th quarter
	Establish and determine new best practices for New Development Committee	K3.3.2 Upskill and education of committee members on the new terms of reference undertaken		Mgr. Housing Operations/Project Manager (WP)	3 rd quarter
	Develop process to review and share 'lessons learned'	K3.3.3 Project evaluation processes completed after each project is completed		Mgr. Housing Operations/Project Manager (WP), Project Manager (new)	3 rd quarter
3.4 Research, develop and implement effective and efficient delivery of capital programs, asset management plan and maintenance programs	Delivery of capital program to maintain high level performance of NRH stock	K3.4.1 Capital program tenders secured and maintaining high Facility Condition Index	Funding in place	Mgr. Housing Operations/Capital Works Mgr.	Progress reported semi-annually
3.5 Enhance IT systems for business continuity and performance	Investigate virtual tours of units	K3.5.1 Available virtual tour options determined for implementation in 2020	Regional IT	Senior Property Administrator/Mgr. Community Resource Unit/Mgr. Housing Programs/Jeanette	4 th quarter
	Improve arrears collection process	K3.5.2 Arrears collection process for collections is improved K3.5.3 Arrears collection arrears policy developed	Regional Finance, ICOP	Mgr. Housing Operations/Senior Property Administrator/Region Pgm. Financial Specialist	3 rd quarter
	Update Shared Services agreement relating to IT	K3.5.4 Shared services agreement updated with respect to IT	Regional departments	CEO/SMT	4 th quarter
	Investigate alternate property management systems	K3.5.5 Sufficient information to determine most appropriate action on alternate property management system		Senior Property Administrator/CEO	4 th quarter
	Develop and integrate organizational values	K3.5.6 Organizational values developed and integrated into core business	staff	SMT	3 rd quarter
3.6 Implement comprehensive performance measurement system	Develop operational KPIs	K3.6.1 Operational KPIs developed in 2019 for implementation in 2020		Mgr. Housing Operations/CEO	4 th quarter

4.0 INVESTING IN OUR PEOPLE: Create an engaged and informed workforce and board that supports a shared vision

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
4.1 Enhance employee and board expertise	Develop organization-wide professional development program in mental health, addictions, drug awareness, critical incident stress management, aging in place, contract mgmt., and on the performance mgmt. system	K4.1.1 Professional development program is delivered, and effectiveness assessed	Trainers/ funding secured	SMT	2nd to 4th quarters
	Implement annual process to educate board members on NRH programs	K4.1.2 Board knowledge of NRH programs increased	Staff	CEO/SMT	3rd quarter
4.2 Develop and implement succession planning strategy	Ensure process maps and work instructions are up to date and completed	K4.2.1 50% of work on updating process maps and work instructions is completed with goal to finish by end of 2020	ICOP/temporary staff assistance	SMT	4th quarter
	Promote Regional Mentorship program throughout organization	K4.2.2 Regional Mentorship Program promoted at check-point meetings	HR	SMT	2nd quarter
	Expand employment options for retirement and transitions	K4.2.3 Retirement and transition employment options explored and costed	HR	Mgr. Community Resource Unit/SMT	3rd quarter
4.3 Promote a positive organizational culture	Develop and utilize internal communication processes	K4.3.1 Communication Task Force created, and recommendations implemented		Megan/staff and SMT	3rd quarter
	Implement annual employee satisfaction survey	K4.3.2 Employee Satisfaction Survey implemented, and results evaluated (note: KPI for subsequent years should be improved satisfaction)	HR	SMT	4 th quarter

5.0 INFORMING ACTION: Raise awareness and educate the community about the impact that housing needs have on our community's health, sustainable growth and economic security

Goal	Strategies/Initiatives	KPI	Resources Required	Lead/Linkage	Timeframe
5.1 Become leading advocate for affordable housing in Niagara	Develop communication, social media and advocacy plan to board, staff and stakeholders on impact of changes to legislation, including: Utility Scales; OW Scales; ODSP Scales; regulation amendments; additional funding	K5.1.1 Communication, Social Media and Advocacy Plan is developed and implemented K5.1.1 Updated NRH website	Board/local MPPs and MPs	Mgr. Community Resource Unit/SMT	Start 2nd quarter; complete by 4th quarter

5.2 Increase public profile as subject matter expert	Identify and implement communication strategy to increase public profile (prior to ASD determination)	K5.2.1 Public profile strategy implemented	Regional communications; modest funding	Mgr. Community Resource Unit/Mgr. Housing Pgm/Region Pgm. Financial Specialist	3 rd quarter
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Provincial Policy and Funding Changes

Monitoring for Local Community Impacts

Adrienne Jugley, Commissioner, Community Services

August 6, 2019

Community Services

Provincial Ministries

Children's Services

- Ministry of Education

Homelessness Services

- Ministry of Municipal Affairs and Housing

Seniors' Services

- Ministry of Health
- Ministry of Long-Term Care

Social Assistance & Employment Opportunities

- Ministry of Children, Community and Social Services

Social Assistance & Employment Opportunities



Earnings Exemptions

Transition Child Benefit



Overpayment Recovery Rates

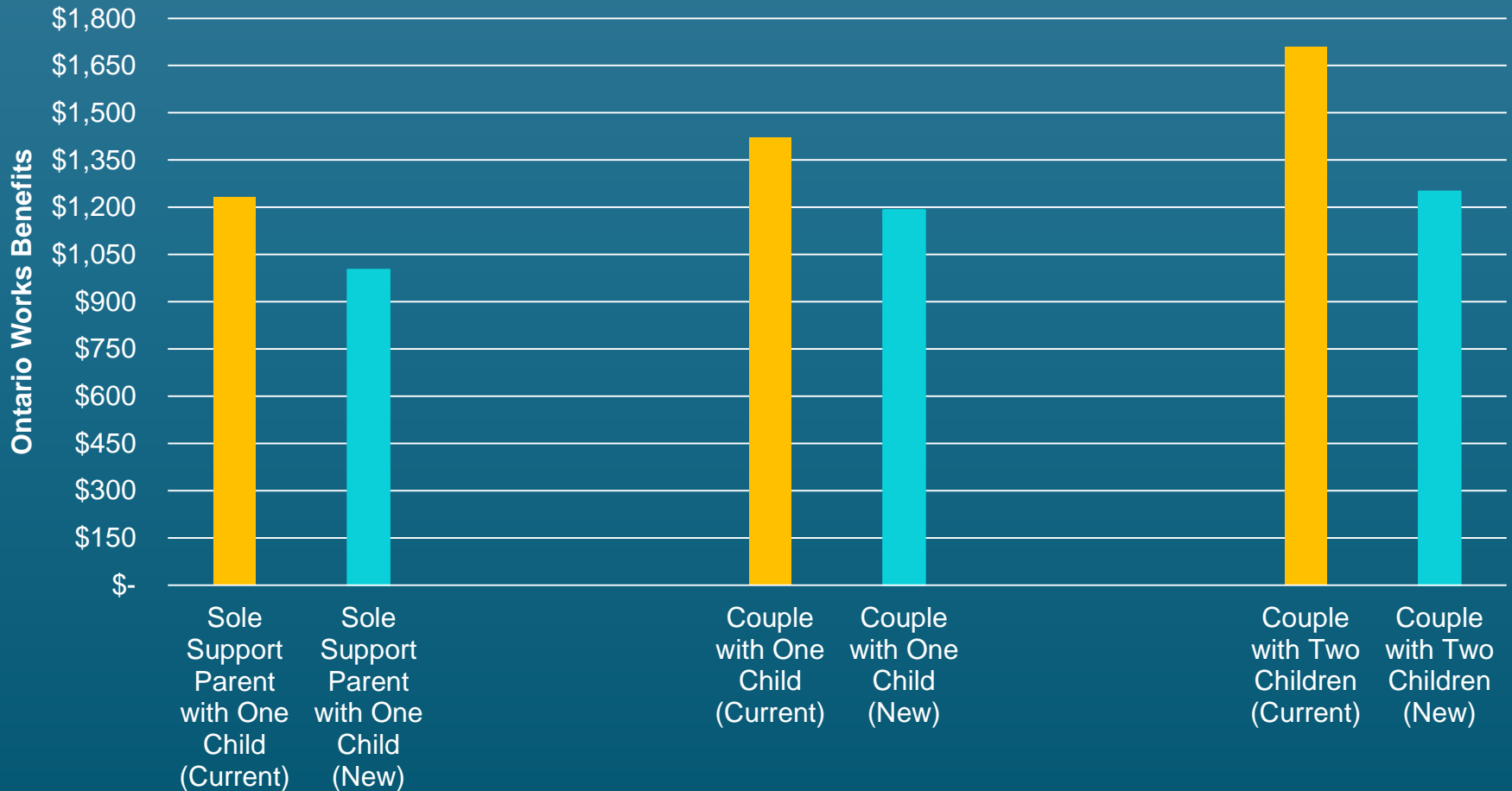


ODSP Eligibility



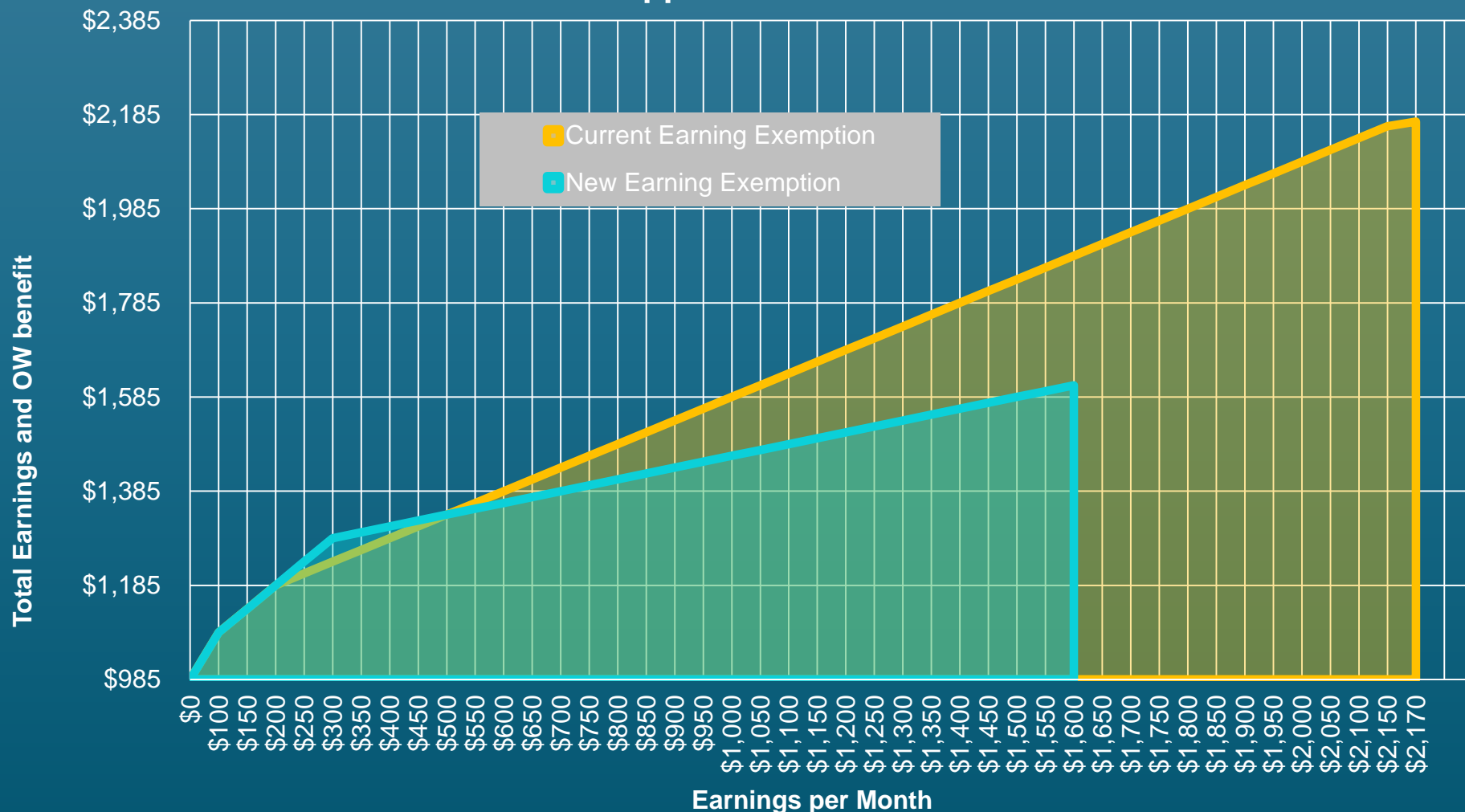
Employment Services Transformation

Impact of the Transition Child Benefit on Families



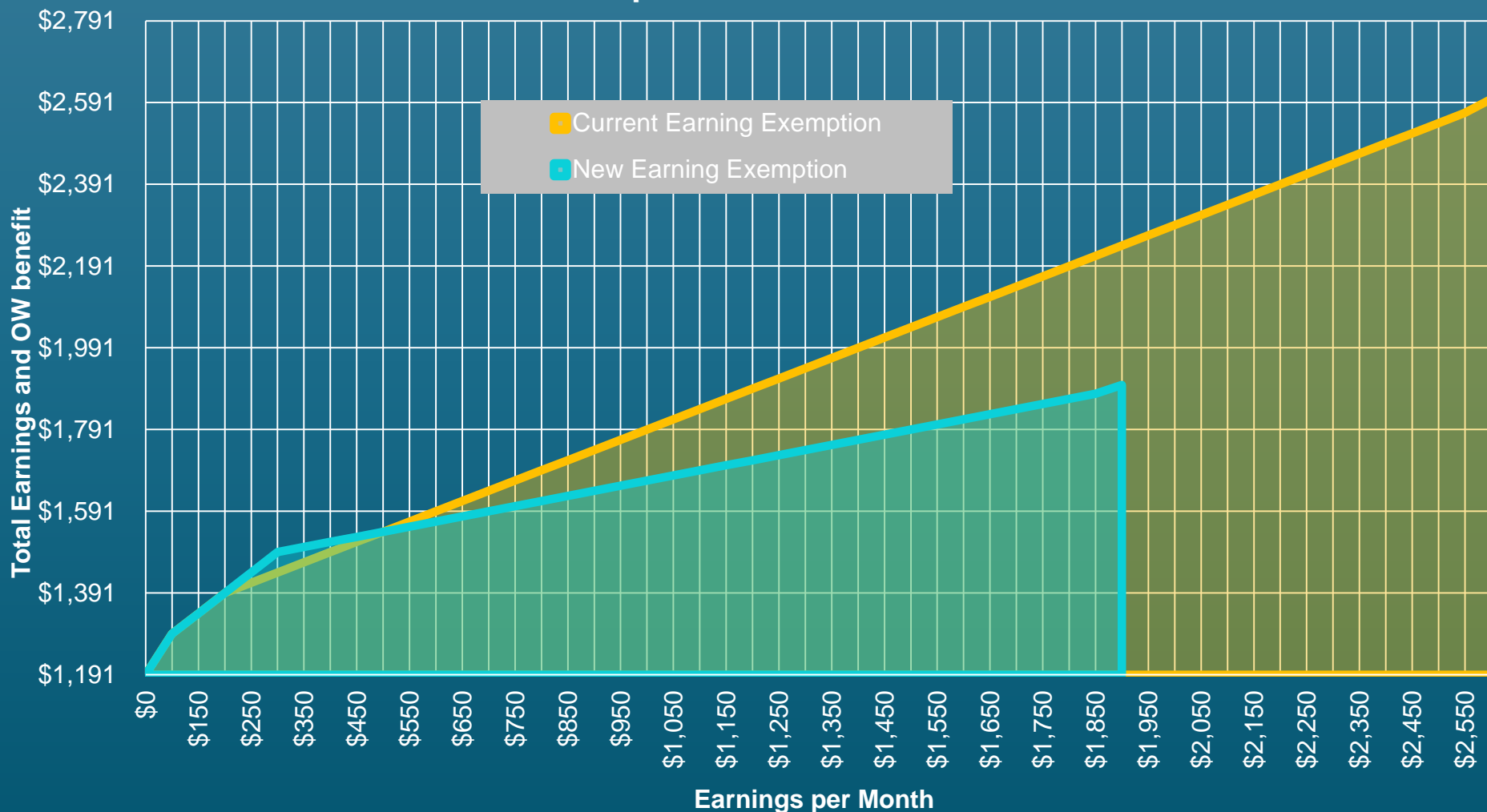
Earning Exemptions

Total Income of a Sole Support Parent with One Child on Ontario Works



Earning Exemptions

Total Income of Couple with One Child on Ontario Works



Overpayment Recovery Rates



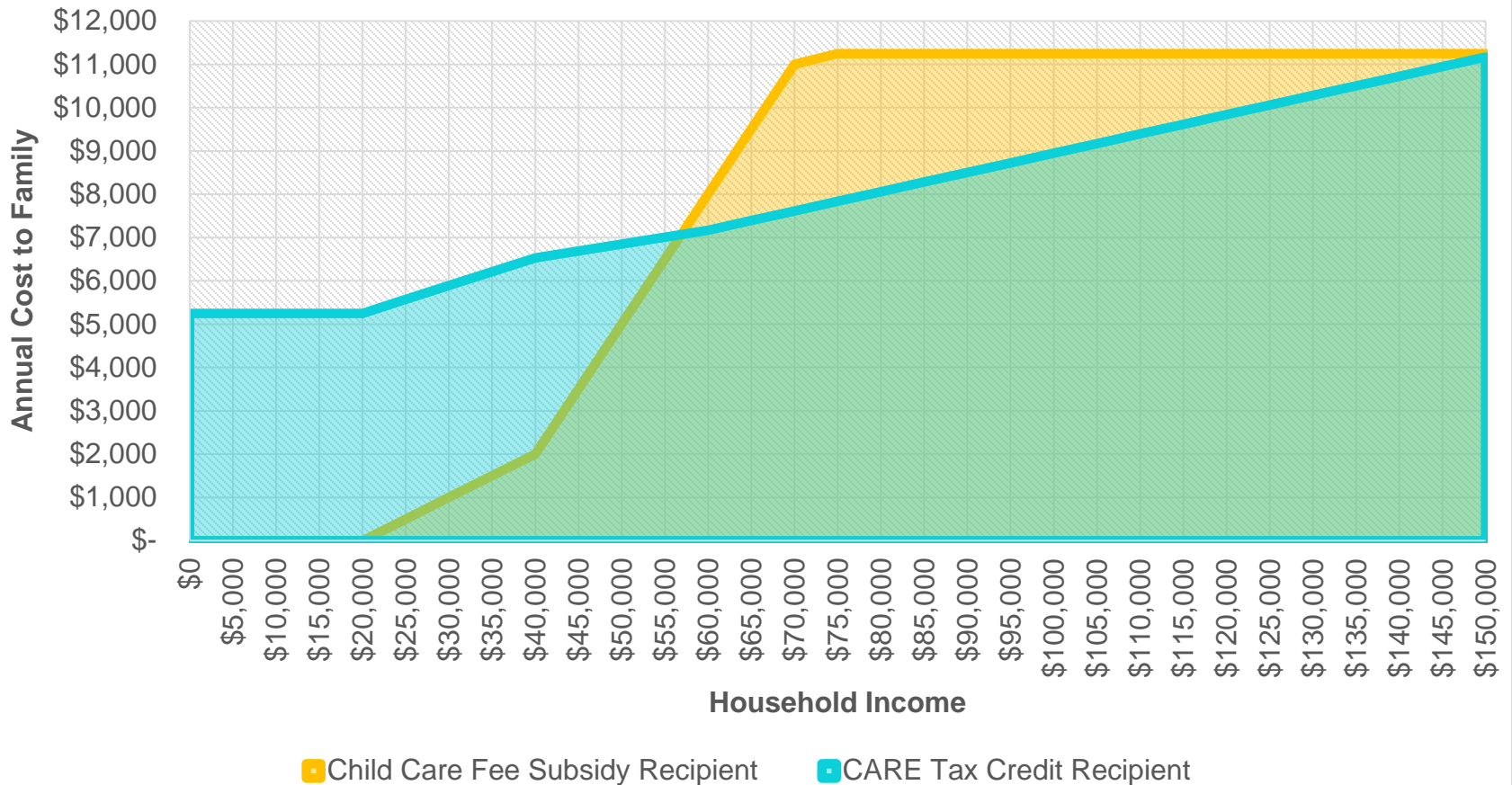
5% to 10%

Children's Services

- April 2019
 - Initial reduction of \$1.25M to operating budget
- June 2019
 - Amended funding that resulted in 0.2% increase (\$65,000) and deferred \$1.25M reduction to 2020
- Anticipating a provincial announcement related to a **new funding formula** (cost-share model) and **child care plan**

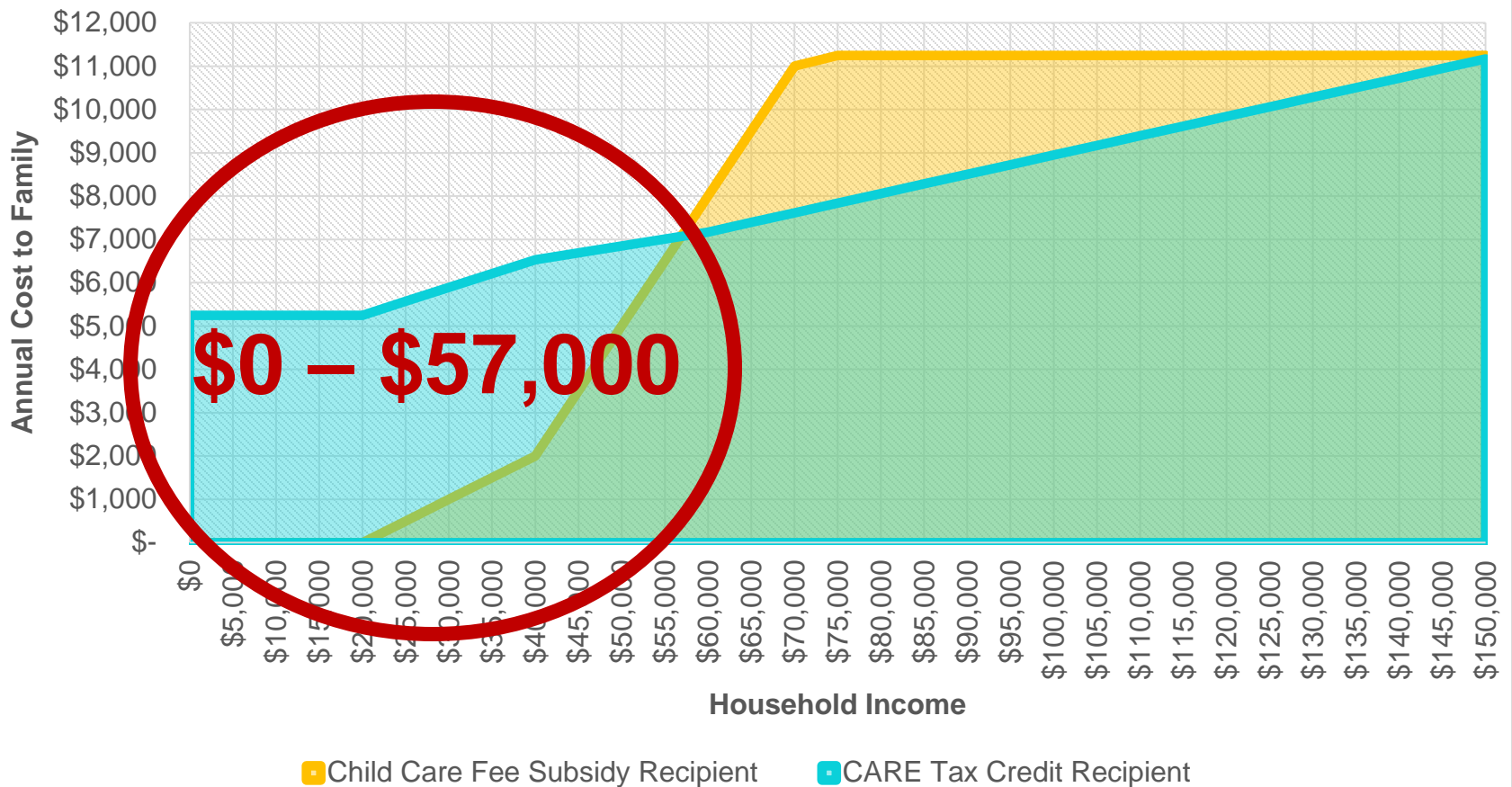
Child Care Benefits in Ontario

Parental Contributions for Child Care



Child Care Benefits in Ontario

Parental Contributions for Child Care



Seniors' Services

- May 2019
 - Received 1% increase in operating funding, decrease in level of care funding, resulting in an overall increase of \$197,000 (0.4%) to operating budget
- July 2019
 - Deferred cancellation of Structural Compliance Program – results in additional \$66,000



2.3% to resident
accommodation co-pay
rates



**Ontario Seniors Dental
Care Program**

Homelessness Services

- April 2019
 - Maintained CHPI funding allocation at 2018 levels, despite previously committed increase of an additional \$0.3M.

Homelessness Services continues to be **underfunded** compared to other Service Managers in Ontario.



Continued Monitoring



Staff commit to monitoring the impacts of provincial policy and funding changes on the populations who access Community Services, and possible subsequent impacts to emergency social services (e.g. emergency shelter system), non-profit and charitable organizations (e.g. local food banks) who also support the needs of low-income families.

Subject: Provincial Policy and Funding Changes: Monitoring for Local Community Impacts

Report to: Public Health and Social Services Committee

Report date: Tuesday, August 6, 2019

Recommendations

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

Key Facts

- In April, the Province of Ontario released their 2019 budget. This included changes across four ministries that fund the delivery of services in Community Services.
- Community Services has been in receipt of a subsequent number of notices related to changes in provincial policy and funding associated with the following service areas: Social Assistance & Employment Opportunities; Children's Services; Senior's Services; and, Homelessness Services.
- Since the release of the budget, details related to these changes have been provided incrementally and many of these details, particularly for 2020 are still not fully known.
- This report seeks to outline the policy and funding changes, and their impact to Community Services, its clients and the broader service system, as they are understood at the time of this report.

Financial Considerations

Financial implications to Niagara Region's 2019 operating budget, resulting from the 2019 Ontario budget, based on information received to date, have been outlined in report CSD 49-2019 Q1 Financial Update. Many of the financial implications will continue to impact 2020 and the preparation of Niagara Region's 2020 budget, as outlined in report CSD 40-2019 2020 Budget Planning. Anticipated revenue pressures related to provincial funding announcements for Community Services are estimated at \$700,000 in order to maintain existing programs and services.

It is anticipated that there will be further provincial funding changes in 2020 that may affect cost share requirements, and could result in possible requests for additional levy contributions to maintain service levels for critical services. As the details of the 2020 provincial funding allocations are provided, staff commit to sharing these with Council and, as needed, include these in the 2020 budget process. Any Community Services items being referred to the 2020 budget process should be considered along with the projects/programs estimated and reported to BRCOTW on June 20, 2019. Budget

pressures have been outlined by staff in the following table to illustrate the potential levy impact estimated for the 2020 budget.

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
Niagara Airports	CAO 04-2019	2.240	0.61%
Waterfront Investment Program – base funding	CSD 40-2019	1.000	0.27%
Smarter Niagara Incentive Program – base funding	CSD 40-2019	0.600	0.16%
Brock LINC request for funding	CSD 40-2019	1.500	0.41%
Niagara Regional Transit – phase in cost	CSD 40-2019	6.213	1.70%
NRPS 2019 position hiring deferral	BRC-C 7-2019	0.706	0.19%
Long-Term Care Home Redevelopment – capital funding	COM 32-2019	5.899	1.62%
EMS Central Hub – capital funding	CSD 40-2019	0.390	0.11%
GO Implementation		TBD	TBD
Potential request to-date		\$18.748	5.12%

The resulting total potential increase is 5.12%, before considering any additional budget pressures resulting from the provincial funding changes noted in this report, and will be brought forward as part of the 2020 budget in alignment with the Budget Planning Policy.

Analysis

Background

Niagara Region Community Services, in its role of Consolidated Municipal Service Manager (CMSM) supports local residents to access provincially-supported affordable, licensed child care and early learning services, homelessness services, and critical income and employment support through the provision of social assistance (Ontario Works). Additionally, Community Services provides community-based services for seniors (seniors outreach and adult day programs) and directly operates eight (8) long-term care homes (funded respectively by the LHIN and Ministry of Health & Long-Term Care). Through these programs, Community Services supports thousands of vulnerable Niagara residents, addressing needs of poverty alleviation, employment, children's care and learning, homelessness prevention, emergency shelter, housing and seniors care.

In many cases, services funded by the Province are directed by both provincial policy and funding levels. Some services are delivered in the form of programs and case management supports, while others are benefits that are delivered directly to an individual (e.g. Ontario Works income) or on behalf of an individual (e.g. child care fee subsidy paid to a childcare provider).

Community Services and Client Impacts

Staff have reviewed the provincial policy and funding changes, as they are currently known, and potential impacts to clients served directly by Community Services. For an overview of the noted changes, please refer to Appendix A: Social Assistance & Employment Opportunities, Appendix B: Children's Services, Appendix C: Seniors Services and Appendix D: Homelessness Services.

Other Considerations

There were additional budget announcements made to other sectors who provide services to the same client group as Community Services. This includes the education sector¹, child and youth protection services², Legal Aid Ontario³, public health⁴, healthcare⁵ and others.

Staff commit to monitoring the impacts of provincial policy and funding changes on the populations who access Community Services, and possible subsequent impacts to emergency social services (e.g. emergency shelter system), non-profit and charitable organizations (e.g. local food banks) who also support the needs of low-income families.

Alternatives Reviewed

Not applicable.

Relationship to Council Strategic Priorities

Pending confirmation of Council's strategic plan.

Other Pertinent Reports

- CSD 40-2019 2020 Budget Planning
- CSD 49-2019 Q1 Financial Update

¹ Reduced the Local Priorities Funding program by \$235M for special education programs to support children in need and at-risk students, eliminated free post-secondary tuition for low-income students, reduced financial assistance for post-secondary students by \$300M, and removed \$25M from Education Programs – Other Fund (EPO).

² Reduction in child welfare funding by as much as \$84M.

³ An immediate \$133M or 30% reduction in funding.

⁴ Proposed reduction in annual funding of \$200M.

⁵ Restructuring and implementation of Ontario Health, and Ontario Health Teams.

- COM 21-2019 Ontario Health Teams
- COM 36-2019 Confidential report related to Employment Services Transformation
- NRH 8-2019 Canada-Ontario Community Housing (COCHI) & Ontario Priorities Housing Initiative (OPHI)

Prepared by:

Michelle Johnston, MA
Integrated Planning and Policy Representative
Community Services

Recommended by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was reviewed by Lori Watson, Darlene Edgar, Henri Koning and Cathy Cousins, Directors of Community Services, and Kayla de Pauw, Jordan Gamble and John Pickles, Program Financial Specialists.

Appendix A: Social Assistance & Employment Opportunities – Provincial Policy and Funding Changes

Appendix B: Children's Services – Provincial Policy and Funding Changes

Appendix C: Seniors Services – Provincial Policy and Funding Changes

Appendix D: Homelessness Services – Provincial Policy and Funding Changes

Appendix A: Social Assistance & Employment Opportunities

Social Assistance & Employment Opportunities (SAEO) Funded by the Ministry of Children, Community and Social Services		
Description: Administers and delivers the Ontario Works (OW) program which provides financial assistance to approximately 17,000 residents in Niagara (10,000 cases) per month; and provides employment support through a combination of direct service provision and third-party agreements.		
Provincial Policy Change	Impact	Mitigation Strategies
Elimination of the Transition Child Benefit (TCB). <i>Effective November 2019</i> This benefit provides up to \$230 per child per month to parents on OW or ODSP who have children under 18 who are not eligible for or not yet receiving the Ontario Child Benefit (OCB)/Canada Child Benefit (CCB), or who receive partial OCB/CCB.	In 2018, SAEO issued \$1.38 million in TCB benefits to support 2,046 children in Niagara. TCB helps parents to pay for children's basic living expenses such as food and clothing. The elimination of TCB will primarily impact three groups: <ol style="list-style-type: none"> 1. Parents who are not eligible for OCB/CCB due to their status in Canada, especially refugee claimants who have been in Canada for less than 18 months; 2. Families not eligible for OCB/CCB due to their previous year's income, as reported on their tax return (e.g. parents who may have recently lost a job and subsequently qualify for social assistance); and, 3. Parents who have a new child and are waiting for OCB/CCB. 	SAEO will develop a communication strategy to educate clients and community partners on the scheduled cancellation, while exploring alternative community resources and strategies identified by other OW delivery partners.
Changes to how earned income is treated for people receiving OW and ODSP.⁶ <i>Effective November 2019</i>	The earnings changes will benefit OW recipients who earn between \$200 and \$500 per month. The increase to a 75% deduction means that people earning above \$500 per month will have less total income once the new rules are implemented.	SAEO will enhance client contact to continue to market resources and benefits to support successful client transitions off social assistance.

⁶ Currently, OW and ODSP (Ontario Disability Support Program) recipients can keep the first \$200 of net earned income each month without any impact on the amount of assistance they receive. After reducing net income by this \$200, 50% of the remaining amount is then deducted from their OW/ODSP assistance. The new earned OW income rules will apply when someone has been receiving OW for at least one month instead of the current three months. OW recipients will be able to keep the first \$300 of net earned income each month, after which 75% of the remaining amount will be deducted from their OW assistance.

Social Assistance & Employment Opportunities (SAEO) Funded by the Ministry of Children, Community and Social Services		
Increase in new overpayment⁷ recovery rates from 5% to 10% for active clients. <i>Effective May 2019</i>	<p>OW recipients with new overpayments will have more money deducted from their monthly social assistance.</p> <p>For example, the maximum budget for a single person on OW is \$733 per month. Should it be found that they received an overpayment, \$73 (up from \$36) could be deducted, leaving them with \$660 per month to meet basic needs and shelter costs until the overpayment is recovered.</p>	<p>SAEO will enhance client contact to limit the number of overpayments created.</p>
Employment Services Transformation. <i>Effective Fall 2019</i>	<p>A new outcomes-based, local service delivery model is intended to transform employment services for all job seekers (including employment services currently provided to OW/ODSP recipients, and provided by Employment Ontario). The selection of local Employment Service System Managers (ESSMs) will begin in three prototype communities: Region of Peel, Hamilton-Niagara Peninsula and Muskoka-Kawarthas.</p> <p>The Province has launched a competitive process to determine ESSMs in the above-mentioned communities, and is open to proposals from any entity or organization, including those operating as not-for-profit or for-profit organizations.</p>	<p>To be determined. See confidential report COM 36-2019.</p>
Funding allocations and service delivery priorities (increased outcomes and accountability). <i>Announced April 2019</i>	<p>Service delivery priorities specify a number of requirements that impact SAEO, including:</p> <ol style="list-style-type: none"> 1. Performance targets must be set at a minimum of 3% higher than last year's actuals; 2. Maximum financial recoveries, due to under performance, is 15% of the total upload funding; and, 3. Budget submissions for 2019 should not exceed last year's actuals. 	<p>SAEO has submitted a clear evidence-based rationale to support one employment target below 3%, and has submitted a business case to support the 2019 approved budget.</p>
2020 Considerations		

⁷ If OW/ODSP takes the position that a recipient received benefits that they were not entitled to receive, an overpayment may be placed against a recipient's assistance. OW/ODSP can take action to recover the overpayment by making deductions from a recipient's assistance until the overpayment amount is paid off.

Social Assistance & Employment Opportunities (SAEO) Funded by the Ministry of Children, Community and Social Services	
Service System Management and Employment Services Transformation	The impact to 2020-21 SAEO funding to support employment benefits to clients and administration is unknown at this time.
Change to the definition to “disability” within the Ontario Disability Support Program (ODSP) to align with federal government benefit programs.	Anticipated changes to the definition of “disability” for ODSP will likely impact the number of cases that are eligible to transfer from OW to ODSP per year (approximately 900 cases in Niagara move from OW to ODSP per year). Therefore, there may be subsequent changes to the composition of the OW caseload served by SAEO with a greater proportion of OW clients requiring intensive supports.
Additional Funding Changes	<p>Expenditures in the social assistance sector are forecast to decrease an average of 2.1% per year over the next three fiscal years (from \$17 billion in 2019-20 to \$16.7 billion in 2020-21, to \$16 billion in 2021-22) to achieve the provincial goal of \$1 billion in savings.</p> <p>No increases to OW or ODSP benefit rates are forecast.</p>

Appendix B: Children's Services

Children's Services Funded by the Ministry of Education		
Description: Plans, administers and manages licensed child care and early years programs through third-party service agreements and direct service provision (five child care centres) and, administers the delivery of Ontario's Child Care Fee Subsidy program and Special Needs Resourcing, and plans, manages and funds EarlyON Child and Family Centres.		
Provincial Policy Change	Impact	Mitigation Strategies
Initially announced reduction in general allocation. <i>Announced April 2019</i>	<p>A memo was provided to all Service System Managers (including Niagara Region) advising them of a reduction in their 2019 child care and early years allocations. The memo did not include detailed breakdowns of allocations, new/updated service management and funding guidelines, indications of the transfer payment agreement terms, or other details required to fully assess financial impacts to the Region.</p> <p>Staff estimated the cumulative impact of the changes to be \$1.25 million (4% decrease in operating budget) in 2019. This would bring Niagara's general allocation back to 2012 funding levels.</p>	<p>See 2020 Considerations for Children's Services mitigation strategies.</p>
New Child Care Funding Formula (cost-share model) and provincial Child Care Plan. <i>Announced April 2019</i>	<p>The memo received by the Region further outlined that in 2019 the Province will be considering updates to the Child Care Funding Formula and a new child care plan.</p> <p>In addition to the reduction in general allocation, preliminary details related to a new child care funding formula (cost-share model) included a shift from 100% provincial funding of some allocations (Expansion Funding and Early Learning & Child Care Funding) to 80% provincial / 20% municipal cost share. Maximum allowable administration expense funding was also reduced from 10% to 5%.</p> <p>Further details, including any consultation plans, are not yet available. The Ministry has signaled an</p>	<p>Currently, Children's Services administration costs are at 5.1%. Children's Services planned to reassign some work to reduce costs to meet the 5% expectation.</p>

Children's Services Funded by the Ministry of Education		
	interest in a provincial/municipal working group to be initiated this summer.	
Amended funding resulted in 0.2% increase (\$65,000) in allocations. Previous reductions are deferred to 2020. <i>Announced June 2019</i>	The provincial government reversed the decision to reduce in-year funding, and deferred policy changes to 2020 to provide municipalities with more time to prepare for the subsequent impacts to their operating budget.	No impact to 2019 operating budget. See 2020 Considerations for additional mitigation strategies.
2020 Considerations		
Reduction in allocations, new funding formula (cost-share model) and a new Child Care Plan for municipally delivered early learning and child care.	Children's Services is preparing now for previously announced reductions in allocations, which are anticipated to come into effect January 1, 2020. Furthermore, Children's Services is anticipating changes to the Child Care Funding Formula and the release of a new child care plan. Steps to prepare for these known and unknown changes, include: <ol style="list-style-type: none"> 1. Consulting with service providers to identify efficiencies and strategies to continue to support the licenced child care system and early years programs; and, 2. Advocating with the Province at a new provincial/municipal working group to ensure the provincial child care plan and framework addresses affordability and choice for families, quality of care for children, and a focus on reduced administrative burdens for providers. 	
Ontario Childcare Access and Relief from Expenses (CARE) tax credit.	A new provincial tax credit has been proposed to support families with child care expenses ⁸ , based on a sliding scale for families earning up to \$150,000 per year. For the 2019 and 2020 tax years, families would claim the Ontario CARE tax credit on their tax returns. Starting with the 2021 tax year, the province intends to provide families with the choice to apply for regular advance payments throughout the year or receive a single payment when filing their tax returns after the year ends. Based on the formula, parents with household incomes of \$20,000 per year or less, for example, may receive a maximum of \$6,000 per child under seven, up to \$3,750 per child between the ages of seven and 16, and up to \$8,250 per child with a severe disability. It should be noted that	

⁸ Eligible expenses include licensed and unlicensed/informal child care, and even camps.

Children's Services Funded by the Ministry of Education	
	<p>the average cost for full-time licensed child care in Niagara is approximately \$11,250 per year.</p> <p>Anticipated impacts to the provincially funded Child Care Fee Subsidy Program are unknown at this time, however it is possible that the program (administered by Children's Services) may be reduced to support the CARE tax credit and funding change.</p>

Appendix C: Seniors Services

Seniors Services Funded by the Ministry of Health and the Ministry of Long-Term Care		
Description: Operates eight (8) long-term care homes across Niagara and delivers community programs for seniors (including, for example, social and wellness programs, adult day services, respite services, supportive living and assisted living services). In 2018, 1,350 residents were served through our long-term care homes and 2,804 unique clients were served through our community programs.		
Provincial Policy Change	Impact	Mitigation Strategies
Funding allocation. <i>Announced May 2019</i>	Adjustments to funding allocations resulted in a nominal increase of \$197,000 (0.4%) to the 2019 operating budget (inclusive of all funding lines).	Staff anticipated minimal increases for 2019 and had budgeted conservatively.
Increase to resident co-pay for long-term care accommodation. <i>Effective July 2019</i>	<p>Long-term care accommodation costs are set by the Ministry of Health and Long-Term Care and are standard in all long-term care homes across Ontario. This change results in residents and/or their caregivers paying 2.3% more for accommodation in long-term care homes (\$42.58 more per month for basic accommodation, \$51.41 for semi-private, and \$60.83 for private).</p> <p>Residents and/or caregivers unable to afford this increase may be eligible to apply for a subsidy through the Long-Term Care Home Rate Reduction Program.</p>	Seniors Services will engage Family and Resident Councils to understand the impacts of this increase and if additional steps are required to support families in managing accommodation costs.
Cancellation of Structural Compliance Program. <i>Effective August 2019</i>	<p>This program supports long-term care providers/operators with complying with relevant building design standards until such time that they are eligible for other Ministry support (i.e. the Construction Funding Subsidy program for developing and upgrading capital assets).</p> <p>The total subsidy decrease in 2019 is \$164,000, with anticipated 2020 subsidy decrease of \$391,000.</p>	<p>Seniors Services will defer any non-essential building maintenance and enhancements in 2019.</p> <p>This impact will be mitigated in future years as three of the four homes currently receiving this funding will become ineligible</p>

Seniors Services		
Funded by the Ministry of Health and the Ministry of Long-Term Care		
		through the Long-Term Care Home Redevelopment project.
2020 Considerations		
Decrease in allowable pharmacy fees.	This does not present an immediate impact to Seniors Services as contracts are in place with the current provider.	

Appendix D: Homelessness Services

Homelessness Services Funded by the Ministry of Municipal Affairs & Housing		
Description: Plans, administers and manages homelessness prevention programs, street outreach services, emergency shelters, and transitional and supportive housing.		
Provincial Policy Change	Impact	Mitigation Strategies
Funding allocation <i>Announced April 2019</i>	Community Housing Prevention Initiative (CHPI) funding allocation is frozen at 2018 levels. A previously committed increase in funding of an additional \$300,000 was deferred to 2020. Niagara Region continues to be underfunded when compared to other Service System Managers in the delivery of homelessness services.	Staff anticipated minimal increases for 2019 and had budgeted conservatively.
Of related note: NRH Funding allocation <i>Announced April 2019</i>	A \$13.15 million reduction (as compared to the previous three years) in grant funding for affordable housing programs over the next three years.	See report NRH 8-2019.
2020 Considerations		
Canada-Ontario Housing Benefit	A new monthly housing benefit (negotiated between the federal and provincial governments) will be launched in April 2020 to provide up to \$208 per month or \$2,500 per year, directly to Ontario households in need. Provincially funded housing allowances (administered by Niagara Regional Housing on behalf of the Region) may be reduced or eliminated to support the Canada-Ontario Housing Benefit. Should this occur, low-income households currently in receipt of a housing allowance (\$300/month or \$350/month) may be required to pay more for their rent to cover the difference, and housing allowances previously offered to clients residing in emergency shelter may not be enough to move them out of shelter.	
Rent Increase Guideline	The Province determines the annual maximum percentage a landlord can increase their tenants' rent without approval by the Landlord Tenant Board. This year, the Province determined an allowable 2.2% increase – the highest increase allowed since 2013. It is anticipated that the increase could further present affordability challenges to clients who already pay a disproportionate amount of their income to housing.	

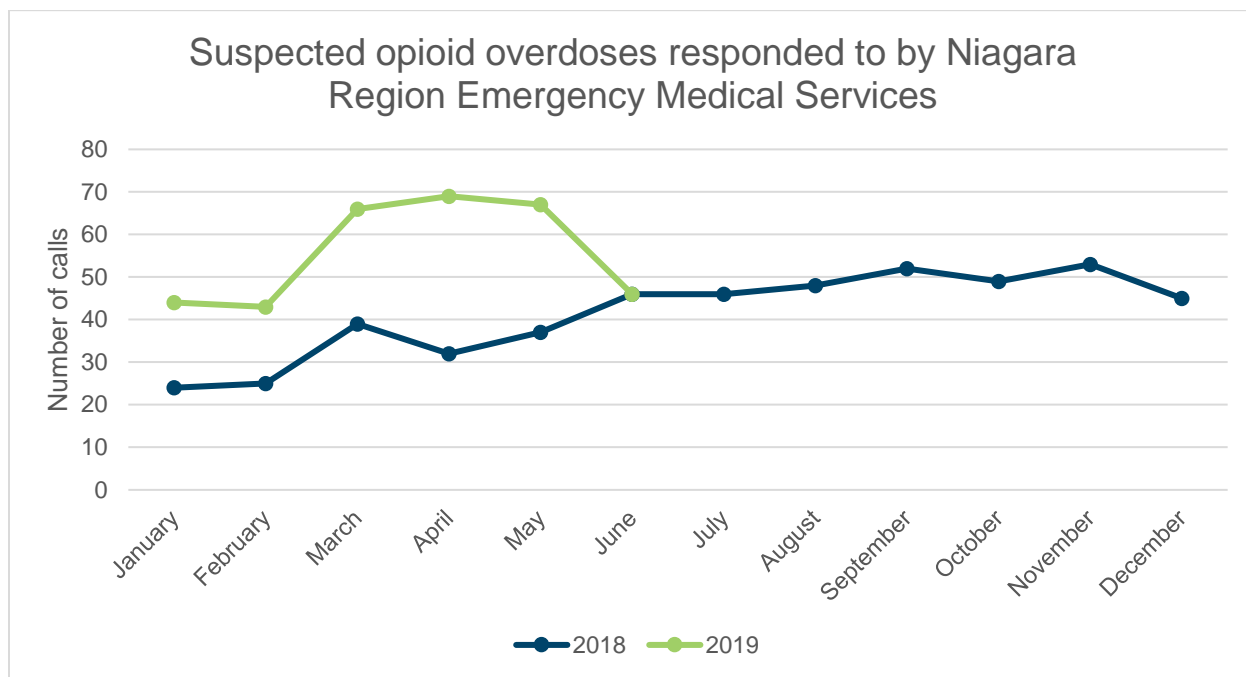
MEMORANDUM

CWCD 287-2019

Subject: Opioid Work Update
Date: July 26, 2019
To: Board of Health
From: Andrea Feller, Associate Medical Officer of Health

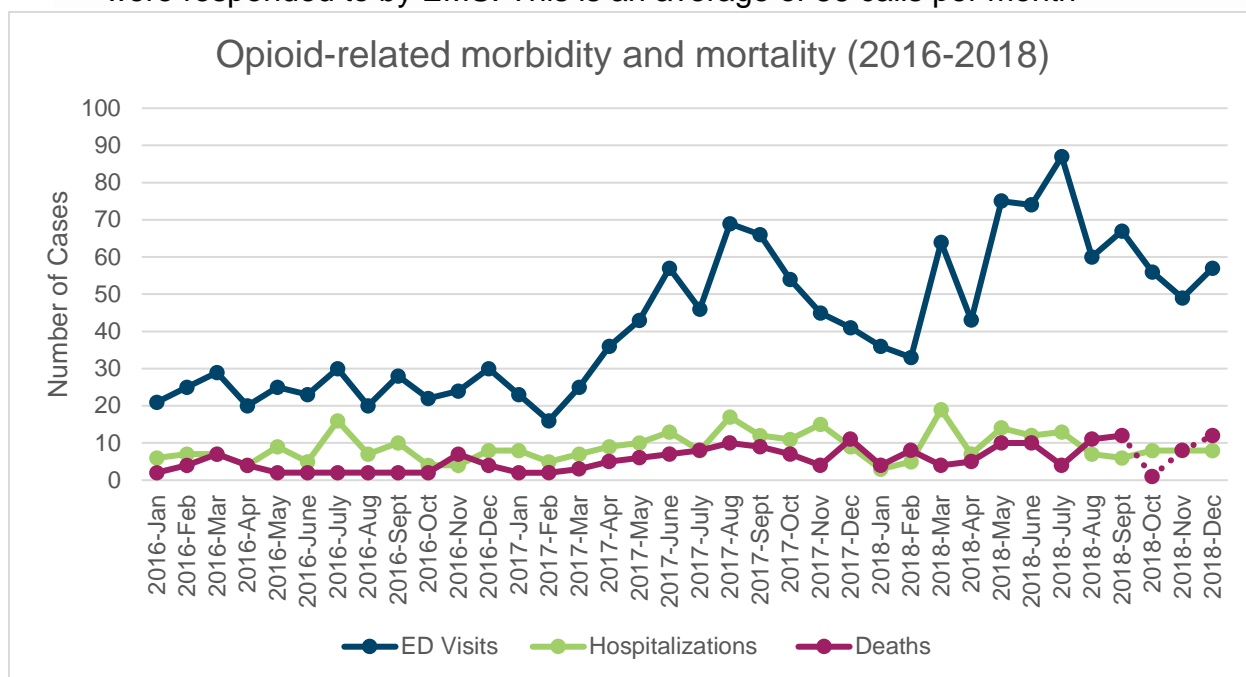
In our goal to continue to keep you updated around opioids, please see the following:

1. Overdose Awareness Day is August 31. Positive Living Niagara and Niagara Falls CHC are hosting a vigil between 6-8 p.m. on August 29. For more information, please see <https://www.overdoseday.com/niagara-falls/>
2. Naloxone has been distributed to 26 key agencies who are actively distributing within the critical social and close peer network, in addition to appropriate patient provisions through St. John Ambulances, Niagara Health sites, NRPS and EMS. All agencies that have chosen to be a public access point are listed at: <https://www.ontario.ca/page/where-get-free-naloxone-kit>
3. OPENN updates: An advisory system on toxic drug/adverse reaction sharing is closer to completion. Also, the Substance Use Strategy for Niagara, currently focused on prevention, is on track and moving into the community consultation phase. There is an OPENN communications newsletter to share updates and additional education for those who wish to receive it.
4. The website is updated as data becomes available. These updates are available through PH&ES site (in addition to elsewhere on the Region's site). https://www.niagararegion.ca/living/health_wellness/alc-sub-abuse/drugs/overdose-prevention.aspx
5. For this report, we have included some **preliminary** data (in broken lines) in addition to the data found on the website. A summary of opioid-related population health outcome and naloxone distribution data available to date follows. As expected, 2018 trends were higher than 2017.



Data source: EMS Edge [2019].

- In 2018 there were 496 suspected opioid overdoses that were responded to by EMS. This was an average of 41 calls per month
- In the first half of 2019, there have been 335 suspected opioid overdoses that were responded to by EMS. This is an average of 56 calls per month



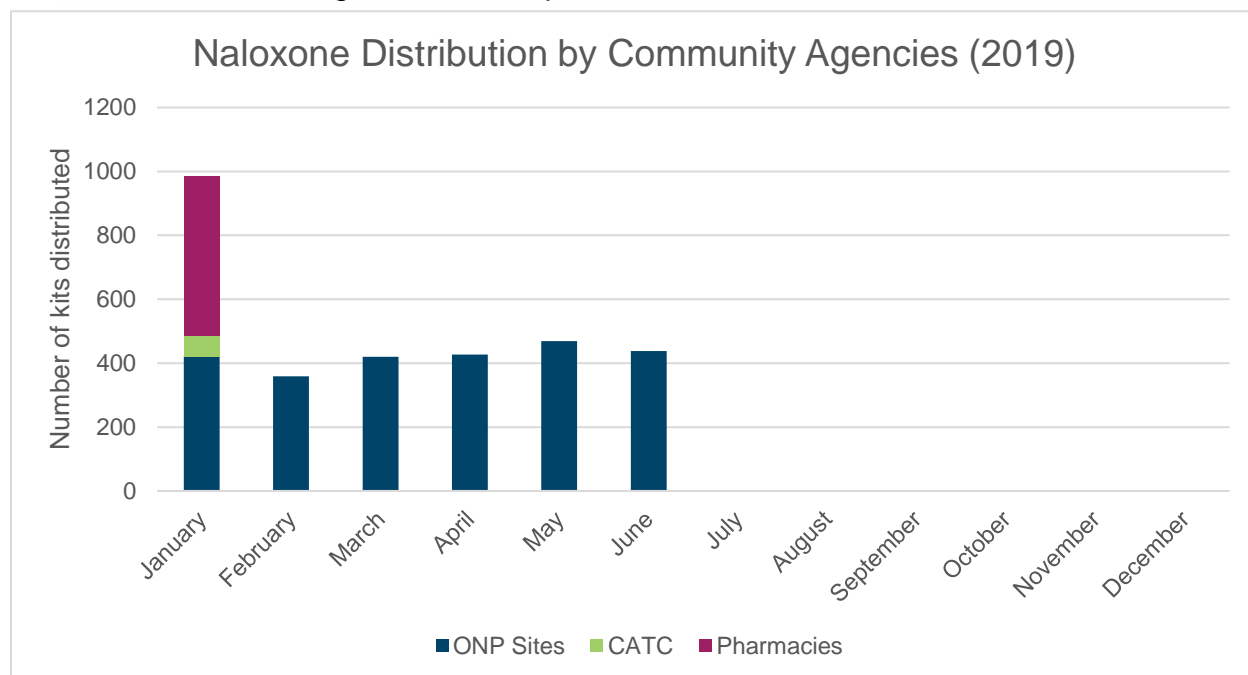
Data source: National Ambulatory Care Reporting System, 2016-2018; Discharge Abstract Database, 2016-2018; Office of the Chief Coroner of Ontario, 2016-2018.

Emergency Department Visits and Hospitalizations

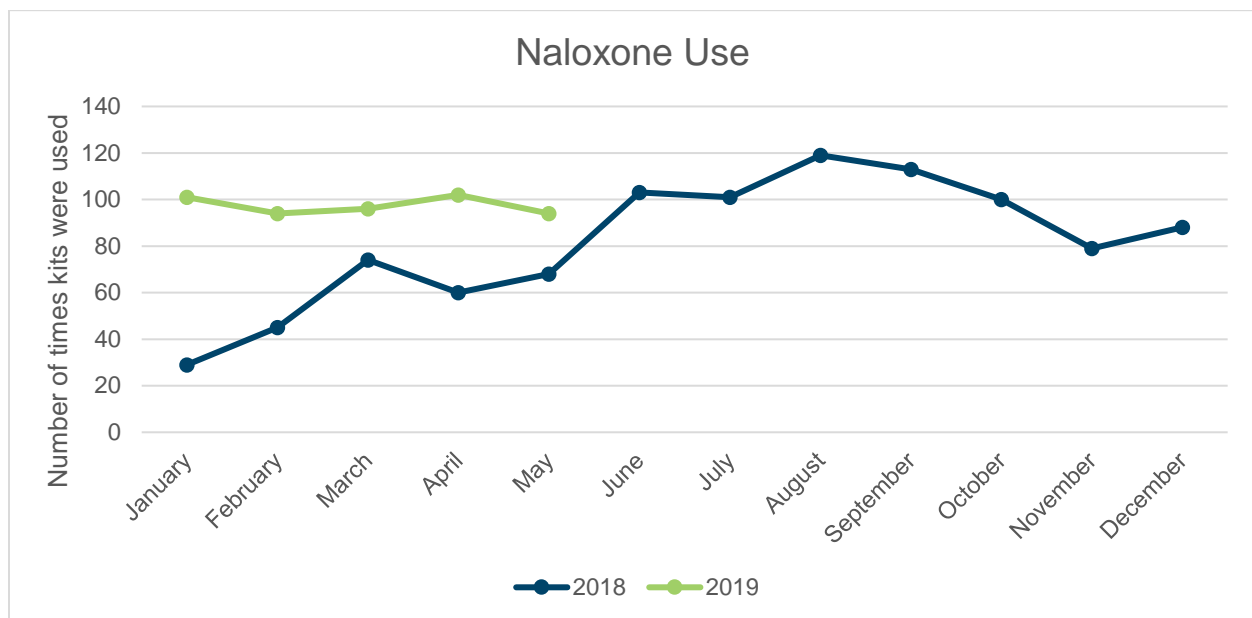
- In 2016 there were a total of 297 opioid poisoning emergency department (ED) visits, and 87 hospitalizations. This was an average of 25 ED visits per month and 7 hospitalizations per month
- In 2017 there were a total of 521 opioid poisoning ED visits and 124 hospitalizations. This was an average of 43 ED visits per month and 10 hospitalizations per month
- In 2018 there were a total of 701 opioid poisoning ED visits and 110 hospitalizations. This is an average of 58 ED visits per month and 9 hospitalizations per month

Deaths

- In 2016 there were 40 opioid overdose deaths. This was an average of 3 deaths per month
- In 2017 there were 74 opioid overdose deaths. This was an average of 6 deaths per month
- Up to the end of September 2018, there have been 68 opioid overdose deaths. This is an average of 8 deaths per month



Data source: Niagara Region Naloxone Distribution and Use [2019].



Data source: Niagara Region Naloxone Distribution and Use [2018].

- In 2018 there were more than 10,000 naloxone kits distributed by pharmacies, Ontario Naloxone Program sites, and the Canadian Addiction Treatment Centres. Most recent data for 2019 shows that over 3,000 kits have been distributed
- In 2018 naloxone kits were reported to be used 979 times. Most recent data for 2019 shows that over 500 kits were reported to be used

We will continue to keep you updated. Other pertinent correspondence is listed below:

CWCD 131-2019

Respectfully submitted and signed by

Andrea Feller, MD, MS, FAAP, FACPM
Associate Medical Officer of Health

Minute Item No. 4.1

Request for Development Charge Exemption - 1070 Vansickle Road North, St. Catharines

That the development charge exemption request for 1070 Vansickle Road North, St. Catharines, **BE REFERRED** to staff for additional information and recommendation detailing a proposed process to rebate the development charge for the second unit of the property.

Minute Item No. 6.2

CSD 58-2019

Non-conforming Smarter Niagara Incentive Program Requests

1. That Report CSD 58-2019, dated August 7, 2019, respecting Non-conforming Smarter Niagara Incentive Program Requests, **BE RECEIVED** for information;
2. That a copy of this report **BE CIRCULATED** to the City of St. Catharines; and
3. That staff **BE DIRECTED** to provide prospective matching Regional funding at Brownfield Tax Incentive Grant levels for properties at 51 Lake and 136 James Streets in the City of St. Catharines starting in 2020.

Minute Item No. 5.1

CSD 47-2019

Update to Execution of Documents By-Law

That Report CSD 47-2019, dated August 7, 2019, respecting Update to Execution of Documents By-Law, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Regional Council **APPROVE** the amendment of By-law No. 09-2016 being A By-law to Govern the Execution of Documents and to Delegate Certain Administrative Powers and Duties to Staff and to Repeal By-law 126-2011 (hereinafter the "Execution By-law") by deleting reference in section 8 thereof to "21 days" and substituting therefor "30 days".

Minute Item No. 5.2

CSC-C 15-2019

Recommendations from the Accessibility Advisory Committee meeting held June 25, 2019

That Correspondence Item CSC-C 15-2019, being a memorandum from Ann-Marie Norio, Regional Clerk, dated August 7, 2019, respecting Recommendations from the Accessibility Advisory Committee meeting held June 25, 2019, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Accessibility Advisory Committee Terms of Reference (attached as Appendix 1 to Report AAC-C 4-2019), **BE APPROVED**.

Minute Item No. 6.1
CSC-C 14-2019
Niagara Go Station Strategy

That Correspondence Item CSC-C 14-2019, being a memorandum from Matt Robinson, Director, GO Implementation Office, dated August 7, 2019, respecting Niagara GO Station Strategy, **BE RECEIVED** for information.

Minute Item No. 9.1
Confidential Presentation

A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality - Niagara GO Station Development Strategy

That the Confidential presentation respecting A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality – Niagara GO Station Development Strategy, **BE RECEIVED** for information.

Minute Item No. 9.2
Confidential CSD 17-2019

A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality - Niagara GO Station Development Strategy

That Confidential Report CSD 17-2019, dated August 7, 2019, respecting A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality – Niagara GO Station Development Strategy, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Minute Item No. 9.3
Confidential CSD 44-2019

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 – Carillion Canada Inc. v. RMON re NRPS Headquarters and 2 District

That Confidential Report CSD 44-2019, dated August 7, 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 – Carillion Canada Inc. v. RMON re NRPS Headquarters and 2 District, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Minute Item No. 9.4
Confidential CSD 52-2019

A Matter Respecting a Proposed Acquisition of Land by the Municipality - Lease Agreement, Niagara Emergency Medical Services, 509 Glendale Avenue East, Niagara-on-the-Lake

That Confidential Report CSD 52-2019, dated August 7, 2019, respecting A Matter Respecting a Proposed Acquisition of Land by the Municipality - Lease Agreement, Niagara Emergency Medical Services, 509 Glendale Avenue East, Niagara-on-the-Lake, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**THE REGIONAL MUNICIPALITY OF NIAGARA
CORPORATE SERVICES COMMITTEE
OPEN SESSION**

**CSC 08-2019
Wednesday, August 7, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Campion, Diodati, Edgar, Fertich, Foster (Committee Chair), Heit, Ip, Redekop, Rigby, Whalen (Committee Vice-Chair)

Absent/Regrets: Easton, Gale

Staff: D. Barnhart, Executive Officer to the Regional Chair, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, K. Lotimer, Legislative Coordinator, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Selig, Planning Lead, GO Implementation Office, K. Smith, Chief/Director, Emergency Medical Services, H. Talbot, Finance & Special Projects Consultant, R. Tripp, Acting Chief Administrative Officer, S. Wood, Legal Counsel

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest. See Minute Item 4.2.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

4.1 Request for Development Charge Exemption - 1070 Vansickle Road North, St. Catharines

Ms. Marsh appeared before Committee to request a development charge exemption for 1070 Vansickle Road North in the City of St. Catharines.

Moved by Councillor Whalen
Seconded by Councillor Redekop

That the development charge exemption request for 1070 Vansickle Road North, St. Catharines, **BE REFERRED** to staff for additional information and recommendation detailing a proposed process to rebate the development charge for the second unit of the property.

Carried

Moved by Councillor Ip
Seconded by Councillor Whalen

That Lloyd Smith and Louis Grilli, First Ontario Credit Union Limited, **BE PERMITTED** to appear as delegates with respect to Agenda Item 6.2, Non-conforming Smarter Niagara Incentive Program Requests (CSD 58-2019).

Carried

4.2 Non-Conforming Smarter Niagara Incentive Program Request

Lloyd Smith and Louis Grilli, First Ontario Credit Union, appeared before Committee requesting an adjustment to the Region's portion of the Tax Incentive Grant related to student housing developments at 136 James Street and 53 Lake Street in the City of St. Catharines.

Moved by Councillor Ip
Seconded by Councillor Campion

That Report CSD 58-2019 respecting Non-conforming Smarter Niagara Incentive Program Requests (Agenda Item 6.2) **BE CONSIDERED** at this time.

Carried

Councillor Whalen declared a direct pecuniary interest with respect to Report CSD 58-2019 (Agenda Item 6.2) respecting Non-conforming Smarter Niagara Incentive Program Requests, as First Ontario Credit Union Limited is his former employer.

6. **CONSENT ITEMS FOR INFORMATION**

6.2 **CSD 58-2019**

Non-conforming Smarter Niagara Incentive Program Requests

Moved by Councillor Butters

Seconded by Councillor Ip

That Report CSD 58-2019, dated August 7, 2019, respecting Non-conforming Smarter Niagara Incentive Program Requests, **BE RECEIVED** for information; and

That a copy of this report **BE CIRCULATED** to the City of St. Catharines.

Moved by Councillor Campion

Seconded by Councillor Rigby

That the motion **BE AMENDED** by adding the following clause:

That staff **BE DIRECTED** to provide prospective matching Regional funding at Brownfield Tax Incentive Grant levels for properties at 51 Lake and 136 James Streets in the City of St. Catharines starting in 2020.

Carried

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

1. That Report CSD 58-2019, dated August 7, 2019, respecting Non-conforming Smarter Niagara Incentive Program Requests, **BE RECEIVED** for information;
2. That a copy of this report **BE CIRCULATED** to the City of St. Catharines; and
3. That staff **BE DIRECTED** to provide prospective matching Regional funding at Brownfield Tax Incentive Grant levels for properties at 51 Lake and 136 James Streets in the City of St. Catharines starting in 2020.

Carried

5. ITEMS FOR CONSIDERATION

5.1 CSD 47-2019

Update to Execution of Documents By-Law

Moved by Councillor Edgar

Seconded by Councillor Butters

That Report CSD 47-2019, dated August 7, 2019, respecting Update to Execution of Documents By-Law, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Regional Council **APPROVE** the amendment of By-law No. 09-2016 being A By-law to Govern the Execution of Documents and to Delegate Certain Administrative Powers and Duties to Staff and to Repeal By-law 126-2011 (hereinafter the "Execution By-law") by deleting reference in section 8 thereof to "21 days" and substituting therefor "30 days".

Carried

5.2 CSC-C 15-2019

Recommendations from the Accessibility Advisory Committee meeting held June 25, 2019

Moved by Councillor Fertich

Seconded by Councillor Ip

That Correspondence Item CSC-C 15-2019, being a memorandum from Ann-Marie Norio, Regional Clerk, dated August 7, 2019, respecting Recommendations from the Accessibility Advisory Committee meeting held June 25, 2019, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Accessibility Advisory Committee Terms of Reference (attached as Appendix 1 to Report AAC-C 4-2019), **BE APPROVED**.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 CSC-C 14-2019

Niagara Go Station Strategy

Moved by Councillor Ip

Seconded by Councillor Campion

That Correspondence Item CSC-C 14-2019, being a memorandum from Matt Robinson, Director, GO Implementation Office, dated August 7, 2019, respecting Niagara GO Station Strategy, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

There were no items of other business.

8. CLOSED SESSION

Moved by Councillor Whalen

Seconded by Councillor Ip

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

A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality - Niagara GO Station Development Strategy.

Carried

Committee resolved into closed session at 11:15 a.m.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 11:51 a.m. with the following individuals in attendance:

Committee: Bradley (Regional Chair) , Butters, Campion, Diodati, Edgar, Fertich, Foster (Committee Chair), Heit, Ip, Redekop, Rigby, Whalen (Committee Vice-Chair)

Absent/Regrets: Easton, Gale

Staff: D. Barnhart, Executive Officer to the Regional Chair, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, K. Lotimer, Legislative Coordinator, Rino Mostacci, Commissioner, Planning and Economic Development, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Selig, Planning Lead, GO Implementation Office, K. Smith, Chief/Director, Emergency Medical Services, H. Talbot, Finance & Special Projects Consultant, R. Tripp, Acting Chief Administrative Officer, S. Wood, Legal Counsel

9.1 Confidential Presentation

A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality - Niagara GO Station Development Strategy

Moved by Councillor Ip
Seconded by Councillor Rigby

That the Confidential presentation respecting A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality – Niagara GO Station Development Strategy, **BE RECEIVED** for information.

Carried

9.2 Confidential CSD 17-2019

A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality - Niagara GO Station Development Strategy

Moved by Councillor Whalen
Seconded by Councillor Edgar

That Confidential Report CSD 17-2019, dated August 7, 2019, respecting A Matter Respecting a Proposed or Pending Acquisition or Disposition of Land by the Municipality and a Position, Plan, Procedure, Criteria or Instruction to be Applied to any Negotiations Carried on or to be Carried on by or on Behalf of the Municipality – Niagara GO Station Development Strategy, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

9.3 Confidential CSD 44-2019

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 – Carillion Canada Inc. v. RMON re NRPS Headquarters and 2 District

Moved by Councillor Campion
Seconded by Councillor Rigby

That Confidential Report CSD 44-2019, dated August 7, 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 – Carillion Canada Inc. v. RMON re NRPS Headquarters and 2 District, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

9.4 Confidential CSD 52-2019

A Matter Respecting a Proposed Acquisition of Land by the Municipality - Lease Agreement, Niagara Emergency Medical Services, 509 Glendale Avenue East, Niagara-on-the-Lake

Moved by Councillor Diodati
Seconded by Councillor Fertich

That Confidential Report CSD 52-2019, dated August 7, 2019, respecting A Matter Respecting a Proposed Acquisition of Land by the Municipality - Lease Agreement, Niagara Emergency Medical Services, 509 Glendale Avenue East, Niagara-on-the-Lake, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

10. **NEXT MEETING**

The next meeting will be held on Wednesday, September 11, 2019 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

11. **ADJOURNMENT**

There being no further business, the meeting adjourned at 11:55 a.m.

Councillor Foster
Committee Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

From: [PF-Mailbox-01](#)
To: [Lotimer, Kelly](#); [Norio, Ann-Marie](#); [Trennum, Matthew](#); [Evely, Mark](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Friday, July 19, 2019 12:38:53 PM

From: Niagara Region Website
Sent: Friday, 19 July 2019 12:38:43 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

henriette-marsh

Address

[REDACTED]

City

st catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

standing committee

Regional Council

Presentation Topic

development fees

Presentation includes slides

No

Previously presented topic

No

Presentation Details

i am requesting an exemption from development fees for 1070 vansicle rd n. i have been in the process to build a bugalow style all wheelchair access semi since march/2017..i had a house on property which got burned down..i now am finally done the creation of new lot to build semi & i find out i have to pay for 2 development fees... i have already payed @82,000 dollars to get this far..also i am building for possible seniors which i know we have great shortage of also o spoke with regional councilor & he feels i shoul'n't have to pay,,spoke with todd harrison's clerk & he advised me to talk to you..i'd like to present this to you...pls what else should i do to go to nxt meeting on aug 7th??

Video Consent

Yes



Subject: Non-conforming Smarter Niagara Incentive Program Requests

Report to: Corporate Services Committee

Report date: Wednesday, August 7, 2019

Recommendations

That this report **BE RECEIVED** for information; and

That a copy of this report **BE CIRCULATED** to the City of St. Catharines.

Key Facts

- The purpose of this report is to inform Council of requests from the City of St. Catharines (City) for the Region to provide new and amended tax incentive funding for two properties located at 51 Lake Street and 136 James Street.
- Niagara Region partners with local municipalities to provide matching funding for eligible grants through a variety of programs, in this case through a suite of incentives included in the Region's Smarter Niagara Incentive Program. Local municipalities are eligible to apply for Regional matching funding for grants for locally approved projects in this incentive suite. Regional funding is based on eligibility, conformity to program parameters and is subject to budgetary approval.
- In 2014 the City, which had sold these properties to a private developer, approved tax increment grants (TIGs), residential grants, and municipal application/permit fee grants for these properties. The Region allocated matching funding through the two eligible programs (TIGs and residential grants) for each property, and provided in addition Regional development charge reduction grants for each of them.
- When contamination was subsequently discovered on these properties, the City retroactively designated these properties brownfields in 2016 and approved them for the higher brownfield TIG incentive rate. The City also approved new Brownfield Tax Assistance Program (BTAP) grants for each property under its 2015 Community Improvement Plan (CIP), for which it also has requested Regional matching funding.
- The intent of TIGs and BTAP grants is to provide incentives to remediate and develop sites that may not otherwise be rehabilitated. The City's requests to change the previously approved TIG amounts and add BTAP grants for the properties were made after remediation and construction had been completed on these projects.
- The Region has committed a total of \$1,302,497 for incentives for the two properties. The City is requesting an additional \$421,527 in Regional funding, which is not budgeted. Once the Region approves funding for these incentives they are

budgeted through assessment growth and there is no precedent for changing them. Details of approved funding and revised requests are provided in Appendix 3.

- Regional participation in these incentives is discretionary; there is no liability to the Region if it does not participate in any revised incentive funding requests.
- Regional Staff can not approve the request as it is retroactive and falls outside staff's delegated authority.

Financial Considerations

Niagara Region through the Smarter Niagara Incentive Program approved matching funding for tax increment grants (TIGs) for two properties in the City of St. Catharines, at 51 Lake and 136 James Streets in 2014. TIG incentives provide a grant based on a percentage of the increased assessment value of a development, usually over a 10-year period, and they are funded through assessment growth. The Region matched the two TIGs at the City's 45% rate for non-brownfield projects over ten years.

Two years after this approval, the City retroactively designated the properties as brownfields and approved both properties to receive the higher brownfield TIG incentive rate of 80% over 10 years. In addition, the City approved a new grant for each property, a Brownfield Tax Assistance Program (BTAP) grant. BTAPs provide a freeze or cancellation of municipal taxes on properties during a specified period of redevelopment.

The City has requested the Region match both the revised TIG grant levels and the new BTAP grants for each property which would result in an additional \$421,527 in Regional funding on top of the existing Regional incentive payments/commitments of over \$1.3 million. This figure includes Regional residential and development charge grants as well as the original TIG commitment for each property. Details are outlined in Appendix 3.

While funding at the original 45% TIG rate for each property is accommodated in the current Regional budget, there is no funding for the revised 80% TIG funding level request or for the new BTAP grants. The Region would match the local municipal program, a key part of which as outlined in the City's report on these requests, "one of the foundations of the program is that incentives are not provided retroactively for projects that already have commenced or are completed" (PBS 054-2016, Appendix 1). Any action to revise existing incentive levels for these properties would be non-conforming, require Regional Council action, and would have to be prospective, i.e., funding would have to be allocated in future Regional budgets.

Analysis

In 2014 through report PDS 189-2014, the City approved TIGs for properties located at 51 Lake Street and 136 James Street. These TIGs, for seven-story apartment buildings with 67 and 53 units respectively, were to be paid over 10 years at a 45% increment over the term of the grant. In the same report, these two properties were also each approved for residential grants. The Region approved matching funding for both TIGs and residential grants for both properties.

Contamination was subsequently discovered on the two properties. There did not appear to be a Record of Site Condition for either property, which sets out the environmental condition of a property based on environmental site assessments, prior to issuing of a building permit and work commencing. Total soil remediation costs for 51 Lake Street and 136 James Street were \$1,633,261.06 and \$1,425,960.57 respectively. In March 2016 City Council voted to reconsider and ultimately reversed its initial approval of the report on this request (PBS-054-2016) which did not recommend the new funding levels (Appendix 2).

In 2016 the City submitted a funding allocation request to the Region for these properties based on the retroactive brownfield designation rates for the TIGs, and for new BTAP grants for each property. Though the purpose of these incentives is to encourage remediation and redevelopment on land that may otherwise not be developed without such incentives, in response to a subsequent Regional inquiry the City notified the Region that work on both properties was complete. The Region matches project funding approved under eligible local programs, within the parameters of the Smarter Niagara Incentive Program. Following the City's program as outlined in its report on these projects (Appendix 1), the Region would not fund retroactive incentives. A request to do so is considered non-conforming, and must be brought by the local municipal partner before Council for consideration. This report represents that request.

Alternatives Reviewed

This is a report for information only. If Council takes no action, the Region allocated in the existing budget for TIGs at 45% on both properties will be paid out upon submission of complete invoicing packages. Regional funding for residential grants totalling \$250,000 and development charge grants/exemptions totalling \$537,000 have already been paid out.

Alternatively Council may consider approving the City's request for revised and new grants totalling \$421,527. This funding is not available in the 2019 budget. As these grants are funded through assessment growth any addition funding can be accommodated prospectively through future Regional budgets.

Relationship to Council Strategic Priorities

This report is for information and though its subject matter relates to Council Strategic Priorities, particularly fiscally sustainable government and responsible infrastructure planning, there is no recommendation that realizes any specific priority.

Prepared by:

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

Recommended by:

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

Submitted by:

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

This report was prepared in consultation with Helen Chamberlain, CPA, CA, Director, Financial Management & Planning/Deputy Treasurer, Enterprise Resource Management Services and Marian Bannerman, PhD, Program Manager, Grants and Incentives, Planning and Development Services.

Appendices

- Appendix 1 PBS 054-2016 Community Improvement Plan – Request for Approval of Applications, City of St. Catharines (February 22, 2016)
- Appendix 2 Corporation of the City of St. Catharines Regular Council Minutes (March 7, 2016)
- Appendix 3 Estimated Grant Costs for 51 Lake and 136 James Streets



Corporate Report

Report from Planning and Building Services, Planning Services

Date of Report: January 18, 2016

Date of Meeting: February 22, 2016

Report Number: PBS-054-2016

File: 60.32.99

Subject: Community Improvement Plan – Request for Approval of Applications for:
Tax Increment Finance Program (TIF)

- 155 Ontario Street and 4, 6, 10 Adams Street
- 19 Beard Place
- 60 Canterbury Drive
- 271 Merritt Street

Brownfield Tax Assistance Program

- 282-285 Ontario Street and 10 Pleasant Avenue

Expanded Incentive under 2004 Plan

- 51 Lake Street
- 136 James Street

Recommendation

That Council approve the application for a Tax Increment Finance incentive under the 2015CIP, equivalent to a 45% tax rebate over a 10-year time period, for the application for 155 Ontario Street and 4, 6, 10 Adams Street; and

That Council approve the application for a Tax Increment Finance incentive under the 2015CIP, equivalent to a 45% tax rebate over a 10-year time period, for the application for 271 Merritt Street; and

That Council approve the application for a Brownfield Tax Assistance incentive under the 2015CIP, equivalent to a 100% tax rebate over a three-year time period, for each of 282 Ontario Street, 285 Ontario Street, and 10 Pleasant Avenue; and

That applications for Tax Increment Finance under the 2015CIP pertaining to 60 Canterbury Drive and 19 Beard Place not be approved; and

That the request to shift CIP incentives under the 2004 CIP pertaining to 51 Lake Street and 136 James Street not be approved unless CIP funding is increased by Council accordingly; and

Further, that the base amount of the funding model for the CIP program be amended, beginning in 2017, to sustain adequate funding of existing commitments made under the 2004 CIP, as well as funding to support approval of projects under the 2015CIP as recommended in this report. FORTHWITH

Summary

The City has had a Community Improvement Plan (CIP) since 2004. A total of 86 projects were approved for municipal financial incentives under this CIP. To satisfy all remaining financial incentive commitments made under this Plan, the municipality is required to allocate an additional \$6,935,000 in future municipal budgets.

To date, five applications have been submitted for consideration of incentive approvals, for a total of seven projects, under the City's new CIP (2015CIP) Tax Increment Finance (TIF) Program and the Brownfield Tax Assistance (BTA) Program. A request has also been made for changing incentives previously granted under the 2004 CIP. The total estimated value of all incentives requested is \$5,454,820. If approved, this amount would be required to be set out in future municipal budgets over the next 10 to 20 years and is over and above the allocation required to satisfy existing commitments approved under the 2004 CIP.

This report outlines existing commitments made under the 2004 CIP and addresses the evaluation and budget implications of new TIF and BTA applications received under the 2015CIP, as well as the request for a change in incentives under the former 2004 CIP for two development sites.

Background

Provincial legislation enables local municipalities to adopt Community Improvement Plans (CIP) to enable municipalities to offer financial incentives to the private sector to stimulate investment in projects that support municipal community renewal objectives and strategies. More specifically, the incentives are intended to help offset a portion of costs incurred by the private sector for projects related to redevelopment, reuse, and rehabilitation of the built environment, and brownfield remediation.

Original CIP (2004)

The City first adopted a CIP in 2004, with a 10-year time plan horizon. It expired at the end of 2014. The 2004 CIP offered seven financial incentive programs. Four of the programs offered a one-time grant, and three provided a longer term tax based incentive.

Under the 2004 CIP, a total of 86 projects were approved by City Council for financial incentives. The total value of incentives committed by the City under those approvals was \$13,135,000. Between 2004 and 2015, approximately \$6,200,000 has been allocated in municipal budgets for funding the incentive approvals granted, and 37% of this allocation has been disbursed to date. An estimated additional \$6,935,000 is required to be allocated in future municipal budgets to satisfy all of the existing funding commitments approved under 2004 CIP programs. This will extend for approximately 12 years to 2028.

The 86 projects approved through the 2004 CIP represent the creation of over 900 new residential dwelling units and an estimated increase of \$150,000,000 in property tax assessment.

Revised 2015CIP

In advance of the CIP expiring at the end of 2014, the City, in 2013, undertook an extensive review of the CIP. This review resulted in the preparation of the 2015CIP, which was formally approved by Council on November 17, 2014. It offers the following programs:

1. Façade Improvement Program (FIP) and Residential / Office Conversion Program
A one-time grant is given after project completion. The Director of Planning and Building Services has been given approval authority under these programs. There is an allocation of \$100,000 in the proposed 2016 municipal budget to fund these programs.
2. Tax Increment Finance (TIF) Program
This program provides an annual rebate of property taxes paid on a property to offset a portion of costs incurred for soil remediation and/or redevelopment projects.

The value of the rebate is based on the increase in property tax assessment resulting from the completion of the project. For redevelopment projects, the value of the rebate is 45% of the increase in property taxes generated by the project, or the eligible project costs incurred, whichever is less. The rebate is given annually for a period of 10 years after project completion

For redevelopment projects that also involve soil remediation, the value of the rebate is 80% of the increase in property taxes generated by the project, or eligible project costs incurred, whichever is less, and the rebate is given annually for a period of 10 years after project completion.

The program is based on a competitive application process, with each application evaluated based on a weighted criteria ranking system to determine priority consideration for approval. The evaluation criteria and weighted ranking system is set out in Appendix 1.

The program is available to all properties within the City's urban area. However, one of the components of the program evaluation criteria gives a higher points ranking to properties located in Priority Neighbourhoods and within designated Intensification Areas as established in the City's Official Plan (Appendix 2).

Although the incentive is given for a 10-year period, the timeline to allocate monies in the municipal budget to fund the incentive is typically spread out over a much longer time frame. Approved projects must enter into a TIF Agreement with the municipality prior to project commencement and then have three years to complete the project. Within two years of completing the project, the applicants must request commencement of the incentive rebate. Effectively, the tax rebate may not be commenced for a period of up to five years after actual project completion.

Given the long term nature of the tax based incentives, the allocation of monies in the municipal budget directed towards paying the incentive is spread out over an extended period of time, typically 10 to 20 years.

3. Brownfield Tax Assistance (BTA) Program

This program provides an annual rebate of property taxes paid on a property to offset costs incurred for soil remediation projects. The rebate is equal to 100% of annual taxes paid on the property, or eligible project costs incurred, whichever is less, and is provided annually for a maximum period of three years.

This program is only available to properties located in Priority Neighbourhoods (Appendix 2).

The municipality began accepting applications under the new 2015CIP on October 30, 2015. To date, four TIF applications and one BTA application have been submitted for consideration of incentive approvals for a total of seven projects.

Combined, the requested TIF projects represent the generation of 675 new residential dwelling units and approximately 125 new permanent job opportunities, the majority of which are in the Downtown.

If all TIF and BTA applications were approved, the total value of incentives that would be granted by the City is estimated at \$5,087,320. The estimated increase in property tax assessment generated by the proposed projects is \$168,176,000, and will result in an increase of slightly over \$1,000,000 in annual City property taxes levied once projects are completed.

This report addresses the evaluation and budget implications of the TIF and BTA applications submitted under the new 2015CIP.

This report also addresses a request to shift an existing approved incentive granted under the former 2004 CIP. This request pertains to the redevelopment projects underway at 51 Lake Street and 136 James Street in the Downtown area. The total value of the requested incentive shift is \$367,500.

Report

2015CIP

Applications Received

TIF Program

Four TIF applications have been submitted for the following properties (Appendix 3 - location map):

- 155 Ontario Street and 4, 6 and 10 Adams Street
- 19 Beard Place
- 60 Canterbury Drive
- 271 Merritt Street

BTA Program

One BTA application has been submitted for brownfield properties at 282, 285 Ontario Street and 10 Pleasant Avenue. (See Appendix 4 - location map).

Application Evaluation

Each of the new proposed projects has been evaluated for the following:

- satisfaction of complete application requirements;
- satisfaction of program criteria in the approved 2015CIP;
- consideration of community renewal goals, objectives and growth strategies established in the Official Plan and the Corporate Strategic Plan;
- determination of the value of the financial incentive requested for each project.

Appendix 5 provides a summary of the project description, evaluation of each project and the estimated value of the incentive requested for each project. Based on the competitive priority evaluation criteria of the TIF program (Appendix 1), the proposed TIF projects are addressed in Appendix 5 in descending order of priority ranking for approval.

Appendix 6 provides a summary of the estimated annual and total value of incentives requested by each project.

The estimated incentive values stated in the appendices are only estimates and are subject to change depending on actual detailed project costs incurred, annual property taxes levied at time of project commencement and supplementary (actual) MPAC post development property tax assessments required after project completions.

Summary

TIF Applications

Based on project evaluations, all the TIF applications satisfy program criteria to be eligible for the incentive. Completion of these projects is estimated to generate an overall increase in property tax assessment of approximately \$168,176,000 and an increase of about \$1,000,000 in annual City property taxes levied once projects are completed.

If approved, the estimated total value of incentives that would be granted by the City for these projects is \$4,735,450 over a 10-year period, or \$473,545 annually.

BTA Applications

Based on project evaluation, the BTA application for all three properties satisfies program criteria to be eligible for the incentive. If approved, the estimated annual and total three-year value of the incentive, by property, is as follows:

282 Ontario Street:	\$55,400 annually/\$166,200 over three years;
285 Ontario Street:	\$59,000 annually/\$177,000 over three years;
10 Pleasant Avenue:	\$2,890 annually/\$8,670 over three years.

The total incentive for all three properties combined would be \$117,300 annually and \$351,870 over three years.

Recommendation for Incentive Approvals

All applications submitted for the TIF and BTA programs under the 2015CIP represent worthwhile projects for municipal community renewal and growth.

Approval of all applications would require that an estimated total of \$5,087,320 be allocated in future municipal budgets to fund these projects.

In recognition that the City's Operating Budget cannot sustain overall financial support for all applications for funding, the 2015CIP introduced a competitive application ranking system for TIF applications (Appendix 1) to address priority ranking for consideration of approval.

Certain stakeholders recommended that applications meeting a certain threshold of points awarded under the ranking system should automatically be recommended for approval. However, in essence, this discredits the purpose of the program to provide a priority based evaluation system in relation to the funding model to support the continuance of the CIP program.

In Council approving this priority based system, and in relation to the funding model to support new projects, it was recognized that certain applications may be recommended for approval and others may not.

The evaluation of applications is set out in Appendix 5. Based on this competitive ranking system, and in consideration of the Corporate Strategic Plan, the Official Plan, overall municipal goals for community renewal, growth strategies, and objectives, staff provide the following recommendations for priority approval of applications received under the 2015CIP:

1. 155 Ontario Street (including 4,6,10 Adams Streets);
2. 282-285 Ontario Street/10 Pleasant Avenue;
3. 271 Merritt Street.

Combined, these projects represent the generation of 604 new residential dwelling units, the creation of approximately 125 new permanent job opportunities, an estimated increase of \$152,181,908 in property tax assessment, and \$951,400 in annual property taxes paid to the City upon the completion of the projects.

Incentive Request Outside of the 2015CIP Program - 51 Lake Street and 136 James Street

The City has received a request to shift an existing approved incentive granted under the former 2004 CIP. This request has been made for the redevelopment projects currently underway at 51 Lake Street and 136 James Street (Appendix 7).

On July 7, 2014, the applicant received approval for incentives under the 2004 CIP for redevelopment projects at 51 Lake Street and 136 James Street. Approval was granted under the Tax Increment Grant (TIG) program which provides a 45% tax rebate incentive over 10 years. Approval was also given for a grant under the Residential Construction Program and the refund of application and permit fees under the Municipal Application and Permit Fees Refund Program.

After approval of the incentive, it was discovered that additional project costs for soil remediation would be incurred on both sites to address contaminants that were previously undetected. This has triggered the request to move, retroactively, from the TIG program to the Brownfield Tax Increment Grant (BTIG) program and the BFTA program under the 2004 CIP. The BTIG program provides an 80% tax rebate for redevelopment projects that involve remediation, for a period of 10 years, and the BFTA program provides a 100% tax rebate for soil remediation for a maximum period of three years during remediation.

The applicant has stated that had the property owners been aware of the soil contamination on the subject properties at the time of their original application under the 2004 CIP, they would have applied for the BTIG and BFTA at that time, rather than the TIG.

The following provides a summary of CIP incentives previously approved and the incentives now requested.

- 51 Lake Street
Construction of 67 residential units

2004 CIP Approvals		Request	
TIG (ten years)	\$248,364	BTIG (ten years)	\$432,936
Residential Construction	\$125,000	Residential Construction	\$125,000
Municipal Fee Rebate	\$ 88,015	Municipal Fee	\$ 88,015
		BTFA (maximum 3 years)	\$ 11,058
Total	\$461,379		\$657,009
Total Increase Requested			\$195,630
Approval under the BTIG and BFTA programs would represent an increase in the total value of incentive provided to the owners of approximately \$195,630 or \$19,563 annually.			

- 136 James Street
Construction of 53 residential units

2004 CIP Approvals		Request	
TIG (ten years)	\$201,747	BTIG (ten years)	\$365,496
Residential Construction	\$125,000	Residential Construction	\$125,000
Municipal Fee Rebate	\$ 59,117	Municipal Fee	\$ 59,117
		BTFA (maximum 3 years)	\$ 8,121
Total	\$385,864		\$557,734
Total Increase Requested			\$171,870
Approval under the BTIG and BFTA programs would represent an increase in the total value of incentive provided to the owners of approximately \$171,870 or \$17,187 annually.			

The specific reason for the requested shift in the incentives is to recover costs related to unforeseen required soil remediation works. It must be acknowledged that evidence of contamination did not surface until the process for obtaining Records of Site Condition were underway. In order to proceed with the projects, brownfield remedial works in the amounts of \$1,363,016 for 51 Lake Street and \$835,765 for 136 James Street were required to be undertaken. As such, additional costs have been incurred that otherwise were not contemplated during Council deliberation of the original CIP requests for these two projects.

Given the additional costs that have been incurred to reach project completion, it is altogether prudent for Council to consider the approval of the applicant's request to transfer the TIG to that of a Brownfield TIG and also to consider approval of the Brownfield Tax Assistance program.

The premise of CIP is to offer incentives to stimulate private investment in 'new' projects, and one of the foundations of the program is that incentives are not provided retroactively for projects that already are commenced or are completed. The developments at 51 Lake Street and 136 James Street will be complete in 2016, and investments already have been made. Supporting these requests may be precedent setting and open the door for other projects previously approved for CIP funding that are complete or under construction to make similar requests.

The granting of this request may also compromise consideration of incentive approvals for other worthwhile projects that have submitted applications under the 2015CIP. Approval of the applicants request further impacts the amount of monies that Council would need to allocate for the 2016 CIP budget and for future years. In fact, to approve this request, Council would need to increase the funding by \$36,750 above recommended 2017 amounts for the first three years and then by \$17,751 for the remaining seven years.

These requested additional funds need to be balanced against those projects that fulfill the goals of the Strategic Plan and the Official Plan of achieving a vibrant Downtown and Urban Growth Centre where higher density of development is to be achieved.

Staff does not support the request from the applicant for expanding existing approved incentives granted under the former 2004 CIP for the properties at 51 Lake Street and 136 James Street for the reasons stated above.

Financial Implications

The 2016 municipal budget establishes a funding model for financing commitments made under the CIP program. This funding model is to be carried over in subsequent future budgets to satisfy the long term nature of the incentive rebates.

If approving the three projects recommended by staff and maintaining the base amount currently established in the funding model, the budget reserve to fund CIP projects would drop to a negative reserve scenario in the year 2025 and three years before existing approvals under the 2004 CIP are complete.

In order to maintain an adequate base amount in the funding model to sustain funding of projects approved under the 2004 CIP and the three projects recommended under the 2015CIP, it would require an additional allocation of \$75,000 to the base amount beginning in 2017 and carried over into future budgets.

Appendix 8 identifies the implications of approving the three recommended projects under the 2015CIP without increasing the base amount of the funding model and also with an increase of \$75,000 to the base amount of the funding model beginning in 2017.

Relationship to Strategic Plan

The recommendations of this report support Strategic Plan Goal 1 to attract private investment and directly relate to Action 1.2, 1.3 and 1.4: to prioritize redevelopment initiatives consistent with provincial planning legislation and the City's Official Plan to intensify mixed-use residential developments and ultimately enhance the property tax base and support job creation; to focus on the redevelopment of the former GM lands and Hotel Dieu site on Ontario Street; and to develop funding formula for the Community Improvement Program and brownfield improvement programs that support the goal of community redevelopment with the ability for the City to manage financial impacts of the funding program on an annual basis.

This report also relates to Strategic Plan Goal 2, Action 2.5 in addressing potential long term financial commitments and multi-year budgeting scenarios, and Strategic Plan Goal 5, Action 5.1 and 5.2 supporting connectivity between people, places and neighbourhoods, and redevelopment of properties to enhance the livability of neighbourhoods.

The recommendations of this report support the provision of municipal financial incentives to support redevelopment projects, and given the significant value of proposed incentives, may compromise Strategic Plan Goal 2, Action 2.6 to work towards achieving a budgetary tax rate increase at or below the rate of inflation by 2018.

Conclusion

The 2004 CIP is seen as a great success in stimulating private sector investment in support of municipal community renewal objectives and strategies. Funding committed under the 2004 CIP has resulted in over 900 new residential dwelling units created and an estimated increase in property tax assessment of \$150,000,000.

Recommended projects for approval under the 2015CIP include the redevelopment of 155 Ontario Street and 4, 6 and 10 Adams Street, a significant property for Downtown and community renewal; the soil remediation of lands at 282-285 Ontario Street and 10 Pleasant Avenue, the largest brownfield site in the municipality; and the continued redevelopment of the former brownfield site at 271 Merritt Street, representing continued renewal at the Merritt Street / Glendale Avenue node. Combined, these projects represent the generation of 604 new residential dwelling units, the creation of approximately 125 new permanent job opportunities, an estimated increase of \$152,181,908 in property tax assessment, and \$951,400 in annual property taxes paid to the City upon the completion of the projects.

The approval of these projects requires an additional budget allocation of \$75,000 to the base amount of the CIP funding model, beginning in 2017 and in subsequent future budgets.

Notification

It is in order to notify each of the applicants of the outcome of this Council decision.

Prepared by:

Bruce Bellows, Policy Planner

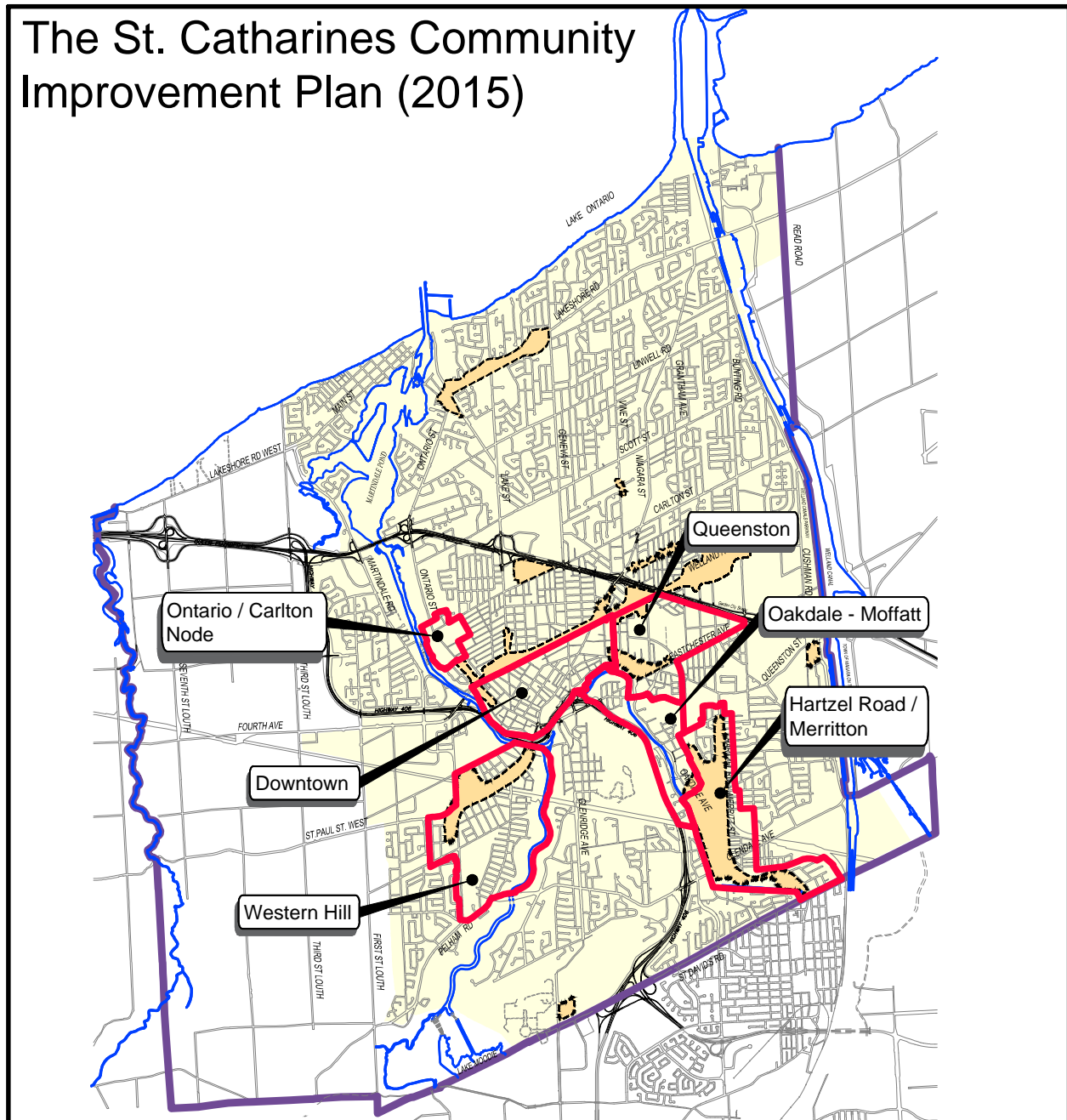
Submitted and Approved by:

James N. Riddell, M.P.L., MCIP, RPP
Director of Planning and Building Services





TIF Application Priority Evaluation Criteria

VALUATION RANKING SYSTEM	Weight (points)
1. Redevelopment Projects	20
2. Redevelopment Projects involving Remediation	
- estimated cost of <i>remediation</i> in relation to other projects:	
- highest	30
- 2 nd highest	25
- 3 rd highest	20
3. Lot Size - 1 hectare or less	2
- greater than 1 hectare	4
4. Project Location	
- within the Downtown Priority Neighbourhood	15
- within other Priority Neighbourhoods	10
- within an Intensification Area outside a Priority Neighbourhood	5
5. Financial Impact	
- net benefit on weighted assessment in relation to other projects	
- highest	5
- 2 nd highest	3
- 3 rd highest	1
6. Density Generation (people and/or jobs per hectare) in relation to other projects	
- highest	10
- 2 nd highest	6
- 3 rd highest	3
7. Value Added	
- urban design features (façade, landscaping, public realm, etc)	2.5
- sustainability (LEEDS, energy efficiency, etc.)	2.5
- accessibility (universal access, barrier free) in accordance with Facility Accessibility Design Standards (FADS)	2.5
- heritage restoration/preservation	2.5
** For criteria 1 to 6, points are awarded on an all or nothing basis. For criteria 7, points may be awarded on a sliding scale up to a maximum of 10. **	

The St. Catharines Community Improvement Plan (2015)



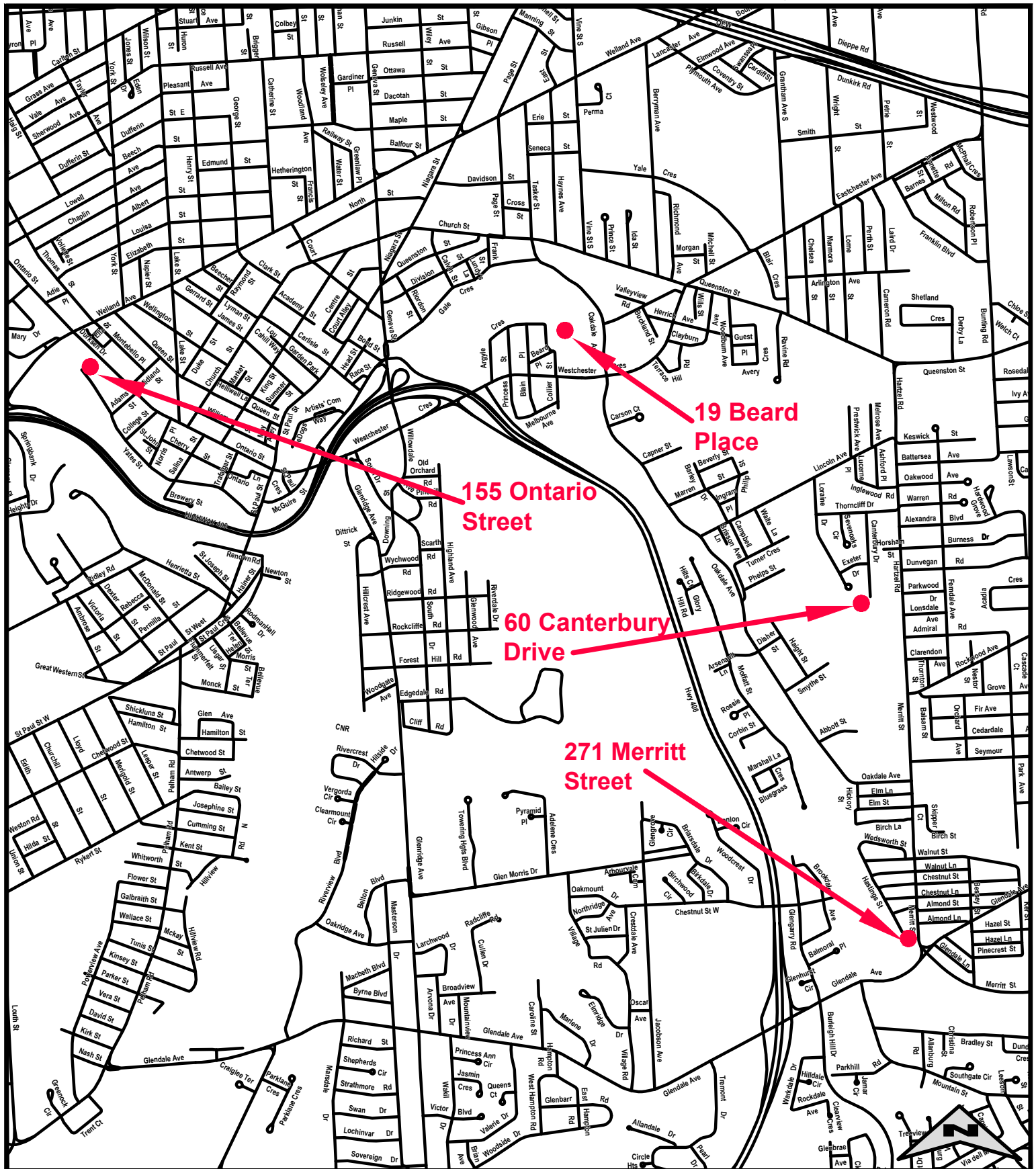
Community Improvement Plan (2015)

- | | |
|---|---|
|  Urban Area Community Improvement Project Area (Urban Area CIPA) |  Intensification Areas |
|  Priority Neighbourhoods |  Municipal Boundary |
| Downtown | Oakdale - Moffatt |
| Queenston | Western Hill |
| Hartzel Road / Merritton | Ontario / Carlton Node |

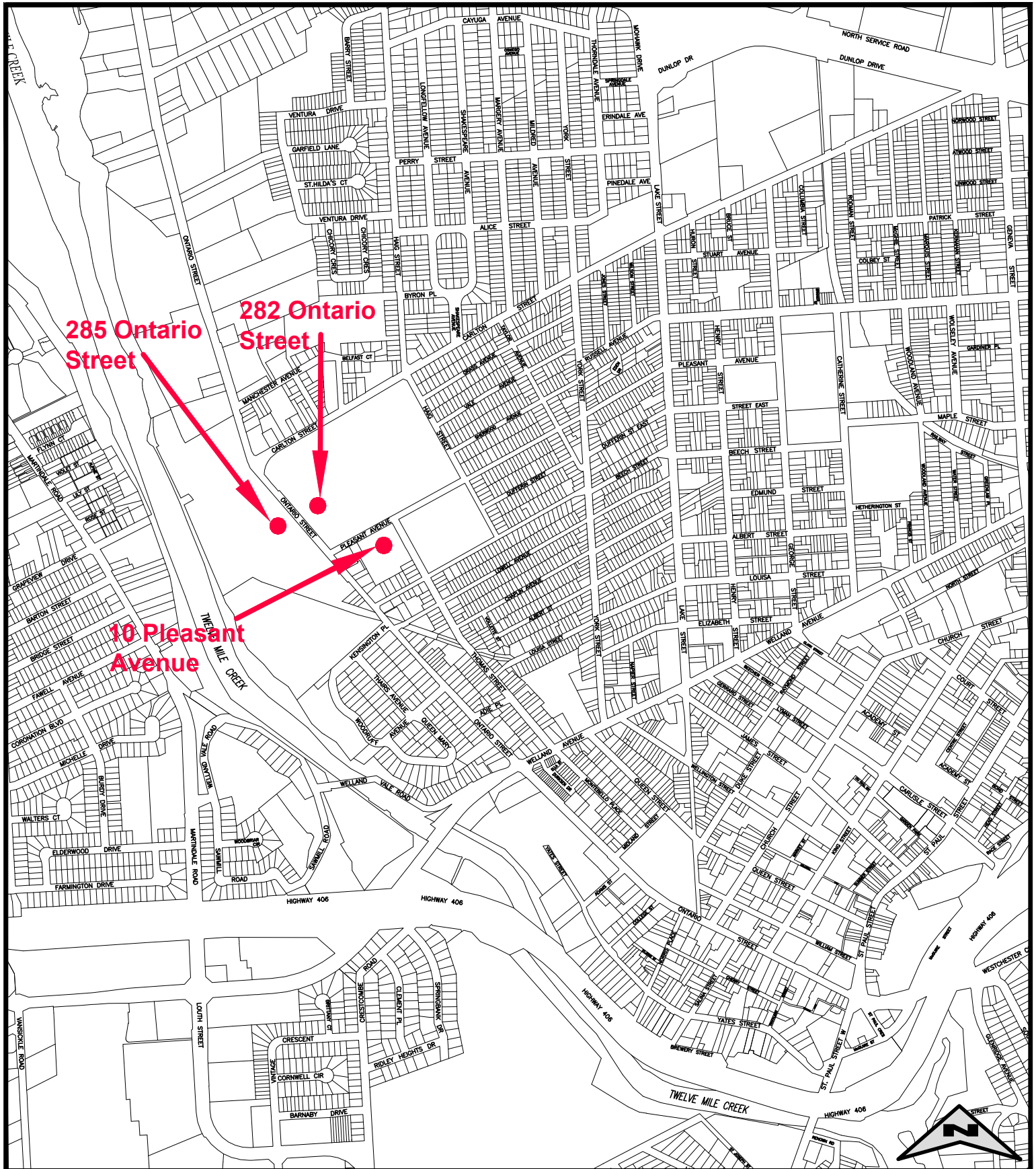
City of St. Catharines
Planning and Development Services



Applications Submitted for the Tax Increment Finance (TIF) Program



Applications Submitted for the Brownfield Tax Assistance (BTA) Program



Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Assessment	Estimated Assessment Increase	Estimated Annual City Tax Increase	Eligible Incentive (45% of annual tax)	Total Incentive Value (over 10 years)
155 Ontario Street (former Hotel Dieu property)	TIF	4.1 ha	560 unit retirement complex (140 unit seniors home, two 200 unit apartment buildings, 20 townhomes)	\$145,000,000	\$5,978,092	\$143,421,908	\$890,000	\$400,000	\$4,000,000
Evaluation									
	Yes	No	Comments						
Complete Application	X								
Priority Neighbourhood	X		Downtown						
Intensification Area	X								
Density Generation	X		Density - 170 units/hectare						
Job Creation	X		100 new permanent jobs						
People (jobs per ha) Density			370						
Redevelopment	X								
Remediation	X		Estimated Value \$300,000						
Financial Benefit (Rank)	X		1 of 4						
Value Added			Barrier Free Components						
Evaluation Score (Based on weighted ranking system)	74								
COMMENTS:	A significant opportunity to support Downtown community renewal, revitalization goals/objectives, and downtown growth strategy; Proposed density exceeds Provincial Places to Grow minimum density target for Urban Growth Centre by over 100%; Supports Corporate Strategic Plan Goal No. 1, Action 1.2, 1.3, 1.4; Goal 5, Action 5.1, 5.2; Approval should be conditional on submission of detailed project cost estimates; Estimated project costs greater than potential incentive value.								
Total Incentive Value	\$4,000,000								
Annual Payment Incentive	\$400,000								
*Application was made for a BTIF (80% rebate). Given that only 0.2% of estimated project costs are related to soil remediation (\$300,000), it is recommended that only a TIF (45% rebate) be considered.									

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Assessment	Estimated Assessment Increase	Estimated Annual City Tax Increase	Eligible Incentive (45% of annual tax)	Total Incentive Value (over 10 years)
271 Merritt Street (former Lybster Mill (Domtar) Site) 271 Merritt Street	TIF	0.2 ha	6 storey 44 unit apartment condominium building with ground floor commercial 1207 m ²	\$14,910,250	\$5,406,000	\$8,760,000	\$61,400	\$27,600	\$276,000
Evaluation									
	Yes	No	Comments						
Complete Application	X								
Priority Neighbourhood	X		Hartzel Road/Merritton						
Intensification Area	X								
Density Generation	X		Density - 244 units/hectare						
Job Creation	X		25						
People (jobs per ha) Density			630						
Redevelopment	X								
Remediation		X							
Financial Benefit (Rank)			2 of 4						
Value Added									
Evaluation Score (Based on weighted ranking system)	43								
COMMENTS:	Project is an addition to existing development, and represents the continued redevelopment of former brownfield lands and community renewal at the Merritt St./Glendale Ave. node; Supports Corporate Strategic Plan Goal 1, Action 1.2, 1.4, Goal 5, Action 5.1, 5.2; Density calculated on portion of site to be developed; Approval should be conditional on submission of detailed project cost estimates; Estimated project costs greater than potential incentive value.								
Total Incentive Value	\$276,000								
Annual Payment Incentive	\$27,600								

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Assessment	Estimated Assessment Increase	Estimated Annual City Tax Increase	Eligible Incentive (45% of annual tax)	Total Incentive Value (over 10 years)
19 Beard Place	TIF	1.4 ha	5 storey 41 unit apartment condominium building	\$9,470,000	\$569,000	\$9,006,000	\$56,000	\$25,200	\$252,000
Evaluation									
	Yes	No	Comments						
Complete Application	X								
Priority Neighbourhood	X		Oakdale-Moffatt						
Intensification Area		X							
Density Generation	X		Density - 100 units/hectare						
Job Creation		X							
People (jobs per ha) Density			200						
Redevelopment	X								
Remediation		X							
Financial Benefit (Rank)			3 of 4						
Value Added									
Evaluation Score (Based on weighted ranking system)	41.5								
COMMENTS:	Supports Corporate Strategic Plan Goal 1, Action 1.4, Goal 5.1, 5.2; Estimated project costs greater than potential incentive value.								
Total Incentive Value	\$252,000								
Annual Payment Incentive	\$25,200								

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Assessment	Estimated Assessment Increase	Estimated Annual City Tax Increase	Eligible Incentive (45% of annual tax)	Total Incentive Value (over 10 years)
60 Canterbury Drive	TIF	1.1 ha	29 unit townhouse development	\$5,335,500	\$301,750	\$7,410,000	\$46,100	\$20,745	\$207,450
Evaluation									
	Yes	No	Comments						
Complete Application	X								
Priority Neighbourhood	X		Hartzel Road/Merritton						
Intensification Area		X							
Density Generation	X		Density - 26 units/hectare						
Job Creation		X							
People (jobs per ha) Density			58						
Redevelopment	X								
Remediation		X							
Financial Benefit (Rank)			4 of 4						
Value Added									
Evaluation Score (Based on weighted ranking system)	36.5								
COMMENTS:	Supports Corporate Strategic Plan Goal 1, Action 1.4, Goal 5, Action 5.1, 5.2; Estimated project costs greater than potential incentive value.								
Total Incentive Value	\$207,450								
Annual Payment Incentive	\$20,745								

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Annual City Tax	Annual Eligible Incentive	Total Incentive Value (over 3 years)
282 Ontario Street (former General Motors site)	BTA	10.5 ha	soil remediation	\$1,190,000	\$55,400	\$55,400	\$166,000
Evaluation							
	Yes	No	Comments				
Complete Application	X						
Priority Neighbourhood	X		Ontario/Carlton Node				
Intensification Area		X					
COMMENTS:	Former GM lands represents largest brownfield remediation opportunity in the municipality in key central location; Represents remediation to a mixed use commercial/residential standard, supporting future large scale redevelopment opportunities with close proximity to Downtown; Supports Corporate Strategic Plan Goal 1, Action 1.2, 1.3, 1.4, Goal 5, Action 5.1, 5.2; Estimated project costs greater than potential incentive value.						
Total Incentive Value	\$166,000						
Annual Payment Incentive	\$55,000						

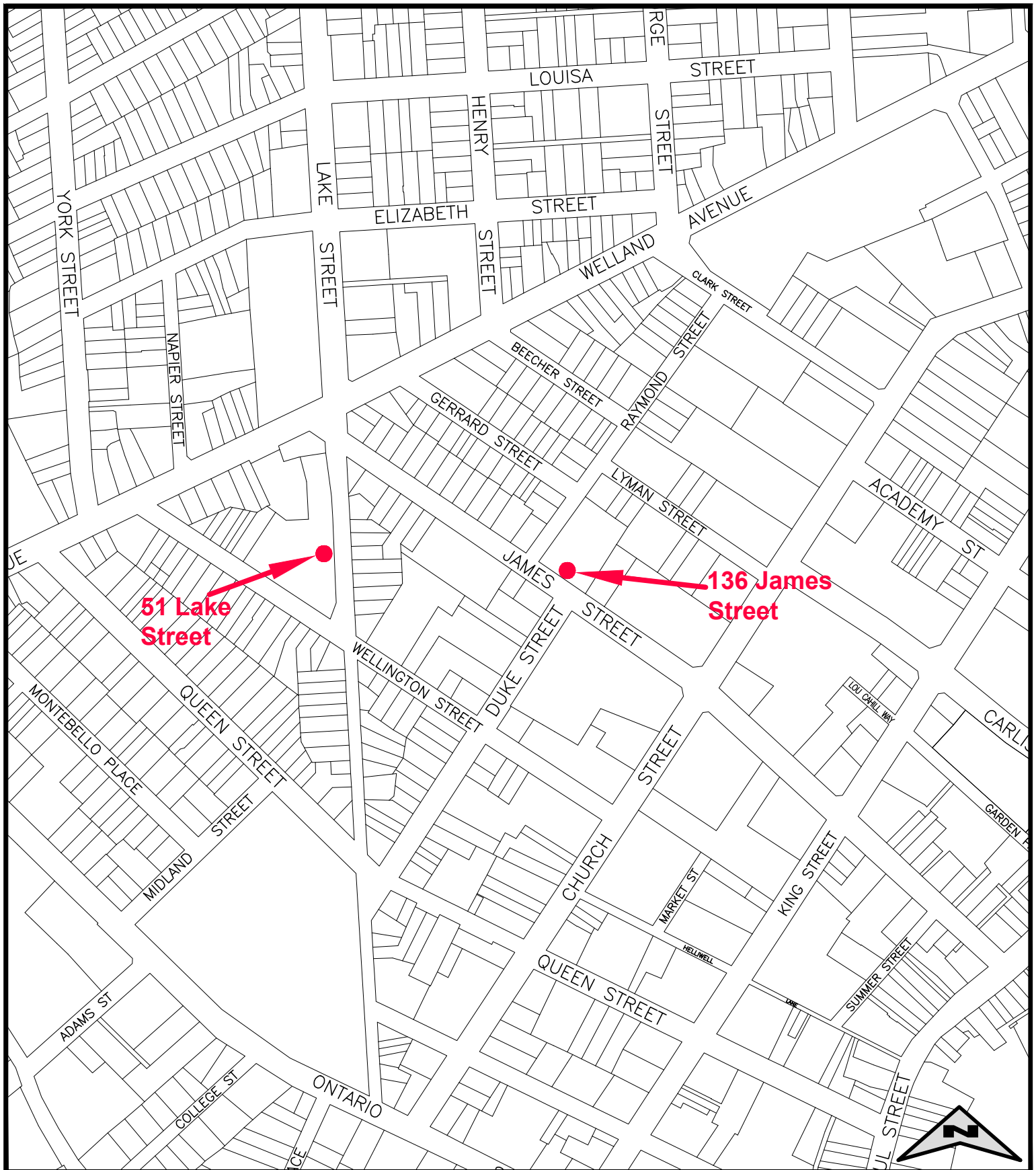
Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Annual City Tax	Annual Eligible Incentive	Total Incentive Value (over 3 years)
285 Ontario Street (former General Motors site)	BTA	10.2 ha	soil remediation	\$1,100,000	\$59,000	\$59,000	\$177,000
Evaluation							
	Yes	No	Comments				
Complete Application	X						
Priority Neighbourhood	X		Ontario/Carlton Node				
Intensification Area		X					
COMMENTS:	In combination with other former GM lands represents largest brownfield remediation opportunity in the municipality in key central location; Represents remediation to a mixed use commercial/residential standard, supporting future large scale redevelopment opportunities with close proximity to Downtown; Supports Corporate Strategic Plan Goal 1, Action 1.2, 1.3, 1.4, Goal 5, Action 5.1, 5.2; Estimated project costs greater than potential incentive value.						
Total Incentive Value	\$177,000						
Annual Payment Incentive	\$59,000						

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Annual City Tax	Annual Eligible Incentive	Total Incentive Value (over 3 years)
10 Pleasant Ave. (former General Motors site)	BTA	1.16 ha	soil remediation	\$120,000	\$2,890	\$2,890	\$8,670
Evaluation							
	Yes	No	Comments				
Complete Application	X						
Priority Neighbourhood	X		Ontario/Carlton Node				
Intensification Area		X					
COMMENTS:	Former GM lands represents largest brownfield remediation opportunity in the municipality in key central location; Represents remediation to a mixed use commercial/residential standard, supporting future large scale redevelopment opportunities with close proximity to Downtown; Supports Corporate Strategic Plan Goal 1, Action 1.2, 1.3, 1.4, Goal 5, Action 5.1, 5.2; Estimated project costs greater than potential incentive value.						
Total Incentive Value	\$8,670						
Annual Payment Incentive	\$2,890						

Estimated Value of Tax Rebate Incentives Requested

Project	Tax Rebate Incentive (\$)			Meets Program Evaluation For Approval (\$)	
	Annual For 3 years	Annual For 10 years	TOTAL	Yes	No
TIF APPLICATIONS					
155 Ontario Street		400,000	4,000,000	4,000,000	
19 Beard Place		25,200	252,000	252,000	
271 Merritt Street		27,600	276,000	276,000	
60 Canterbury Drive		20,745	207,450	207,450	
total		473,545	4,735,450	4,735,450	
BTA APPLICATIONS					
282 Ontario Street	55,400		166,200	166,200	
285 Ontario Street	59,000		177,000	177,000	
10 Pleasant Avenue	2,890		8,670	8,670	
total	117,290		351,870	351,870	
2004 CIP REQUEST					
51 Lake Street	3,686	18,457	195,630		195,630
136 James Street	2,707	16,374	171,870		171,870
total	6,393	33,681	367,500		367,500
TOTAL	123,683	507,226	5,454,820	5,087,320	367,500

Properties Subject to Request for Expanded Incentive Approval under the 2004 CIP



City of St. Catharines Funding Proposal - CIP Reserve

Costing Scenario: **Staff Recommended Projects with no adjustment to Funding Model**

Financial Implications: The Financial Model is insufficient and the Reserve is depleted in 2025.
The depletion of the reserve occurs three years before the existing approvals are completed

Year	Opening Reserve Balance	Annual Funding			Annual Payments	Ending Reserve Balance
		Base Amount	Growth Amount	Total Annual Budget		
2016	3,898,048	825,000	63,408	888,408	1,102,135	3,684,321
2017	3,684,321	825,000	104,047	929,047	1,155,574	3,457,794
2018	3,457,794	825,000	111,813	936,813	1,495,565	2,899,042
2019	2,899,042	825,000	127,300	952,300	1,260,511	2,590,831
2020	2,590,831	825,000	139,614	964,614	1,307,803	2,247,642
2021	2,247,642	825,000	235,053	1,060,053	1,610,674	1,697,021
2022	1,697,021	825,000	241,297	1,066,297	1,566,948	1,196,370
2023	1,196,370	825,000	240,448	1,065,448	1,522,581	739,237
2024	739,237	825,000	247,918	1,072,918	1,544,766	267,389
2025	267,389	825,000	228,245	1,053,245	1,566,951	(246,317)
2026	(246,317)	825,000	214,745	1,039,745	1,413,044	(619,616)
2027	(619,616)	825,000	170,390	995,390	1,096,377	(720,603)
2028	(720,603)	825,000	177,861	1,002,861	1,156,140	(873,882)
2029	(873,882)	825,000	162,373	987,373	965,997	(852,506)
2030	(852,506)	825,000	148,763	973,763	878,604	(757,347)
2031	(757,347)	825,000	52,293	877,293	418,341	(298,395)
2032	(298,395)	825,000	44,822	869,822	358,578	212,849
2033	212,849	825,000	37,352	862,352	298,815	776,386

2025 - projected year when base funding is not sufficient to provide for financial obligations of the program

2028 - projected last year of payments relating to existing (2004 CIP) approvals

City of St. Catharines Funding Proposal - CIP Reserve

Costing Scenario: **Staff recommended projects and Amend Funding Model**

Financial Implications: An Increase to the Base Funding of \$75,000 annually is sufficient to fund the approvals

Year	Opening Reserve Balance	Annual Funding			Annual Payments	Ending Reserve Balance
		Base Amount	Growth Amount	Total Annual Budget		
2016	3,898,048	825,000	63,408	888,408	1,102,135	3,684,321
2017	3,684,321	900,000	104,047	1,004,047	1,155,574	3,532,794
2018	3,532,794	900,000	111,813	1,011,813	1,495,565	3,049,042
2019	3,049,042	900,000	127,300	1,027,300	1,260,511	2,815,831
2020	2,815,831	900,000	139,614	1,039,614	1,307,803	2,547,642
2021	2,547,642	900,000	235,053	1,135,053	1,610,674	2,072,021
2022	2,072,021	900,000	241,297	1,141,297	1,566,948	1,646,370
2023	1,646,370	900,000	240,448	1,140,448	1,522,581	1,264,237
2024	1,264,237	900,000	247,918	1,147,918	1,544,766	867,389
2025	867,389	900,000	228,245	1,128,245	1,566,951	428,683
2026	428,683	900,000	214,745	1,114,745	1,413,044	130,384
2027	130,384	900,000	170,390	1,070,390	1,096,377	104,397
2028	104,397	900,000	177,861	1,077,861	1,156,140	26,118
2029	26,118	900,000	162,373	1,062,373	965,997	122,494
2030	122,494	900,000	148,763	1,048,763	878,604	292,653
2031	292,653	900,000	52,293	952,293	418,341	826,605
2032	826,605	900,000	44,822	944,822	358,578	1,412,849
2033	1,412,849	900,000	37,352	937,352	298,815	2,051,386

2028 - projected last year of payments relating to existing (2004 CIP) approvals



The Corporation of the City of St. Catharines
REGULAR COUNCIL MINUTES
Monday, March 07, 2016
(2016 Operating Budget)

Present: Mayor Walter Sendzik
Councillors Sandie Bellows, Mike Britton, N. Carlos Garcia,
Matt Harris, David A. Haywood, Joseph Kushner, Bill Phillips,
Mathew Siscoe, Sal Sorrento, Jennifer Stevens, and Bruce Williamson

Absent: Councillor Mark Elliott

Officials Present: Dan Carnegie, Chief Administrative Officer
Shelley Chemnitz, Commissioner of Corporate Services
Bryan Shynal, Commissioner of Operations
Nicole Auty, Director of Legal and Clerks Services/City Solicitor
Jim Riddell, Director of Planning and Building Services
Kristine Douglas, Director of Financial Management Services
Jeanette Pillitteri, Director of Corporate Support Services
Dan Dillon, Director of Transportation and Environmental Services
David Oakes, Director of Recreation and Community Services
David Wood, Director of Fire and Emergency Management Services
Steve Solski, Executive Director of FirstOntario Performing Arts Centre
Bonnie Nistico-Dunk, City Clerk
Rebecca Alfieri, Council and Committee Coordinator

Mayor Sendzik took the chair and called the meeting to order in Council Chambers at 6:31 p.m.

1. Presentations

There were none this evening.

2. Public Meetings Pursuant to Planning Act

There were none this evening.

3. Mayor's Report

Mayor Sendzik presented a verbal report on matters of community interest.

The Mayor reviewed the process for the 2016 Operating Budget meeting this evening, and for tomorrow, if necessary.

4. Adoption of the Agendas

Moved By: Councillor Phillips
Seconded By: Councillor Williamson

That Council adopt the agenda for the meeting of March 7, 2016, as presented.

Carried

5. Declarations of Interest

There were none declared.

6. Adoption of the Minutes (Council and General Committee)

6.1. Regular Meeting of Council, [February 22, 2016](#)

Moved By: Councillor Phillips
Seconded By: Councillor Siscoe

That Council adopt the minutes of the Regular meeting of Council held on Monday, February 22, 2016.

Carried

6.2. General Committee Meeting, [February 22, 2016](#)

Moved By: Councillor Phillips
Seconded By: Councillor Siscoe

That Council adopt the minutes of the General Committee meeting held on Monday, February 22, 2016.

Carried

7. Delegations

7.1. Public Meeting (Pursuant to Notice By-law No. 2007-310, as Amended) 2016 Operating Budget (see [General Committee Agenda, March 7, 2016, Item 3.1](#))

The Mayor advised that public notice had been published in accordance with the City's Notice By-law to consider the 2016 Operating Budget.

Shelley Chemnitz, Commissioner of Corporate Services, presented the 2016 Operating Budget.

Councillor Siscoe, Budget Standing Committee Chair, addressed Council to present the draft operating budget for 2016 as approved by the Budget Standing Committee.

The Mayor advised that those who had registered with the City Clerk in advance of the public meeting would be heard first. George Darte, Adam Bradley, and Kim Bauer registered to be heard. Their comments are summarized below:

- George Darte addressed Council with regards to reducing waste, relative to city services. Mr. Darte agreed to participate in budget meetings for next year.

- Adam Bradley addressed Council regarding his concern regarding the Fire Fighter's budget and the issues with the arbitration process. Mayor Sendzik encouraged Mr. Bradley to send his concerns to Council.
- Kim Bauer addressed Council to state that he feels the Budget Standing Committee is an excellent addition to the process. Mr. Bauer also provided input as it relates to reductions.

The Mayor asked if anyone else present this evening would like to speak. No one else wished to speak to the matter.

Ms. Chemnitz made closing comments.

The public meeting was closed.

Moved By: Councillor Stevens

Seconded By: Councillor Siscoe

That Council receive the presentation regarding the 2016 Operating Budget, and refer it to General Committee, Item No. 3.1, for consideration later in the evening.

Motion to Refer Carried

8. Call for Notices of Motion

- 8.1. Request for Reconsideration of a Previously Decided Motion
Community Improvement Plan - Evaluation of New Applications and Municipal Budget Implications
Re: 51 Lake Street and 136 James Street

Moved By: Councillor Stevens

That Council approve the reconsideration of the motion in the report from Planning and Building Services, Planning Services, respecting the Community Improvement Plan - Evaluation of New Applications and Municipal Budget Implications, dated January 18, 2016, Item 3.7 of the General Committee Minutes of February 29, 2015, being:

That the request to shift CIP incentive under the 2004 CIP pertaining to 51 Lake Street and 136 James Street not be approved unless CIP funding is increased by Council accordingly.

...

Suspension of the Rules

Moved By: Councillor Stevens

Seconded By: Councillor Kushner

That Council suspend the rules in accordance with the Procedural By-law 2015-170, article A4, Suspension of Rules, to allow the motion to reconsider a previously decided motion to be considered at the Regular meeting of March 7, 2016.

Motion to Suspend Rules Carried

Council now voted on the request to reconsider the previously decided motion regarding the CIP incentive

pertaining to 51 Lake Street and 136 James Street.

Motion to Reconsider Carried

Council now voted on the original motion.

Original Motion to not approve CIP Incentive

That the request to shift CIP incentive under the 2004 CIP pertaining to 51 Lake Street and 136 James Street not be approved unless CIP funding is increased by Council accordingly.

Yeas: Councillors Haywood, and Williamson

Nays: Councillors Bellows, Britton, Garcia, Harris, Kushner, Phillips, Siscoe, Sorrento, Stevens, and Mayor Sendzik

Lost

Moved By: Councillor Stevens

Seconded By: Councillor Sorrento

That Council move In-Camera for advice that is subject to solicitor-client privilege regarding questions pertaining to 51 Lake Street, and 136 James Street.

Carried

Council recessed to In-Camera at 8:01 p.m. and reconvened at 8:08 p.m.

Following the In-Camera session, the new motion regarding approval of CIP Incentive pertaining to 51 Lake Street, and 136 James Street was now voted on.

New Motion regarding CIP Incentive pertaining to 51 Lake Street, and 136 James Street

That the request to shift CIP incentive under the 2004 CIP pertaining to 51 Lake Street and 136 James Street be approved.

Yeas: Councillor Bellows, Britton, Garcia, Harris, Kushner, Phillips, Siscoe, Sorrento, Stevens, and Mayor Sendzik

Nays: Councillors Haywood, and Williamson

Carried

**8.2. Request for Reconsideration of a Previously Decided Motion
Corporate Insurance Coverage - April 1, 2016 to July 1, 2017**

*Mayor Sendzik declared a Conflict of Interest (Pecuniary), as he has personal business with one of the insurance companies in the RFP, and left the Chair.
Councillor Phillips took the chair.*

Councillor Kushner requested reconsideration of the motion regarding Item 3.3, and asked to go In-Camera.

Moved By: Councillor Kushner

Seconded By: Councillor Stevens

That Council move In-Camera for advice that is subject to solicitor-client privilege regarding questions pertaining to Item 3.3.

Carried

Council recessed to In-Camera at 8:19 p.m. and reconvened at 8:34 p.m.

Following the In-Camera session, Councillor Kushner requested a motion to Suspend the Rules.

Suspension of the Rules

Moved By: Councillor Kushner

That Council suspend the rules in accordance with the Procedural By-law 2015-170, article A4, Suspension of Rules, to allow the motion to reconsider a previously decided motion to be considered at the Regular meeting of March 7, 2016.

Motion to Suspend Rules Carried

Moved By: Councillor Sorrento

That Council reconsider the previously decided motion regarding Report Number FMS-059-2016, Corporate Insurance Coverage - April 1, 2016 to July 1, 2017, that was considered at the City Council meeting of February 29, 2016.

Councillor Harris requested a recorded vote.

Yeas: Councillors Bellows, Britton, Harris, Siscoe, and Sorrento

Nays: Councillors Garcia, Haywood, Kushner, Phillips, Stevens, and Williamson

Motion to Reconsider Lost

- 8.3. Request for Reconsideration of a Previously Decided Motion
Community Improvement Plan - Evaluation of New Applications and Municipal
Budget Implications
Re: 19 Beard Place

Councillor Siscoe declared a Conflict, as it relates to a business interest.

Moved By: Councillor Bellows

That Council approve reconsideration of the motion in the report from Planning and Building Services, Planning Services, respecting Community Improvement Plan - Evaluation of New Applications and Municipal Budget Implications, dated January 18, 2016, Item 3.7 of the General Committee Minutes of February 29, 2015, being:

That applications for Tax Increment Finance under the 2015CIP pertaining to 19 Beard Place not be approved.

...

Suspension of the Rules

Moved By: Councillor Bellows

That Council suspend the rules in accordance with Procedural By-law 2015-170, article A4, Suspension of Rules, to allow the motion to reconsider a previously decided motion to be put at the Regular meeting of March 7, 2016.

Motion to Suspend Rules Lost

9. Motions

There were none this evening.

10. Resolve into General Committee

Council recessed at 8:39 p.m. and General Committee convened. General Committee adjourned at 10:38 p.m.

10.1. Adjournment of Meeting - March 7, 2016

Moved By: Councillor Bellows

Seconded By: Councillor Harris

That this meeting of March 7, 2016, be adjourned and reconvened on Tuesday, March 8, 2016, at 6:30 p.m. in Council Chambers to complete the remainder of the items on the agenda.

Carried



The Corporation of the City of St. Catharines

REGULAR COUNCIL MINUTES

Tuesday, March 08, 2016

(2016 Operating Budget)

10.2. Reconvene Meeting - March 8, 2016

General Committee reconvened on Tuesday, March 8, 2016 at 6:31 p.m., and adjourned at 9:27 p.m. and City Council reconvene.

Present: Mayor Sendzik

Councillors Sandie Bellows, Mike Britton, N. Carlos Garcia, Matt Harris, David A. Haywood, Joseph Kushner, Bill Phillips, Mathew Siscoe, Sal Sorrento, Jennifer Stevens, and Bruce Williamson (arrived at 6:36 p.m.)

Absent: Councillor Mark Elliott

Officials Dan Carnegie, Chief Administrative Officer

Present: Shelley Chemnitz, Commissioner of Corporate Services
Bryan Shynal, Commissioner of Operations
Nicole Auty, Director of Legal and Clerks Services/City Solicitor
Jim Riddell, Director of Planning and Building Services
Kristine Douglas, Director of Financial Management Services
Jeanette Pillitteri, Director of Corporate Support Services
Dan Dillon, Director of Transportation and Environmental Services
David Oakes, Director of Recreation and Community Services
Dave Wood, Director of Fire and Emergency Management Services
Steve Solski, Executive Director of FirstOntario Performing Arts Centre
Bonnie Nistico-Dunk, City Clerk
Rebecca Alfieri, Council and Committee Coordinator

11. Motion Arising from In-Camera Session

There was no scheduled In-Camera session this evening.

12. Motion to Ratify Forthwith Recommendations

Moved By: Councillor Siscoe

Seconded By: Councillor Phillips

That Council adopt those items approved FORTHWITH by the General Committee on Monday, March 7, 2016 and Tuesday, March 8, 2016.

Carried

13. By-laws

13.1. Reading of the By-laws

Moved By: Councillor Harris

Seconded By: Councillor Garcia

That the following by-laws be read a first time, considered and passed; and

That they be signed and executed by the Mayor and the City Clerk.

By-law 2016-40 A By-law to confirm the proceedings and decisions of the Council of The Corporation of the City of St. Catharines at its meeting held on the 7th and 8th day of March, 2016. (One reading – with respect to ratification and adoption of City Council Minutes of March 7 & 8, 2016 and General Committee Minutes of March 7 & 8, 2016.) File No: 10.12.1

Carried

13.2. Reading of Additional By-laws

Moved By: Councillor Garcia

Seconded By: Councillor Harris

That the following additional by-laws be read a first time, considered and passed; and

That they be signed and executed by the Mayor and the City Clerk.

By-law 2016-41 A By-law to authorize an Agreement with BFL Canada Risk and Insurance Services Inc.

(One reading – with respect to 2016 -2017 insurance program for the Corporation of the City of St. Catharines. General Committee, February 29, 2016, Item No. 3.3.) File No: 10.53.1

Carried

14. Agencies, Boards, Committee Reports

There were none this evening.

15. Adjournment and Reconvene

Moved By: Councillor Bellows
Seconded By: Councillor Harris

There being no further items of business, the meeting of March 8, 2016 was adjourned at 9:29 p.m.

Carried

Certified Correct:

Confirmed by:

City Clerk

Mayor

Estimated Grant Costs for 51 Lake and 136 James Streets

Note: Table excludes Municipal Planning Fee Rebate as there is no Regional matching program.

Grants	2014 TIG (45% over 10 years)		2016 Brownfield TIG (80% over 10 years)	
51 Lake Street	City Funding	Regional Funding	City Funding	Regional Funding
Tax Increment Grant (TIG)	\$284,364	\$293,564	\$432,936	\$521,892
BTA	0	0	\$11,058	\$12,137
Residential Grant	\$125,000	\$125,000	\$125,000	\$125,000
TOTAL	\$409,364	\$418,564	\$568,994	\$659,029
136 James Street	City Funding	Regional Funding	City Funding	Regional Funding
Tax Increment Grant (TIG)	\$201,747	\$221,333	\$365,496	\$393,482
BTA	0	0	\$8,121	\$8,913
Residential Grant	\$125,000	\$125,000	\$125,000	\$125,000
TOTAL	\$326,747	\$346,333	\$498,617	\$527,395
TOTAL (both properties)	\$736,111	\$764,897	\$1,067,611	\$1,186,424
	City	Region		
TOTAL FUNDING DIFFERENCE		\$331,500	\$421,527	

Development Charge exemptions and rebates: Total exemption for both properties provided at issuance of building permits in 2015 was \$268,800. Total rebate for meeting Smart Growth in 2018 was \$268,800. Total of all development charge reductions/exemptions is \$537,600.



Corporate Report

Report from Planning and Building Services, Planning Services

Date of Report: January 18, 2016

Date of Meeting: February 22, 2016

Report Number: PBS-054-2016

File: 60.32.99

Subject: Community Improvement Plan – Request for Approval of Applications for:
Tax Increment Finance Program (TIF)

- 155 Ontario Street and 4, 6, 10 Adams Street
- 19 Beard Place
- 60 Canterbury Drive
- 271 Merritt Street

Brownfield Tax Assistance Program

- 282-285 Ontario Street and 10 Pleasant Avenue

Expanded Incentive under 2004 Plan

- 51 Lake Street
- 136 James Street

Recommendation

That Council approve the application for a Tax Increment Finance incentive under the 2015CIP, equivalent to a 45% tax rebate over a 10-year time period, for the application for 155 Ontario Street and 4, 6, 10 Adams Street; and

That Council approve the application for a Tax Increment Finance incentive under the 2015CIP, equivalent to a 45% tax rebate over a 10-year time period, for the application for 271 Merritt Street; and

That Council approve the application for a Brownfield Tax Assistance incentive under the 2015CIP, equivalent to a 100% tax rebate over a three-year time period, for each of 282 Ontario Street, 285 Ontario Street, and 10 Pleasant Avenue; and

That applications for Tax Increment Finance under the 2015CIP pertaining to 60 Canterbury Drive and 19 Beard Place not be approved; and

That the request to shift CIP incentives under the 2004 CIP pertaining to 51 Lake Street and 136 James Street not be approved unless CIP funding is increased by Council accordingly; and

Further, that the base amount of the funding model for the CIP program be amended, beginning in 2017, to sustain adequate funding of existing commitments made under the 2004 CIP, as well as funding to support approval of projects under the 2015CIP as recommended in this report. FORTHWITH

Summary

The City has had a Community Improvement Plan (CIP) since 2004. A total of 86 projects were approved for municipal financial incentives under this CIP. To satisfy all remaining financial incentive commitments made under this Plan, the municipality is required to allocate an additional \$6,935,000 in future municipal budgets.

To date, five applications have been submitted for consideration of incentive approvals, for a total of seven projects, under the City's new CIP (2015CIP) Tax Increment Finance (TIF) Program and the Brownfield Tax Assistance (BTA) Program. A request has also been made for changing incentives previously granted under the 2004 CIP. The total estimated value of all incentives requested is \$5,454,820. If approved, this amount would be required to be set out in future municipal budgets over the next 10 to 20 years and is over and above the allocation required to satisfy existing commitments approved under the 2004 CIP.

This report outlines existing commitments made under the 2004 CIP and addresses the evaluation and budget implications of new TIF and BTA applications received under the 2015CIP, as well as the request for a change in incentives under the former 2004 CIP for two development sites.

Background

Provincial legislation enables local municipalities to adopt Community Improvement Plans (CIP) to enable municipalities to offer financial incentives to the private sector to stimulate investment in projects that support municipal community renewal objectives and strategies. More specifically, the incentives are intended to help offset a portion of costs incurred by the private sector for projects related to redevelopment, reuse, and rehabilitation of the built environment, and brownfield remediation.

Original CIP (2004)

The City first adopted a CIP in 2004, with a 10-year time plan horizon. It expired at the end of 2014. The 2004 CIP offered seven financial incentive programs. Four of the programs offered a one-time grant, and three provided a longer term tax based incentive.

Under the 2004 CIP, a total of 86 projects were approved by City Council for financial incentives. The total value of incentives committed by the City under those approvals was \$13,135,000. Between 2004 and 2015, approximately \$6,200,000 has been allocated in municipal budgets for funding the incentive approvals granted, and 37% of this allocation has been disbursed to date. An estimated additional \$6,935,000 is required to be allocated in future municipal budgets to satisfy all of the existing funding commitments approved under 2004 CIP programs. This will extend for approximately 12 years to 2028.

The 86 projects approved through the 2004 CIP represent the creation of over 900 new residential dwelling units and an estimated increase of \$150,000,000 in property tax assessment.

Revised 2015CIP

In advance of the CIP expiring at the end of 2014, the City, in 2013, undertook an extensive review of the CIP. This review resulted in the preparation of the 2015CIP, which was formally approved by Council on November 17, 2014. It offers the following programs:

1. Façade Improvement Program (FIP) and Residential / Office Conversion Program
A one-time grant is given after project completion. The Director of Planning and Building Services has been given approval authority under these programs. There is an allocation of \$100,000 in the proposed 2016 municipal budget to fund these programs.
2. Tax Increment Finance (TIF) Program
This program provides an annual rebate of property taxes paid on a property to offset a portion of costs incurred for soil remediation and/or redevelopment projects.

The value of the rebate is based on the increase in property tax assessment resulting from the completion of the project. For redevelopment projects, the value of the rebate is 45% of the increase in property taxes generated by the project, or the eligible project costs incurred, whichever is less. The rebate is given annually for a period of 10 years after project completion

For redevelopment projects that also involve soil remediation, the value of the rebate is 80% of the increase in property taxes generated by the project, or eligible project costs incurred, whichever is less, and the rebate is given annually for a period of 10 years after project completion.

The program is based on a competitive application process, with each application evaluated based on a weighted criteria ranking system to determine priority consideration for approval. The evaluation criteria and weighted ranking system is set out in Appendix 1.

The program is available to all properties within the City's urban area. However, one of the components of the program evaluation criteria gives a higher points ranking to properties located in Priority Neighbourhoods and within designated Intensification Areas as established in the City's Official Plan (Appendix 2).

Although the incentive is given for a 10-year period, the timeline to allocate monies in the municipal budget to fund the incentive is typically spread out over a much longer time frame. Approved projects must enter into a TIF Agreement with the municipality prior to project commencement and then have three years to complete the project. Within two years of completing the project, the applicants must request commencement of the incentive rebate. Effectively, the tax rebate may not be commenced for a period of up to five years after actual project completion.

Given the long term nature of the tax based incentives, the allocation of monies in the municipal budget directed towards paying the incentive is spread out over an extended period of time, typically 10 to 20 years.

3. Brownfield Tax Assistance (BTA) Program

This program provides an annual rebate of property taxes paid on a property to offset costs incurred for soil remediation projects. The rebate is equal to 100% of annual taxes paid on the property, or eligible project costs incurred, whichever is less, and is provided annually for a maximum period of three years.

This program is only available to properties located in Priority Neighbourhoods (Appendix 2).

The municipality began accepting applications under the new 2015CIP on October 30, 2015. To date, four TIF applications and one BTA application have been submitted for consideration of incentive approvals for a total of seven projects.

Combined, the requested TIF projects represent the generation of 675 new residential dwelling units and approximately 125 new permanent job opportunities, the majority of which are in the Downtown.

If all TIF and BTA applications were approved, the total value of incentives that would be granted by the City is estimated at \$5,087,320. The estimated increase in property tax assessment generated by the proposed projects is \$168,176,000, and will result in an increase of slightly over \$1,000,000 in annual City property taxes levied once projects are completed.

This report addresses the evaluation and budget implications of the TIF and BTA applications submitted under the new 2015CIP.

This report also addresses a request to shift an existing approved incentive granted under the former 2004 CIP. This request pertains to the redevelopment projects underway at 51 Lake Street and 136 James Street in the Downtown area. The total value of the requested incentive shift is \$367,500.

Report

2015CIP

Applications Received

TIF Program

Four TIF applications have been submitted for the following properties (Appendix 3 - location map):

- 155 Ontario Street and 4, 6 and 10 Adams Street
- 19 Beard Place
- 60 Canterbury Drive
- 271 Merritt Street

BTA Program

One BTA application has been submitted for brownfield properties at 282, 285 Ontario Street and 10 Pleasant Avenue. (See Appendix 4 - location map).

Application Evaluation

Each of the new proposed projects has been evaluated for the following:

- satisfaction of complete application requirements;
- satisfaction of program criteria in the approved 2015CIP;
- consideration of community renewal goals, objectives and growth strategies established in the Official Plan and the Corporate Strategic Plan;
- determination of the value of the financial incentive requested for each project.

Appendix 5 provides a summary of the project description, evaluation of each project and the estimated value of the incentive requested for each project. Based on the competitive priority evaluation criteria of the TIF program (Appendix 1), the proposed TIF projects are addressed in Appendix 5 in descending order of priority ranking for approval.

Appendix 6 provides a summary of the estimated annual and total value of incentives requested by each project.

The estimated incentive values stated in the appendices are only estimates and are subject to change depending on actual detailed project costs incurred, annual property taxes levied at time of project commencement and supplementary (actual) MPAC post development property tax assessments required after project completions.

Summary

TIF Applications

Based on project evaluations, all the TIF applications satisfy program criteria to be eligible for the incentive. Completion of these projects is estimated to generate an overall increase in property tax assessment of approximately \$168,176,000 and an increase of about \$1,000,000 in annual City property taxes levied once projects are completed.

If approved, the estimated total value of incentives that would be granted by the City for these projects is \$4,735,450 over a 10-year period, or \$473,545 annually.

BTA Applications

Based on project evaluation, the BTA application for all three properties satisfies program criteria to be eligible for the incentive. If approved, the estimated annual and total three-year value of the incentive, by property, is as follows:

282 Ontario Street:	\$55,400 annually/\$166,200 over three years;
285 Ontario Street:	\$59,000 annually/\$177,000 over three years;
10 Pleasant Avenue:	\$2,890 annually/\$8,670 over three years.

The total incentive for all three properties combined would be \$117,300 annually and \$351,870 over three years.

Recommendation for Incentive Approvals

All applications submitted for the TIF and BTA programs under the 2015CIP represent worthwhile projects for municipal community renewal and growth.

Approval of all applications would require that an estimated total of \$5,087,320 be allocated in future municipal budgets to fund these projects.

In recognition that the City's Operating Budget cannot sustain overall financial support for all applications for funding, the 2015CIP introduced a competitive application ranking system for TIF applications (Appendix 1) to address priority ranking for consideration of approval.

Certain stakeholders recommended that applications meeting a certain threshold of points awarded under the ranking system should automatically be recommended for approval. However, in essence, this discredits the purpose of the program to provide a priority based evaluation system in relation to the funding model to support the continuance of the CIP program.

In Council approving this priority based system, and in relation to the funding model to support new projects, it was recognized that certain applications may be recommended for approval and others may not.

The evaluation of applications is set out in Appendix 5. Based on this competitive ranking system, and in consideration of the Corporate Strategic Plan, the Official Plan, overall municipal goals for community renewal, growth strategies, and objectives, staff provide the following recommendations for priority approval of applications received under the 2015CIP:

1. 155 Ontario Street (including 4,6,10 Adams Streets);
2. 282-285 Ontario Street/10 Pleasant Avenue;
3. 271 Merritt Street.

Combined, these projects represent the generation of 604 new residential dwelling units, the creation of approximately 125 new permanent job opportunities, an estimated increase of \$152,181,908 in property tax assessment, and \$951,400 in annual property taxes paid to the City upon the completion of the projects.

Incentive Request Outside of the 2015CIP Program - 51 Lake Street and 136 James Street

The City has received a request to shift an existing approved incentive granted under the former 2004 CIP. This request has been made for the redevelopment projects currently underway at 51 Lake Street and 136 James Street (Appendix 7).

On July 7, 2014, the applicant received approval for incentives under the 2004 CIP for redevelopment projects at 51 Lake Street and 136 James Street. Approval was granted under the Tax Increment Grant (TIG) program which provides a 45% tax rebate incentive over 10 years. Approval was also given for a grant under the Residential Construction Program and the refund of application and permit fees under the Municipal Application and Permit Fees Refund Program.

After approval of the incentive, it was discovered that additional project costs for soil remediation would be incurred on both sites to address contaminants that were previously undetected. This has triggered the request to move, retroactively, from the TIG program to the Brownfield Tax Increment Grant (BTIG) program and the BFTA program under the 2004 CIP. The BTIG program provides an 80% tax rebate for redevelopment projects that involve remediation, for a period of 10 years, and the BFTA program provides a 100% tax rebate for soil remediation for a maximum period of three years during remediation.

The applicant has stated that had the property owners been aware of the soil contamination on the subject properties at the time of their original application under the 2004 CIP, they would have applied for the BTIG and BFTA at that time, rather than the TIG.

The following provides a summary of CIP incentives previously approved and the incentives now requested.

- 51 Lake Street
Construction of 67 residential units

2004 CIP Approvals		Request	
TIG (ten years)	\$248,364	BTIG (ten years)	\$432,936
Residential Construction	\$125,000	Residential Construction	\$125,000
Municipal Fee Rebate	\$ 88,015	Municipal Fee	\$ 88,015
		BTFA (maximum 3 years)	\$ 11,058
Total	\$461,379		\$657,009
Total Increase Requested			\$195,630
Approval under the BTIG and BFTA programs would represent an increase in the total value of incentive provided to the owners of approximately \$195,630 or \$19,563 annually.			

- 136 James Street
Construction of 53 residential units

2004 CIP Approvals		Request	
TIG (ten years)	\$201,747	BTIG (ten years)	\$365,496
Residential Construction	\$125,000	Residential Construction	\$125,000
Municipal Fee Rebate	\$ 59,117	Municipal Fee	\$ 59,117
		BTFA (maximum 3 years)	\$ 8,121
Total	\$385,864		\$557,734
Total Increase Requested			\$171,870
Approval under the BTIG and BFTA programs would represent an increase in the total value of incentive provided to the owners of approximately \$171,870 or \$17,187 annually.			

The specific reason for the requested shift in the incentives is to recover costs related to unforeseen required soil remediation works. It must be acknowledged that evidence of contamination did not surface until the process for obtaining Records of Site Condition were underway. In order to proceed with the projects, brownfield remedial works in the amounts of \$1,363,016 for 51 Lake Street and \$835,765 for 136 James Street were required to be undertaken. As such, additional costs have been incurred that otherwise were not contemplated during Council deliberation of the original CIP requests for these two projects.

Given the additional costs that have been incurred to reach project completion, it is altogether prudent for Council to consider the approval of the applicant's request to transfer the TIG to that of a Brownfield TIG and also to consider approval of the Brownfield Tax Assistance program.

The premise of CIP is to offer incentives to stimulate private investment in 'new' projects, and one of the foundations of the program is that incentives are not provided retroactively for projects that already are commenced or are completed. The developments at 51 Lake Street and 136 James Street will be complete in 2016, and investments already have been made. Supporting these requests may be precedent setting and open the door for other projects previously approved for CIP funding that are complete or under construction to make similar requests.

The granting of this request may also compromise consideration of incentive approvals for other worthwhile projects that have submitted applications under the 2015CIP. Approval of the applicants request further impacts the amount of monies that Council would need to allocate for the 2016 CIP budget and for future years. In fact, to approve this request, Council would need to increase the funding by \$36,750 above recommended 2017 amounts for the first three years and then by \$17,751 for the remaining seven years.

These requested additional funds need to be balanced against those projects that fulfill the goals of the Strategic Plan and the Official Plan of achieving a vibrant Downtown and Urban Growth Centre where higher density of development is to be achieved.

Staff does not support the request from the applicant for expanding existing approved incentives granted under the former 2004 CIP for the properties at 51 Lake Street and 136 James Street for the reasons stated above.

Financial Implications

The 2016 municipal budget establishes a funding model for financing commitments made under the CIP program. This funding model is to be carried over in subsequent future budgets to satisfy the long term nature of the incentive rebates.

If approving the three projects recommended by staff and maintaining the base amount currently established in the funding model, the budget reserve to fund CIP projects would drop to a negative reserve scenario in the year 2025 and three years before existing approvals under the 2004 CIP are complete.

In order to maintain an adequate base amount in the funding model to sustain funding of projects approved under the 2004 CIP and the three projects recommended under the 2015CIP, it would require an additional allocation of \$75,000 to the base amount beginning in 2017 and carried over into future budgets.

Appendix 8 identifies the implications of approving the three recommended projects under the 2015CIP without increasing the base amount of the funding model and also with an increase of \$75,000 to the base amount of the funding model beginning in 2017.

Relationship to Strategic Plan

The recommendations of this report support Strategic Plan Goal 1 to attract private investment and directly relate to Action 1.2, 1.3 and 1.4: to prioritize redevelopment initiatives consistent with provincial planning legislation and the City's Official Plan to intensify mixed-use residential developments and ultimately enhance the property tax base and support job creation; to focus on the redevelopment of the former GM lands and Hotel Dieu site on Ontario Street; and to develop funding formula for the Community Improvement Program and brownfield improvement programs that support the goal of community redevelopment with the ability for the City to manage financial impacts of the funding program on an annual basis.

This report also relates to Strategic Plan Goal 2, Action 2.5 in addressing potential long term financial commitments and multi-year budgeting scenarios, and Strategic Plan Goal 5, Action 5.1 and 5.2 supporting connectivity between people, places and neighbourhoods, and redevelopment of properties to enhance the livability of neighbourhoods.

The recommendations of this report support the provision of municipal financial incentives to support redevelopment projects, and given the significant value of proposed incentives, may compromise Strategic Plan Goal 2, Action 2.6 to work towards achieving a budgetary tax rate increase at or below the rate of inflation by 2018.

Conclusion

The 2004 CIP is seen as a great success in stimulating private sector investment in support of municipal community renewal objectives and strategies. Funding committed under the 2004 CIP has resulted in over 900 new residential dwelling units created and an estimated increase in property tax assessment of \$150,000,000.

Recommended projects for approval under the 2015CIP include the redevelopment of 155 Ontario Street and 4, 6 and 10 Adams Street, a significant property for Downtown and community renewal; the soil remediation of lands at 282-285 Ontario Street and 10 Pleasant Avenue, the largest brownfield site in the municipality; and the continued redevelopment of the former brownfield site at 271 Merritt Street, representing continued renewal at the Merritt Street / Glendale Avenue node. Combined, these projects represent the generation of 604 new residential dwelling units, the creation of approximately 125 new permanent job opportunities, an estimated increase of \$152,181,908 in property tax assessment, and \$951,400 in annual property taxes paid to the City upon the completion of the projects.

The approval of these projects requires an additional budget allocation of \$75,000 to the base amount of the CIP funding model, beginning in 2017 and in subsequent future budgets.

Notification

It is in order to notify each of the applicants of the outcome of this Council decision.

Prepared by:

Bruce Bellows, Policy Planner

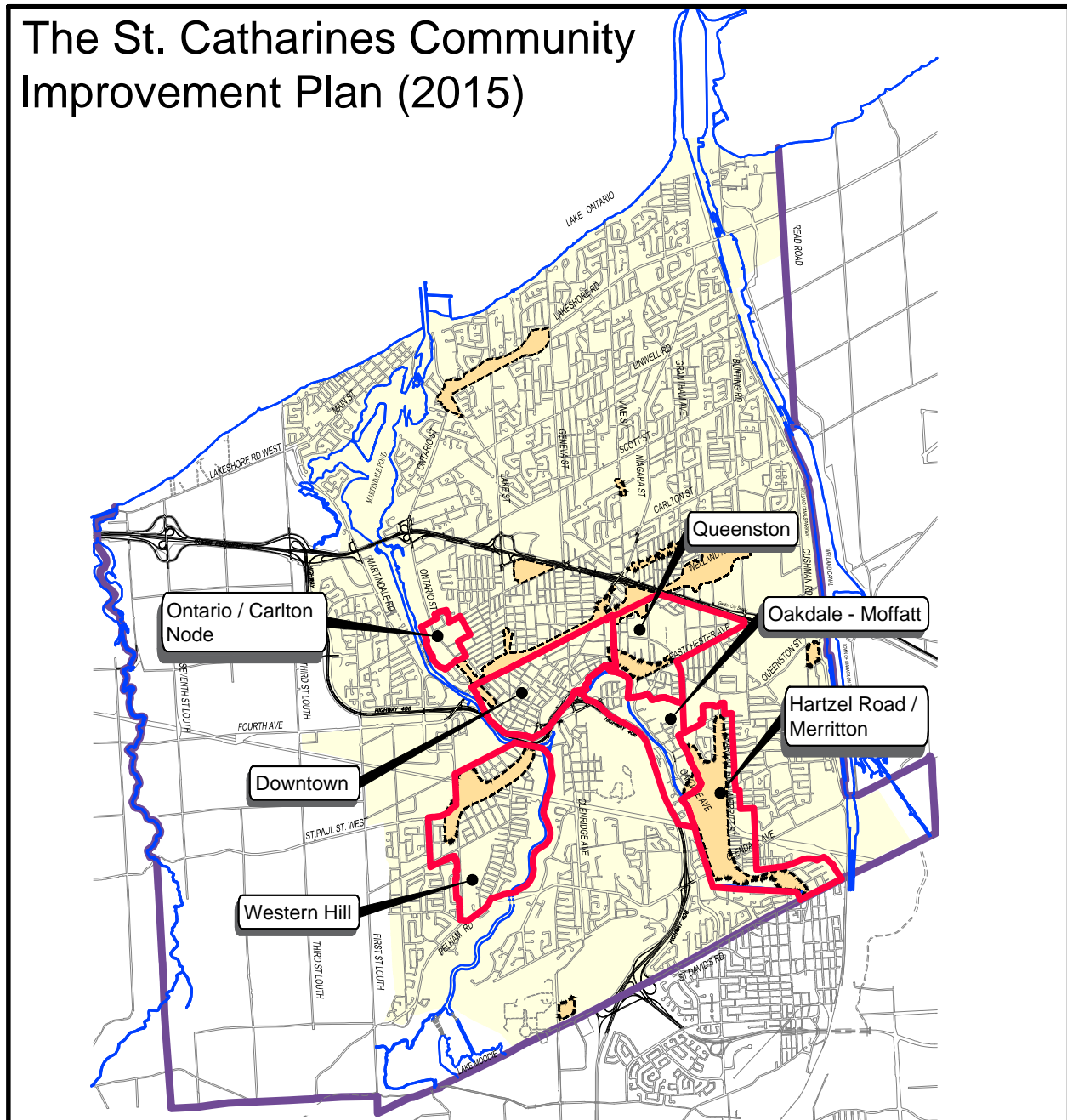
Submitted and Approved by:

James N. Riddell, M.P.L., MCIP, RPP
Director of Planning and Building Services

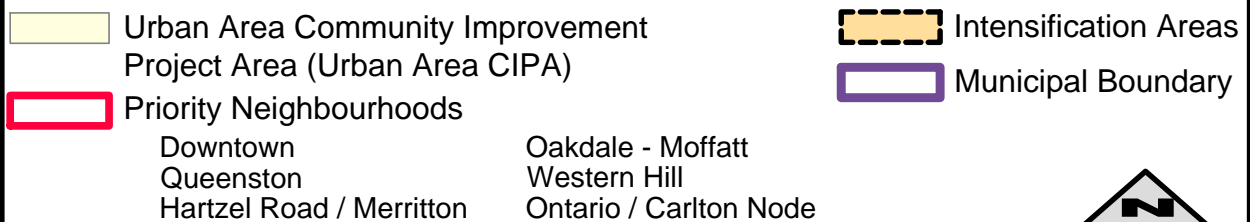
TIF Application Priority Evaluation Criteria

VALUATION RANKING SYSTEM	Weight (points)
1. Redevelopment Projects	20
2. Redevelopment Projects involving Remediation	
- estimated cost of <i>remediation</i> in relation to other projects:	
- highest	30
- 2 nd highest	25
- 3 rd highest	20
3. Lot Size - 1 hectare or less	2
- greater than 1 hectare	4
4. Project Location	
- within the Downtown Priority Neighbourhood	15
- within other Priority Neighbourhoods	10
- within an Intensification Area outside a Priority Neighbourhood	5
5. Financial Impact	
- net benefit on weighted assessment in relation to other projects	
- highest	5
- 2 nd highest	3
- 3 rd highest	1
6. Density Generation (people and/or jobs per hectare) in relation to other projects	
- highest	10
- 2 nd highest	6
- 3 rd highest	3
7. Value Added	
- urban design features (façade, landscaping, public realm, etc)	2.5
- sustainability (LEEDS, energy efficiency, etc.)	2.5
- accessibility (universal access, barrier free) in accordance with Facility Accessibility Design Standards (FADS)	2.5
- heritage restoration/preservation	2.5
** For criteria 1 to 6, points are awarded on an all or nothing basis. For criteria 7, points may be awarded on a sliding scale up to a maximum of 10. **	

The St. Catharines Community Improvement Plan (2015)



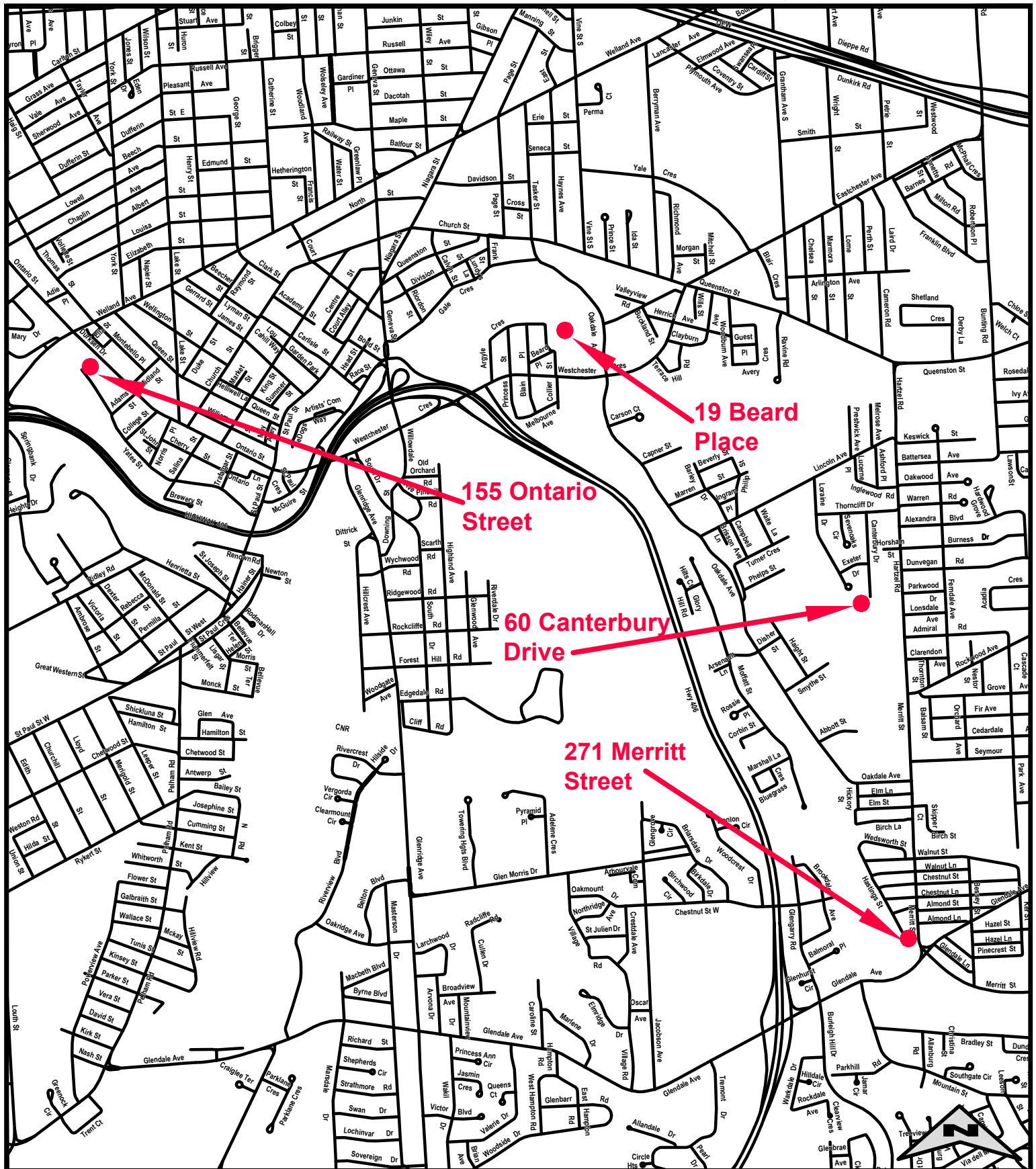
Community Improvement Plan (2015)



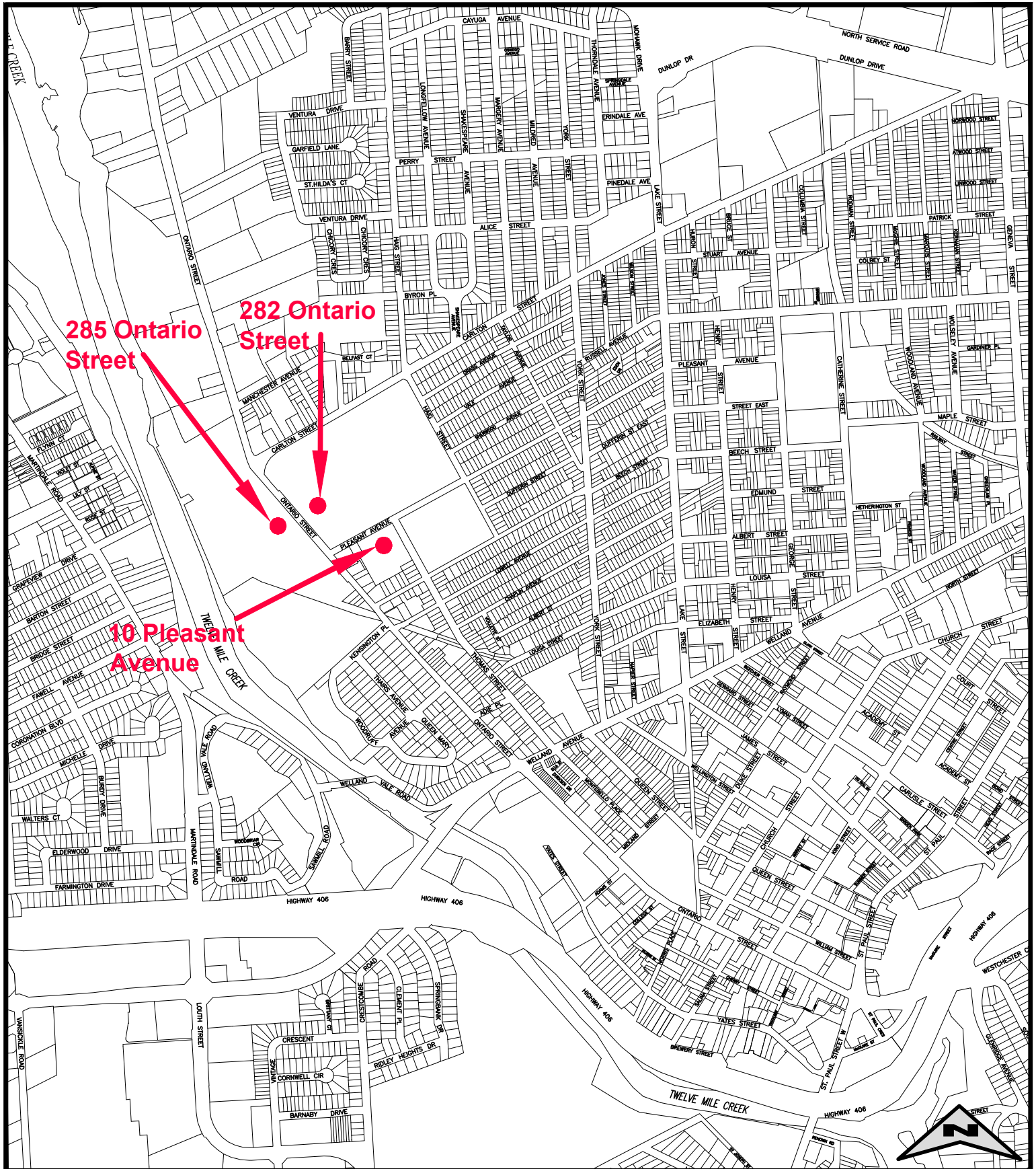
City of St. Catharines
Planning and Development Services



Applications Submitted for the Tax Increment Finance (TIF) Program



Applications Submitted for the Brownfield Tax Assistance (BTA) Program



Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Assessment	Estimated Assessment Increase	Estimated Annual City Tax Increase	Eligible Incentive (45% of annual tax)	Total Incentive Value (over 10 years)
155 Ontario Street (former Hotel Dieu property)	TIF	4.1 ha	560 unit retirement complex (140 unit seniors home, two 200 unit apartment buildings, 20 townhomes)	\$145,000,000	\$5,978,092	\$143,421,908	\$890,000	\$400,000	\$4,000,000
Evaluation									
	Yes	No	Comments						
Complete Application	X								
Priority Neighbourhood	X		Downtown						
Intensification Area	X								
Density Generation	X		Density - 170 units/hectare						
Job Creation	X		100 new permanent jobs						
People (jobs per ha) Density			370						
Redevelopment	X								
Remediation	X		Estimated Value \$300,000						
Financial Benefit (Rank)	X		1 of 4						
Value Added			Barrier Free Components						
Evaluation Score (Based on weighted ranking system)	74								
COMMENTS:	A significant opportunity to support Downtown community renewal, revitalization goals/objectives, and downtown growth strategy; Proposed density exceeds Provincial Places to Grow minimum density target for Urban Growth Centre by over 100%; Supports Corporate Strategic Plan Goal No. 1, Action 1.2, 1.3, 1.4; Goal 5, Action 5.1, 5.2; Approval should be conditional on submission of detailed project cost estimates; Estimated project costs greater than potential incentive value.								
Total Incentive Value	\$4,000,000								
Annual Payment Incentive	\$400,000								
*Application was made for a BTIF (80% rebate). Given that only 0.2% of estimated project costs are related to soil remediation (\$300,000), it is recommended that only a TIF (45% rebate) be considered.									

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Assessment	Estimated Assessment Increase	Estimated Annual City Tax Increase	Eligible Incentive (45% of annual tax)	Total Incentive Value (over 10 years)
271 Merritt Street (former Lybster Mill (Domtar) Site) 271 Merritt Street	TIF	0.2 ha	6 storey 44 unit apartment condominium building with ground floor commercial 1207 m ²	\$14,910,250	\$5,406,000	\$8,760,000	\$61,400	\$27,600	\$276,000
Evaluation									
	Yes	No	Comments						
Complete Application	X								
Priority Neighbourhood	X		Hartzel Road/Merritton						
Intensification Area	X								
Density Generation	X		Density - 244 units/hectare						
Job Creation	X		25						
People (jobs per ha) Density			630						
Redevelopment	X								
Remediation		X							
Financial Benefit (Rank)			2 of 4						
Value Added									
Evaluation Score (Based on weighted ranking system)	43								
COMMENTS:	Project is an addition to existing development, and represents the continued redevelopment of former brownfield lands and community renewal at the Merritt St./Glendale Ave. node; Supports Corporate Strategic Plan Goal 1, Action 1.2, 1.4, Goal 5, Action 5.1, 5.2; Density calculated on portion of site to be developed; Approval should be conditional on submission of detailed project cost estimates; Estimated project costs greater than potential incentive value.								
Total Incentive Value	\$276,000								
Annual Payment Incentive	\$27,600								

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Assessment	Estimated Assessment Increase	Estimated Annual City Tax Increase	Eligible Incentive (45% of annual tax)	Total Incentive Value (over 10 years)
19 Beard Place	TIF	1.4 ha	5 storey 41 unit apartment condominium building	\$9,470,000	\$569,000	\$9,006,000	\$56,000	\$25,200	\$252,000
Evaluation									
	Yes	No	Comments						
Complete Application	X								
Priority Neighbourhood	X		Oakdale-Moffatt						
Intensification Area		X							
Density Generation	X		Density - 100 units/hectare						
Job Creation		X							
People (jobs per ha) Density			200						
Redevelopment	X								
Remediation		X							
Financial Benefit (Rank)			3 of 4						
Value Added									
Evaluation Score (Based on weighted ranking system)	41.5								
COMMENTS:	Supports Corporate Strategic Plan Goal 1, Action 1.4, Goal 5.1, 5.2; Estimated project costs greater than potential incentive value.								
Total Incentive Value	\$252,000								
Annual Payment Incentive	\$25,200								

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Assessment	Estimated Assessment Increase	Estimated Annual City Tax Increase	Eligible Incentive (45% of annual tax)	Total Incentive Value (over 10 years)
60 Canterbury Drive	TIF	1.1 ha	29 unit townhouse development	\$5,335,500	\$301,750	\$7,410,000	\$46,100	\$20,745	\$207,450
Evaluation									
	Yes	No	Comments						
Complete Application	X								
Priority Neighbourhood	X		Hartzel Road/Merritton						
Intensification Area		X							
Density Generation	X		Density - 26 units/hectare						
Job Creation		X							
People (jobs per ha) Density			58						
Redevelopment	X								
Remediation		X							
Financial Benefit (Rank)			4 of 4						
Value Added									
Evaluation Score (Based on weighted ranking system)	36.5								
COMMENTS:	Supports Corporate Strategic Plan Goal 1, Action 1.4, Goal 5, Action 5.1, 5.2; Estimated project costs greater than potential incentive value.								
Total Incentive Value	\$207,450								
Annual Payment Incentive	\$20,745								

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Annual City Tax	Annual Eligible Incentive	Total Incentive Value (over 3 years)
282 Ontario Street (former General Motors site)	BTA	10.5 ha	soil remediation	\$1,190,000	\$55,400	\$55,400	\$166,000
Evaluation							
	Yes	No	Comments				
Complete Application	X						
Priority Neighbourhood	X		Ontario/Carlton Node				
Intensification Area		X					
COMMENTS:	Former GM lands represents largest brownfield remediation opportunity in the municipality in key central location; Represents remediation to a mixed use commercial/residential standard, supporting future large scale redevelopment opportunities with close proximity to Downtown; Supports Corporate Strategic Plan Goal 1, Action 1.2, 1.3, 1.4, Goal 5, Action 5.1, 5.2; Estimated project costs greater than potential incentive value.						
Total Incentive Value	\$166,000						
Annual Payment Incentive	\$55,000						

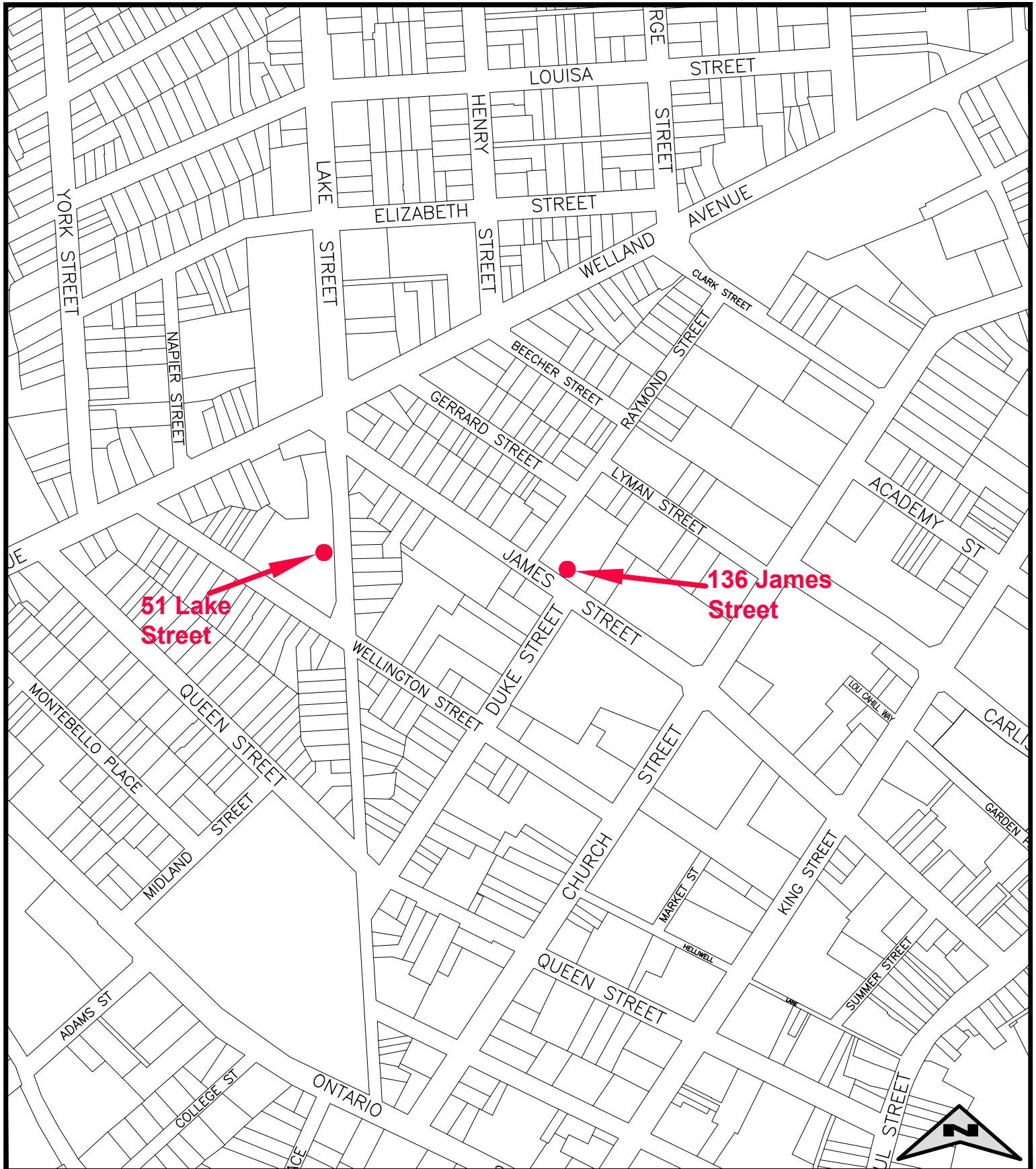
Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Annual City Tax	Annual Eligible Incentive	Total Incentive Value (over 3 years)
285 Ontario Street (former General Motors site)	BTA	10.2 ha	soil remediation	\$1,100,000	\$59,000	\$59,000	\$177,000
Evaluation							
	Yes	No	Comments				
Complete Application	X						
Priority Neighbourhood	X		Ontario/Carlton Node				
Intensification Area		X					
COMMENTS:	In combination with other former GM lands represents largest brownfield remediation opportunity in the municipality in key central location; Represents remediation to a mixed use commercial/residential standard, supporting future large scale redevelopment opportunities with close proximity to Downtown; Supports Corporate Strategic Plan Goal 1, Action 1.2, 1.3, 1.4, Goal 5, Action 5.1, 5.2; Estimated project costs greater than potential incentive value.						
Total Incentive Value	\$177,000						
Annual Payment Incentive	\$59,000						

Application Location	Program Type	Property Size	Project Details	Estimated Project Costs	Existing Annual City Tax	Annual Eligible Incentive	Total Incentive Value (over 3 years)
10 Pleasant Ave. (former General Motors site)	BTA	1.16 ha	soil remediation	\$120,000	\$2,890	\$2,890	\$8,670
Evaluation							
	Yes	No	Comments				
Complete Application	X						
Priority Neighbourhood	X		Ontario/Carlton Node				
Intensification Area		X					
COMMENTS:	Former GM lands represents largest brownfield remediation opportunity in the municipality in key central location; Represents remediation to a mixed use commercial/residential standard, supporting future large scale redevelopment opportunities with close proximity to Downtown; Supports Corporate Strategic Plan Goal 1, Action 1.2, 1.3, 1.4, Goal 5, Action 5.1, 5.2; Estimated project costs greater than potential incentive value.						
Total Incentive Value	\$8,670						
Annual Payment Incentive	\$2,890						

Estimated Value of Tax Rebate Incentives Requested

Project	Tax Rebate Incentive (\$)			Meets Program Evaluation For Approval (\$)	
	Annual For 3 years	Annual For 10 years	TOTAL	Yes	No
TIF APPLICATIONS					
155 Ontario Street		400,000	4,000,000	4,000,000	
19 Beard Place		25,200	252,000	252,000	
271 Merritt Street		27,600	276,000	276,000	
60 Canterbury Drive		20,745	207,450	207,450	
total		473,545	4,735,450	4,735,450	
BTA APPLICATIONS					
282 Ontario Street	55,400		166,200	166,200	
285 Ontario Street	59,000		177,000	177,000	
10 Pleasant Avenue	2,890		8,670	8,670	
total	117,290		351,870	351,870	
2004 CIP REQUEST					
51 Lake Street	3,686	18,457	195,630		195,630
136 James Street	2,707	16,374	171,870		171,870
total	6,393	33,681	367,500		367,500
TOTAL	123,683	507,226	5,454,820	5,087,320	367,500

Properties Subject to Request for Expanded Incentive Approval under the 2004 CIP



City of St. Catharines Funding Proposal - CIP Reserve

Costing Scenario: **Staff Recommended Projects with no adjustment to Funding Model**

Financial Implications: The Financial Model is insufficient and the Reserve is depleted in 2025.
The depletion of the reserve occurs three years before the existing approvals are completed

Year	Opening Reserve Balance	Annual Funding			Annual Payments	Ending Reserve Balance
		Base Amount	Growth Amount	Total Annual Budget		
2016	3,898,048	825,000	63,408	888,408	1,102,135	3,684,321
2017	3,684,321	825,000	104,047	929,047	1,155,574	3,457,794
2018	3,457,794	825,000	111,813	936,813	1,495,565	2,899,042
2019	2,899,042	825,000	127,300	952,300	1,260,511	2,590,831
2020	2,590,831	825,000	139,614	964,614	1,307,803	2,247,642
2021	2,247,642	825,000	235,053	1,060,053	1,610,674	1,697,021
2022	1,697,021	825,000	241,297	1,066,297	1,566,948	1,196,370
2023	1,196,370	825,000	240,448	1,065,448	1,522,581	739,237
2024	739,237	825,000	247,918	1,072,918	1,544,766	267,389
2025	267,389	825,000	228,245	1,053,245	1,566,951	(246,317)
2026	(246,317)	825,000	214,745	1,039,745	1,413,044	(619,616)
2027	(619,616)	825,000	170,390	995,390	1,096,377	(720,603)
2028	(720,603)	825,000	177,861	1,002,861	1,156,140	(873,882)
2029	(873,882)	825,000	162,373	987,373	965,997	(852,506)
2030	(852,506)	825,000	148,763	973,763	878,604	(757,347)
2031	(757,347)	825,000	52,293	877,293	418,341	(298,395)
2032	(298,395)	825,000	44,822	869,822	358,578	212,849
2033	212,849	825,000	37,352	862,352	298,815	776,386

2025 - projected year when base funding is not sufficient to provide for financial obligations of the program

2028 - projected last year of payments relating to existing (2004 CIP) approvals

City of St. Catharines Funding Proposal - CIP Reserve

Costing Scenario: **Staff recommended projects and Amend Funding Model**

Financial Implications: An Increase to the Base Funding of \$75,000 annually is sufficient to fund the approvals

Year	Opening Reserve Balance	Annual Funding			Annual Payments	Ending Reserve Balance
		Base Amount	Growth Amount	Total Annual Budget		
2016	3,898,048	825,000	63,408	888,408	1,102,135	3,684,321
2017	3,684,321	900,000	104,047	1,004,047	1,155,574	3,532,794
2018	3,532,794	900,000	111,813	1,011,813	1,495,565	3,049,042
2019	3,049,042	900,000	127,300	1,027,300	1,260,511	2,815,831
2020	2,815,831	900,000	139,614	1,039,614	1,307,803	2,547,642
2021	2,547,642	900,000	235,053	1,135,053	1,610,674	2,072,021
2022	2,072,021	900,000	241,297	1,141,297	1,566,948	1,646,370
2023	1,646,370	900,000	240,448	1,140,448	1,522,581	1,264,237
2024	1,264,237	900,000	247,918	1,147,918	1,544,766	867,389
2025	867,389	900,000	228,245	1,128,245	1,566,951	428,683
2026	428,683	900,000	214,745	1,114,745	1,413,044	130,384
2027	130,384	900,000	170,390	1,070,390	1,096,377	104,397
2028	104,397	900,000	177,861	1,077,861	1,156,140	26,118
2029	26,118	900,000	162,373	1,062,373	965,997	122,494
2030	122,494	900,000	148,763	1,048,763	878,604	292,653
2031	292,653	900,000	52,293	952,293	418,341	826,605
2032	826,605	900,000	44,822	944,822	358,578	1,412,849
2033	1,412,849	900,000	37,352	937,352	298,815	2,051,386

2028 - projected last year of payments relating to existing (2004 CIP) approvals



The Corporation of the City of St. Catharines
REGULAR COUNCIL MINUTES
Monday, March 07, 2016
(2016 Operating Budget)

Present: Mayor Walter Sendzik
Councillors Sandie Bellows, Mike Britton, N. Carlos Garcia,
Matt Harris, David A. Haywood, Joseph Kushner, Bill Phillips,
Mathew Siscoe, Sal Sorrento, Jennifer Stevens, and Bruce Williamson

Absent: Councillor Mark Elliott

Officials Present: Dan Carnegie, Chief Administrative Officer
Shelley Chemnitz, Commissioner of Corporate Services
Bryan Shynal, Commissioner of Operations
Nicole Auty, Director of Legal and Clerks Services/City Solicitor
Jim Riddell, Director of Planning and Building Services
Kristine Douglas, Director of Financial Management Services
Jeanette Pillitteri, Director of Corporate Support Services
Dan Dillon, Director of Transportation and Environmental Services
David Oakes, Director of Recreation and Community Services
David Wood, Director of Fire and Emergency Management Services
Steve Solski, Executive Director of FirstOntario Performing Arts Centre
Bonnie Nistico-Dunk, City Clerk
Rebecca Alfieri, Council and Committee Coordinator

Mayor Sendzik took the chair and called the meeting to order in Council Chambers at 6:31 p.m.

1. Presentations

There were none this evening.

2. Public Meetings Pursuant to Planning Act

There were none this evening.

3. Mayor's Report

Mayor Sendzik presented a verbal report on matters of community interest.

The Mayor reviewed the process for the 2016 Operating Budget meeting this evening, and for tomorrow, if necessary.

4. Adoption of the Agendas

Moved By: Councillor Phillips
Seconded By: Councillor Williamson

That Council adopt the agenda for the meeting of March 7, 2016, as presented.

Carried

5. Declarations of Interest

There were none declared.

6. Adoption of the Minutes (Council and General Committee)

6.1. Regular Meeting of Council, [February 22, 2016](#)

Moved By: Councillor Phillips
Seconded By: Councillor Siscoe

That Council adopt the minutes of the Regular meeting of Council held on Monday, February 22, 2016.

Carried

6.2. General Committee Meeting, [February 22, 2016](#)

Moved By: Councillor Phillips
Seconded By: Councillor Siscoe

That Council adopt the minutes of the General Committee meeting held on Monday, February 22, 2016.

Carried

7. Delegations

7.1. Public Meeting (Pursuant to Notice By-law No. 2007-310, as Amended) 2016 Operating Budget (see [General Committee Agenda, March 7, 2016, Item 3.1](#))

The Mayor advised that public notice had been published in accordance with the City's Notice By-law to consider the 2016 Operating Budget.

Shelley Chemnitz, Commissioner of Corporate Services, presented the 2016 Operating Budget.

Councillor Siscoe, Budget Standing Committee Chair, addressed Council to present the draft operating budget for 2016 as approved by the Budget Standing Committee.

The Mayor advised that those who had registered with the City Clerk in advance of the public meeting would be heard first. George Darte, Adam Bradley, and Kim Bauer registered to be heard. Their comments are summarized below:

- George Darte addressed Council with regards to reducing waste, relative to city services. Mr. Darte agreed to participate in budget meetings for next year.

- Adam Bradley addressed Council regarding his concern regarding the Fire Fighter's budget and the issues with the arbitration process. Mayor Sendzik encouraged Mr. Bradley to send his concerns to Council.
- Kim Bauer addressed Council to state that he feels the Budget Standing Committee is an excellent addition to the process. Mr. Bauer also provided input as it relates to reductions.

The Mayor asked if anyone else present this evening would like to speak. No one else wished to speak to the matter.

Ms. Chemnitz made closing comments.

The public meeting was closed.

Moved By: Councillor Stevens

Seconded By: Councillor Siscoe

That Council receive the presentation regarding the 2016 Operating Budget, and refer it to General Committee, Item No. 3.1, for consideration later in the evening.

Motion to Refer Carried

8. Call for Notices of Motion

- 8.1. Request for Reconsideration of a Previously Decided Motion
Community Improvement Plan - Evaluation of New Applications and Municipal Budget Implications
Re: 51 Lake Street and 136 James Street

Moved By: Councillor Stevens

That Council approve the reconsideration of the motion in the report from Planning and Building Services, Planning Services, respecting the Community Improvement Plan - Evaluation of New Applications and Municipal Budget Implications, dated January 18, 2016, Item 3.7 of the General Committee Minutes of February 29, 2015, being:

That the request to shift CIP incentive under the 2004 CIP pertaining to 51 Lake Street and 136 James Street not be approved unless CIP funding is increased by Council accordingly.

...

Suspension of the Rules

Moved By: Councillor Stevens

Seconded By: Councillor Kushner

That Council suspend the rules in accordance with the Procedural By-law 2015-170, article A4, Suspension of Rules, to allow the motion to reconsider a previously decided motion to be considered at the Regular meeting of March 7, 2016.

Motion to Suspend Rules Carried

Council now voted on the request to reconsider the previously decided motion regarding the CIP incentive

pertaining to 51 Lake Street and 136 James Street.

Motion to Reconsider Carried

Council now voted on the original motion.

Original Motion to not approve CIP Incentive

That the request to shift CIP incentive under the 2004 CIP pertaining to 51 Lake Street and 136 James Street not be approved unless CIP funding is increased by Council accordingly.

Yeas: Councillors Haywood, and Williamson

Nays: Councillors Bellows, Britton, Garcia, Harris, Kushner, Phillips, Siscoe, Sorrento, Stevens, and Mayor Sendzik

Lost

Moved By: Councillor Stevens

Seconded By: Councillor Sorrento

That Council move In-Camera for advice that is subject to solicitor-client privilege regarding questions pertaining to 51 Lake Street, and 136 James Street.

Carried

Council recessed to In-Camera at 8:01 p.m. and reconvened at 8:08 p.m.

Following the In-Camera session, the new motion regarding approval of CIP Incentive pertaining to 51 Lake Street, and 136 James Street was now voted on.

New Motion regarding CIP Incentive pertaining to 51 Lake Street, and 136 James Street

That the request to shift CIP incentive under the 2004 CIP pertaining to 51 Lake Street and 136 James Street be approved.

Yeas: Councillor Bellows, Britton, Garcia, Harris, Kushner, Phillips, Siscoe, Sorrento, Stevens, and Mayor Sendzik

Nays: Councillors Haywood, and Williamson

Carried

**8.2. Request for Reconsideration of a Previously Decided Motion
Corporate Insurance Coverage - April 1, 2016 to July 1, 2017**

*Mayor Sendzik declared a Conflict of Interest (Pecuniary), as he has personal business with one of the insurance companies in the RFP, and left the Chair.
Councillor Phillips took the chair.*

Councillor Kushner requested reconsideration of the motion regarding Item 3.3, and asked to go In-Camera.

Moved By: Councillor Kushner

Seconded By: Councillor Stevens

That Council move In-Camera for advice that is subject to solicitor-client privilege regarding questions pertaining to Item 3.3.

Carried

Council recessed to In-Camera at 8:19 p.m. and reconvened at 8:34 p.m.

Following the In-Camera session, Councillor Kushner requested a motion to Suspend the Rules.

Suspension of the Rules

Moved By: Councillor Kushner

That Council suspend the rules in accordance with the Procedural By-law 2015-170, article A4, Suspension of Rules, to allow the motion to reconsider a previously decided motion to be considered at the Regular meeting of March 7, 2016.

Motion to Suspend Rules Carried

Moved By: Councillor Sorrento

That Council reconsider the previously decided motion regarding Report Number FMS-059-2016, Corporate Insurance Coverage - April 1, 2016 to July 1, 2017, that was considered at the City Council meeting of February 29, 2016.

Councillor Harris requested a recorded vote.

Yeas: Councillors Bellows, Britton, Harris, Siscoe, and Sorrento

Nays: Councillors Garcia, Haywood, Kushner, Phillips, Stevens, and Williamson

Motion to Reconsider Lost

- 8.3. Request for Reconsideration of a Previously Decided Motion
Community Improvement Plan - Evaluation of New Applications and Municipal
Budget Implications
Re: 19 Beard Place

Councillor Siscoe declared a Conflict, as it relates to a business interest.

Moved By: Councillor Bellows

That Council approve reconsideration of the motion in the report from Planning and Building Services, Planning Services, respecting Community Improvement Plan - Evaluation of New Applications and Municipal Budget Implications, dated January 18, 2016, Item 3.7 of the General Committee Minutes of February 29, 2015, being:

That applications for Tax Increment Finance under the 2015CIP pertaining to 19 Beard Place not be approved.

...

Suspension of the Rules

Moved By: Councillor Bellows

That Council suspend the rules in accordance with Procedural By-law 2015-170, article A4, Suspension of Rules, to allow the motion to reconsider a previously decided motion to be put at the Regular meeting of March 7, 2016.

Motion to Suspend Rules Lost

9. Motions

There were none this evening.

10. Resolve into General Committee

Council recessed at 8:39 p.m. and General Committee convened. General Committee adjourned at 10:38 p.m.

10.1. Adjournment of Meeting - March 7, 2016

Moved By: Councillor Bellows

Seconded By: Councillor Harris

That this meeting of March 7, 2016, be adjourned and reconvened on Tuesday, March 8, 2016, at 6:30 p.m. in Council Chambers to complete the remainder of the items on the agenda.

Carried



The Corporation of the City of St. Catharines

REGULAR COUNCIL MINUTES

Tuesday, March 08, 2016

(2016 Operating Budget)

10.2. Reconvene Meeting - March 8, 2016

General Committee reconvened on Tuesday, March 8, 2016 at 6:31 p.m., and adjourned at 9:27 p.m. and City Council reconvene.

Present: Mayor Sendzik

Councillors Sandie Bellows, Mike Britton, N. Carlos Garcia, Matt Harris, David A. Haywood, Joseph Kushner, Bill Phillips, Mathew Siscoe, Sal Sorrento, Jennifer Stevens, and Bruce Williamson (arrived at 6:36 p.m.)

Absent: Councillor Mark Elliott

Officials Dan Carnegie, Chief Administrative Officer

Present: Shelley Chemnitz, Commissioner of Corporate Services
Bryan Shynal, Commissioner of Operations
Nicole Auty, Director of Legal and Clerks Services/City Solicitor
Jim Riddell, Director of Planning and Building Services
Kristine Douglas, Director of Financial Management Services
Jeanette Pillitteri, Director of Corporate Support Services
Dan Dillon, Director of Transportation and Environmental Services
David Oakes, Director of Recreation and Community Services
Dave Wood, Director of Fire and Emergency Management Services
Steve Solski, Executive Director of FirstOntario Performing Arts Centre
Bonnie Nistico-Dunk, City Clerk
Rebecca Alfieri, Council and Committee Coordinator

11. Motion Arising from In-Camera Session

There was no scheduled In-Camera session this evening.

12. Motion to Ratify Forthwith Recommendations

Moved By: Councillor Siscoe
Seconded By: Councillor Phillips

That Council adopt those items approved FORTHWITH by the General Committee on Monday, March 7, 2016 and Tuesday, March 8, 2016.

Carried

13. By-laws

13.1. Reading of the By-laws

Moved By: Councillor Harris
Seconded By: Councillor Garcia

That the following by-laws be read a first time, considered and passed; and

That they be signed and executed by the Mayor and the City Clerk.

By-law 2016-40 A By-law to confirm the proceedings and decisions of the Council of The Corporation of the City of St. Catharines at its meeting held on the 7th and 8th day of March, 2016. (One reading – with respect to ratification and adoption of City Council Minutes of March 7 & 8, 2016 and General Committee Minutes of March 7 & 8, 2016.) File No: 10.12.1

Carried

13.2. Reading of Additional By-laws

Moved By: Councillor Garcia
Seconded By: Councillor Harris

That the following additional by-laws be read a first time, considered and passed; and

That they be signed and executed by the Mayor and the City Clerk.

By-law 2016-41 A By-law to authorize an Agreement with BFL Canada Risk and Insurance Services Inc.

(One reading – with respect to 2016 -2017 insurance program for the Corporation of the City of St. Catharines. General Committee, February 29, 2016, Item No. 3.3.) File No: 10.53.1

Carried

14. Agencies, Boards, Committee Reports

There were none this evening.

15. Adjournment and Reconvene

Moved By: Councillor Bellows
Seconded By: Councillor Harris

There being no further items of business, the meeting of March 8, 2016 was adjourned at 9:29 p.m.

Carried

Certified Correct:

Confirmed by:

City Clerk

Mayor

Estimated Grant Costs for 51 Lake and 136 James Streets

Note: Table excludes Municipal Planning Fee Rebate as there is no Regional matching program.

Grants	2014 TIG (45% over 10 years)		2016 Brownfield TIG (80% over 10 years)	
51 Lake Street	City Funding	Regional Funding	City Funding	Regional Funding
Tax Increment Grant (TIG)	\$284,364	\$293,564	\$432,936	\$521,892
BTA	0	0	\$11,058	\$12,137
Residential Grant	\$125,000	\$125,000	\$125,000	\$125,000
TOTAL	\$409,364	\$418,564	\$568,994	\$659,029
136 James Street	City Funding	Regional Funding	City Funding	Regional Funding
Tax Increment Grant (TIG)	\$201,747	\$221,333	\$365,496	\$393,482
BTA	0	0	\$8,121	\$8,913
Residential Grant	\$125,000	\$125,000	\$125,000	\$125,000
TOTAL	\$326,747	\$346,333	\$498,617	\$527,395
TOTAL (both properties)	\$736,111	\$764,897	\$1,067,611	\$1,186,424
	City		Region	
TOTAL FUNDING DIFFERENCE	\$331,500		\$421,527	

Development Charge exemptions and rebates: Total exemption for both properties provided at issuance of building permits in 2015 was \$268,800. Total rebate for meeting Smart Growth in 2018 was \$268,800. Total of all development charge reductions/exemptions is \$537,600.

Subject: Update to Execution of Documents By-Law

Report to: Corporate Services Committee

Report date: Wednesday, August 7, 2019

Recommendations

1. That Regional Council **APPROVE** the amendment of By-law No. 09-2016 being A By-law to Govern the Execution of Documents and to Delegate Certain Administrative Powers and Duties to Staff and to Repeal By-law 126-2011 (hereinafter the “Execution By-law”) by deleting reference in section 8 thereof to “21 days” and substituting therefor “30 days”.

Key Facts

- The purpose of this report is to seek approval for amendment of the Execution By-law to reflect changes to the meeting schedule of Council implemented during the current term.
- Section 2 of the Execution By-law identifies persons holding the offices or positions of Regional Chair, Regional Clerk, the Chief Administrative Officer and Commissioner of Corporate Services/Treasurer as signing officers for the Corporation.
- In circumstances where there is no regular meeting of Council for more than 21 days, Section 8 of the Execution By-law authorizes the signing officers designated by Section 2 of the Execution By-law to execute such documents as they deem reasonably necessary to carry out the business of the Regional Corporation.
- During prior terms of Council which regularly met once every three weeks, the broad authority granted by Section 8 of the Execution By-law was typically effective only during limited periodic gaps when there was more than 21 days between regular Council meetings including Council’s summer recess.
- The current regular meeting schedule of Council of approximately every four weeks means the delegated power is in effect continuously throughout the year which staff believe was not the original intent when Council approved the Execution By-law.
- Legal & Court Services are undertaking a general review of the Execution By-law and hope to bring forward more comprehensive suggested improvements during the current year but are of the opinion this particular provision should be considered by Council in advance of that more general review.

Financial Considerations

There are no direct financial effects arising from this Report.

Analysis

Section 2 of the Execution By-law identifies persons holding the following offices or positions as signing officers for the Regional Corporation:

- Regional Chair,
- Regional Clerk,
- the Chief Administrative Officer, and
- Commissioner of Corporate Services/Treasurer as signing officers for the Corporation

Subsection 6(a) of the Execution By-law provides that unless otherwise provided by law or the Execution By-law, documents may be executed by the signatures of any two of the signing officers noted in the preceding paragraph.

Section 5 indicates signing officers shall not execute a document unless authorized by by-law which authorization includes the authority granted by Section 8 and Schedule “A” of the Execution By-law, authorization under the Procurement By-law and transaction specific by-laws typically arising from a report to Council and the resulting resolutions of Council.

The purpose of this report is to seek Council’s approval for amendment of Section 8 of the Execution By-law which provides as follows:

“8. When there is no regular meeting of Council scheduled during a period of time that is more than 21 days after the date of the previously scheduled regular Council meeting, the signing officers designated under section 2 are hereby authorized to execute such documents as they deem to be reasonably required to carry on the business of the Regional Corporation.”

Section 8 provides a broad delegation of authority through the discretionary language used which would potentially permit signing officers to enter into binding arrangements of significant direct cost and/or risk without approval of Council. Examples of matters that require Council approval but could be authorized under section 8 could include:

- Execution of a contract for procured goods or services with a value in excess of five million dollars that, pursuant to the requirements of the Procurement By-law would otherwise go to Council for approval;
- Execution of Minutes of Settlement with a payment in excess of one million dollars (CAO’s current limit under Schedule “A” to the Execution By-law); or
- Entering into a revenue generating contract, with attendant costs and risks, when the contemplated revenue generated will exceed the limits, (currently \$100,000) delegated to staff by paragraph 51 of Schedule “A” to the Execution By-law;

However the section only takes effect when the period between regularly scheduled Council meetings exceed 21 days. These periods of effectiveness were typically (but not exclusively) limited to Council's the summer recess from late July to early September when the alternative methods of calling Council meetings (and obtaining quorum) i.e. special or emergency meetings as discussed later in this report may have been more difficult to implement. Attached hereto as Appendix 1 are sample meeting schedules for Council in 2012, 2013 and 2014 representing two separate terms of Council which indicate gaps in the summer of up to 49 days between Council meetings in certain years. The 2013 year indicates four gaps in excess of 21 days between Council meetings. The 2012 year indicates gaps in July-August and December-January. The 2014 year indicates a summer gap plus a gap following the election that year.

Council, in passing the Execution By-law in 2016, approved the delegation under the circumstances as then existed. The recommended change to the by-law is to remove the reference to "21 days" in the above quoted section and substitute "30 days" to better align with the current regular meeting schedule of Council. Attached hereto as Appendix 2 is Council's 2019 schedule. There are gaps between regular meetings of more than 21 days throughout the year with the exception of the meetings on April 25 and May 16. There are also gaps of greater than 30 days on three occasions.

- January – February 42 days;
- May –June 35 days;
- August – September 35 days;

As a result there is no perfect number of days to include in Section 8. The majority of Council meetings are within 28 days of the prior regular meeting. The suggested amendment to 30 days was made in an attempt to correspond with the majority of the meetings while recognizing it does not fully recreate the different circumstances that existed at the time of original passing of the Execution By-law.

The risk associated with any decision to delegate authority is the reliance upon the delegated parties. That risk is dealt with in the Execution By-law and Procurement By-law generally by the inclusion of monetary limits on such a decision making authority, in certain circumstances reporting on use of the authority after the fact and systems of checks and balances such as requiring two signatures. No such monetary limitation or specific reporting mechanism exists in Section 8 as it is currently written but will be considered as part of a comprehensive review by staff of the by-law as discussed later in this report.

The risk associated with limiting the delegated authority under Section 8 would be that time sensitive documents that may be in the best interest of the Regional Corporation to execute and which cannot be approved by an alternative by-law authority such as the Procurement By-law, will either have to be delayed to the next regular Council meeting and/or until a special or an emergency meeting of Council can be called. This risk

existed at the time of passing of the Execution By-law, the difference being only the timing to the next regular Council meeting.

The Procedural By-law (By-law 120-2010 as amended) provides authority to the Regional Chair to call a special meeting with at least 48 hours' notice and an emergency meeting under the circumstances described in Section 7 of the Procedural By-law without notice. As such there is a method to limit the risk of losing an opportunity in the event Council approves further restrictions on the applicability of Section 8 of the Execution By-law.

Legal and Court Services staff are reviewing, in consultation with other departments, the Execution By-law with the intent of bring more comprehensive amendments forward by the end of the current year. As the needs of Niagara Regions departments change and changes in the types of routine documents encountered by Niagara Region, periodic updates of the by-law are recommended.

Alternatives Reviewed

Staff considered leaving Section 8 in its current form notwithstanding the changes to Council's schedule on the basis that Council may wish to include this delegated power effectively twelve months of each year. Staff recognized that when Council dates were changed the concerns raised by this report were not, to staff's knowledge, part of the discussion and as such should be raised with Council. The option to continue with the current wording is open to Council.

Staff, recognize both the ability to call Council meetings on relatively short notice and the fact that the unique use of Section 8 in the past related to a summer period when the expectation, based on the structure of the Council, might be that some Councillors vacation during the period. That situation no longer exists as there is not a dedicated "breaks period" for Council. As such staff considered recommending elimination of Section 8 entirely. It was not recommended in recognition that special and emergency meetings, while possible, should not be the norm and Council may find over-use undesirable. The option of deleting the section from the by-law altogether remains open to Council.

Relationship to Council Strategic Priorities

This report supports proper and efficient of Niagara Region's core functions while balancing respect for taxpayers through appropriate application of risk analysis to Niagara Region's operations and by-laws.

Other Pertinent Reports

No related reports.

Prepared by:

Sterling Wood
Legal Counsel
Enterprise Resource Management
Services

Recommended by:

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

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was reviewed by Donna Gibbs, Director of Legal and Court Services.

Appendices

Appendix 1 Council Schedules 2012, 2013, and 2014

Appendix 2 Council Schedule 2019

Appendix 3 By-law No. 09-2016 being A By-law to Govern the Execution of Documents and to Delegate Certain Administrative Powers and Duties to Staff and to Repeal By-law 126-2011

SCHEDULE OF REGULAR MEETINGS
REGIONAL COUNCIL, BUDGET REVIEW COMMITTEE OF THE WHOLE,
COUNCIL BUSINESS PLANNING COMMITTEE OF THE WHOLE AND STANDING COMMITTEES

CSD 47-2019
 August 7, 2019
 Appendix 1

2012

JANUARY						
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Committee Week held one week earlier to accommodate March Break

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



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 Regional Chair's 2012 Golf Tournament - August 23, 2012	 Stat Holiday
 Council & Agenda Dist.	 Budget Review COTW
 Planning & Priority Week	 March Break

 Committee Week
 Niagara Week - May 28, 29 & 30, 2012
 Council Business Planning COTW or Special COTW

FCM - June 1 - 4 Saskatoon	AMO - August 19 - 22 Ottawa
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Meeting Times

Council: Thursdays during Council Week

6:30pm

Committee of the Whole:

Thursdays at 6:30pm

(Includes Budget Review, Council Business Planning and Special COTW Meetings)

Budget Review Committee of the Whole:

October 11, October 18, November 8 and November 29
November 1

Standing Committee Meeting Times During Committee Week:

Public Works Committee

Public Health and Social Services Committee

Corporate Services Committee

Integrated Community Planning

CSD 47-2019
August 7, 2019
Appendix 1

6:30pm to 9:30 pm

8:30am to 6:00pm

Tuesdays at 9:30am

Tuesdays at 2:00pm

Wednesdays at 9:30am

Wednesdays at 1:00pm

*Revised Meeting Schedule Approved by
Council on June 21, 2012*

SCHEDULE OF REGULAR MEETINGS
REGIONAL COUNCIL, BUDGET REVIEW COMMITTEE OF THE WHOLE,
COUNCIL BUSINESS PLANNING COMMITTEE OF THE WHOLE AND STANDING COMMITTEES
2013

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Committee Week held one week earlier to accommodate March Break						

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


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 Regional Chair's 2013 Golf Tournament - August 22, 2013	 Stat Holiday
 Council & Agenda Dist.	 Budget Review COTW
 Planning & Priority Week	 March Break

 Committee Week
 Niagara Week - May 6, 7 & 8, 2013
 Council Business Planning COTW or Special COTW

FCM Sustainable Communities - February 13-15 Windsor	AMO - August 18 - 21 Location TBD
FCM Annual Conference - May 31 - June 3 Vancouver	

Approved November 15, 2012

Length of Service Lunch - Tuesday June 18, 2013 at Club Capri
 Length of Service Dinner Wednesday June 19, 2013 at Amici's Banquet Hall

12:00 p.m.
 5:00 p.m.

Meeting Times

Council: Thursday: during Council Week

***Budget Review Committee of the Whole prior to Council on June 6, 2013**

Committee of the Whole:

(Includes Budget Review, Council Business Planning and Special COTW Meetings)

****Budget Review Committee of the Whole on November 7, 2013**

Standing Committee Meeting Times During Committee Week:

Public Works Committee

Public Health and Social Services Committee

Corporate Services Committee

Integrated Community Planning Committee

6:30pm

4:00 pm to 6:00pm

Thursdays at 6:30pm

8:30am to 6:00pm

Tuesdays at 9:30am

Tuesdays at 2:00pm

Wednesdays at 9:30am

Wednesdays at 1:00pm

C8095

SCHEDULE OF REGULAR MEETINGS
REGIONAL COUNCIL, BUDGET REVIEW COMMITTEE OF THE WHOLE,
COUNCIL BUSINESS PLANNING COMMITTEE OF THE WHOLE AND STANDING COMMITTEES
2014

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Committee Week held one week earlier to accommodate March Break

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12	Nomination Day					

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27	Municipal Election					

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11	Inaugural Council					

- Regional Chair's 2014 Golf Tournament - August 21, 2014
- Council & Agenda Dist.
- Planning & Priority Week
- Stat Holiday
- Budget Review COTW
- March Break

- Committee Week
- Niagara Week - May 5, 6 & 7, 2014
- Council Business Planning COTW or Special COTW

FCM Sustainable Communities - February 11-13 Charlottetown, PEI	AMO - August 17 - 20 London, ON
FCM Annual Conference - May 30 - June 2, Niagara Falls, ON	

Length of Service Lunch June 17, 2014 at Club Capri
Length of Service Dinner June 18, 2014 at Amici's

Approved by Council October 10, 2013

12:00 p.m.
5:00 p.m.

Meeting Times

Council: Thursdays during Council
*Budget Review Committee of the Whole prior to Council on June 12, 2014

Committee of the Whole:
(Includes Budget Review, Council Business Planning and Special COTW Meetings)
**Budget Review Committee of the Whole on October 16, 2014

Standing Committee Meeting Times During Committee Week:
Public Works Committee
Public Health and Social Services Committee
Corporate Services Committee
Integrated Community Planning Committee

6:30pm
4:00 pm to 6:00pm
Thursdays at 6:30pm

8:30am to 6:00pm

Tuesdays at 9:30am
Tuesdays at 2:00pm
Wednesdays at 9:30am
Wednesdays at 1:00pm

2019 LEGISLATIVE SCHEDULE OF REGULAR MEETINGS

REGIONAL COUNCIL, BUDGET REVIEW COMMITTEE OF THE WHOLE,
COUNCIL BUSINESS PLANNING COMMITTEE OF THE WHOLE AND STANDING COMMITTEES

JANUARY						
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		

FEBRUARY						
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		

MARCH						
S	M	T	W	T	F	S
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31						

APRIL						
S	M	T	W	T	F	S
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28	29	30				

MAY						
S	M	T	W	T	F	S
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26	27	28	29	30	31	

JUNE						
S	M	T	W	T	F	S
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9	10	11	12	13	14	15
16	17	18	19	**20	21	22
23	24	25	26	27	28	29
30						

JULY						
S	M	T	W	T	F	S
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7	8	9	10	11	12	13
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28	29	30	31			








AUGUST						
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SEPTEMBER						
S	M	T	W	T	F	S
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29	30					

OCTOBER						
S	M	T	W	T	F	S
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27	28	29	30	31		

NOVEMBER						
S	M	T	W	T	F	S
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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				

 Council	 Council Business Planning Committee of the Whole - <i>At the call of the Chair</i>	 Stat Holiday
 Committee Week	 Committee of the Whole	 March Break
	 Budget Review Committee of the Whole	

** BRCOTW prior to Council on June 20, 2019 at 4 p.m.

AMO - August 18-21, Ottawa, ON	FCM Conference - May 30 - June 2, Quebec City	ROMA Conference - Jan 29-31, Toronto, ON OGRA Conference Feb 26-Mar 1, Toronto,
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Meeting Times

Council
Committee of the Whole (includes Budget Review and Council Business Planning)
Public Works Committee
Public Health and Social Services Committee
Corporate Services Committee
Planning & Development Committee

Thursdays at 6:30pm
 Thursdays at 6:30pm
 Tuesdays at 9:30am
 Tuesdays at 2:00pm
 Wednesdays at 9:30am
 Wednesdays at 1:00pm

Updated on June 21, 2019 - Include BRCOTW (CSD 40-2019)

Bill 09-2016

Authorization Reference: CSD 09-2016

*Amended December 7, 2017
By-law No. 2017-112*

*PWC 14-2017;
Minute Item 5.1*

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 09-2016

A BY-LAW TO GOVERN THE EXECUTION OF DOCUMENTS AND TO
DELEGATE CERTAIN ADMINISTRATIVE POWERS AND DUTIES TO
STAFF AND TO REPEAL BY-LAW 126-2011

WHEREAS subsection 227(a) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that it is the role of the officers and employees of the municipality to implement council's decisions and establish administrative practices and procedures to carry out council's decisions;

AND WHEREAS the Council of The Regional Municipality of Niagara (the "Regional Corporation") by resolution adopted on December 20, 2007 approved a policy entitled "Delegation of Powers and Duties";

AND WHEREAS the Policy provides that the efficient management of the Regional Corporation, and the need to respond to various issues in a timely fashion, makes it appropriate for Council of the Regional Corporation to delegate certain administrative powers and duties to Regional staff;

AND WHEREAS the Council of the Regional Corporation has deemed it desirable to set out its policies with respect to the execution of documents in a By-law and to delegate certain administrative powers and duties to Regional staff;

AND WHEREAS on September 25, 2008, the Council of the Regional Corporation enacted By-law 96-2008 to govern the execution of documents and to delegate certain administrative powers and duties to staff;

AND WHEREAS on December 8, 2011, the Council of the Regional Corporation enacted By-law 126-2011 to govern the execution of documents and to delegate certain administrative powers and duties to staff and repealed By-law 96-2008;

AND WHEREAS the Council of the Regional Corporation wishes to repeal By-law 126-2011 and replace it with a new by-law;

NOW THEREFORE the Council of the Regional Corporation enacts as follows:

DEFINITIONS

Bill 09-2016

Authorization Reference: CSD 09-2016

*Amended December 7, 2017
By-law No. 2017-112*

*PWC 14-2017;
Minute Item 5.1*

1. (a) In this By-law,

“Administrative Powers” means all actions which may be taken by Council and Committees, individual members of Council, and all Regional officers and employees, which are necessary or appropriate for the effective management of the Regional Corporation in the performance of its responsibilities, including the procurement and disposal of goods, services and property for the purposes of the Regional Corporation;

“Council” means the Council of the Regional Corporation;

“Document” means any written instrument whether on paper or in electronic form including, without limiting the foregoing, any contract, agreement, deed, purchase order, memorandum, letter of intent, application, release, waiver or acknowledgement which, when executed, will have or is intended to have the effect of causing the Regional Corporation to be bound in a legally enforceable relationship with any other person; and shall not include:

- (i) any cheques, bank drafts, orders for payment of money, promissory notes, acceptances, bills of exchange, debentures and any similar instruments; and
- (ii) correspondence, whether by letter or in electronic form, intended to convey information or confirm a position on a matter, but not intended to create a contract or agreement between the Regional Corporation and any other person, whether or not a legally enforceable right or remedy is created thereby;

“Execute” means to complete the formalities intended to give effect to a document and may include any one or more of the following formalities as may be required in the circumstances:

- (iii) signing the document;
- (iv) causing the seal of the Regional Corporation to be affixed to the document; and

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

- (v) causing delivery of the document to be made to the other parties thereto; and

“Regional Corporation” means The Regional Municipality of Niagara.

- (b) Any reference to a statute is to such statute and to the regulations made pursuant to it, as such statute and regulations may at any time be amended or modified and in effect, and to any statute or regulations that may be passed that have the effect of supplementing or superseding such statute or regulations.
- (c) Schedule “A” – “Routine Documents” attached hereto forms part of this By-law.

APPOINTMENT OF SIGNING OFFICERS

- 2. Subject to the requirements of this By-law and any statute regarding the execution of any particular kind of document, an employee or officer of the Regional Corporation, who at the time of execution of any document holds any of the following offices or positions, is a signing officer of the Regional Corporation and has the authority to execute the document on its behalf:
 - (a) the Regional Chair;
 - (b) the Regional Clerk;
 - (c) the Chief Administrative Officer;
 - (d) the Commissioner of Corporate Services/Treasurer.
- 3. In addition to the signing officers designated in section 2, a document listed in Column 1 of Schedule “A” of this By-law (“Routine Documents”) may be executed by an employee or officer of the Regional Corporation who at the time of execution of the particular document holds any one of the offices or positions set out opposite in Column 2 of Schedule “A”, or by an employee or officer who holds a position above the delegated signing officer in the organizational chart, and they shall be considered to be signing officers but only for the limited purposes of the documents set out in Schedule “A” that they are authorized to sign, provided that all other provisions of this By-law are complied with.

Bill 09-2016

Authorization Reference: CSD 09-2016

*Amended December 7, 2017
By-law No. 2017-112*

*PWC 14-2017;
Minute Item 5.1*

4. When any signing officer designated under section 2 or 3 is absent for any reason or the office or the position is vacant:
 - (a) if there is a by-law which designates a deputy, associate or other acting person as having the authority of the person holding the position or office of the signing officer, such deputy, associate or acting person is authorized to exercise the authority of the signing officer under this By-law; and
 - (b) unless contrary to a by-law as described in clause (a), any employee or officer of the Regional Corporation appointed in writing by the signing officer identified in section 2 or 3, as acting in the position or office of such signing officer during his or her temporary absence, is authorized to exercise the authority of the signing officer under this By-law.

AUTHORITY AND MANNER OF EXECUTION

5. Subject to any statutory requirement to the contrary, signing officers shall not execute any document unless its execution is authorized by by-law enacted by Council. For greater certainty and without limiting the foregoing, a by-law authorizing execution of a document includes:
 - (a) a by-law authorizing the execution of the document and without limiting the foregoing, includes by-laws referred to in section 7 of this By-law;
 - (b) a by-law confirming the proceedings of Council that confirms a resolution, including a resolution adopting a Committee recommendation which authorizes the execution of the document;
 - (c) the Procurement By-law to the extent that it authorizes the making of purchase orders, contracts and agreements for the purchase of goods and services; and
 - (d) this by-law as it relates to documents listed in Schedule "A" of this By-law ("Routine Documents") and documents executed under section 8.

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
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6. The following rules shall apply to the execution of documents:
 - (a) Unless otherwise required by law or this By-law, a document may be executed by the signatures of two signing officers and when so executed the document may be endorsed with the words, "We have authority to bind the Corporation", or any similar words indicating the authority of the signing officers.
 - (b) Every signing officer shall ensure that his or her name and title is legibly printed beneath his or her signature.
 - (c) The seal of the Regional Corporation shall not be applied to a document upon execution unless it is executed by the signatures of no less than two signing officers, one of whom shall be the Regional Clerk.
7. The authority to execute documents shall include the following:
 - (a) where a by-law authorizes the acceptance or execution of a contract or the making of an offer that upon acceptance becomes a contract, in addition to the execution of such acceptance, contract or offer, the signing officers are hereby authorized to execute all documents required by the terms of the contract that are necessary to perform the contract or carry out the Region's obligations under it and any such by-law shall be deemed to include such authority;
 - (b) where a by-law authorizes the making of any application, or the commencement of any work, undertaking or project which requires any approval, the signing officers are hereby authorized to execute all application documents and supporting documents necessary for the making of the application or to apply for the required approval and any such by-law shall be deemed to include such authority;
 - (c) where a by-law authorizes the settlement of any legal action or other proceeding involving a claim made by or against the Regional Corporation, the signing officers are hereby authorized to execute such receipts, releases, indemnities, acknowledgments or similar documents necessary to effect the settlement provided that they have been approved by the Director of Legal and Court Services or his or her designate and any such by-law shall be deemed to include such authority; and

Bill 09-2016

Authorization Reference: CSD 09-2016

*Amended December 7, 2017
By-law No. 2017-112*

*PWC 14-2017;
Minute Item 5.1*

- (d) where a document on its face is subject to or is conditional upon approval, adoption or ratification by Council, the signing officers may execute the document before the document is so approved, adopted or ratified, provided that the document and its execution shall not be legally binding on the Regional Corporation until the by-law approving, adopting or ratifying the document or execution is enacted.
8. When there is no regular meeting of Council scheduled during a period of time that is more than 21 days after the date of the previously scheduled regular Council meeting, the signing officers designated under section 2 are hereby authorized to execute such documents as they deem to be reasonably required to carry on the business of the Regional Corporation.

ADMINISTRATION

9. All documents to be executed shall be prepared in a sufficient number of identical originals to permit at least two executed originals to be retained by the Regional Corporation.
10. All documents:
- (a) to be executed by the signing officers designated in section 2; or
 - (b) which require financial securities and/or proof of insurance;
- shall be forwarded to the Director of Legal and Court Services, or designate, for approval prior to execution, along with the documents authorizing execution, including the Committee/Council Report and Council minutes approving the report.
11. Following execution, the Legal and Court Services division shall forward one original executed document to the Office of the Regional Clerk and the remaining original(s) to the department with primary oversight for the agreement.
12. The department with primary oversight for the agreement shall be responsible for distribution of the executed document.

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
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13. The short title of this By-law is the "Document Execution By-law".

EFFECTIVE BY-LAW DATE

14. This By-law comes into force and takes effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

(Alan Caslin, Regional Chair)

(Ralph Walton, Regional Clerk)

Passed: February 25, 2016

Bill 09-2016

Authorization Reference: CSD 09-2016

*Amended December 7, 2017
By-law No. 2017-112*

*PWC 14-2017;
Minute Item 5.1*

**SCHEDULE “A”
Routine Documents**

In addition to the signing officers designated under section 2 of this By-law, the documents listed in Column 1 may also be executed by the officers or employees of the Regional Corporation holding the office or position shown opposite in Column 2.

In this Schedule “A”, the term “Director of Legal and Court Services” includes authorized Legal Counsel employed by the Regional Corporation.

Section	Column 1 Document	Column 2 Signing Officers
Public Works		
1.	Documents permitted or required under the Sewer Use By-law in force from time to time including Surcharge Agreements.	The Commissioner of Public Works or The Director of Water and Wastewater
2.	Agreements relating to the supply of water or sewer services within the Regional area, including operation and maintenance agreements with Niagara area municipalities.	The Commissioner of Public Works
3.	Agreements providing for the control of access, ingress and egress to and from Regional roads.	The Commissioner of Public Works
4.	Agreements, including cost sharing agreements with Niagara area municipalities or other government agencies, regarding road construction and/or road maintenance pursuant to projects or programs approved by Council.	The Commissioner of Public Works

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
5.	Agreements and other documents permitting underground pipe crossings of lands used for gas lines or railway purposes, limited access highways, or hydro corridors, provided that the total consideration to be paid or a reasonable estimate of the cost of the obligations to be incurred by the Regional Corporation, excluding applicable taxes, legal fees and fees of an administrative nature, does not exceed \$100,000.	The Commissioner of Public Works
6.	<i>The following documents permitted or required under the Municipal Drinking Water Licensing Program:</i>	
6(1)	<i>Amendments to the Region's Drinking Water Quality Management System (DWQMS) Operational Plan of a minor or administrative nature</i>	<i>The Commissioner of Public Works</i>
6(2)	<i>Pre-approved amendments to the Region's drinking water systems (Schedule "C" of Drinking Water Works Permits (DWWP)), municipal drinking water licence renewal, submission of approval for proposed works and Director notification of water works project completion</i>	<i>The Commissioner of Public Works or the Water and Wastewater Compliance Technologist or the Water Compliance Specialist</i>

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
7.	Agreements with developers regarding road improvements to Regional roads, where the improvements are required for new development.	The Commissioner of Planning and Development Services or Associate Director of Development Planning

Planning		
8.	Agreements imposed or required in satisfaction of any condition of approval under the <i>Planning Act</i> in connection with the development of land including, without limitation, subdivisions, site plans and re-zonings where the Regional Corporation is not the applicant, and Releases and Acknowledgments of Compliance pursuant to any such agreements.	The Commissioner or Director responsible for the program
9.	Applications, submissions, declarations, representations and agreements imposed or required in satisfaction of any condition of approval under the <i>Planning Act</i> or the <i>Building Code Act, 1992</i> in connection with the development or redevelopment of Regional lands or buildings where the Regional Corporation is the applicant, provided the project has been approved by Council.	The Commissioner or Director responsible for the program

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
Corporate Services - Properties		
10.	Any of the following documents in subsections 10(1) to 10(5) inclusive provided that the total consideration to be paid or a reasonable estimate of the cost of the obligations to be incurred by the Regional Corporation, excluding applicable taxes, legal fees and fees of an administrative nature, does not exceed \$100,000, or where a leasehold or land use license is involved, \$100,000 per annum.	
10(1)	Agreements of purchase and sale and all deeds, transfers and other documents required for the acquisition, purchase, sale or exchange of any interest in land including, without limitation, easements, rights of first refusal, option agreements and re-purchase agreements.	The Commissioner of Corporate Services/Treasurer or Commissioner of Public Works
10(2)	Agreements and other documents permitting the Regional Corporation or its contractors or agents to enter upon land for any of the purposes of the Regional Corporation, or agreements and other documents permitting others or their contractors or agents to enter upon lands of the Regional Corporation.	The Commissioner of Corporate Services/Treasurer or Commissioner of Public Works

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
10(3)	Documents permitting encroachment on easements and other lands vested in the Regional Corporation which are not part of a public highway, including encroachment agreements and the assignment, release or termination of encroachment agreements, and the release and abandonment of easements.	The Commissioner of Corporate Services/Treasurer or Commissioner of Public Works
10(4)	Agreements to lease or license, and leases or licenses of premises required for Regional purposes; and, agreements to lease or license and leases or licenses of Regional lands or premises to be temporarily disposed of.	The Commissioner responsible for the program
10(5)	Facility license or rental agreements for occupancy of space on a short term basis for the purposes of the Regional Corporation, such as staff meetings, public meetings and open houses and for the occupancy of Regional lands or premises on a short term basis by others, such as the use of meeting rooms, the council chambers, motion picture and television locations.	<p>The Director responsible for the program (expenditure up to \$25,000)</p> <p>The Commissioner responsible for the program (expenditure greater than \$25,000)</p>

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE “A”
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
11.	Offer to purchase agreements for strategic land acquisitions valued at more than \$100,000, conditional on final approval by Regional Council.	The Chief Administrative Officer
12.	Acknowledgments of the status, term and conditions of any lease under which the Regional Corporation is a tenant and notices pursuant to the <i>Residential Tenancies Act, 2006</i> where the Regional Corporation is the landlord.	The Commissioner of Corporate Services/Treasurer
13.	Undertakings, certificates, statements, declarations, notices of election under the <i>Expropriations Act</i> and other documents required for the completion of any transaction involving the acquisition, purchase, sale or exchange of any interest in land, but not including agreements of purchase and sale, deeds and transfers, leases and agreements to lease except to effect registration where the transaction is otherwise authorized.	The Commissioner of Corporate Services/Treasurer or the Director of Legal and Court Services, or Law Clerk authorized in writing by the Director of Legal and Court Services
14.	Consents and Waivers of Notice relating to an application for registration under the <i>Land Titles Act</i> .	The Commissioner of Corporate Services/Treasurer or the Director of Legal and Court Services

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017

By-law No. 2017-112

PWC 14-2017;

Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
15.	Real estate documents for registration under the <i>Land Registration Reform Act</i> .	The Director of Legal and Court Services or Law Clerk authorized in writing by the Director of Legal and Court Services
16.	Requests for Reconsideration pursuant to the <i>Assessment Act</i> , and settlement of such requests pertaining to Regional lands and premises, including on behalf of a tenant or tenants, and related minutes of settlement and any documentation.	The Commissioner of Corporate Services/Treasurer
17.	Assessment appeals pursuant to the <i>Assessment Act</i> , and settlement of such appeals pertaining to Regional lands and premises initiated by the Regional Corporation, including on behalf of a tenant or tenants and consent to third party appeals relating to assessment of Regional lands and premises, and related minutes of settlement and other documentation.	The Commissioner of Corporate Services/Treasurer

Corporate Services – Finance

18.	Agreements required for the delivery of banking services to the Regional Corporation, including agreements for purchase cards, VISA cards and electronic services.	The Commissioner of Corporate Services/Treasurer
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Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
19.	Purchase Orders generated by and dispatched by the Electronic Financial Management System in the procurement of goods and services.	The Commissioner of Corporate Services/Treasurer
Corporate Services – Court Services		
20.	All documents required in fulfillment of the duties of a clerk of the court under the <i>Provincial Offences Act</i> , its regulations, the Rules of Court and terms of the Provincial Transfer Agreement.	The Associate Director Court Services or where authorized in writing by the Associate Director Court Services: Supervisor Court Administration or Trial Coordinator or Court Clerks
21.	Documents and general correspondence incidental to the day to day administration and management in the Provincial Offences Court under the <i>Provincial Offences Act</i> , the Rules of Civil Procedure and Small Claims Court Rules and/or consistent with the authorities granted under the Procurement By-law.	The Associate Director Court Services or the Supervisor responsible for the program
22.	Documents and general correspondence incidental to prosecutorial functions under the <i>Provincial Offences Act</i> , <i>Courts of Justice Act</i> , the regulations, the Rules of Court and the Provincial Transfer Agreement.	Senior Prosecutor and where authorized in writing by the Associate Director Court Services, the Prosecutors or Prosecution Coordinator

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
 By-law No. 2017-112

PWC 14-2017;
 Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
23.	Documents and general correspondence incidental to collection and enforcement of default fines under the <i>Provincial Offences Act</i> , the Rules of Civil Procedure and Small Claims Court Rules.	The Supervisor responsible for the program and where authorized in writing by the Associate Director Court Services, the Collection Clerks
Public Health		
24.	Special event contracts and paid duty agreements for the provision of Paramedic Services.	The Chief/Director of Emergency Services
Community Services		
25.	License agreements and license agreement renewals for day nurseries operated on behalf of the Regional Corporation.	The Director of Children's Services
26.	Child Care Subsidy Service Contracts with: licensed day nurseries (institutions); and private home day care facilities (individuals); pursuant to the <i>Day Nurseries Act</i> .	The Director of Children's Services

Bill 09-2016

Authorization Reference: CSD 09-2016

*Amended December 7, 2017
By-law No. 2017-112*

*PWC 14-2017;
Minute Item 5.1*

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
27.	Agreements relating to the admission of persons to Long-Term Care Homes or supportive housing operated by the Regional Corporation, including both permanent and temporary admissions (respite).	The Director of Seniors Services or the Administrator of the Long-Term Care Home to which the person is being admitted
28.	Agreements for the provision of personal care services including, but not limited to, aesthetics and hairdressing services, for residents of Long-Term Care Homes operated by the Regional Corporation.	The Administrator of the Long-Term Care Home in which the services are required
29.	Agreements for the provision of medical and laboratory services for residents of Long-Term Care Homes operated by the Regional Corporation, where the service providers directly bill the Ontario Health Insurance Plan (OHIP), the Local Health Integration Network (LHIN) or other funding agency.	The Director of Seniors Services
30.	Occupancy Agreements with occupants of transitional housing units owned or leased by the Regional Corporation.	Director Homelessness Services and Community Engagement

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
31.	Agreements between the Regional Corporation acting as Delivery Agent under the <i>Ontario Works Act, 1997</i> , and a person who has a legal obligation to provide financial support to a recipient of Ontario Works, regarding the recovery of income assistance paid for the benefit of the Ontario Works recipient from that person.	Staff designated in writing by the Director of Social Assistance and Employment Opportunities as Family Support Workers under the <i>Ontario Works Act, 1997</i>
32.	Directions and assignments (including assignments of support orders, assignments of insurance proceeds and assignments of other benefits and sources of income) in favour of the Regional Corporation acting as Delivery Agent under the <i>Ontario Works Act, 1997</i> , and agreements to reimburse the Regional Corporation acting as Delivery Agent under the <i>Ontario Works Act, 1997</i> .	The Director of Social Assistance and Employment Opportunities

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
33.	Receipts, releases, minutes of settlement, consents and other documents required for the settlement or compromise of any claim, action, application or other proceeding brought or made by or against the Regional Corporation, acting as Delivery Agent under the <i>Ontario Works Act, 1997</i> , in relation to support for a recipient of Ontario Works and/or support arrears owed to the Regional Corporation as support assignee.	Staff designated in writing by the Director of Social Assistance and Employment Opportunities as Family Support Workers under the <i>Ontario Works Act, 1997</i>

Human Resources		
34.	Contracts of employment (whether by letter or other formal document), but not including: collective agreements and amendments thereto; and, contracts of employment for the position of Chief Administrative Officer or Commissioner.	The employee's supervisor/manager, where the document has been approved in writing by the Director People Services and Organizational Development or Staffing Specialist authorized in writing by the Director

Bill 09-2016

Authorization Reference: CSD 09-2016

*Amended December 7, 2017
By-law No. 2017-112*

*PWC 14-2017;
Minute Item 5.1*

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
35.	Personnel and student placement agreements, secondment agreements and related documents in respect of persons being placed with the Regional Corporation or employees of the Regional Corporation being placed with other organizations, including educational institutions, government or other agencies, where the agreement is approved by the Director of Legal and Court Services.	Director responsible for the program (for the Onboarding documentation, where the documentation is approved by the Director of Legal and Court Services) or Manager when authorized in writing by the Director The Director People Services and Organizational Development or Staffing Specialist authorized in writing by the Director (for the balance of the documentation contemplated herein)
36.	Service agreements with persons or agencies providing services under the Wellness Program.	The Director People Services and Organizational Development or Staffing Specialist authorized in writing by the Director
37.	Minutes of settlement and other documents required for the settlement of any labour relations matters.	The Director People Services and Organizational Development or Manager authorized in writing by the Director (for proceeds of settlement up to \$100,000) The Chief Administrative Officer (for proceeds of settlement up to \$1,000,000)
38.	Memoranda of agreement pertaining to collective bargaining negotiations provided that such memoranda are conditional upon Council approval.	The Director People Services and Organizational Development or Manager authorized in writing by the Director

Bill 09-2016

Authorization Reference: CSD 09-2016

*Amended December 7, 2017
By-law No. 2017-112*

*PWC 14-2017;
Minute Item 5.1*

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
Multi-departmental		
39.	Applications to any government, agency or fund for compensation, funding or any form of subsidy related to any Regional programs, operations or capital projects, and any ancillary documents therein including, subsequent submissions, declarations or representations required for processing the application or the receipt of funds or any agreements required for the receipt of the funds and without limitation includes Multi-Sector Services Accountability Agreements and Long-Term Care Home Services Agreements with the Local Health Integration Network and the documents ancillary thereto.	The Commissioner responsible for the program, operation or capital project to which the compensation, funding or subsidy relates, and the Commissioner of Corporate Services/Treasurer or Director of Financial Management and Planning/Deputy Treasurer
40.	Ministry settlement forms required at the completion of year end program audits.	The Commissioner responsible for the program (up to \$100,000) The Chief Administrative Officer (up to \$1,000,000)

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
41.	Receipts, releases, indemnities, minutes of settlement and other documents required for the settlement or compromise of any claim, demand, action or other proceeding brought or made by or against the Regional Corporation where the proceeds of the settlement do not exceed \$1,000,000 and the document has been approved by the Director of Legal and Court Services.	The Director of Legal and Court Services (up to \$100,000) The Chief Administrative Officer (up to \$1,000,000)
42.	Receipts, releases, indemnities, waivers and other documents required for the disbursement of donations or bequests to the Regional Corporation.	The Commissioner responsible for the department in respect of which the donation or bequest was made, and the Director of Legal and Court Services
43.	Agreements for repayment for the settlement or compromise of any claim, demand, action or other proceeding brought by the Regional Corporation excluding agreements arising from year end audits with provincial ministries.	The Commissioner responsible for the program in respect of which the claim, demand, action or other proceeding arose, and the Director of Legal and Court Services
44.	Approval of the release of any confidential records, documents and information requested by the Ombudsman under section 239.1 of the <i>Municipal Act, 2001</i> , or the <i>Ombudsman Act</i> .	The Director of Legal and Court Services

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
45.	Agreements for the acquisition, sale, exchange, release or non-disclosure of information or data, including IAR Provincial Data Sharing Agreements provided that the requirements of the <i>Municipal Freedom of Information and Protection of Privacy Act</i> , the <i>Personal Health Information Protection Act</i> and the Procurement By-law have been complied with.	The Commissioner or Director responsible for the program, operation or project to which the agreement relates or the Chief Information Officer
46.	Data license agreements for the provision of spatial data of the Regional Corporation to others.	The Associate Director Applications and Information Services
47.	Hardware/Software License and Services, Maintenance and Support Agreements for technology acquired in accordance with the Procurement By-law.	The Chief Information Officer, or the Director responsible for the program, operation or project to which the agreement relates
48.	Agreements with any government or agency related to the Ontario Municipal Benchmarking Initiative (OMBI).	The Chief Administrative Officer
49.	Agreements to permit the use of the intellectual property of the Regional Corporation.	The Chief Administrative Officer

Bill 09-2016

Authorization Reference: CSD 09-2016

Amended December 7, 2017
By-law No. 2017-112

PWC 14-2017;
Minute Item 5.1

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
50.	Applications, submissions, declarations, representations and agreements imposed or required in satisfaction of any regulatory applications to any government body or agency, including without limitation, documents related to trademark applications and environmental compliance approvals to the Ministry of Environment and/or Environment Canada.	<p>The Commissioner responsible for the program or Director/Manager authorized in writing by the Commissioner responsible for the program. <i>The Water and Wastewater Compliance Technologist or the Water Compliance Specialist may also execute and submit the following:</i></p> <ul style="list-style-type: none"> <i>a. Submission for approval of proposed works and pre-authorized amendments for works for Environmental Compliance Approvals related to water and wastewater;</i> <i>b. Regulatory reporting submission for wastewater system discharge pursuant to the Wastewater Systems Effluent Regulation;</i> <i>c. Regulatory reporting submission for pollutant releases to air, water and land for the National Pollutant Release Inventory pursuant to the Canadian Environmental Protection Act;</i> <i>d. Submission for registration regarding air emission activities or temporary water taking events for the Environmental Activity and Sector Registry; and,</i> <i>e. Regulatory reporting submission and permit renewal for water taking permits.</i>

Bill 09-2016

Authorization Reference: CSD 09-2016

*Amended December 7, 2017**By-law No. 2017-112**PWC 14-2017;**Minute Item 5.1*

SCHEDULE "A"
Routine Documents

Section	Column 1 Document	Column 2 Signing Officers
51.	Revenue generating agreements and agreements where the Regional Corporation is providing services to others for a charge, provided that the revenue being generated or charged by the Regional Corporation does not exceed \$100,000 per annum.	The Commissioner responsible for the program
52.	Agreements with government agencies or non-profit agencies, for nominal consideration, relating to the supply of services for approved programs of the Regional Corporation.	The Commissioner responsible for the program

MEMORANDUM

CSC-C 15-2019

Subject: Recommendations from the Accessibility Advisory Committee meeting held June 25, 2019

Date: August 7, 2019

To: Corporate Services Committee

From: Ann-Marie Norio, Regional Clerk

The Accessibility Advisory Committee, at its meeting held on June 25, 2019, passed the following motion for consideration by the Corporate Services Committee:

Minute Item No. 5.1

AAC-C 4-2019

Terms of Reference - Accessibility Advisory Committee

That Report ACC-C 4-2019, dated June 25, 2019, respecting the Terms of Reference for the Accessibility Advisory Committee **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Accessibility Advisory Committee recommends to the Corporate Services Committee that the Terms of Reference (attached as Appendix I to Report AAC-C 4-2019), **BE APPROVED**.

The minutes of the Accessibility Advisory Committee meeting of June 25, 2019, and Report AAC-C 4-2019 are attached for your information.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
ACCESSIBILITY ADVISORY COMMITTEE
OPEN SESSION**

**AAC 03-2019
Tuesday, June 25, 2019
Committee Room 4
Niagara Region Headquarters
1815 Sir Isaac Brock Way, Thorold ON**

Committee: Councillor Ip (Committee Chair), G. Eden, I. Greaves, L. Hay, T. Hore, B. Kon, C. Peddle, V. Sparling, C. Theal, D. Whipple (Committee Vice-Chair)

Absent/Regrets: Bradley (Regional Chair), H. Matthews

Staff: K. Lotimer, Legislative Coordinator, S. Murphy, Accessibility Advisor, C. Mustard, Real Estate Coordinator, K. Whittard, Clinical Team Manager, Public Health

Others: T. Morden, Niagara Regional Police

1. CALL TO ORDER

Committee Chair Ip called the meeting to order at 1:30 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Accessibility and the International Plaza at Regional Headquarters

Vanessa Aykroyd, Landscape Architect, provided Committee members with information respecting Accessibility and the International Plaza at Regional Headquarters. Topics of the presentation included:

- International Plaza Site Plan
- Guiding Accessible Design Principles
- Site Furniture
- Wayfinding (Signage)
- Tactile Warning Surface Indicators
- Slopes and Surfaces

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 AAC-C 4-2019

Terms of Reference - Accessibility Advisory Committee

That Report ACC-C 4-2019, dated June 25, 2019, respecting the Terms of Reference for the Accessibility Advisory Committee **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Accessibility Advisory Committee recommends to the Corporate Services Committee that the Terms of Reference (attached as Appendix I to Report AAC-C 4-2019), **BE APPROVED**.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 AAC 02-2019

Accessibility Advisory Committee Meeting Minutes
April 9, 2019

That Report AAC 02-2019, being the Minutes of the Accessibility Advisory Committee meeting held on April 9, 2019, **BE RECEIVED**.

7. OTHER BUSINESS

7.1 Text Telephone (TTY) Service at Regional Headquarters

Steve Murphy, Accessibility Advisor, advised Committee members that the annual fee for Text Telephone Services (TTY) for Regional Headquarters is due and enquired if Committee members viewed this as a necessary service to provide. Committee members advised that the TTY service is practically obsolete, therefore it could be discontinued.

7.2 Specialized Transit Study

Ian Greaves, Committee member, enquired about an update on the Specialized Transit Study being conducted. Steve Murphy, Accessibility Advisor, advised Committee members that a presentation respecting the Specialized Transit Study is on the agenda for the Linking Niagara Transit Committee meeting being held on June 26, 2019.

8. NEXT MEETING

The next meeting will be held on Tuesday, September 17, 2019 at 1:30 p.m. in Committee Room 4.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 2:50 p.m.

—
Councillor Ip
Committee Chair

—
Kelly Lotimer
Legislative Coordinator

—
Ann-Marie Norio
Regional Clerk

Subject: Terms of Reference: Accessibility Advisory Committee (AAC)

Report to: Accessibility Advisory Committee

Report date: Tuesday, June 25, 2019

Recommendations

That this Committee recommends to the Corporate Services Committee:

That Report AAC-C 4-2019, dated June 25, 2019, respecting the Terms of Reference for the Accessibility Advisory Committee **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Accessibility Advisory Committee Terms of Reference attached to Report AAC-C 4-2019 as Appendix I, **BE APPROVED**.

Key Facts

- The purpose of this report is to obtain approval for the proposed terms of reference for the AAC.
- Embedded in the terms of reference for the AAC is the requirement that the terms be reviewed and refined every four years to keep them meaningful and current. The terms of reference for the AAC were last updated in 2015
- Proposals to amend the Terms of Reference require the approval of a majority of the members of the Committee present.

Financial Considerations

There are no financial impacts as a result of this report.

Analysis

The terms of reference for the Accessibility Advisory Committee was last reviewed and amended in 2015. Staff have reviewed the current terms of reference and are proposing minor amendments (i.e. reporting structure) to ensure the information provided is meaningful and current. Once these amendments are approved by a majority of the Committee members present, they will be submitted to Regional Council for approval through the Corporate Services Committee and shall take effect only upon the approval of Council.

Alternatives Reviewed

The requirement that the terms for the AAC be reviewed and refined every four years is embedded in the terms of reference, therefore no alternatives were considered.

Relationship to Council Strategic Priorities

Not applicable (pending the development of Council Strategic Priorities).

Other Pertinent Reports

n/a

Prepared by:
Ann-Marie Norio
Regional Clerk

This report was prepared in consultation with Steve Murphy, Policy & Sustainability Analyst.

Appendices

Appendix 1 Draft Terms of Reference for the Accessibility Advisory Committee

ACCESSIBILITY ADVISORY COMMITTEE (AAC)
***DRAFT* TERMS OF REFERENCE**

Appendix to Report AAC-C 4-2019

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

On June 13, 2005, The *Accessibility for Ontarians with Disabilities Act, 2005* received Royal Assent and is now law. The purpose of this legislation is to benefit all Ontarians by developing, implementing and enforcing accessibility standards in order to achieve accessibility for Ontarians with disabilities by 2025. The Provincial Government, in collaboration with persons with disabilities will develop these standards that public and private sector bodies who provide goods and services will have to meet.

Public sector organizations are required to continue to prepare and make public annual accessibility plans as their legal obligations under the *Ontarians with Disabilities Act, 2001 (ODA)*. This accessibility plan is prepared to address and issues and barriers preventing persons with disabilities from participating fully in the life of the community and is intended to identify, remove and prevent all barriers that may impede residents and visitors from access and using services.

2. MANDATE

The Regional Niagara Accessibility Advisory Committee is an advisory body established by the Regional Municipality of Niagara in accordance with the following Terms of Reference. The Committee has been established to advise Regional Council, reporting through the Corporate Services Committee on Municipal requirements as contained in the *Ontarians with Disabilities Act*, including the preparation of a five year accessibility plan.

3. GOALS/PURPOSE

To advise the Regional Municipality of Niagara regarding the preparation of a five year accessibility plan. The plan must address the identification, removal and prevention of barriers to persons with disabilities in the Region's by-laws, policies, programs, practices and services, including the following components:

- A report on the steps the municipality has taken to identify, remove and prevent barriers to people with disabilities
- How the municipality assesses its proposals for by-laws, policies, programs, practices and services
- A list of by-laws, policies, programs, practices and services the municipality will review in the coming years to identify barriers
- How the municipality intends to identify, remove and prevent barriers in the coming year

The Committee may also advise on other municipal obligations under the Act, as follows:

- Considerations related to access for persons with disabilities when buying goods and services

- Development of accessibility plans for municipally administered, sub-contracted or licensed transit providers in consultation with persons with disabilities
- The percentage of modified units in new social housing
- Access considerations in site plan approvals
- Other matters as directed by Council

4. REPORTING STRUCTURE

The AAC will report to Regional Council through the Corporate Services Committee.

5. WORK PLAN

The AAC will provide guidance to staff in the development of the five year accessibility plan, identifying the specific initiatives and activities to be undertaken within each of the areas of focus, inclusive of budget needs, to further guide decision-making and resource management.

6. BUDGET

The AAC 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 Regional Clerk shall submit a budget request each year to Regional Council for consideration and approval.

There shall be no compensation payable to the members of the Committee with the exception of mileage reimbursement for scheduled meetings of the AAC.

7. MEMBERSHIP

7.1 Composition

Membership for the AAC shall not exceed a maximum of 14 members.

Membership for the AAC shall include:

- At least one member from Regional Council
- At least eight members who are people with disabilities
- Two members who are citizen of caregiver volunteers
- Three members who are community or professional stakeholders

All attempts will be made to stay within the guideline composition; however, if the applications received or the qualifications of applicants do not fully address the guideline composition criteria, the most capable and qualified applicants will be recommended for appointment to fulfill the membership composition.

7.2 Term

The term of membership shall be four years, concurrent with Regional Council's elected term of office, and the membership shall be approved by Council in accordance with membership requirements in the Terms of Reference.

7.3 Privacy

The meetings of the AAC 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*.

8. ROLES & RESPONSIBILITIES

8.1 Chair & Vice Chair

A Chair and Vice Chair will be elected from Committee members on a biannual basis at the first meeting of the New Year 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, the Corporate Services 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.

8.2 Committee Members

All AAC members, including the Chair and Vice Chair, have the responsibility to help achieve the AAC's Mandate and Goals/Purposes. Committee members are also responsible for:

- Reviewing meeting materials in advance of the meetings and arriving 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.

9. WORKING GROUPS

To fulfill its mandate and accomplish its goals, the AAC 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 AAC and otherwise complete their assigned tasks.

Working groups are considered to be time-limited, project specific sub-committees of the AAC 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 three members of the AAC 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 AAC and shall provide regular updates to the AAC regarding recommendations on assigned projects. Minutes of the meetings of the working group shall be recorded and submitted to the AAC 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 AAC or designate. The appropriate staff representative (or designate) will attend all working group meetings.

10. RESOURCES

The Regional Clerk's Office is the designated lead department providing resource support for the AAC; 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.

11. MEETINGS

The AAC Committee shall meet at least four times per year, and may meet more frequently if required. A meeting schedule shall be set for the AAC and circulated to

the members for approval each year. Should a time sensitive matter arise, the AAC may meet at the call of the Chair.

The AAC 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.

If necessary, 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.

12. 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.

13. AMENDMENTS TO THE TERMS OF REFERENCE

The Terms of Reference should be reviewed and refined at a minimum of every four years to ensure that they remain current and meaningful.

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 through the Corporate Services Committee and shall take effect only upon the approval of Council.

MEMORANDUM

CSC-C 14-2019

Subject: Niagara GO Station Strategy

Date: August 7, 2019

To: Corporate Services Committee

From: Matt Robinson, Director

This memo provides Committee with the rationale for the proposed Niagara GO Station Development Strategy presented in confidential report CSD 17-2019, which outlines a strategy for Niagara to invest in the GO train station sites along the CN Rail-owned Grimsby Subdivision, also known as the Niagara corridor. The GO Station Development Strategy outlined in CSD 17-2019 will allow Niagara Region and our local municipal partners to fully leverage and maximize the resident and visitor experience at these key gateways by creation of multi-modal mobility hubs. The customer experience is vital to the continued growth of GO Train service in Niagara, the growth of municipal and regional transit, and tourism in the region.

Niagara has taken considerable time and resources in the strategic planning for transit and GO Train service, including establishing premier transit-supportive policy sets to ensure the foundation for future transit growth and that development is clear, focused and appropriate. The following sets out the policy regime already in place to enable and fully leverage investments in station areas in Niagara Region.

The 2017 Niagara Region Transportation Master Plan (TMP) is what guides the Region's transportation capital investments, and creates the blueprint for growth. The TMP presents a long-term strategy to guide the planning, development and renewal of a multi-modal transportation system in a manner that is consistent with projected needs, aligned with the region's growth, and with the overall vision for a sustainable Niagara.

The following foundational policy has provided the direction to invest in the station areas:

"Continue to support the expansion of GO Transit passenger rail service to Niagara Region, and the development/ redevelopment of rail stations to serve as major transit station areas, to support needs of communities along the corridor, and to commuters and tourists moving in both directions between Niagara Region and the GTHA."

This policy clearly demonstrates the strategic planning and critical integration these station areas have in the long-term transportation network and growth of the region. Other initiatives in place that have led to this GO Station Development Strategy as the logical next step in Niagara's GO Expansion Implementation include:

1. Niagara Region Official Plan policy objectives for the urban areas that includes: *“to actively support the continuation and improvement of the railway system for the movement of both passengers and goods”* clearly indicating that Niagara Region has long supported investment in rail as a travel mode for passengers and believes there is an active role for the Region to play in delivery of this objective;
2. Significant investment in transit including seamless connection all 12 of Niagara’s local municipalities, and expansion of transit service hours over the next three years;
3. 2011 “Niagara Rail Service Expansion Environmental Study Report GO Transit” by RJ Burnside which concluded that the existing rail stations were keys to GO’s expansion and that there would be a new station built in Grimsby;
4. Niagara Falls, St. Catharines, Lincoln, Grimsby, and Niagara Region have set out a vision for the station areas through the Secondary Plan process. Unanimously approved and adopted into the respective Official Plans in each community, these transformational GO station area visionary plans laid out the future development, capital improvements and next generation land use around the train station sites, establishing a full suite of transit-supportive policies that enable full maximization of the land densities, station accesses and transportation network upgrades necessary to ensure these stations remain at the core of the transportation network and the areas evolve into dynamic mobility hubs.

Investing in the station areas further enables the implementation of the mobility hub vision by providing integrated transit connectivity and public investment. This investment will act as a catalyst for further development and redevelopment by the private sector in these station areas. The Region is best positioned to fully capitalize on the existing potential of the station areas as transit hubs, which will be a benefit for all parties and future transit users. At Committee of the Whole July 4, 2019, these and other elements of the overall GO Station Development Strategy were presented (attached Appendix 1).

Respectfully submitted and signed by,

Matt Robinson
Director, GO Implementation Office

Appendix 1 – Committee of the Whole Presentation – July 4, 2019: Niagara GO Station Development Strategy



Implementation of Niagara's GO Rail Expansion

Committee of the Whole
July 4, 2019

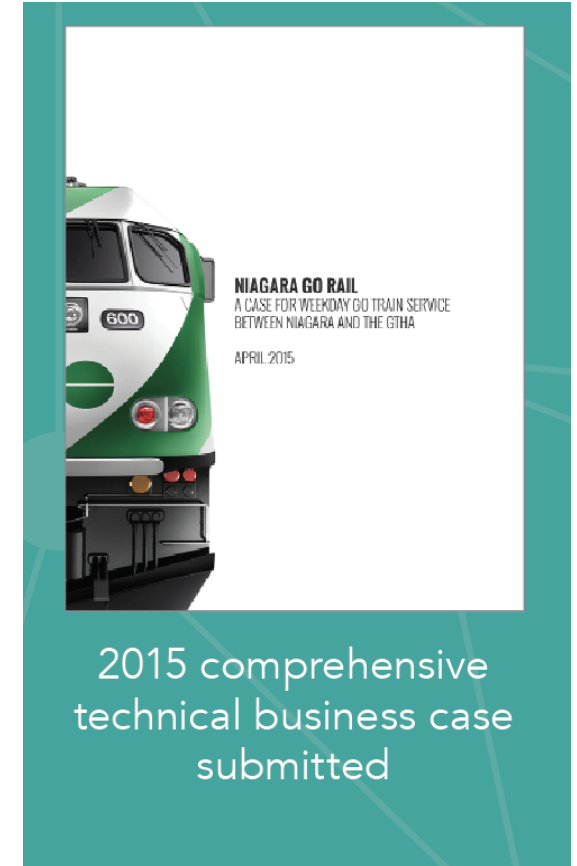
Agenda Overview

- Niagara Region Investment in GO
- Key Milestones
- Policy Framework
- Transit Oriented Development
- GO Hub & Transit Stations Study
- Station Status
- Conclusion and Next Steps

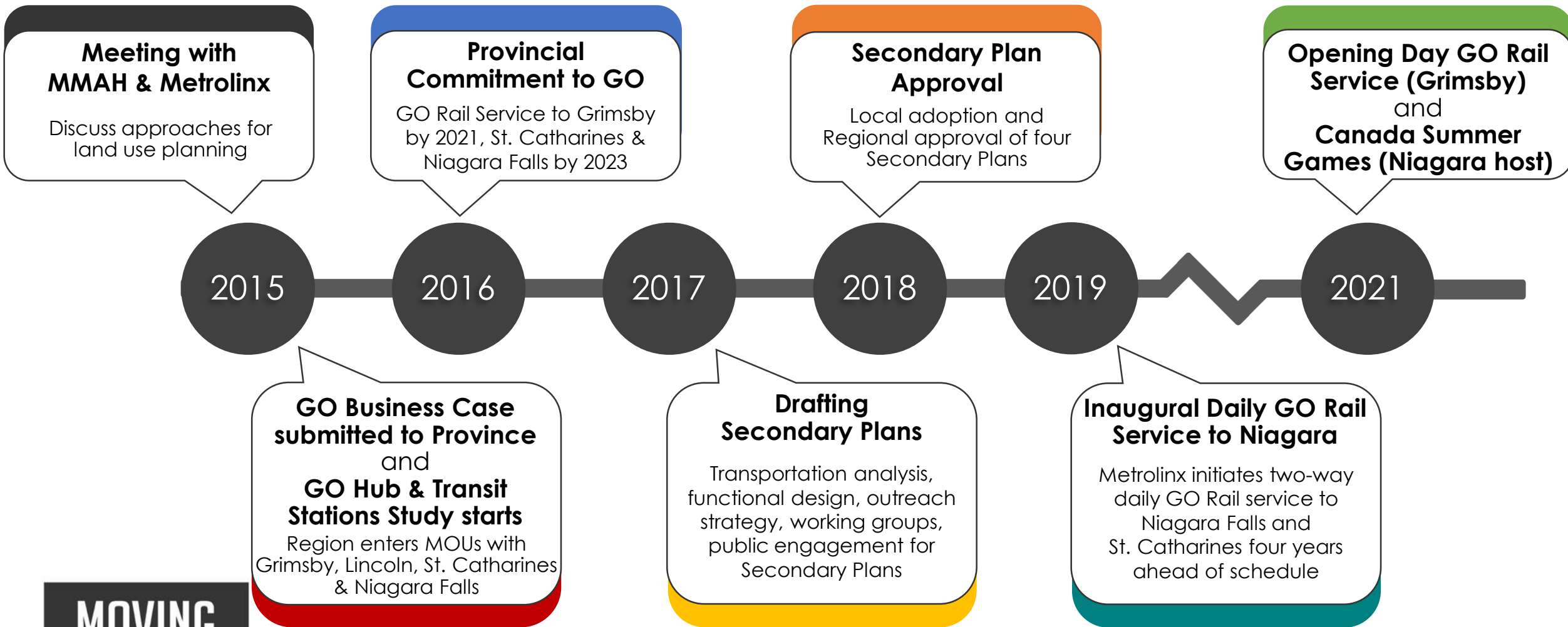


Niagara Region Investment in GO

- 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



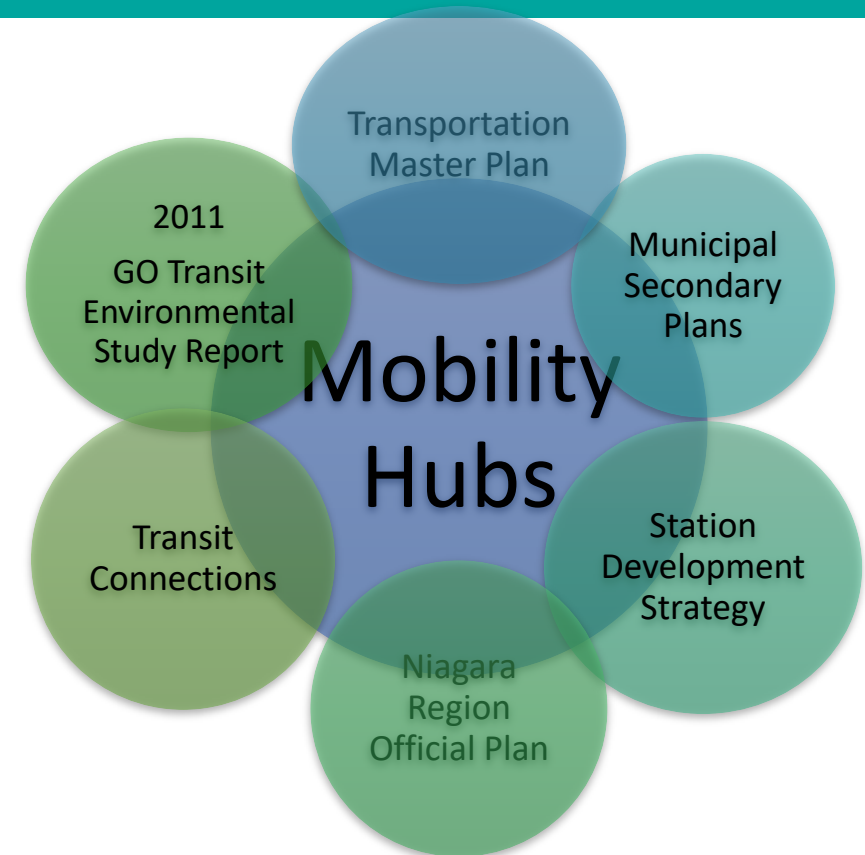
Key Niagara GO Expansion Milestones



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

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)

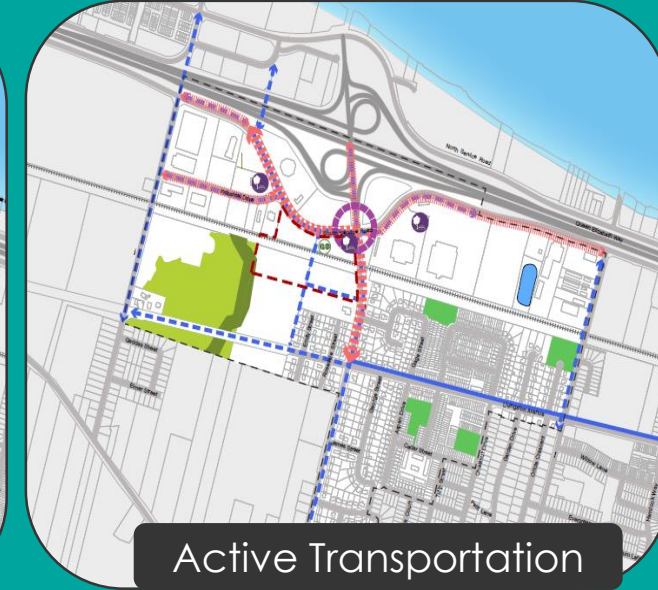
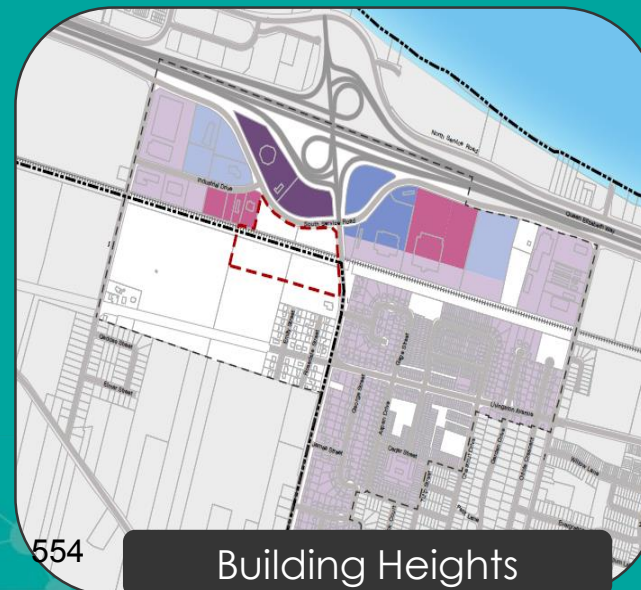
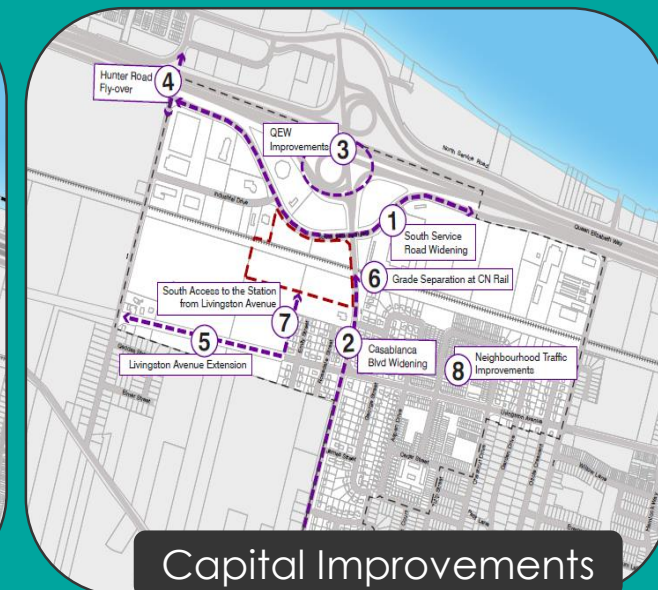
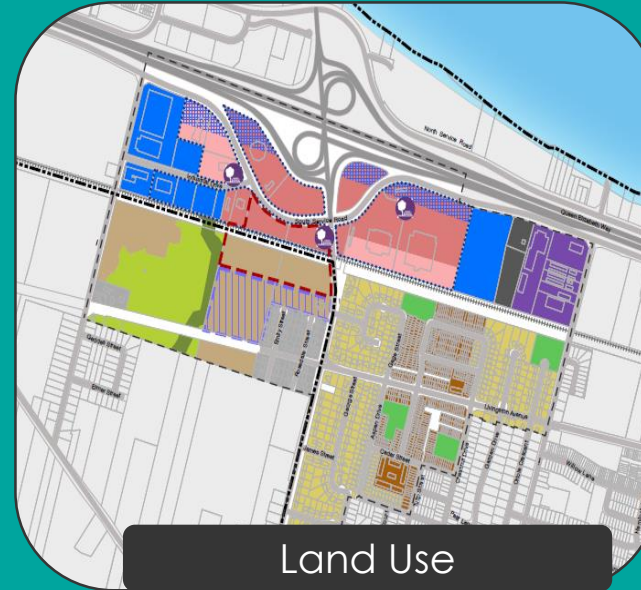
Dec. 2018 - new Provincial approach on GO station delivery (TOD)

- 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



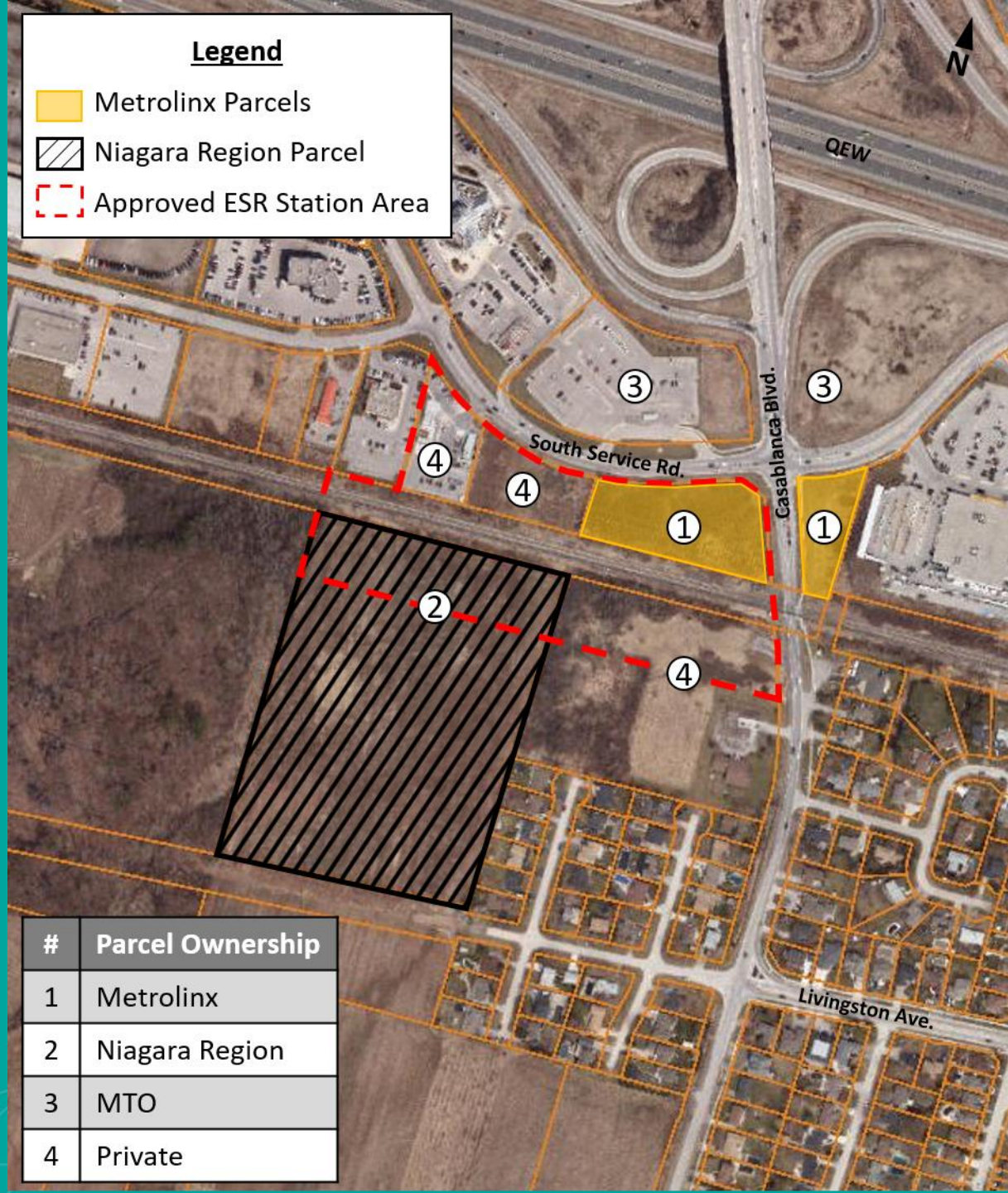
Niagara GO Extension: Current Status

- 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

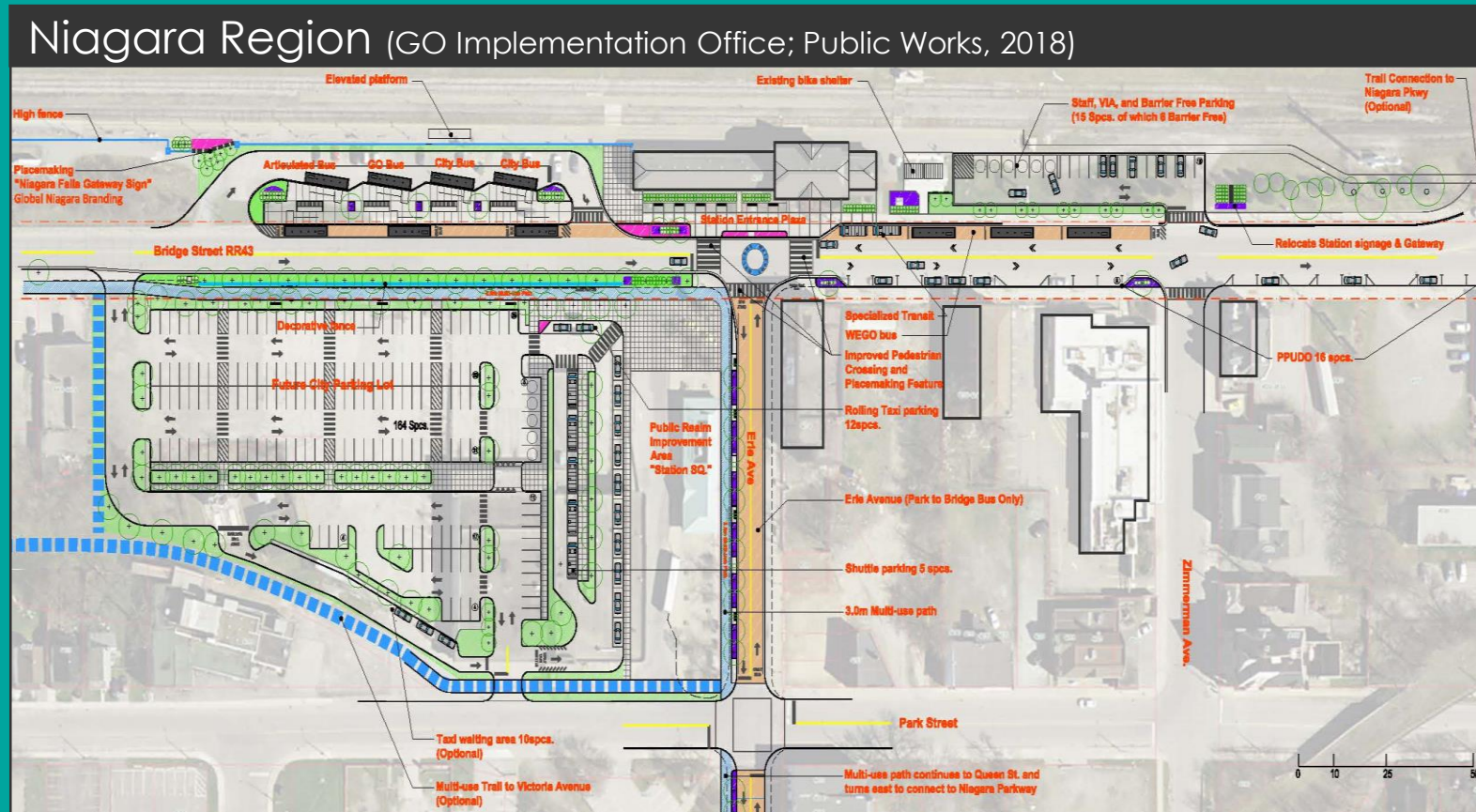
- MX detailed design in progress
- Secondary Plan has VIA station as mobility hub & core of the area
- Opportunity to leverage vacant parcels to create a hub with TOD
- Primary station access road MOU
- City's Ridley Road reconstruction
- St. Paul St. West CNR bridge reconstruction

Metrolinx Functional Design



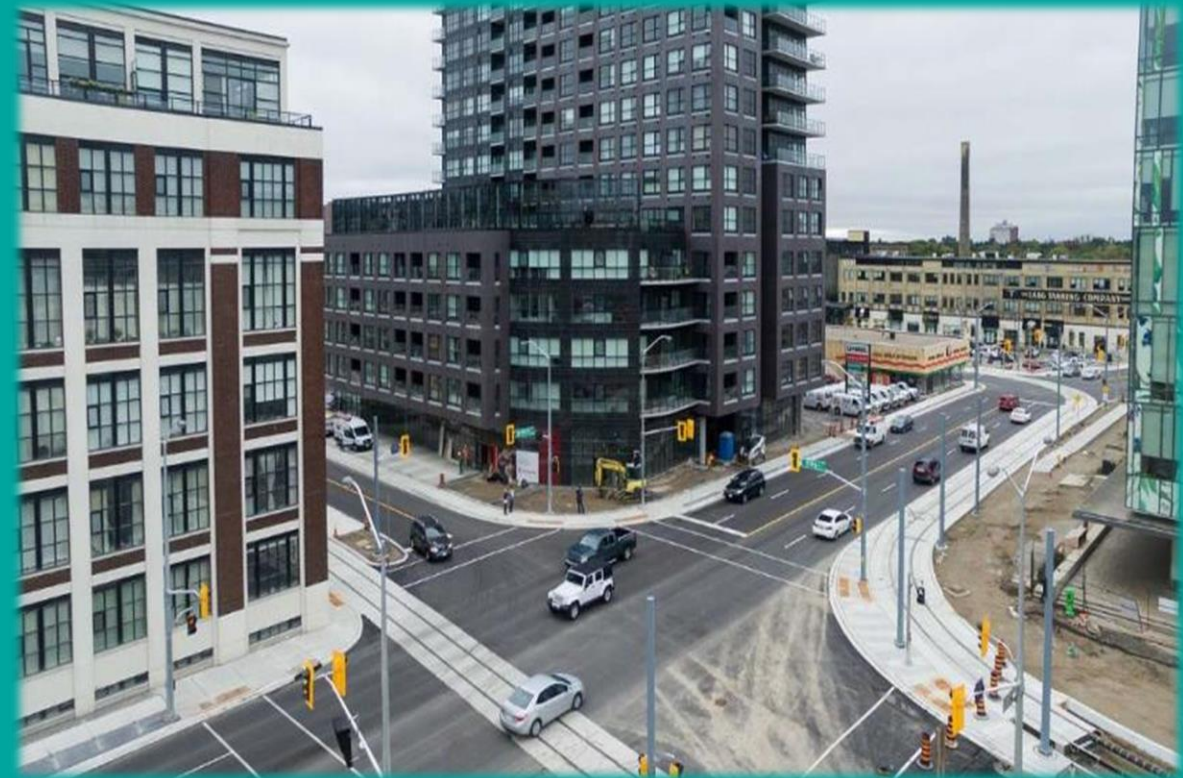
Niagara Falls GO Station Precinct Vision

- 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)

Minute Item No. 5.1
ED 9-2019
Brock University LINC

That Report ED 9-2019, dated August 7, 2019, respecting Brock University LINC **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the funding request for Brock University's LINC facility **BE REFERRED** for consideration as part of the 2020 budget process.

Minute Item No. 5.2
PDS-C 15-2019
Niagara Peninsula Conservation Authority (NPCA) Board Appointments

That Correspondence Item PDS-C 15-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated August 7, 2019, respecting Niagara Peninsula Conservation Authority (NPCA) Board Appointments **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPOINT** Ken Kawall (Lincoln), Mal Woodhouse (Thorold), Deborah Coon-Petersen (West Lincoln) and Jack Hellinga (Port Colborne) to the Niagara Peninsula Conservation Authority Board of Directors effective August 17, 2019; and
2. That Regional Council **EXTEND** the current appointment of Councillor Zalepa on the Niagara Peninsula Conservation Authority Board of Directors until September 30, 2019 and **APPOINT** William Rapley (Niagara-on-the-Lake) to the Niagara Peninsula Conservation Authority Board of Directors effective October 1, 2019 in accordance with the recommendation of the Council of the Town of Niagara-on-the-Lake.

Minute Item No. 5.3
PDS 28-2019
Bill 108 – Transition Regulation to the Planning Act and Development Charges Act

That Report PDS 28-2019, dated August 7, 2019, respecting Bill 108 - Transition Regulations to the *Planning Act* and *Development Charges Act* **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to continue to provide detailed comments on Bill 108 and any associated matters, as needed;
2. That a copy of Report PDS 28-2019 **BE CIRCULATED** to local area municipal Planning Directors and Area Treasurers; and
3. That staff **FURTHER REPORT** to Council with additional information on any legislation changes to Bill 108 and associated regulations that arise after the date of this report.

**THE REGIONAL MUNICIPALITY OF NIAGARA
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE
MINUTES**

**PEDC 8-2019
Wednesday, August 7, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bellows, Bradley (Regional Chair), Butters, Bylsma, Campion, Darte (Committee Vice-Chair), Foster, Greenwood, Heit, Huson (Committee Chair), Junkin, Redekop, Rigby, Ugulini, Witteveen

Absent/Regrets: Easton, Sendzik, Zalepa

Staff: I. Banach, Manager, Long Range Planning, B. Brens, Associate Director, Reporting & Analysis, P. Busnello, Manager, Development Planning, M. Evely, Legislative Coordinator, D. Giles, Director, Community & Long Range Planning, D. Morreale, Director, Development Approvals, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, K. Provost, Economic Development Officer, K. Scholtens, Manager, Business Development Expedited Services

1. CALL TO ORDER

Committee Chair Huson called the meeting to order at 1:00 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Brock University LINC (Agenda Item 5.1)

Gervan Fearon, President and Vice-Chancellor, Mark Robertson, University Librarian, and Meaghan Rusnell, Director, Government and Community Relations, Brock University, provided information respecting Brock University LINC. Topics of the presentation included:

- Strategic Priorities
- Rankin Family Pavilion
- Resources Available
- Benefits and Outcomes
- Funding

Councillor Information Request(s):

Provide information on the return on investment of the Brock University LINC for reference during the 2020 budget deliberations. Councillor Redekop.

3.2 Niagara Gateway Tourism Information Kiosk

Bruce Timms, West Niagara Tourism Association, and Brian Purdy, General Manager, Niagara Gateway Information Centre, appeared before committee to request funding for signage and maps for the five scenic routes.

Councillor Information Request(s):

Included options for funding signage and maps for the five scenic routes for consideration as part of the 2020 budget process. Regional Chair Bradley.

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 ED 9-2019

Brock University LINC

Moved by Councillor Rigby

Seconded by Councillor Ugolini

That Report ED 9-2019, dated August 7, 2019, respecting Brock University LINC **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the funding request for Brock University's LINC facility **BE REFERRED** for consideration as part of the 2020 budget process.

Carried

Councillor Information Request(s):

Provide options (i.e. installments) for funding of the Brock University LINC. Councillor Ugolini.

5.2 PDS-C 15-2019

Niagara Peninsula Conservation Authority (NPCA) Board Appointments

Moved by Councillor Butters

Seconded by Councillor Bylsma

That Correspondence Item PDS-C 15-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated August 7, 2019, respecting Niagara Peninsula Conservation Authority (NPCA) Board Appointments **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPOINT** Ken Kawall (Lincoln), Mal Woodhouse (Thorold), Deborah Coon-Petersen (West Lincoln) and Jack Hellinga (Port Colborne) to the Niagara Peninsula Conservation Authority Board of Directors effective August 17, 2019; and
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Carried

5.3 PDS 28-2019

Bill 108 - Transition Regulations to the Planning Act and Development Charges Act

Moved by Councillor Witteveen

Seconded by Councillor Butters

That Report PDS 28-2019, dated August 7, 2019, respecting Bill 108 - Transition Regulations to the *Planning Act* and *Development Charges Act* **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to continue to provide detailed comments on Bill 108 and any associated matters, as needed;
2. That a copy of Report PDS 28-2019 **BE CIRCULATED** to local area municipal Planning Directors and Area Treasurers; and
3. That staff **FURTHER REPORT** to Council with additional information on any legislation changes to Bill 108 and associated regulations that arise after the date of this report.

Carried

6. CONSENT ITEMS FOR INFORMATION

There were no consent items for information.

7. OTHER BUSINESS

7.1 Sports Tourism Update

Councillor Heit requested an update respecting sports tourism. Ron Tripp, Acting Chief Administrative Officer, advised that the Region is currently consulting with tourism stakeholders.

8. CLOSED SESSION

There were no closed session items.

9. NEXT MEETING

The next meeting will be held on Wednesday, September 11, 2019 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 2:29 p.m.

Councillor Huson
Committee Chair

Mark Evely
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Presentation to
Niagara Region Planning and Economic
Development Committee

Brock LINC

August 7, 2019

Brock University

- Est. in 1964 as a community-based and regional university
- Economic impact of \$640m
- Strategic Priorities
 1. Providing a transformational and accessible academic and student experience
 2. Increasing the University's research capacity
 3. **Enhancing the life and vitality of communities across Niagara region and beyond**
 4. Fostering a culture of inclusivity, accessibility, reconciliation and decolonization



Rankin Family Pavilion (Brock LINC)

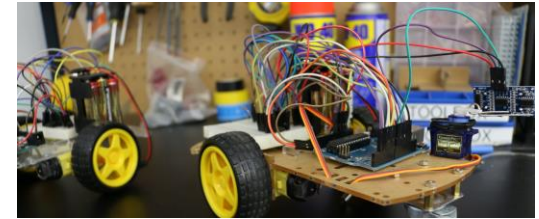


The Brock LINC

41,000 additional square feet dedicated to research, innovation, commercialization, and entrepreneurship.

- Collaborative hub offering linkages to Brock's research faculty and resources.
- Helping innovators grow and transform ideas into successful start-ups, businesses, and new products and services that will grow and diversify the Niagara economy.
- Prioritizing university capacity to support entrepreneurship and business development.
- Linking talent to local business needs and opportunities with payoffs to business and social innovation incubators.

568



Objectives

- Support research and innovative projects that bring together faculty, students, partners and businesses to develop new solutions to solving complex real-world problems.
- Extend the University's capacity to support commercialization and the application of new technologies.
- Incubate start-ups and accelerate small and medium enterprises (SMEs).
- Develop a skilled workforce with the research, entrepreneurial and practical skills demanded for economic growth in Niagara.



Resources Available in the Brock LINC

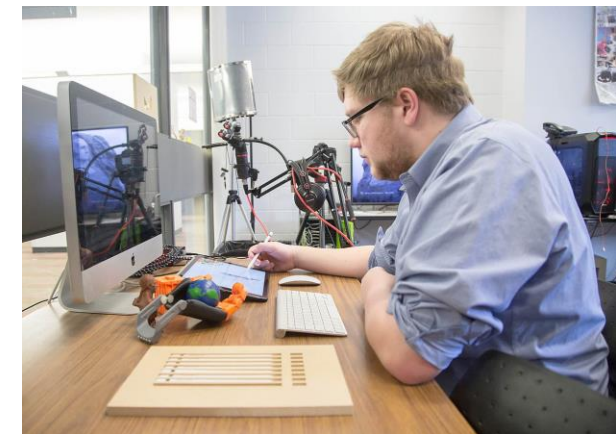
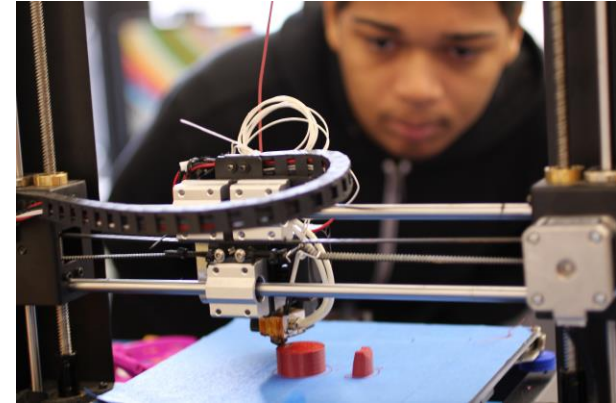
The following assets and resources available to the community, to use in partnership with Brock:

- Expanded Makerspace
- New Digital Scholarship Lab
- CCOVI's world-first Augmented Reality, Virtual Reality and Sensory Reality Sensory Consumer Lab (R3CL)
 - Lab can support a range of product and service testing - from digital to winetasting & act as a platform to support the Canadian consumer products industry, particularly wines.
- Ready/Sett/Grow space
 - Provides entrepreneurs and start-ups with space to resources needed to start and/or grow their business.
- Executive, Continuing & Experiential Education
- Business Consulting



Makerspace

- An open, transdisciplinary, and collaborative space for users to experience new and emerging technologies.
- An on-ramp to innovation for individuals wanting to test ideas, design product prototypes, and explore technology.
- The Makerspace is part of the innovation infrastructure within the LINC and includes state-of-the-art technologies such as:
 - 3D printers and scanners (additive manufacturing)
 - Laser cutters and CNC machines (subtractive manufacturing)
 - Robotics kits
 - Video and audio tools
 - Virtual reality
 - Ideation and prototyping services



Benefits & Outcomes for Niagara Region

1. Further leverage Brock's research capabilities and resources for the benefit of community economic development and vitality.
2. Support existing businesses and incubate/scale new ones through access to space and state-of-the-art equipment and services.
3. Job creation, skills development, and increased prosperity for the local region.



Aligning with Niagara Region Priorities

- The LINC has been designed to support many of the ongoing priorities of the Region, such as:
- Youth and talent retention
- Job creation & skills development
- Building a labour ready workforce
- Fostering innovation
- Positioning Niagara globally, as an innovative and forward thinking region and prime location to do business



Funding

- The \$19 million Rankin Family Pavilion has received:
 - Federal funding: \$8.47m
 - Donations: \$2m
- Brock is asking that Niagara Region support a core feature of the Brock LINC that will drive economic growth and generate benefits in Niagara for years to come.
- **Funding ask: \$1.5 million from Niagara Region**
 - to be directed to costs associated with the construction and completion of the makerspace, a core feature of the Brock LINC that will support business and economic development.



Thank you

<https://brocku.ca/linc/>



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Niagara Gateway Information Centre

51,369 Visitors and 98 Countries





**NIAGARA
PARKS**



CHRYSLER





Niagara Gateway Information Centre

Welcome! We are here to help.

579



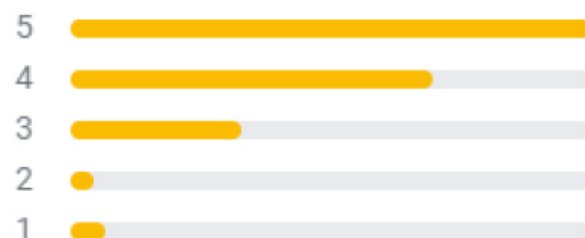
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Google Reviews

Review summary



4.2



104 reviews



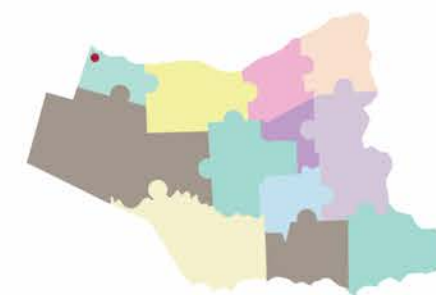
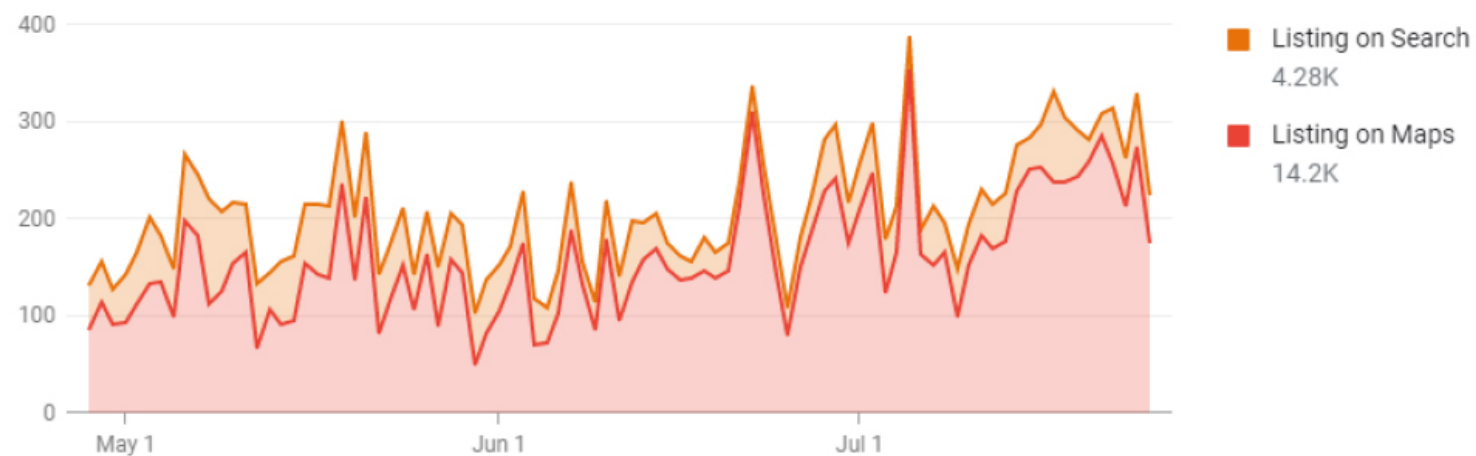
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Google Measurements

How many people find us through Google Services?

Total views 18.5K



niagarainformation.ca



Google Measurements

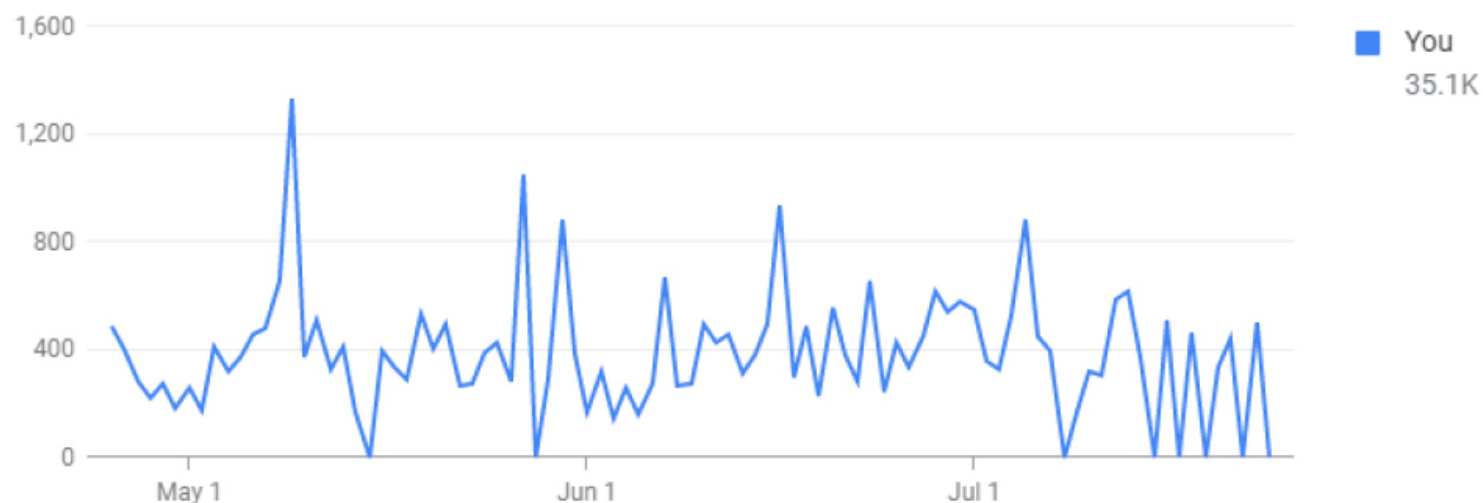
How many people viewed our photos on the Google My Business Platform?

Photo views

The number of times your business photos have been viewed

All photos

▼ 1 quarter ▼



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Niagara Gateway Information Centre



Wayfinding Signage

- Develop a Regional Wayfinding Plan
- Support promotion of 5 scenic routes





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Role for Tourism be approved as described in Report ED 4-2017 and embedded in the Region's Economic Development Strategy

*The following table provides a
summary of the recommended roles
for Niagara Region*

Pillar	Area of Focus	Role of Region
Marketing	<ul style="list-style-type: none"> • Recognize TPN and DMOs as having consumer-facing roles in marketing 	<ul style="list-style-type: none"> • Brand Niagara as the location of choice for Relocation, Investment Trade, Enterprise, Growth and Prosperity
Transportation Access Infrastructure	<ul style="list-style-type: none"> • Become a "Regional Champion" to drive Transportation and Access Initiatives 	<ul style="list-style-type: none"> • Facilitate discussions to ensure outcome achieved





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Subject: Brock University LINC

Report to: Planning and Economic Development Committee

Report date: Wednesday, August 7, 2019

Recommendations

1. That this report **BE RECEIVED** by the Planning and Economic Development Committee (PEDC) for information.
2. That the funding request for Brock University's LINC facility **BE REFERRED** for consideration as part of the 2020 budget process.

Key Facts

- The purpose of this report is to seek Council's consideration to provide \$1.5 million to Brock University to fund the makerspace within the new Brock LINC.
- Niagara Region has an opportunity to support a core feature of the Brock LINC that will drive economic growth and generate benefits in Niagara for years to come. The LINC will create and grow start-ups and businesses that will eventually spin-off into the community creating jobs and driving economic growth and diversification in the region.
- The LINC will be a collaborative hub that offers a full range of support, including access to physical space, state-of the-art technologies, business development services, and importantly linkages to Brock's research faculty and resources, to help innovative entrepreneurial individuals grow and transform ideas into successful start-ups, businesses, and new products and services that will grow and diversify the Niagara economy.
- The Makerspace will be a core feature of the Brock LINC that will be an important pillar for entrepreneurship and innovation. It will be a collaborative space that is designed to bring together people from across the community including local business owners, entrepreneurs, community members as well as Brock faculty, researchers, and students.
- In total, the Rankin Family Pavilion will add 41,000 additional square feet of space dedicated to research, innovation and commercialization, and entrepreneurship through programming offered by the LINC.

Financial Considerations – Brock University

Project costs for the Rankin Family Pavilion, which includes construction, furniture, equipment, and technology total \$19,723,866.02.

Brock has received the following funding for this project:

Source	Amount
Donations	\$2,000,000
Federal Government	\$8,470,000

While Brock has received generous support from the federal government and donors for the Brock LINC, the project still needs financial support to complete the construction of this legacy project and make it a reality.

Financial Considerations – Niagara Region

Brock is requesting a one-time \$1.5 million contribution from Niagara Region to support the Brock LINC. Funding from the Region will be directed to costs associated with the construction and completion of the makerspace, a core feature of the Brock LINC that will support business and economic development. Funding will ensure that the full vision of the LINC is realized for the benefit of Niagara for years to come.

Budget pressures have been outlined by staff in the following table as presented to Budget Review Committee including the above 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:

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
Niagara Airports	CAO 04-2019	2.240	0.61%
Waterfront Investment Program – Base funding	CSD 40-2019	1.000	0.27%
Smarter Niagara Incentive Program – Base funding	CSD 40-2019	0.600	0.16%
Brock LINC request for funding	ED 9-2019	1.500	0.41%
Niagara Regional Transit - phase in cost	CSD 40-2019	6.213	1.70%
NRPS 2019 position hiring deferral	BRC-C 7-2019	0.706	0.19%
Long-Term Care Home Redevelopment capital funding	COM 32-2019	5.899	1.62%
GO Implementation		TBD	TBD
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Potential request to-date		\$18.748	5.12%

Analysis

General Description

Brock's newest facility, the Rankin Family Pavilion will house the Brock LINC (Learning, Innovation, Networking and Collaboration). This facility will add 41,000 additional square feet to the main campus dedicated to research, innovation and commercialization, and entrepreneurship.

Objectives

The LINC has been designed to leverage Brock's research strengths to advance the prosperity and growth of the Niagara community. The objectives of the LINC are:

- Support research across different disciplines and sectors as well as innovative projects that bring together faculty, students, partners, and businesses to develop new solutions to complex real-world problems. An early venture from Brock that reflects this type of initiative was the establishment of the Cool Climate Oenology and Viticulture Institute (CCOVI), which brought together expertise from different fields including biological sciences, chemistry and business to examine all aspects of the wine industry and solve industry challenges.
- Extend the University's capacity to support commercialization and the application of new technologies.
- Incubate start-ups and accelerate small and medium enterprises (SMEs).
- Develop skilled workers with the research, entrepreneurial, intrapreneurial, and practical skills demanded for economic growth in Niagara.

These objectives will be achieved through services and offerings of the LINC. Some key features include:

Makerspace

The makerspace will be a flexible space with reconfigurable physical furniture that supports business and community-based applied research and development. This lab will include idea boards, multi-touch interactive screens and will also include state-of-the-art technologies, such as 3D printers with technical support and a range of turnkey support services provided by professionals and students. For example, designers will be able to 3D print prototypes of products, allowing them to test model and concept designs.

The Makerspace will be a place where innovative individuals and/or companies can begin in the early stages of product development, test ideas, design prototypes, and

explore technology. Designed to be a hotbed of innovation, it is where individuals and groups will be able to explore ideas and develop them into prototypes and potential products. It is expected that they will then transform these ideas into either new businesses or offerings from existing businesses in the Niagara community. The Makerspace will be a foundation for idea exploration within the LINC.

The Augmented Reality, Virtual Reality and Sensory Reality Consumer Lab (R3CL)

Many of Brock's departments and research hubs have existing relationships with local industry. For example, the Cool Climate Oenology and Viticulture Institute (CCOVI) works with local grape growers and wineries to provide research, support, and educational programs that support the local industry. CCOVI's existing impact to the region is significant, generating \$58 million annually in local economic impact and \$91 million to the Ontario economy.

While significant, CCOVI's capabilities have been limited due to space restraints and outdated technology. This first of its kind lab will provide CCOVI, and others, with over \$1 million in new state-of-the-art technologies that will drive their impact even further. Using advanced AR/VR technology, Brock will make research and technology accessible to regional companies seeking to develop and launch products. The lab will be flexible enough to support a range of product and service testing – from digital to winetasting – using a range of approaches from research and observation to digital tracking.

Ready/Sett/Grow & Business Consulting

Embodying a play on the name for a badger's den, the Ready/Sett/Grow space provides early stage start-ups with physical space and access to resources they need to start and grow their businesses. Moreover, it will provide entrepreneurship development, executive education, and consulting services to support the economic development and success of businesses in the Niagara Region.

In sum, access to state-of-the-art technologies, physical space, and resources to test, design and explore ideas in combination with business development services will provide a full suite of support to assist individuals and entrepreneurs with starting and expanding businesses that will grow and create jobs in the broader community.

Outcomes and Benefits to the Community

Building off a history of success working with businesses in Niagara, Brock through the LINC will further enhance economic development in the region providing start-ups, for-profit, small and medium sized companies with space, technology, and partnership opportunities to expand and grow their businesses in a range of sectors including, but not exclusively, agriculture, food and beverage products, health services, and digital

technologies. It will provide physical space in combination with access to Brock's researchers and resources to facilitate the development and commercialization of new products and processes for new and existing Niagara companies enabling them to scale and grow. Furthermore, when applying for federal funding, the LINC received previous letters of support from Niagara Region, The City of St. Catharines, The City of Thorold, The Town of Lincoln, and from the local Chambers of Commerce as a means to support regional economic growth and development.

Specific outcomes of the Brock LINC include:

Further leverage Brock's research capabilities and resources for the benefit of community economic development and vitality.

Brock researchers' already partner with industry to bring innovations to market, contributing to the economic growth of the local region. For example, in 2018, Brock researchers engaged with nearly 50 external companies. Since 2012, approximately 100 of Brock faculty members have engaged with external partners and the University has seen over 125 new commercialization partnerships, two-thirds of which are with companies, SMEs, or community partners located in Niagara, Hamilton or the GTA.

Through the LINC, Brock will be able to further expand on existing research partnerships as well as create new ones, with even greater potential. Providing access to new technologies and innovation space, as well as potential partnership opportunities with Brock, researchers will provide businesses with greater opportunities to commercialize new products or processes that will drive economic growth locally. The makerspace will be a core part of this process by providing a space for Brock researchers, innovative entrepreneurs, and businesses to explore ideas that could be expanded into prototypes, products, or processes.

As Niagara's economy continues to diversify and transition into a knowledge-based economy, the LINC will be an important hub for contributing to economic growth in the region. Leveraging Brock's research and resources will be increasingly important as part of supporting this transition to a diversified economy, retaining talent, and ensuring the long-term prosperity of Niagara.

Support existing businesses and incubate/scale new ones through access to space and state-of-the-art equipment.

The LINC will provide start-ups, for-profit, small and medium sized companies in Niagara with incubation space, access to innovative technologies, and partnership opportunities to expand and grow their businesses. It will provide new and existing businesses with space to facilitate the development and commercialization of new products and processes. Start-up businesses will grow out into the Niagara community generating long-term economic benefits for years to come.

The makerspace specifically will provide additional space to explore and test ideas with new state-of-the-art technologies. Brock will be re-locating its current makerspace into the LINC expanding its capacity ten-fold. The makerspace will also house a wide-range of new and innovative technologies allowing entrepreneurs and businesses to explore their uses for early stage research and development. While these technologies may exist in other parts of Niagara, the advantage of the Brock LINC makerspace is that they will all be housed in a single space for full idea exploration and testing alongside Brock researchers and students. The makerspace will act as an on-ramp to innovation for business growth and development in Niagara.

Moreover, the R3CL will be unique in the global landscape through its offering of AR/VR equipment for the purpose of consumer testing. Established by CCOVI, this lab will be the world's first mediated-reality wine laboratory, where researchers can combine sights, smells, and sounds to help study the science of consumer choice in the wine industry. With applications applicable to many industries, others interested in consumer research and innovation will benefit from learning how a wide-range of consumer choices impact purchasing decisions.

The LINC will be supporting local industry by providing access to innovative equipment and opportunities to team students and researchers with local industry and community partners to create and/or grow their businesses. Local innovators, entrepreneurs, and companies can utilize, through partnership with Brock, the technologies and resources available in the LINC to explore and test ideas, develop new products and services, and grow their businesses. By supporting the LINC, Niagara Region will be instrumental to the foundation of a critical organization that builds existing and future companies for Niagara.

Job creation, skills development, and increased prosperity for the local region.

Through its support for start-ups and business development, the LINC will create new businesses and ultimately jobs in the Niagara community. The LINC will also support the expansion of existing businesses that explore new product and service development through LINC services. The makerspace will be critical to early stage research and development of ideas that will be the foundation for new businesses, products, and services. By creating new jobs and businesses in Niagara, the LINC will contribute to a larger, more prosperous and diversified tax base to support public services and community vitality. The LINC will also support the retention of talent and youth in the community through increased job and business development opportunities. Overall, the LINC will be a key asset to the long-term prosperity and economic growth of Niagara.

The students, entrepreneurs, researchers and companies who utilize the LINC will live, work, and start businesses in Niagara, while helping with the growth of Niagara's skilled workforce. The makerspace will also more specifically support digital skills development

and training. Providing hands-on access to new and emerging technologies will allow individuals to explore their uses and potential applications developing their digital skills. These skills will be increasingly important to competitiveness in the modern digital economy.

Conclusion

The LINC will benefit Brock and Niagara Region together by supporting research, innovation, entrepreneurship and business growth that creates local jobs, drives economic development, and builds a prosperous and diverse Niagara for the future. The LINC will be a doorway to opportunities for entrepreneurs and businesses to access space, state-of-the-art technologies, and Brock's researchers and resources that will help them grow and succeed in the region.

The LINC will serve as an important bridge between Brock and the local community. Those who access the LINC will benefit from the research expertise and technology available at Brock that can help their company grow and succeed. Local industry will benefit from access to Brock's state-of-the-art technology available in the LINC's unique facilities, including the makerspace that can be used for research, testing, prototyping, and exploring ideas and technology.

By funding the makerspace, thus supporting the LINC overall, Niagara Region will be supporting those at the early stages of the innovation process who have the potential to succeed and become job creators in the community. This funding will be an investment in a legacy project for Niagara's future that will benefit the community for years to come, through economic growth, job creation, skills development, and innovation support for local businesses and industries. Niagara Region has an opportunity to contribute to building this important institution that will be at the heart of a prosperous, competitive, and modern Niagara economy.

Alternatives Reviewed

None applicable.

Other Pertinent Reports

ED 10-2017 Innovation Partnerships
ED 2-2019 Economic Development Strategy

Prepared by:

Valerie Kuhns
Acting Director
Economic Development

Submitted by:

Ron Tripp, P.Eng
Acting Chief Administrative Officer

MEMORANDUM

PDS-C 15-2019

Subject: Niagara Peninsula Conservation Authority (NPCA) Board Appointments

Date: August 7, 2019

To: Planning and Economic Development Committee

From: Ann-Marie Norio, Regional Clerk

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.

At its meeting held on May 16, 2019, Regional Council passed the following resolution:

1. *That Correspondence Item CL-C 39-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated May 16, 2019, respecting Niagara Peninsula Conservation Authority Board Appointments, **BE RECEIVED**;*
2. *That Regional Council **APPOINT** the community representatives selected by Fort Erie, Grimsby, St. Catharines, and Welland to the Niagara Peninsula Conservation Authority Board effective immediately;*
3. *That Regional Council **REQUEST** that the remaining eight local area municipalities submit their recommendations for representatives on the Niagara Peninsula Conservation Authority Board by July 31, 2019; and*
4. *That Regional Council **EXTEND** the appointments of Councillors Bylsma, Foster, Gibson, Greenwood, Huson, Steele, Whalen and Zalepa, on the Niagara Peninsula Conservation Authority Board for an additional three months from today's date unless the local area municipality appoints another representative before that date.*

Pursuant to the *Conservation Authorities Act*, Regional Council is the body responsible for the appointment of members representing Niagara Region on the NPCA Board.

Staff are in receipt of correspondence respecting the outstanding local area municipalities' recommendations for representation on the Board.

A resolution of Council is required for these Board appointments. Suggested wording is as follows:

That Regional Council **APPOINT** Ken Kawall (Lincoln), Mal Woodhouse (Thorold), Deborah Coon-Petersen (West Lincoln) and Jack Hellinga (Port Colborne) to the Niagara Peninsula Conservation Authority Board of Directors effective August 17, 2019; and

That Regional Council **EXTEND** the current appointment of Councillor Zalepa on the Niagara Peninsula Conservation Authority Board of Directors until September 30, 2019 and **APPOINT** William Rapley (Niagara-on-the-Lake) to the Niagara Peninsula Conservation Authority Board of Directors effective October 1, 2019 in accordance with the recommendation of the Council of the Town of Niagara-on-the-Lake.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

Subject: Bill 108 – proposed transition regulation materials relating to the *Planning Act, 1990* and *Development Charges Act, 1997*

Report to: Planning and Economic Development Committee

Report date: Wednesday, August 7, 2019

Recommendations

1. That Report PDS 28-2019 **BE RECEIVED** for information.
2. That staff **BE DIRECTED** to continue to provide detailed comments on Bill 108 and any associated matters, as needed.
3. That a copy of Report PDS 28-2019 **BE CIRCULATED** to local area municipal Planning Directors and Area Treasurers.
4. That staff **FURTHER REPORT** to Council with additional information on any legislation changes to Bill 108 and associated regulations that arise after the date of this report.

Key Facts

- This report provides an overview of the proposed regulations associated with Bill 108 – More Homes, More Choice Act, 2019 (Bill 108).
- On May 2, 2019, Ministry of Municipal Affairs and Housing (MMAH) announced its “Housing Supply Action Plan” and concurrently introduced Bill 108. An earlier report, PDS 26-2019, provides an overview and comments on Bill 108.
- On June 6, 2019, Bill 108 received Royal Assent, with some amendments coming into force and effect immediately.
- On June 21, 2019, MMAH released three proposed regulations for Bill 108 relating to the Planning Act, 1990 and Development Charges Act, 1997 (DC Act).
- A key component of Bill 108 – the formula for calculating a Community Benefit Charge (CBC) – has not been released. It is the subject of further consultation.
- The proposed CBC implementation date is January 1, 2021. Soft service development charges can no longer be charged after that date.

- Regional staff submitted their comments on Bill 108 regulations to the Environmental Registry of Ontario (ERO). A copy is attached as Appendix 1.

Financial Considerations

As identified in PDS 26-2019, proposed regulations to Bill 108 will influence the amount of development-related charges collected by Niagara Region and its local municipalities. This could result in less available funding for Regional programs and initiatives and may result in deferral of growth-related capital infrastructure.

The proposed regulations have not identified the formula for calculating a CBC – the release of the draft formula will occur after further consultation. The introduction of CBCs and the changes to development charges (DCs) may have a significant financial impact on the Region. Under the existing system the forecast DCs collected are as shown in the table below:

Summary of Regional Development Charge Collections (\$Ms)											
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
DCs Collected - Hard Service	41.03	42.73	43.59	44.46	45.35	46.26	47.18	48.13	49.09	50.07	457.88
DCs Collected - Soft Service	3.33	7.95	8.11	8.27	8.44	8.61	8.78	8.96	9.13	9.32	80.90
Total	44.36	50.69	51.70	52.73	53.79	54.86	55.96	57.08	58.22	59.39	538.79

As recently presented in CSD 56-2019 Long Term Care Home Redevelopment Financing, unknowns associated with the CBC has created a significant financial risk for the growth related component of the Long Term Care redevelopment. This same risk also exists with other soft service areas that were previously included under DCs and proposed to be included under the new CBC (for example, social housing).

Regional staff are also in the process of assessing internal resources required to achieve compliance with the revised legislation. Staff expect to present program changes that are a direct result of Bill 108 as part of the 2020 Levy Supported Operating Budget. Program changes may address staffing and professional service requirements for the implementation of the revised legislation and CBC, as well as for the early adoption of a new DC Background Study.

Analysis

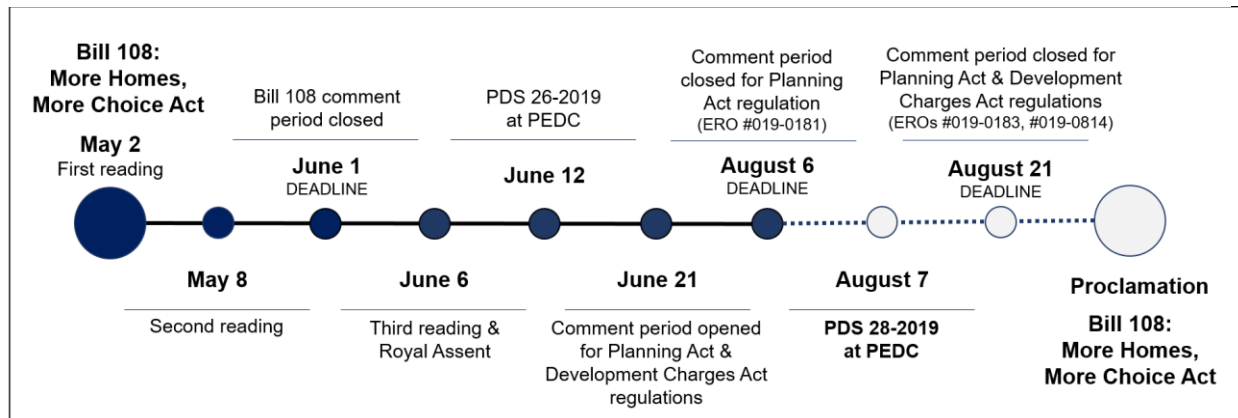
Amendments to the *Planning Act, 1990* and *DC Act* proposed through Bill 108 received Royal Assent on June 6, 2019.

On June 21, 2019, MMAH issued its first ERO postings of proposed transition regulations relating to Bill 108.

Most of the proposed regulations will come in effect at time of Bill 108's proclamation. Bill 108 has not received proclamation at time of writing this report. Some regulations will come in to effect retroactively to the date of Royal Assent (June 6, 2019).

Figure 1 below illustrates a timeline of key milestones associated to Bill 108.

Figure 1: Key milestones relating to Bill 108.



Current ERO postings for Bill 108's proposed regulations cover the following matters:

- ERO #019-0183 titled, "Proposed new regulation pertaining to the community benefits authority under the *Planning Act*" (<https://ero.ontario.ca/notice/019-0183>)
- ERO #019-0184 titled, "Proposed changes to O. Reg. 82/98 under the *Development Charges Act* related to Schedule 3 of *Bill 108 - More Homes, More Choice Act, 2019*" (<https://ero.ontario.ca/notice/019-0184>)
- ERO #019-0181 titled, "Proposed new regulation and regulation changes under the *Planning Act*, including transition matters, related to Schedule 12 of *Bill 108 - the More Homes, More Choice Act, 2019*" (<https://ero.ontario.ca/notice/019-0181>)

Regional staff's comments to these postings are attached as Appendix 1 to this report.

The following sections provide a synopsis of changes proposed through the regulations.

Community Benefits Charge (CBC)

CBC Formula

MMAH has not yet released the CBC formula. The Ministry advises that it will conduct further consultation to get feedback for the appropriate range of percentages for the formula.

The Ministry states a key goal of the CBC formula will be to ensure that municipalities maintain their historic revenue collected for soft services through its DC.

Notwithstanding this comment, staff are unsure whether this is achievable given that the formula details have not yet been released.

CBC Authority

The regulations specify that municipalities will be the CBC Authority. This is similar to the current authority of municipalities to charge development charges.

The proposed start date is January 1, 2020. After January 1st, municipalities can pass CBC By-laws.

CBC By-law Implementation Date

By January 1, 2021, municipalities must have transitioned to the use of CBC By-laws if they seek to collect money for soft services (i.e. what was permitted in the former *DC Act* before the recent amendment). After that date, municipalities are prohibited from collecting DCs for soft services.

However, in absence of a CBC By-law by January 2021, municipalities may continue to collect fees for parkland until such time that the municipality implements a CBC By-law.

CBC Reporting Requirement

The regulation identifies an annual CBC reporting requirement similar to what is currently prepared by municipalities for DC and parkland collection.

Required elements of an annual CBC report include:

- year-opening and year-closing CBC balances;
- details on amounts allocated during the applicable year;
- descriptions of services funded through allocated amounts;

- details relating to any money borrowed from the CBC account and its borrowed purpose; and,
- amount of incurred interest on the borrowed amount.

Exemptions to a CBC By-law

The regulation materials prescribe the following development types exempt from the collection of CBCs:

- long-term care homes;
- retirement homes;
- universities and colleges;
- memorial homes, clubhouses or athletic grounds of the Royal Canadian Legion;
- hospices; and
- non-profit housing.

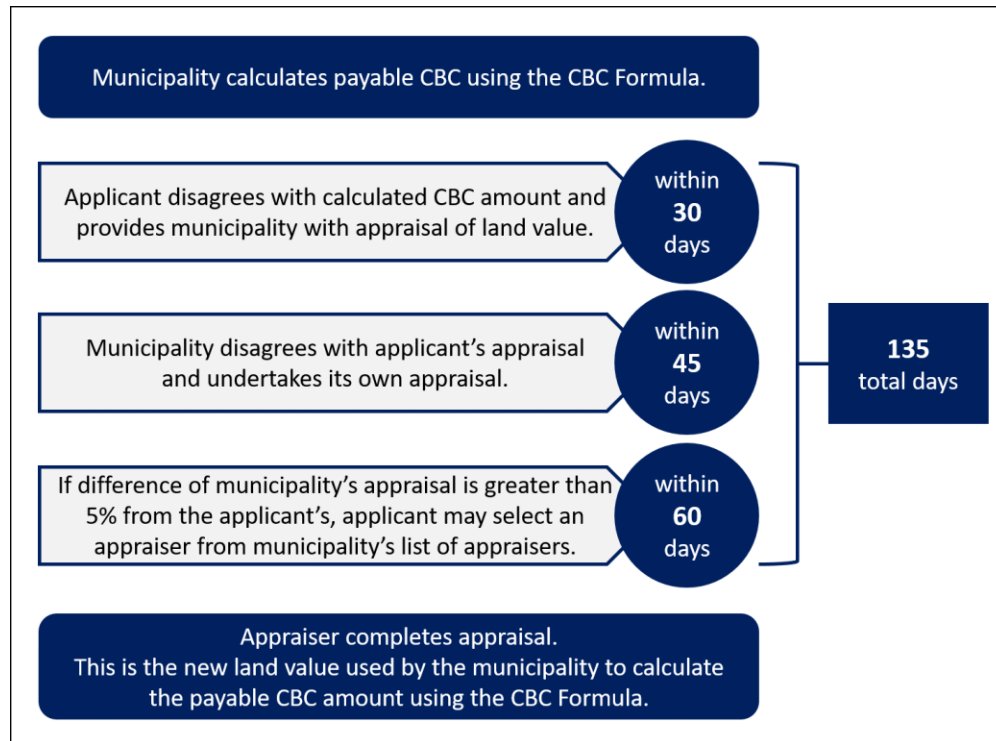
Protesting a Payable CBC Amount

An applicant may protest the amount a municipality determined is payable under the CBC.

The protest may only occur on the basis that the payable CBC amount exceeds the amount legislatively permitted through the CBC formula. This is similar to the test under the *DC Act*.

Figure 2 identifies the proposed process for challenges to a payable CBC amount.

Figure 2: Steps of the CBC land value appraisal process.



Development Charges (DCs)

January 2021 Implementation Date

As set out above, municipalities must implement a CBC by January 1, 2021 or they are no longer eligible to collect soft service-related DCs.

As a result, the Region may be required to prepare a new development charge background study and pass a new By-law in advance of the current By-law expiry (August 31, 2022) to satisfy the January 1, 2021 CBC implementation date.

Deferral of DC Collection

The following development types have a mandatory deferral for the collection of DCs:

- rental housing;
- non-profit housing;
- institutional;
- industrial; and
- commercial.

The above development types will be defined further in the regulations. The deferral eligibility takes effect upon proclamation.

DC Rate Freeze

Bill 108 set out a new process that allows the DC amount to be set at the time of site plan application (or zoning application, if there is no site plan application). In most cases under the old rules, DCs would be paid later, at the time of building permit issuance.

The regulation proposes a maximum length of time for the DC freeze: applications are frozen for a maximum of two years from the date of approval.

For planning applications that do not require a site plan or zoning amendment, the current DC collection procedure continues to apply.

The rate freeze rules will come in to effect upon proclamation.

Municipal interest rates for deferred or frozen DCs

Municipalities are able to collect interest on deferred or frozen development charges.

The regulation does not set a specific rate; rather MMAH has left it to individual municipalities to set a rate.

Local Planning Appeal Tribunal (LPAT)

Transition of LPAT Matters

LPAT appeal rights, procedure and evidence rules were revised through Bill 108.

Where an LPAT Hearing has not yet been scheduled, the new rules under Bill 108 will apply to that Hearing. Existing appeals with Hearing dates will proceed under the old rules.

Reduced Planning Application Review

As noted in PDS 26-2013, municipal review and approval timelines were reduced by Bill 108.

These timelines are now in effect and are set out below in Table 1:

Table 1: Overview of new planning application review and approval timelines through Bill 108.

Planning Instrument	Bill 139 (previous timelines)	Bill 108 (current timelines as of June 6, 2019)
Official Plan / Official Plan Amendment	210 days	120 days
Zoning By-law Amendment	150 days	90 days
Plan of Subdivision	180 days	120 days

Alternatives Reviewed

The purpose of this report is to provide an overview of key changes proposed through Bill 108's transition regulation materials in relation to the *Planning Act, 1990*, and *DC Act*. There are no other alternatives for Regional Council to consider at this time.

Regional staff will update Council on Bill 108-related matters as they occur.

Relationship to Council Strategic Priorities

Doing Business Differently

Bill 108's transition regulations will impact the way Niagara Region conducts its core functions and daily business operations.

Specifically, proposed regulations to the *Planning Act, 1990* and *DC Act* will modify the collection development-related costs through DCs and CBCs.

Other Pertinent Reports

- CWCD 176-2019
- CWCD 215-2019
- PDS 26-2019

Prepared by:

Isaiah Banach
Manager, Long Range Planning
Planning and Development Services

Recommended by:

Rino Mostacci
Commissioner
Planning and Development Services

Submitted by:

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

This report was prepared in consultation with Alexander Morrison, Planner, and reviewed by Helen Chamberlain, Director of Financial Management & Planning/Deputy Treasurer, Margaret Murphy, Associate Director of Budget Planning and Strategy, Robert Fleming, Senior Tax and Revenue Analyst, Donna Gibbs, Director of Legal and Court Services.

Appendices

Appendix 1	Niagara's comments: transition regulations for <i>Bill 108 – More Homes, More Choice Act, 2019</i> , regarding the <i>Planning Act, 1990</i> (ERO 019-0181, -0183), and the <i>Development Charges Act, 1997</i> (ERO 019-0184)	Pages 10 - 12
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Planning and Development Services
1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

Delivered electronically

Subject: Niagara's comments: transition regulations for *Bill 108 – More Homes, More Choice Act, 2019*, regarding the *Planning Act, 1990* (ERO 019-0181, -0183), and the *Development Charges Act, 1997* (ERO 019-0184)

Date: August 6, 2019

To: John Ballantine
Municipal Finance Policy Branch, Ministry of Municipal Affairs and Housing

Planning Consultation
Provincial Planning Policy Branch

From: Rino Mostacci, MCIP, RPP
Commissioner of Planning and Development Services, Niagara Region

Kindly accept this letter on behalf of the Commissioner of Planning and Development Services of the Regional Municipality of Niagara (the "Region") in response to the proposed regulations for the *Development Charges Act, 1997*, and the *Planning Act, 1990*, through the Ministry of Municipal Affairs and Housing (MMAH) *Bill 108: More Homes, More Choice Act, 2019*.

The views expressed in this letter are those of the Region's Commissioner of Planning and Development Services.

Comments in this letter are submitted collectively in response to the following Environmental Registry of Ontario ("ERO") postings:

- ERO #019-0181: "*Proposed new regulation and regulation changes under the Planning Act, including transition matters, related to Schedule 12 of Bill 108 - the More Homes, More Choice Act, 2019*"
- ERO #019-0183: "*Proposed new regulation pertaining to the community benefits authority under the Planning Act*"
- ERO #019-0184: "*Proposed changes to O. Reg. 82/98 under the Development Charges Act related to Schedule 3 of Bill 108 - More Homes, More Choice Act, 2019*"

Regional staff supports some of the proposed changes

Regional staff supports the following aspects of the proposed regulations:

- The Ministry's stated commitment that municipal revenue historically collected through development charges (DCs) and parkland are maintained through the Community Benefits Charge (CBC) formula.
- Clarified roles and responsibilities between the applicant and the municipality during the land value appraisal process used to calculate a CBC.

Niagara Region's comments to Bill 108 transition regulations
EROs #019-0181, -0183, -0184
August 6, 2019

- Specified transition period for the review and approval of *Planning Act, 1990*, applications such as official plan amendments, zoning by-law amendments, and plans of subdivision.
- Specified official plan elements required to implement a Community Planning Permit System and that approval of that instrument cannot be appealed.
- Decision to *not* specify a prescribed maximum interest rate on deferred / frozen DCs. This will allow municipalities to determine the appropriate rate based on its particular circumstances.

Regional staff comments

Participation in future consultations

The regulation does not specify how the Region can participate in future Bill 108-related consultation, including commenting on the CBC formula. The Region seeks to provide input.

Concern with the CBC By-law implementation date

The regulation sets out that CBCs need to be implemented by January 1, 2021.

This implementation date will be difficult to achieve given the process that must occur prior to the completion of a CBC Strategy.

Undertaking a CBC Strategy in a two-tiered governance structure will take considerable time and be difficult to coordinate between all stakeholders, particularly the first time.

It takes more than a year to complete the necessary background work required for a Development Charge Background Study. As such, we expect a CBC Strategy to take at least this long since it is a new initiative and will involve consultation and coordination with 13 municipalities. It is an unreasonable time expectation to have this work completed, including passing a By-law, for Niagara's 13 municipalities by January 2021.

It would be unfair to prohibit the collection of development charges under a circumstance where a By-law was not passed during this period. Losing out on these charges would be detrimental to the construction of community infrastructure necessary to accommodate growth.

Regional staff requests MMAH to adjust the implementation date of a CBC By-law to allow for proper planning and consultation with municipalities to better understand administrative resourcing, tools, and processes required for this major transition.

In our view, instead of the January 2021 implementation date, CBCs should be phased-in at the time of DC By-law expiry. For example, if a DC By-law expires in March 2023, development charges, including soft services DCs, could continue to be collected until that date, at which time a CBC By-law would be required in order to do so. Using this phased approach will allow for better coordination between the local municipalities and Region, and allow additional time for municipalities to prepare and plan for this new funding process.

Niagara Region's comments to Bill 108 transition regulations
EROs #019-0181, -0183, -0184
August 6, 2019

Additionally, there is confusion about the requirements for the January 2021 date based on the available materials. It is unclear whether a new DC By-law must be passed by January 2021 (thus requiring a new DC Study prior to that date), or if a municipality may instead amend its existing DC By-law by removing soft service rates recovered through the CBC By-law (without a DC Study). If the January 2021 date remains in the final form of the regulation, clarification about the requirements is needed.

Non-profit housing definition

Non-profit housing developments are able to defer payments in the revised *DC Act*. The regulation does not currently identify eligibility requirements for a non-profit that could receive this benefit.

Regional staff requests that the regulation include a "charitable organization" requirement for non-profit housing developments to prevent unmeritorious corporations from incorporating as a non-profit to qualify for DC deferral.

Applicable DC rates upon expiry of deferral periods

Regional staff requests clarification in regards to whether the initial DC rate or current DC rate would apply to applications whose two year deferral period has expired under ss. 26.1-26.2 of the *DC Act*.

Establish criteria for eligible CBC "in-kind contributions"

The regulation should specifically identify eligibility requirements for "in-kind contributions" in lieu of cash on a remaining CBC balance (*Planning Act, 1990*, ss.37(6-8)).

For example, the regulation should provide that in-kind contributions collected by municipalities count towards its 60% annual spending/allocation requirement (*Planning Act, 1990*, ss.37(27)). The legislation and regulation is unclear on whether in-kind contributions, or cash-only, meet the 60% requirement.

Conclusion

Regional staff appreciates the opportunity to provide these comments and looks forward to participating in further consultation opportunities.

Respectfully submitted and signed by



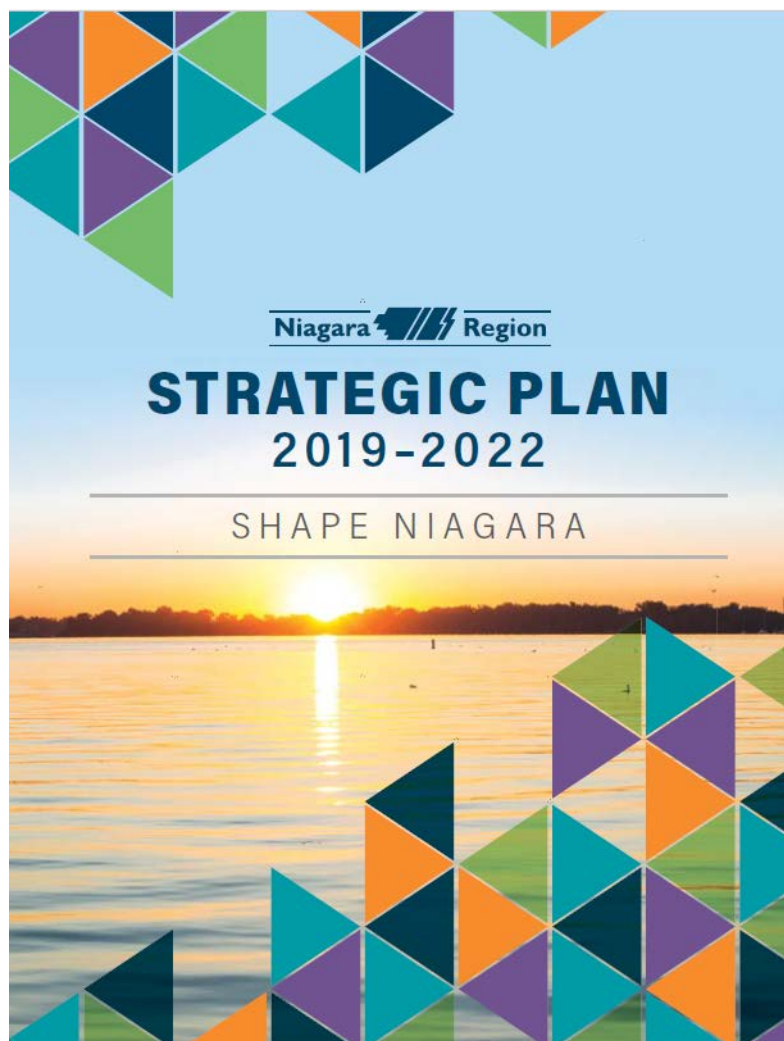
Rino Mostacci, MCIP, RPP
Commissioner of Planning and Development Services
Niagara Region



SHAPE NIAGARA



The Resulting Strategic Priorities



01

SUPPORTING BUSINESSES AND ECONOMIC GROWTH

A coordinated approach to fostering economic growth in Niagara



02

HEALTHY AND VIBRANT COMMUNITY

Foster a high quality of life through safe, healthy, and inclusive neighbourhoods through the delivery of quality, affordable and accessible human services



03

RESPONSIBLE GROWTH AND INFRASTRUCTURE PLANNING

Sustainable investments in transportation, transit and infrastructure, while aligning infrastructure planning with preservation of the natural environment



04

SUSTAINABLE AND ENGAGING GOVERNMENT

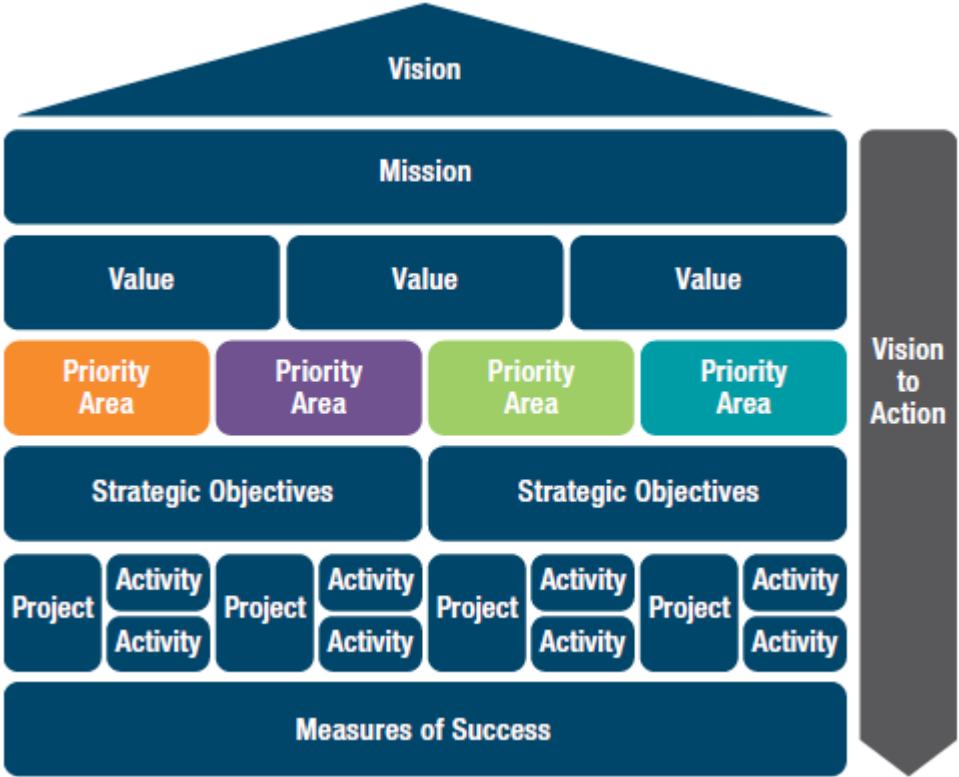
A commitment to high quality, efficient, fiscally sustainable and coordinated core services through enhanced communication, partnerships and collaborations with the community



Executing Council's Strategic Plan

- CLT has aligned the input from Council and the approved strategy to create a recommended implementation plan to achieve the objectives of the plan

Implementation Plan
August 15, 2019



Project Based Implementation Plan

- Implementation Plan is made up of 23 *Priority Projects* and a number of *supporting Actions*



Priority 1: 4 Priority Projects



Priority 2: 5 Priority Projects



Priority 3: 6 Priority Projects



Priority 4: 8 Priority Projects

- Full list of projects and supporting actions found in the draft implementation plan as part of CAO 09-2019





Priority 1: Supporting Businesses and Economic Growth

Objective 1.1: Economic Growth and Development

Objective 1.2: Support Retention and Development of Skilled Labour Force

Objective 1.3: Collaborative Approach to Business Growth and Retention

Objective 1.4: Strategically Target Industry Sectors

How will we achieve these objectives?

- Economic Development Long Term Strategy
 - Strategy to improve Niagara's economic growth over next 20 years
- Official Plan
 - Land strategy to support an increase of shovel ready lands, ready for new businesses to build in Niagara





Priority 2: Healthy and Vibrant Community

Objective 2.1: Enhance Community Wellbeing

Objective 2.2: Mental Health and Wellbeing

Objective 2.3: Addressing Affordable Housing Needs

How will we achieve these objectives?

- Health Equity Informed Planning
 - Identifying opportunities to address the needs of equity-seeking populations across organizational initiatives
- Long-Term Care Redevelopment
 - Creating a campus offering services to better support senior living
- Affordable Housing Strategy
 - Advancing the affordable housing strategy to increase Niagara's supply of affordable housing stock and support households of all sizes, incomes and ages to have safe, permanent and affordable housing





Priority 3: Responsible Growth and Infrastructure Planning

Objective 3.1: Advancing Regional Transit and GO Rail Services

Objective 3.2: Environmental Sustainability and Stewardship

Objective 3.3: Maintain Existing Infrastructure

Objective 3.4: Facilitating the movement of People and Goods

How will we achieve these objectives?

- GO Train Service Expansion & Inter-Municipal Transit
 - Working towards a fully integrated transportation system
- Waste Management Strategy & Official Plan Policies
 - Support environmental sustainability through updated policies, and supporting strategies
- Connective Transportation Initiatives: East-West Corridor, North-South Escarpment Crossing
 - Move large scale connective transportation initiatives forward, making ties into the Niagara-Hamilton trade corridor





Priority 4: Sustainable and Engaging Government

Objective 4.1: High Quality, Efficient and Coordinated Core Services

Objective 4.2: Enhanced Communication

Objective 4.3: Fiscally Sustainable

How will we achieve these objectives?

- Government Relations Strategy
 - Increasing coordination in advocating the needs of Niagara to higher levels of government
- Capital Financing Strategy
 - Financially responsible spending, developing strategies and policies to support growth and the needs of existing residents in an affordable way



Next Steps

- **Communication:** Communication plan will be rolled-out to share Council's strategy and implementation plan to staff, key partners and the public
- **Transparency:** All documents are / will be available for public access on www.niagararegion.ca/priorities
- **Accountability:** Progress reporting on Priority Projects, measureable outcomes and public dashboard

Questions?



Subject: Shape Niagara – Corporate Implementation Plan

Report to: Regional Council

Report date: Thursday, August 15, 2019

Recommendations

That the Corporate Implementation Plan drafted by the Corporate Leadership Team to action Niagara Region's 2019-2022 Council Strategic Plan found in Appendix 1 of Report CAO 09-2019 **BE APPROVED**.

Key Facts

- On June 20, 2019, Regional Council approved the 2019-2022 Council Strategic Plan through report CAO 07-2019.
- A strategic plan has no true value without an action plan to implement the priorities and objectives that it identifies. The Corporate Implementation Plan, outlined in Appendix 1 of this report, will serve as staff's workplan to action the priorities approved by Council for the next several years.
- At the May 11th Council strategy planning workshop, members of Council had an opportunity to identify potential actions for consideration in the development of the implementation plan. Appendix 2 of this report outlines these actions.
- This strategic planning process has strived for transparency and accountability to the public. The Strategic Plan, resulting Corporate Implementation Plan, progress updates and the performance dashboard, which will be re-aligned to the new strategy, will be available to the public as they are created or updated on the Region's webpage at www.niagararegion.ca/priorities.

Financial Considerations

While there are no direct financial decisions associated with this report, projects approved as part of the implementation plan will go through the appropriate annual budget planning process. This does not apply to projects or portions of projects that have already been approved through a previous budget or approval of Council.

Some initiatives included in the following table have been identified within the recent budget planning process, as presented to Budget Review Committee, to illustrate the potential levy impact estimated for the 2020 budget. The table below is presented to Council to clarify that approval of this implementation plan (containing projects above and beyond those already reported to Council) could have further financial impacts and

considerations for the 2020 budget. Any incremental need or new initiatives with a 2020 financial impact will be discussed with the 2020 detailed budget deliberations.

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
Niagara Airports	CAO 04-2019	2.240	0.61%
Waterfront Investment Program – Base funding	CSD 40-2019	1.000	0.27%
Smarter Niagara Incentive Program – Base funding	CSD 40-2019	0.600	0.16%
Brock LINC request for funding	ED 9-2019	1.500	0.41%
Niagara Regional Transit - phase in cost	CSD 40-2019	6.213	1.70%
NRPS 2019 position hiring deferral	BRC-C 7-2019	0.706	0.19%
Long-Term Care Home Redevelopment capital funding	COM 32-2019	5.899	1.62%
GO implementation		TBD	TBD
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Potential request to-date		\$18.748	5.12%

Analysis

The Strategic Planning Process

Regional Council's 2019-2022 Council Strategic Plan was aligned with the following strategic planning process:

1. Environmental Scan - A typical strategic planning process begins with an environmental scan of internal and external factors, captured in *Shape Niagara "Setting the Stage for Strategy"*. This scan included significant stakeholder consultation as summarized in the *Shape Niagara "What We've Heard"* report. These reports were presented to Council through CAO 03-2019 on April 4, 2019.
2. Defining the Strategy - Following a review of the current state is the opportunity to identify the vision for the future, and to define the priorities and objectives that will allow the organization to reach that vision.
3. Implementation Plan – An implementation plan is developed which will identify the actions required to realize the priorities and objectives.

4. Monitor & Measure Success - The last stage of the strategic planning process is to monitor and evaluate progress towards those goals. Staff will work to re-align the public dashboard and prepare measures of success for the strategy upon finalization of the implementation plan.

Through the approval of the Corporate Implementation Plan in Appendix 1 of this report, Niagara Region will accomplish step 3 of this planning process.

Corporate Implementation Plan

The Corporate Implementation Plan was created by the Corporate Leadership Team (CLT) to execute the objectives identified by Council through the approved strategy. CLT went through a process to identify two layers of activity to action Council's strategy. The main component of the implementation plan identifies Priority Projects, which are larger scale, strategic projects that are aligned to one or more of Council's priorities. The objectives and anticipated outcomes of each project have been identified to articulate how the proposed projects will move Council's priorities forward. A second component of the implementation plan identifies complementary actions or activities that also support moving Council's priorities forward. These actions are focused more around core service delivery or initiatives that drive Council's plan on a more day-to-day level.

It is important to note that the Region provides many core services that may not be reflected in the implementation plan, and this does not diminish the importance of these services. The implementation plan serves to call forward strategic, high level projects and complementary actions that will drive progress in the areas which need extra attention as deemed by Council, and informed through community consultation, for the four year term.

At the May 11th Council strategy planning workshop, members of Council had an opportunity to identify potential actions for consideration in the development of the implementation plan. The majority of these ideas have been included in the implementation plan, or addressed in Appendix 2 of this report.

Following the approval of the Corporate Implementation Plan, staff will move forward to execute the projects in the plan. While approval signals an absolute direction of Council, this implementation plan will be a flexible document, allowing for projects or actions to change or be added as new direction is set by higher levels of government, as new opportunities present themselves across the term, or by other influencing factors. Any changes would be submitted back to Council for final approval.

Next Steps

Upon approval of the Corporate Implementation Plan, staff will move to complete step 4 of the strategic planning process by identifying measures of success and re-aligning Niagara's public facing Performance Dashboard to the new strategic plan. Projects approved as part of the implementation plan, termed Council's Priority Projects, will be more fully defined with milestones and outcomes, and will be brought back to Council through regular progress reporting. It is the intent to provide Council with bi-annual updates on the results of Priority Projects.

Alternatives Reviewed

The content of the Corporate Implementation Plan is directly aligned to the direction set by Council through the approval of the 2019-2022 Council Strategic Plan on June 20, 2019. The creation of an implementation is required in order to enact Council's strategy, and as such, no other alternatives were considered.

Relationship to Council Strategic Priorities

This report aligns directly with the new strategic priorities set by Council for the 2019-2022 term.

Other Pertinent Reports

- CAO 7-2019 Shape Niagara Council Strategic Plan
- CAO 3-2019 Shape Niagara Council Strategic Planning
- CAO 19-2018 Shape Niagara – What We Heard
- CAO 17-2018 Council Strategic Priorities 2015-2018 Term in Review
- CWCD 128-2018 Shape Niagara Public Open Houses
- CAO 06-2018 Shape Niagara
- CAO 02-2015 Regional Council Strategic Priorities 2015-2018

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This report was prepared in consultation with Sandy Dupuis, Corporate Performance Specialist, reviewed by Maciej Jurczyk, Director of Internal Control and Organization Performance, and members of the Corporate Leadership Team (CLT).

Appendices

Appendix 1	Draft 2019-2022 Corporate Implementation Plan	Page 6
Appendix 2	Councillor Actions linked to Strategy Objectives	Page 14

Draft Corporate Implementation Plan

To action the approved 2019-2022 Council Strategic Plan.

Priority 1: Supporting Businesses & Economic Growth

Priority Alignment	Project Name	Project Objectives	Anticipated Outcomes
1	Economic Development Long Term Strategy	Goal of the plan is to improve economic growth with a 20 year horizon, to inform decisions along the way and tie into other Regional plans. Partnering with post-secondary institutions, and informed by research and stakeholder consultations.	Garner buy-in from regional stakeholders, working together to achieve a unified vision Sustained regional growth in the long term
1	2021 Summer Games	Niagara Region selected as Host Community for the 2021 Canada Summer Games. Games will showcase Niagara's attributes while driving the development of sustainable infrastructure to be used now and for future recreation.	The games will establish a foundation for national and international elite sporting events for partner organizations Maximize economic impact by utilizing local suppliers and businesses Capitalize on opportunities for community benefits, ex. volunteers, artwork
1	Expand Broadband Infrastructure and Capacity [SWIFT]	Secure federal and provincial funding to improve Niagara's fibre technology infrastructure to prepare for 5G. Connects to the objectives outlined in the 5 year Economic Development strategy.	Increase connectivity of rural areas for residents and businesses, Support advancement of precision agriculture
1,2,3	Official Plan	The Niagara Official Plan is a long-range, policy planning document to shape Niagara's physical, economic and social development. Tied to 3 Strategic Priorities, the	Land Strategy: Increase competitiveness to attract investment, increase job creation, opportunity for higher paying jobs and skilled labour

		<p>components of the plan, as identified by Council, that align to the strategy's objectives include: Affordable Housing planning; a Land Strategy that will be designed to increase shovel ready lands for employment, and identify lands for an employment district to meet provincial requirements; and Environmental Sustainability which will update policies and mapping, create a strategy to protect biodiversity, address natural heritage, and develop a natural environment action strategy</p>	<p>Environmental Sustainability: Stabilization of natural spaces through enhancements or compensation (allowing removal and replacement of trees) Low impact development strategies Management of storm water</p>
<p>How else are we achieving this?</p> <p>Strategic Marketing This is a core function of the Economic Development division. Conducting targeted marketing activities to position Niagara as a competitive location for business investment.</p> <p>Trade & Investment This is a core function of economic development. Promoting Niagara region through investment attraction and lead generation activities (investment missions) to strategically target sectors within specific geographies.</p> <p>Implement five-year Economic Development Strategy As it relates to supporting business growth, employment lands, marketing Niagara region, streamlining planning processes, increasing Niagara's competitiveness, addressing workforce challenges with partners, advocacy for Niagara.</p> <p>Addressing the Skilled Labour Force Gap A number of ministries trying to address this in many ways. The role of the Region is facilitation between partners such as Niagara College. A transformation of the employment business is expected based on Province direction. Our role may become clearer pending this information.</p>			

Priority 2: Healthy & Vibrant Community

Objective Alignment	Project Name	Project Objectives	Anticipated Outcomes
2	Health Equity Informed Planning	By focusing on the implementation of the Health Equity Strategic Plan, broaden the scope to the corporation as a whole to identify opportunities such as defining priority populations, healthy community design or inequities in service access. Identify health and health equity impacts within projects through tactics such as, embedding in capital project business cases, e-scribe reports or through Environmental Assessments.	Increase access to health equity data and partnerships to drive decisions Increase consideration of health and health equity impacts in community and infrastructure design Greater organizational and public awareness of social determinants of health that impact individual health outcomes
2	Long-term Care Redevelopment	Two sites fully developed using a campus model with community elements. Creating and establishing opportunities for auxiliary services, compatible housing and compatible small commercial.	Develop best practice LTC facilities. Maximize value and yield of Regional assets for the benefit of the community at large.
2	Community Safety and Well-Being Plan	Development of a Community Safety and Wellbeing Plan as legislated under the Police Services Act. A cross-disciplinary approach, connecting police services, providers in health/mental health, education, community/social services and children/youth services and neighbourhood stakeholders as appropriate.	Making communities safer and healthier, often guided by four pillars: social development, prevention, risk intervention, and incident response
2	Mental Health Addictions and Systems Planning	Identify gaps within the Mental Health system to increase the functionality and collaboration within it. Partnering with the LHIN to review the local landscape to identify opportunities including for new investment.	Integrate and coordinate the mental health and addictions services through streamlining access to care, reducing repeat Emergency Department visits Decreasing admissions for mental health and addictions

			Decreasing wait times for service
2	Affordable Housing	Advance the Regional Affordable Housing Strategy through Niagara's updated Housing and Homelessness Action Plan. Further linking the plan to components of the Official Plan and strategic financial investments, in order to increase Niagara's access to affordable housing stock.	Increase supply of affordable housing (also linked to employment strategy to increase wages). Achievement of updated HHAP objectives and performance targets.
How else are we achieving this?			
<p>Parenting Strategy: This strategy guides evidence-informed decision-making around how we support and engage parents and families in Niagara, using a social determinants of health lens to impact health equity, early childhood development, and the well-being of families.</p> <p>Early Childhood: Supports for licensed childcare, and a system of services and supports for children and their families.</p> <p>Mental Health Promotion Strategy Implementation: Building mental health literacy, reducing stigma, and ensuring that mental health promotion is embedded into all initiatives within Public Health.</p>			

Priority 3: Growth and Infrastructure Planning

Priority Alignment	Project Name	Project Objectives	Anticipated Outcomes
3,2	GO Train Service Expansion	Promote and protect transit oriented development involving key transportation infrastructure projects adjacent and supportive of GO station locations across all four identified Niagara station sites. Increase service frequency and levels of weekday GO Train service.	Ridership growth Increased weekday train frequency/service levels Create station enabling infrastructure improvements (mobility hubs) Enable strategic station developments Increase access to service communities through bus-meets-train connectivity
3,2	Inter Municipal Transit	Operational harmonization and integration of local transit into a fully integrated transit system.	New transit governance model decided System connectivity of all 12 municipalities

		Governance review and modelling development in anticipation of a decision to transition to a new transit entity.	Ridership growth Consistency in service delivery across communities Increased service hours Significant customer experience improvements Fare technology and harmonization
3	Waste Management Strategy	Strategic waste management infrastructure planning to ensure resource recovery, sustainable long-term disposal infrastructure, and enhance revenue opportunities	Decrease greenhouse gas emissions Increase waste diversion rates Long-term facility sustainability Identify opportunities to increase revenue
3,4	Asset management	Implementation of Asset Management principles and practices focusing on infrastructure renewal to ensure operational costs and asset performance are optimized.	Optimized practices across the organization Responsible funding of infrastructure projects Reduction in future infrastructure funding gaps
3	Transportation Master Plan (TMP) Implementation	Implementation of the Transportation Master Plan, with connections to How We Grow, Go, Flow, the Water / Wastewater Master Servicing Plan and the Water / Wastewater Financial Sustainability Review. Establishment of clear policies to address active transportation, complete streets, multimodal road network, wayfinding, transportation demand and system management. Addressing transit, marine, rail, road, airport(s) and how these all integrate together.	Enhance resident quality of life through pedestrian and cycling facilities, responsive and conventional transit and the creation of an integrated network of roads and highways Transform the transportation network and the way people and goods move in the region and how transportation can contribute to a high quality of life
3	Connective Transportation Initiatives: East - West Corridor, North - South Escarpment Crossing	Moving large scale connective transportation initiatives forward: Advocacy for the East-West Corridor, as a key link to the Niagara-Hamilton trade corridor, as proposed in the TMP. Movement on the North - South Escarpment project Environmental Assessment. Tying in with Smithville By-pass.	Improve the efficiency and reliability of trade corridors through Niagara Region Support goods movement Ease congestion issue on QEW (a significant risk to tourism, agriculture and manufacturing sectors in Niagara)

		Dealing with how we link Niagara differently, address congestion, and integrate the system. Each of these initiatives provide a strategic link between Niagara region and the GTHA, incorporating multimodal freight terminals and transport networks to build capacity. (Trucking, marine, rail, airport). They are linked to tourism and foster diversification and economy of scale for both people and goods.	
How else are we achieving this:			
<p>Environmental Planning – New environmental planning team within the Planning and Development Services department, enabling a balance between Niagara’s drive to be open for business with good environmental policies and planning.</p> <p>Urban Design – Ensuring development projects include functional and attractive urban areas, creating a sense of place within the community.</p> <p>Enhancements of Management Cycle of Pavements – Improving how the cycle of pavement maintenance is managed, including crack sealing patching and re-surfacing.</p>			

Priority 4: Sustainable & Engaging Government

Priority Alignment	Project Name	Project Objectives	Anticipated Outcomes
4	Communications Master Plan	Develop a framework to provide guidance around how Niagara Region will communicate and interact with residents, employees and stakeholders.	Contribute to higher resident satisfaction in how the Region managed and governed Increase transparency and two-way communication between the Region and the public
4	Government Relations Strategy	Development of a strategy focusing on what the Region as an organization does, and how we engage other levels of government on advocacy, funding, policy opportunities and collaboration.	Ensure an aligned approach to advocacy and funding requests to higher levels of government

4, 3,1	Regional Development Charges (RDC) by-law	Update of the RDC By-law to ensure we are collecting enough revenue to cover growth needs and tie into the Capital Finance Strategy. Re-align incentives for development to Council's strategic priorities.	Collect growth-related revenue to support growth Ensuring the infrastructure is in the ground to support and generate future growth
4, 3, 2	Community Benefit Charge	Creation of a charge for community benefits in order to fund capital for soft services benefiting new development	Collect growth-related revenue to support growth Align to Capital Finance Strategy and growth planning
4,3	Grants & Incentives Review	Re-align Grants and Incentives program to address Council's key strategic issues such as affordable housing, brownfield remediation, and attracting higher wage jobs. As part of this review, creation of a development portal or application is being created to support expedited service.	Allocating Council's limited grant dollars to where it matters most Increase return on investment of grants and incentives Expedite application and approvals process Aligns with the RDC By-law
4,3	Capital Financing Strategy	Balancing financial sustainability of renewal of existing assets and the needs of growth, aligned with asset management planning and growth strategies at the Region.	Moving towards full cost recovery Long term commitment by Council to the implementation of the strategy
4	Sustainability Review and Implementation	Identification of opportunities to re-purpose dollars towards replacement of infrastructure. Looking for lines of businesses we can do differently or divest of, and right-size funding of programs and services	Increased funding towards infrastructure projects through re-allocation of funding Re-focus on Regional priorities
4	Sponsorship Revenue Strategy and Policy	Identification of opportunities to increase revenue without increasing taxes. Policy development for sponsorship of Regional assets.	Generate revenue Identify opportunities for incremental revenue sources Extending collaboration opportunities with LAMs
How Else are we Achieving This?			

EMS Transformation: Transforming the EMS system to be more accessible, available and affordable to meet the needs of residents. Providing the right service, at the right time, for the right cost. Enabling long term financial sustainability for the service by reducing transports to the emergency department, increasing collaboration with service providers, increasing accessibility and availability of resources. As this project reaches full launch, there will be ongoing monitoring of the success of this transformation.

Employee Engagement & Leadership Development: Driving productivity, employee commitment and attraction through a new People Strategy.

Economic Development Marketing Strategy: A framework for conducting targeted marketing activities to position Niagara as a competitive location for business investment.

Enterprise Content Management: An initiative to address gaps in records management activities and policies to ensure the organization has the documentation it requires to support transparency

Customer Service Implementation: Leveraging information and communication technology to modernize how the Region delivers services and interacts with clients and residents.

Council Generated Action Items from the Strategy Planning Workshop

Priority 1: Supporting Businesses and Economic Growth

Action Item	Comments	Votes
Explore one economic development process	Team Niagara coordinated in this effort could be explored through a revised Memorandum of Understanding.	1
Create and retain talent network	There are a number of ministries trying to address this in many ways. The role of the Region is support the efforts of many partner organizations committed to tackling this issue. A transformation of the employment business in SAEO is expected based on Provincial direction. Our role may become clearer pending this information.	3
Develop a future-focused technology strategy [post-secondary, start-ups etc.]	At this time, other organizations are looking at this, can document what is happening, and the effective results before embarking on a strategy for Niagara.	3
Hold Agri-Food forum	Can be addressed as part of the agricultural component of the Official Plan update or through Economic Development's workplan, and through a partnership with the Agricultural Policy and Action Committee (APAC) which have been included in the implementation plan as projects. Can be broadened to other value-add opportunities.	1
Explore opportunities to fund sport tourism and attraction	At the Planning and Economic Development Committee on July 10th, following a presentation by Brock University on the development of a Sports Event Office, Economic Development has been tasked with circulating the report to tourism stakeholders and sports organizations to obtain feedback from the sector.	1

Priority 2: Healthy and Vibrant Community

Action Item	Comments	Votes
Allocation and advocacy to increase Long Term Care and beds for Niagara	This can be a component of the Government Relations Strategy, which has been included in the implementation plan as a project. Can continue to facilitate conversations with LAMs to enable or drive opportunities for more LTC bed development in local area communities.	4
Council supported Community Safety and Well-Being Plan in place by end of 2020	This has been included in the implementation plan as a project. Work is underway to begin this initiative, with a focus on utilizing a cross-disciplinary approach for the development of a Community Safety and Wellbeing Plan as legislated under the Police Services Act. This project will also explore how to achieve potentially joining the Canadian Coalition for Municipalities Against Racism and Discrimination.	2
Health impact assessments in Council reports	This has been included in the implementation plan as a project, with a focus on ensuring health impact and evidence play a role in Regional decisions. Work is underway to begin this initiative.	2

Early Childhood Education	This has been included in the implementation plan as an action, with a focus on increasing supports for licensed childcare, and a system of services and supports for children and their families.	1
Maintain public health services	This is currently a core function, awaiting further Provincial direction.	1
Advocacy for mental health money	A Mental Health and Addictions System Planning project has been included in the implementation plan which will make the case for and inform investment in mental health services. This can be also be a component of the Government Relations Strategy, which has been included in the implementation plan as a project.	4

Priority 3: Responsible Growth and Infrastructure Planning

Action Item	Comments	Votes
Complete/Approve Transit Governance	Governance review and modelling development for transit has been included in the implementation plan under the Inter-Municipal Transit project.	3
Complete Official Plan and ensure alignment	This has been included in the implementation plan as a project, with alignment to three strategic priorities.	1
Consistency with other environmental programs and policies	Environmental planning has been included in the implementation plan as an action. Work is underway to being this initiative with a focus on balancing environmental policies and planning with growth and development. Additionally, the Waste Management Strategy project will strive to increase waste diversion rates among other objectives.	1
Continue moving Transportation Master Plan forward: funding D/C, connect to funding strategies	The implementation of the Transportation Master Plan, the Corporate Finance Strategy and the refresh of the Regional Development Charges By-law have been included within the implementation plan as projects.	1

Priority 4: Sustainable and Engaging Government

Action Item	Comments	Votes
Seek collaboration opportunities with existing and start up organizations [action plan and follow up]	Facilitated through partnerships with post-secondary institutions, and as part of core economic development functions.	2
Develop a revenue generating action plan	This is included within the implementation plan through the Sponsorship Revenue Strategy and Policy project. Work on this is underway with a focus on identifying opportunities to increase revenue without increasing taxes.	1
Deliver Sustainability review	This has been included in the implementation plan as a project Work on this initiative is underway.	1

Niagara Regional Housing Alternative Service Delivery:

Model and Implementation

August 15, 2019

ASD History & Timeline

December 2014
Ernst & Young Hired

October 2016
Phase One Report
(current state)

March 2018
Phase Two Report
(recommendations)

July 2018
Staff Report #1:
Hybrid Model

October 2018
Staff Report #2
Council Directs Hybrid
Implementation Plan

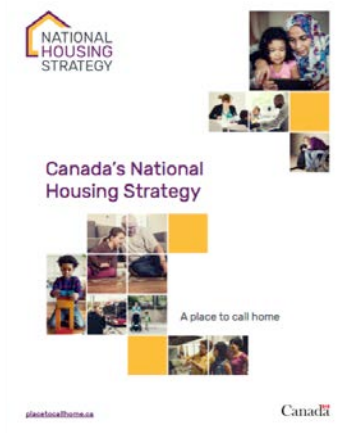
Government Policies and Directives



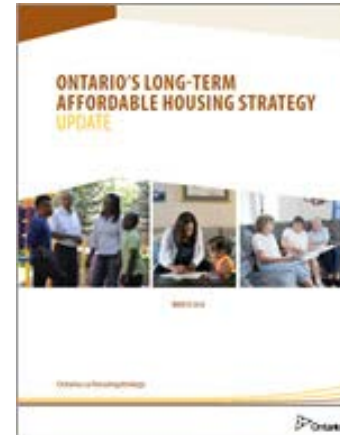
Auditor
General's
Report



Housing and
Homeless
Action Plan



National
Housing
Strategy



Long-Term
Affordable
Housing
Strategy



Human
Services
Integration

Benefits of Service Integration



Ensure service delivery **aligns with government policy**



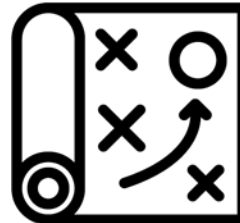
Deliver **integrated human services** across the housing and service continuum



Improve customer service effectiveness and the potential to improve **client outcomes**



Address the **housing waitlist**

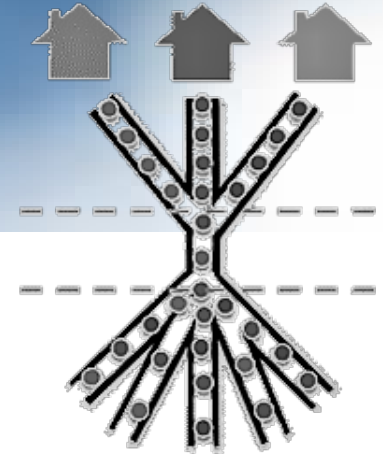


Integrate and coordinate **service system planning**



Support future readiness and responsiveness to calls for **funding**

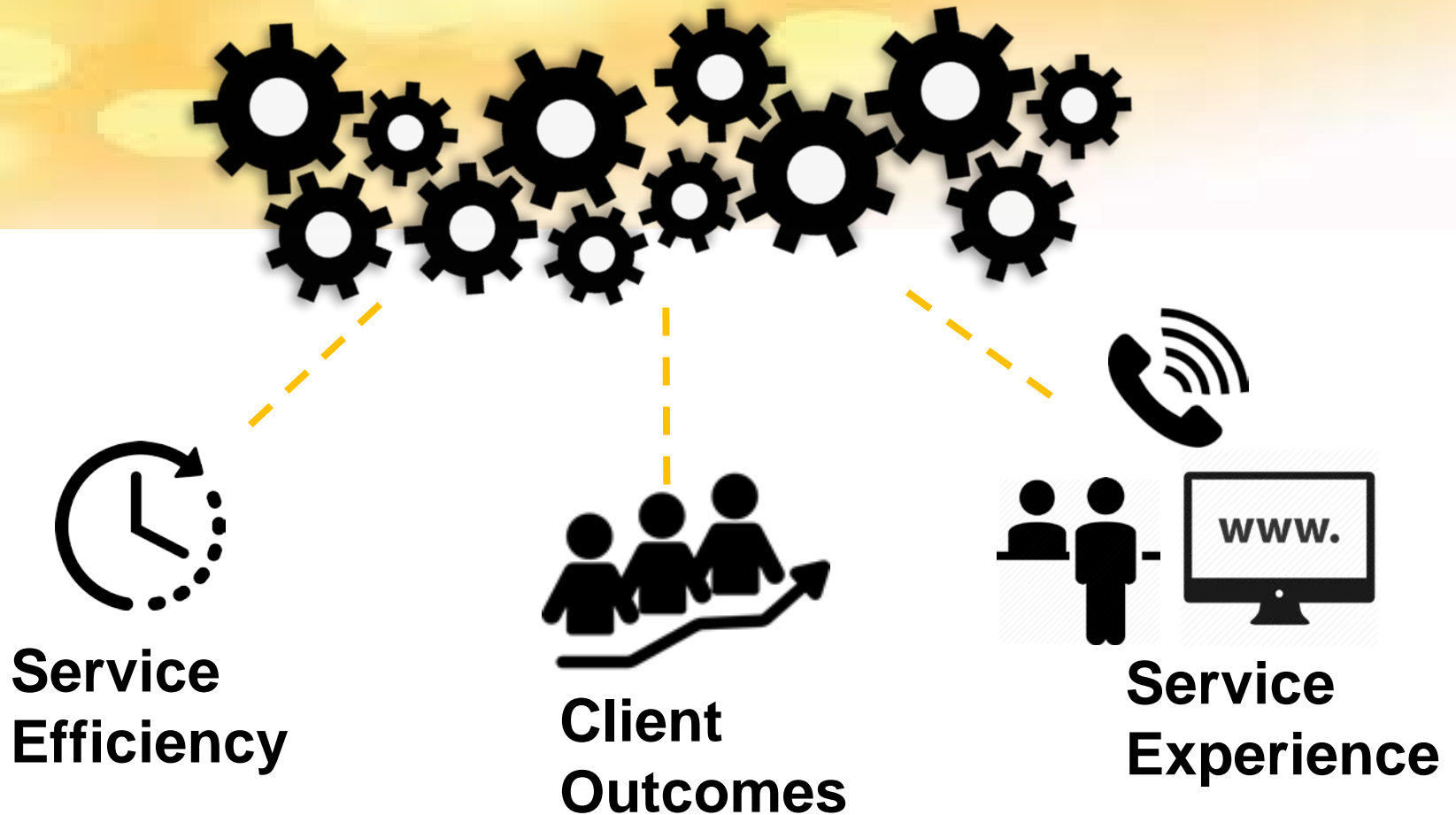
Alignment with Government Policy: Coordinated Housing Access



Continuum of Housing and Support



Alignment with Government Policy: Human Services Integration



Two Key Areas in Integration



Optimized Strategy & Development

- Advancing affordable housing strategy
- Increase housing supply
- Support provider community



Quality Client Service

- Client record systems
- System priorities
- Coordinated service
- Funding

Environmental Scan of Comparable Municipalities: How others deliver service



Region of Waterloo



Developing the Implementation Plan

Project Methodology and Lifecycle

Implementation Plan Development

December 2018
Business Improvement
engaged to develop
implementation plan (hybrid)

December 2018
Initiation of Staff Steering
Committee

February 2019
Initiation of Joint Taskforce

June 2019
Joint Taskforce endorses
full integration model

July 2019
NRH Board endorses full
integration model

Our Process and Methodology

Staff Engagement

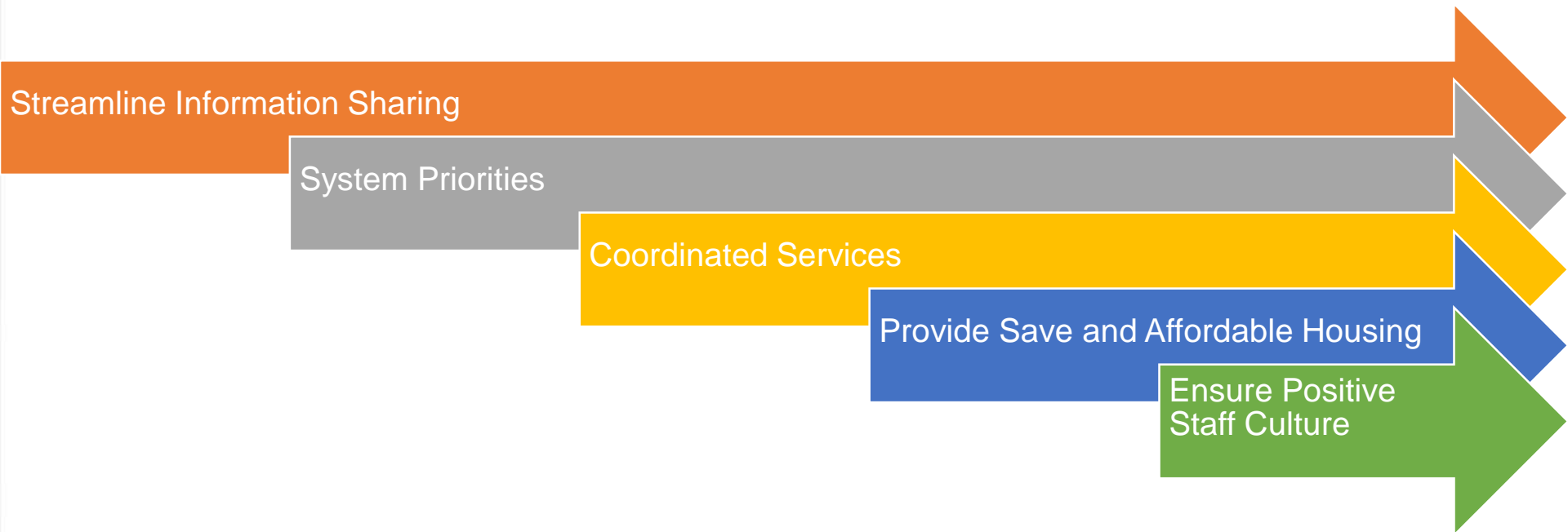
Needs of the Customer

3 Day Staff Workshop

Measurement Matrix Development

Joint Taskforce

Opportunities to Optimize Services: A Vision for the Future



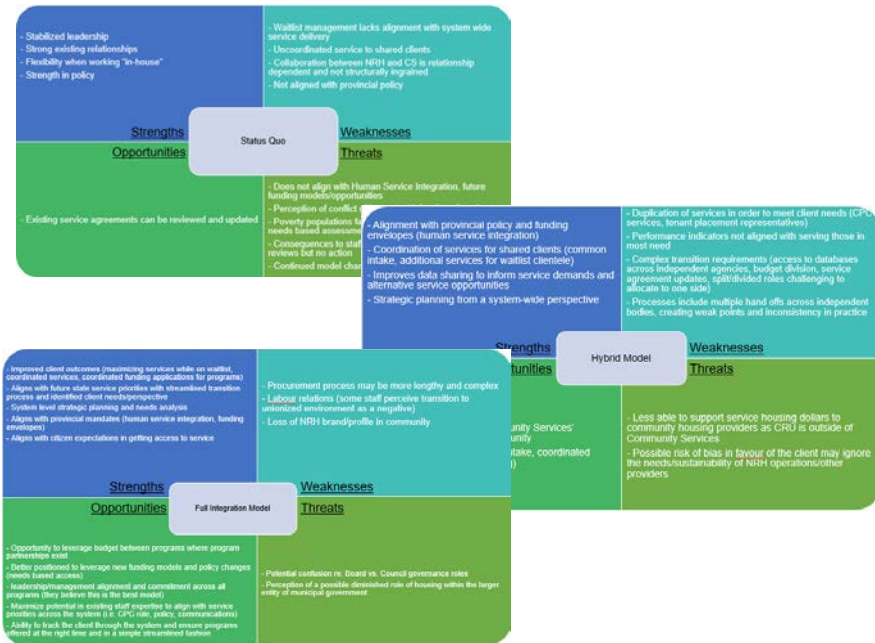
SWOT Analysis

Key Strengths to the Full Integration Model:

- Information and data sharing is easier to establish
- System level priorities can now be established with programs structurally ingrained in organizational design
- Budget allocation is now based on the most effective deployment of resources
- Aligning investments in housing with the best opportunities to increase housing supply
- Opportunity for expanded Provider supports (asset management and CPC)
- Leveraging other Regional departments and their expertise

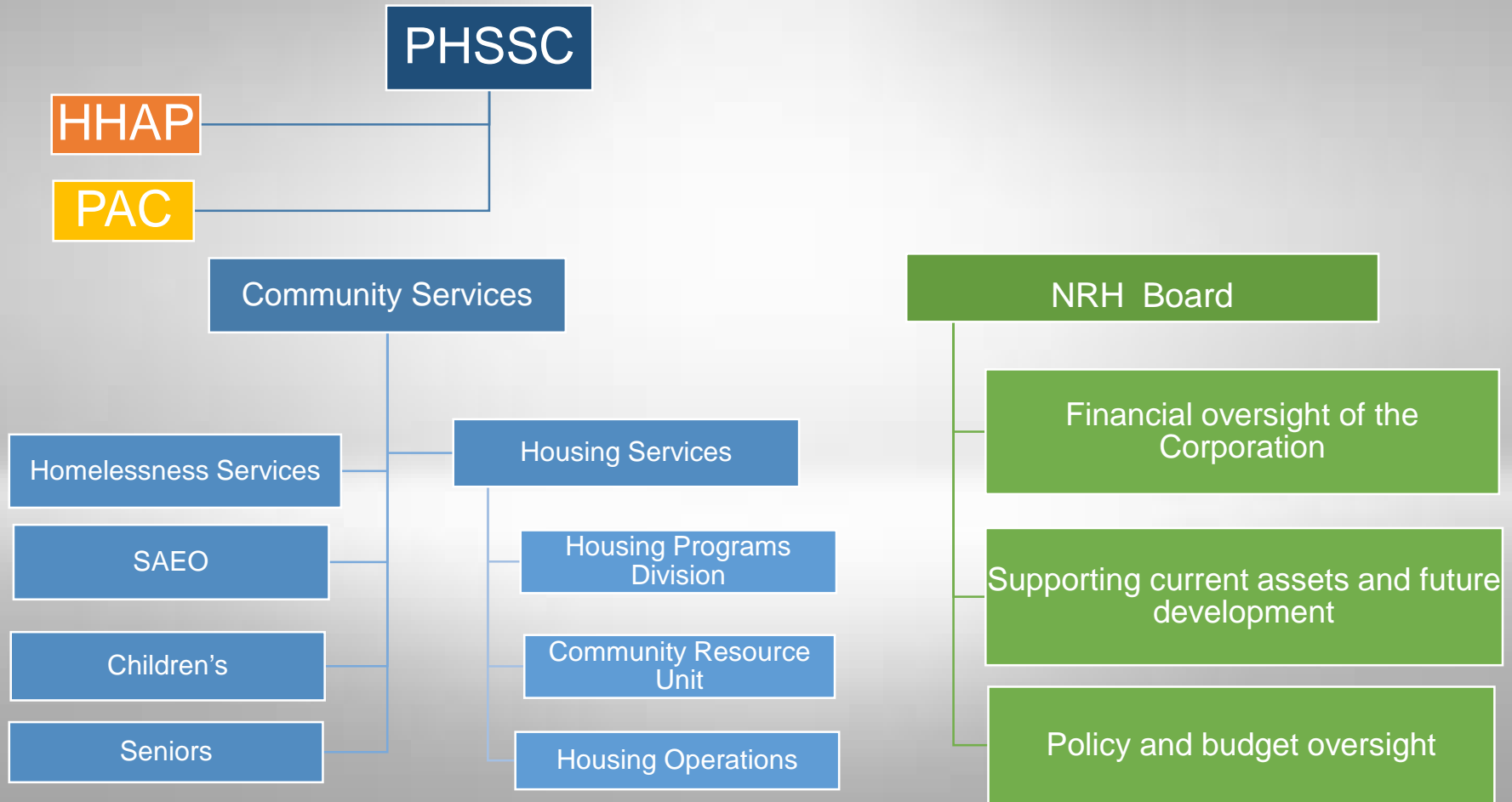
Key Weaknesses to the Hybrid Model:

- Potential for service manager to be too removed from Housing Operations experience
- Capital asset management expertise and supports and opportunities to expand CPC supports could be impacted if separated
- More complex change management re: technology, budget and allocation of staff with blended roles



Reporting Structure for Full Integration

Regional Council



Questions?

Subject: Niagara Regional Housing Alternative Service Delivery: Model and Implementation Plan Recommendations

Report to: Regional Council

Report date: Thursday, August 15, 2019

Recommendations

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

Key Facts

- On October 4, 2018, Regional Council approved, in principle, the 'hybrid model' for social housing as outlined in COM 22-2018 and directed staff to develop an implementation plan to be presented to Council for approval prior to embarking on any organizational change.
- On February 28, 2019, Council confirmed the membership for a Joint Taskforce with two members of Council and two members of the Niagara Regional Housing (NRH) Board to provide input into the development of an implementation plan.
- In December 2018, a Business Improvement Manager from the Internal Control and Organizational Performance (ICOP) Department was engaged to build an implementation plan for the hybrid model. This work included a number of facilitated engagements with staff and leadership from both NRH and Community Services in order to develop a vision for future state service delivery under the hybrid model. From this analysis, five priority areas were identified for service delivery improvements.
- Using the service priorities identified above, the staff Steering Committee was tasked with developing an organizational structure for the hybrid model. The Committee experienced challenges in reaching consensus for an organizational structure that aligned with the hybrid model and supported all stated service priorities. The Committee also acknowledged, through SWOT analysis of different model options, that the current status quo model cannot easily address the objectives or service priorities outlined throughout the process.
- Presented to both NRH Board and Joint Taskforce was the full integration model, that integrates staff from NRH into Community Services, maximizes opportunities to optimize service to clients and providers and improves outcomes for the system as a whole. The full integration model also addresses the identified challenges with the status quo and hybrid models as identified through staff's analysis.
- The recommended governance model will transition the administration of the Service Manager responsibilities, once delegated to NRH, back in to Niagara Region. The NRH Corporation and its board will continue to provide governance, oversight and financial management of the owned units and supporting future development of

Niagara's owned stock, with associated staffing resources provided through a shared service agreement with Community Services, Niagara Region.

- In addition to presentations provided by project staff to the Joint Taskforce and NRH Board, NRH senior leadership submitted a report to the Board supporting the project recommendations for a fully integrated model (see CAO 10-2019 Appendix H: NRH 11-2019). Support for the model was obtained from both the Taskforce and NRH Board as a result of these engagements.
- Based on an endorsement of NRH and Community Services Staff, the NRH Board and Joint Taskforce, staff will be providing the following motions for Council consideration at the September 2019 Council Meeting;
 1. That Council **APPROVE** the implementation plan for the "fully integrated model" as the preferred model for Niagara's delivery of social housing, over the previously considered "hybrid model" with a target implementation date of January 1, 2020.
 2. That Niagara Region staff, upon approval of this model by Council, **BE DIRECTED** to **INITIATE** implementation plans including a human resources transition plan and draft revisions to legal agreements through a team approach led by Niagara Regional Housing's CEO and Niagara Region's Commissioner of Community Services who will seek input from and provide direction to Niagara Region's human resources staff and Legal Counsel as well as such other staff as required for the preparation of the required plans, revisions and agreements.
 3. That the human resources transition plan and form of revised legal documentation be **RETURNED** to the NRH Board of Directors and Council for final approval prior to implementation.

Financial Considerations

Implementation of the full integration model is believed to be relatively **cost neutral**.

Staffing Costs

Wages	Full Integration
Current Salary Under NRH	\$3,851,428.91
Estimated New Salary	\$3,707,249.81
Model Savings (excluding implementation costs)	\$144,179.10
Additional Implementation Costs Year 1 (2019)	\$163,322.81
Additional Year 1 Costs	\$19,143.71

The full integration model could result in estimated salary savings of \$144,179 if no implementation costs (red circling) are considered. Incorporating estimated implementation costs into the full integration model would result in an overall anticipated cost of \$19,143 in year one.

Salary and implementation costs would be accommodated within the existing approved budget envelope for personnel costs.

Other Financial Considerations:

The transition of NRH staff to the new governance model is intended to preserve appropriate decision making in each entity and be a cost neutral exercise with no additional levy impact to the taxpayer. Any financial considerations relating to the future service optimization to align with Regional service standards will be considered as part of future budget considerations

Other financial considerations to be included in the implementation plan under the governance model changes are as follows:

- Ensuring the NRH budget (\$64.4 million gross and \$35.4 million net for 2019, including indirect allocations) is allocated appropriately between entities (owned unit costs vs. program related costs). Also recognizing that under the fully integrated model, all labour related budgets are moved to Niagara Region.
- Identifying assets, liabilities and reserve balances distribution with NRH and those which will be transferred to Niagara Region

Analysis

Process and Methodology of this project:

An objective process, based on sound management principles and Lean Six Sigma methodology, was followed that ensured engagement and transparency were prioritized at all points in the project work.

Staff Engagement: A leadership and staff engagement plan, and project communications plan was established and executed.

Needs of the Customer: A traditional stakeholder analysis was completed. Direct service recipients and providers were identified to be key stakeholders.

Three Day Workshop: Additional staff were engaged to understand current operations, determine priorities for integration and envision a future state for the hybrid model. Captured in CAO 10-2019 Appendix A: Client Path – Current State Status Quo, is the client experience in navigating through service as it exists today.

Measurement Matrix Development: A number of measures were identified and a project measurement matrix was created to determine the success of the transition from the current model to the new model.

Joint Taskforce: The Joint Taskforce, comprised of two Council representatives and two NRH Board members, provided feedback, insights and observations related to the development process of the implementation plan. This included reviewing the proposed framework to develop the plan, and reviewing summaries of work or project updates completed by the Steering Committee. The Joint Taskforce was presented with a summary of the project work, analysis and recommendations. On June 14, 2019 they endorsed the full integration model and directed the recommendations to then go through the NRH Board and then Council for approval.

NRH Board: The NRH Board was presented with the same summary of the project as was provided to the Joint Taskforce along with a report from NRH senior leadership which declared support for the full integration model. The NRH Board, on July 19, 2019, endorsed the model and supported next steps for recommendations to be presented to Council, through a motion at the NRH Board meeting (CAO 10-2019 Appendix H: NRH 11-2019).

Priority areas that were the focus of model design:

Through the staff engagement initiatives and project workshops, five service priority areas were identified for service delivery, and optimization, as well as alignment with current government policy. Below is a summary of these five priority areas and a review of how they connect to relevant service policy.

1. Streamline Information Sharing

- Share client information across services to streamline eligibility decision-making for income-tested programs and simplify service access
- Share data to help inform human services system design and planning

Policy Rationale: The streamlining of information sharing to simplify service access for clients is supported through the provincial *Human Services Integration Office*.

2. Determine System-Level Service Priorities

- Use collective data to align, manage and improve services with client needs across the continuum of the human services system
- Use data to understand opportunities which offer the greatest return on investment within budget allocation
- Enhance proactive and preventative approaches to reduce reliance on emergency/crisis and social services – supporting housing stability, income independence, employment and health
- Use collective data and efforts to maintain current housing assets and increase housing supply

Policy Rationale: Integration of housing and homelessness planning and delivery as expanded in the *Ontario Housing Policy Statement* and *Auditor General's Report on social and affordable housing*.

3. Coordinate Services

- Consistent with provincial direction, provide the right service to the right person at the right time, based on client needs
- Offer services to mitigate the impact of lengthy wait times for housing
- Maximize staff resources across services (e.g. intake, eligibility review, etc.)

Policy Rationale: Integrates municipal waitlists for access in a modernized system in alignment with the province's *Long-Term Affordable Housing Strategy* and supporting tenants to become economically self-sufficient based on the province's *Community Housing Renewal Strategy*.

4. Provide Safe and Affordable Housing

- Ensure consistent and effective support services are offered to clients, housing providers and landlords
- Use data to understand housing need in Niagara and focus investment to increase housing stock where we need it most
- Be innovative in addressing immediate housing needs

Policy Rationale: Offers support and alignment with recommendations in the *National Housing Strategy & More Homes, More Choices Act*

5. Ensure Positive Staff Culture

- Streamline roles to ensure maximization of available human resources
- Provide opportunities for learning and professional development

Ensure an engaged and highly-skilled workforce through any planned organizational change.

Alternatives Reviewed

All two-tier municipalities in Ontario were surveyed to further understand the level of structural integration of staff who deliver their housing services, homelessness services and the residential property and asset management of their Regionally-owned stock. **All regional municipalities indicate that they have fully-integrated service delivery models in place** (see CAO 10-2019 Appendix B: Environmental Scan of Service Delivery).

Across comparators, Regional staff within Community/Human Services Departments deliver both housing and homelessness services (among other service manager responsibilities). Furthermore, Regional staff manage the property and assets of Regionally-owned stock. Across municipalities, these staff sit either within the Human/Community Services Department or the Corporate Facilities/Asset Management

Department. It should also be noted that many single tier municipalities have also moved to fully integrated models.

What is the Hybrid Model?

The hybrid model (see CAO 10-2019 Appendix C: Organizational Structures of the Hybrid Model) involves NRH retaining the responsibility and associated staff for the property and asset management of the public housing portfolio (Housing Operations Division) and the Community Resource Unit (community programs and eviction prevention). The Housing Programs Division, which administers the Service Manager responsibilities, would be transferred to Community Services.

Why NOT Hybrid?

Using the service priorities identified above, the Steering Committee was tasked with developing an organizational structure for the hybrid model. The Committee experienced challenges in reaching consensus for an organizational structure that aligned with the hybrid model and supported all stated service priorities. Staff found that the model continued to be dependent on negotiated relationships between NRH and Community Services staff, and would again be limited by rules of data sharing and information privacy. Staff felt that the hybrid model would diminish the unique and valued relationships between the Housing Programs and Housing Operations teams.

During engagement of staff, ICOP identified that NRH staff strongly believed that the Service Manager staff should not be separated from Housing Operations. NRH staff expressed this through a desire to “remain whole”, however the Committee also acknowledged that the current status quo model would not address the objectives or service priorities outlined early in the process.

Key weaknesses in the hybrid model, identified by staff during a SWOT analysis of all models considered (see CAO 10-2019 Appendix D: SWOT Analysis), include:

- **Policy:** The potential for Service Manager policy to be “too removed” from the experience of Housing Operations.
- **Providers:** Capital supports to providers may be impacted should Housing Operations remain separate from other supports provided by the Service Manager.
- **Change Management:** Significant change management is required to transition to the hybrid model, including: ensuring dual access to the same database; dividing and transferring of budget; determining the allocation of staff who fulfil roles as both the Service Manager and within Housing Operations; determining new service delivery processes; etc.

Further to staff’s request, and in recognition that many municipalities have now moved beyond the hybrid model to full integration, a discussion was initiated with executive

leadership to explore the possibility of a fully-integrated service model which would offer greater benefits of service integration offered within the hybrid model and address the gaps identified above.

Recommendation: Full Integration

What is full integration?

A fully-integrated service model includes integrating the staff of housing and homelessness services (i.e. realigning all Service Manager functions), in addition to property and asset management staff, together under Niagara Region Community Services (see CAO 10-2019 Appendix E: Organizational Structure for Full Integration Model).

This means that all of NRH staff becomes Regional staff (i.e. within Community Services), and there are no staff directly employed by the housing corporation, NRH.

Niagara Region would reassume the administration of the Service Manager, and NRH would continue to exist as a corporation that holds, develops and manages the assets of Regionally-owned housing stock, supported by staff supplied by Niagara Region through a service sharing agreement (similar to what currently is provided for Finance, HR and IT support). This is a structure found in many Ontario municipalities including all upper-tier municipalities.

In the model proposed, the current CEO of NRH would serve as the Director of Housing within the Community Services Department and, in their appointed role for the housing corporation, continue as the CEO of NRH.

In the fully-integrated model the current Managers of NRH (Manager of Housing Operations, Manager of Housing Programs and Manager of the Community Resource Unit) and their teams would continue to report through the NRH CEO/Director of Housing. Again, in order to maintain the unique and valued relationship between Niagara's Housing Service Manager staff and Housing Operations, it is recommended that Housing Operations move into Community Services with the rest of the former NRH divisions. Property and asset management is not a new service area to Community Services. Within the Department, property and asset management staff already exist to serve Seniors' Services eight long-term care homes. By keeping the former divisions 'whole', the NRH senior leadership team believes they can benefit from the wide array of support services offered across the Department (including Social Assistance & Employment Opportunities, and Seniors' Community Programs) to prevent eviction and offer support to tenants, effectively share data to maximize integration benefits to clients and leverage expertise to continue to support the housing provider community.

Why did staff consider full integration?

Full integration maximizes opportunities to optimize service to clients, providers and the system as a whole, and addresses potential challenges with the hybrid model, such as:

Access to technology and information: Under the hybrid model, determining logistics of access and information security rights is a complex and difficult task and streamlined information sharing across programs remains challenging, as is currently the case between client data systems between NRH and the Region.

In the fully integrated model, as supported by information gathered from other municipalities, there would be **greater flexibility to share information and data across staff within Community Services, and between departments at Niagara Region**. Also, access to software is less complex in that all staff belong to the same department under the same corporation, offering a range of services to a full complement of clients throughout their service journey.

Establish system-level service priorities and offer coordinated services to clients: With the goal of creating system-level service priorities and offering coordinated services to clients, the fully-integrated model provides a streamlined and simplified path.

A fully-integrated service model expands the understanding of the community's housing needs beyond the housing waitlist, further allowing Community Services to develop strategic departmental goals and determine global budget allocation. The client needs can be understood holistically, and program budgets are determined based on the most effective deployment of resources. This **recognizes a client path that encompasses the entire continuum of human services**, and best ensures the right service to the right person at the right time. Full integration also **allows for the nimble mobilization of personnel** across program areas where shared service requirements exist (i.e. eligibility review, intake, eviction prevention, program graduation and appeals) and provides opportunity to leverage situations where shared funding envelopes exist to maximize the use of available funding (i.e. Ontario Priorities Housing Initiative).

Provide safe and affordable housing: Having system-level data and coordinated planning as discussed above will allow for the **identification of where the greatest need exists across the housing continuum and how to supply the right kind of housing development to meet these needs**. This includes aligning investments in housing with the best opportunities to increase housing supply. Integrated system management can leverage efforts across multiple program areas including Housing, Community Services, Finance, Planning etc. (e.g. alignment with the Housing and Homelessness Action Plan and the Region's Official Plan).

Under the hybrid model, strategy would remain divided between Community Services and NRH and managed to some degree in isolation from one another. Under the full integration model, connections will be maintained through the departmental organizational structure and reporting relationships, allowing **skills to be leveraged across teams** (SAEO, Seniors Community Programs, Homelessness, Housing Programs, Housing Operations and Asset Management and Community Resource Supports). It also provides a direct link to other subject matter expertise within Niagara Region such as Planning, Asset Management and Economic Development to facilitate strategic investment in housing supply as mentioned above.

The value of safe and affordable housing extends beyond the individual household by building strong, healthy communities through: improved health, educational and social outcomes for individuals; maximizing the use of public dollars by reducing demand for public services, and; producing economic benefits through local job creation.

Full integration can also benefit from **strong governance** aligning Council strategic direction, investment, and NRH Board leadership in a coordinated effort, facilitated by staff who work directly with and for both governance entities.

Governance Model

Many other municipalities with full integration have maintained a Local Housing Corporation (LHC) formed pursuant to the predecessor statute (Social Housing Reform, 2000) to the *Housing Services Act*. LHCs are share capital corporations with, typically, the Service Manager as sole shareholder. An industry review of governance models across the province can be found in Appendix F: Environmental Scan of Local Housing Corporations.

In examining the governance models of local housing corporations owned by other Regional municipalities:

- **All indicate that their LHCs are a corporation with oversight by a Board of Directors** (most commonly composed of elected Regional Councillors).
- **Specific senior leadership are identified to serve dual roles for the Regional corporation and as officers of the local housing corporation** (see CAO 10-2019 Appendix F: Environmental Scan of Local Housing Corporations).

If approved, staff will work with Legal Counsel to develop a new agreement and identify specific Regional positions to hold dual roles with NRH.

For example:

Regional Appointees to Niagara Regional Housing Officer Positions	
Director, Housing	Chief Executive Officer, Niagara Regional Housing
Director, Financial Services	Chief Financial Officer, Niagara Regional Housing
Regional Clerk	Secretary, Niagara Regional Housing
Director, Legal and Court Services	Solicitor, Niagara Regional Housing

It is important to note the proposed changes to the corporate officer positions will have no impact on the existing Board of Directors.

The current arrangement between Niagara Region and NRH is based on a number of legal agreements including an Operating Agreement and a Shared Services Agreement. Revisions to the agreements to accommodate this new model will address the roles and responsibilities of Niagara Region and NRH.

Ensuring Providers have a Voice

To increase participation and amplify the voice of the NRH Housing Provider Advisory Committee (PAC) within the Region and through the work of Niagara's 10-Year Housing and Homelessness Action Plan (*A Home for All*), as well as the broader housing and homelessness system the following changes would be made under this model:

- The PAC would be provided status as a working group within *A Home For All*, with the PAC chair participating on the *A Home for All* Task Force along with other working group chairs.
- Revised Terms of Reference would be developed for the PAC to reflect its mandate, accountability, and responsibilities within the Action Plan, and its relationship to the service manager and Public Health and Social Services Committee.

Implementation of the fully integrated model

A comprehensive implementation plan for the full integration model has been drafted by staff and outlined in CAO 10-2019 Appendix G: Implementation Plan.

Relationship to Council Strategic Priorities

Not applicable (pending the development of Council's new strategic priorities)

Other Pertinent Reports

- CSD 14-2018 - Alternative Service Delivery Social Housing

- COM 22-2018 - Staff Report on the Proposed Hybrid Model within the Alternative Service Delivery Review of Social Housing
- COM 26-2018 - Follow-up Joint Staff Report on the Proposed Hybrid Model within the Alternative Service Delivery Review of Social Housing
- COM 9-2019 - Request to Establish the Hybrid Model Implementation Plan Joint Taskforce
- NRH 11–2019 – ASD Recommendation
- NRH Report 19-183-3.2 – Service Integration Implementation Plan

Prepared by:

Jeanette Bax
Business Improvement Manager
Internal Control and Organizational
Performance

Recommended by:

Adrienne Jugley
Commissioner
Community Services

Recommended by:

Donna Woiceshyn
CEO
Niagara Regional Housing

Submitted by:

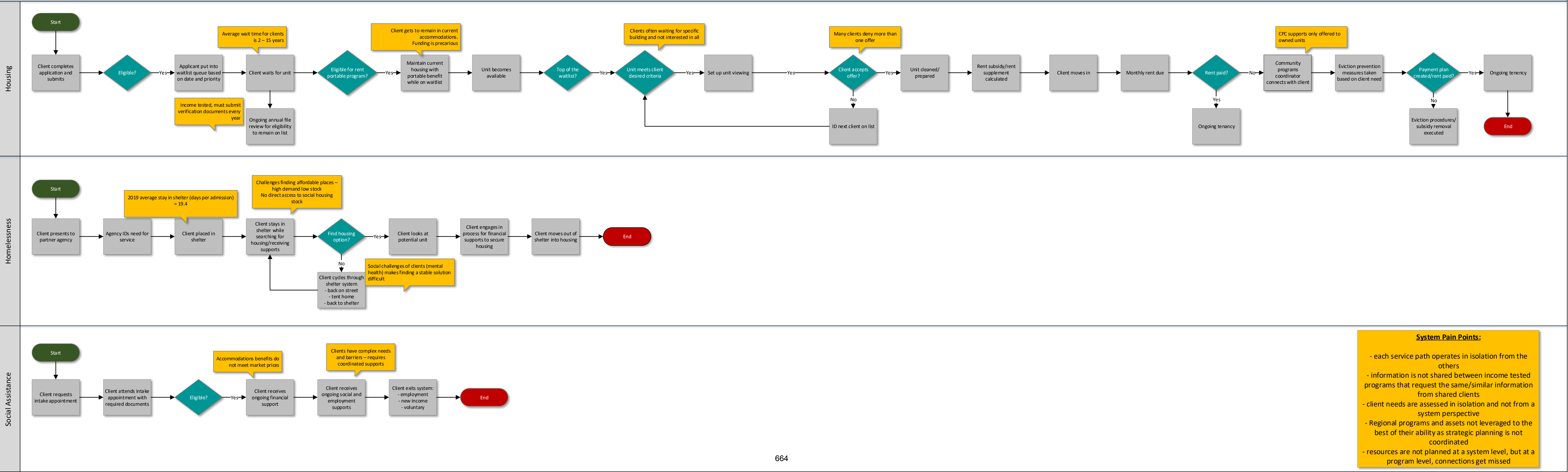
Ron Tripp, P.Eng.
Acting, Chief Administrative Officer

This report was prepared in consultation with Dan Ane, Manager, Program Financial Support; Sterling Wood, Legal Counsel; Michelle Johnston, Integrated Planning & Policy Rep., and reviewed by Adrienne Jugley, Commissioner, Community Services; and, Donna Woiceshyn, CEO, Niagara Regional Housing; Kristen Delong, Manager, ICOP; Maciej Jurczyk, Director, ICOP.

Appendices

Title

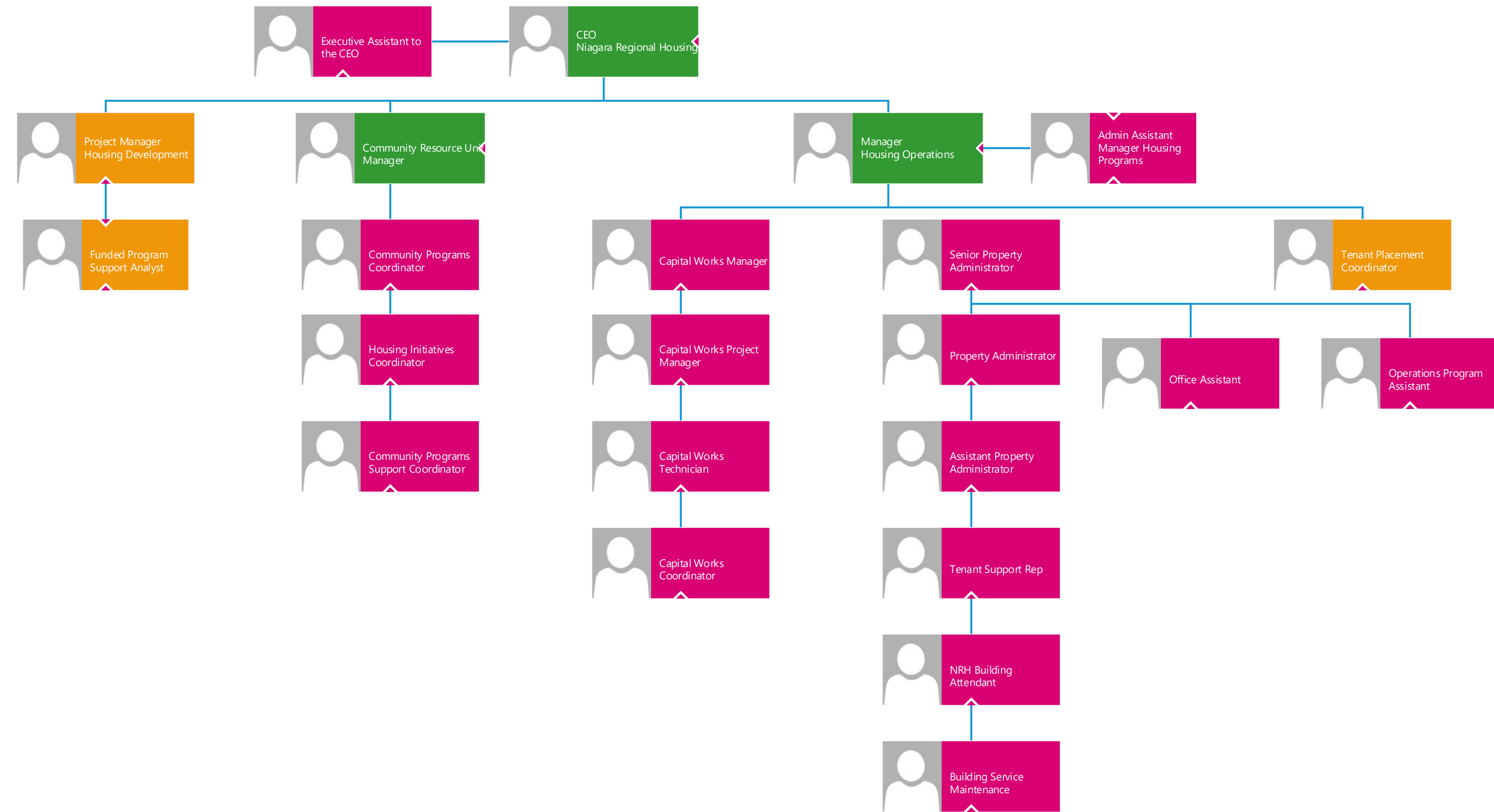
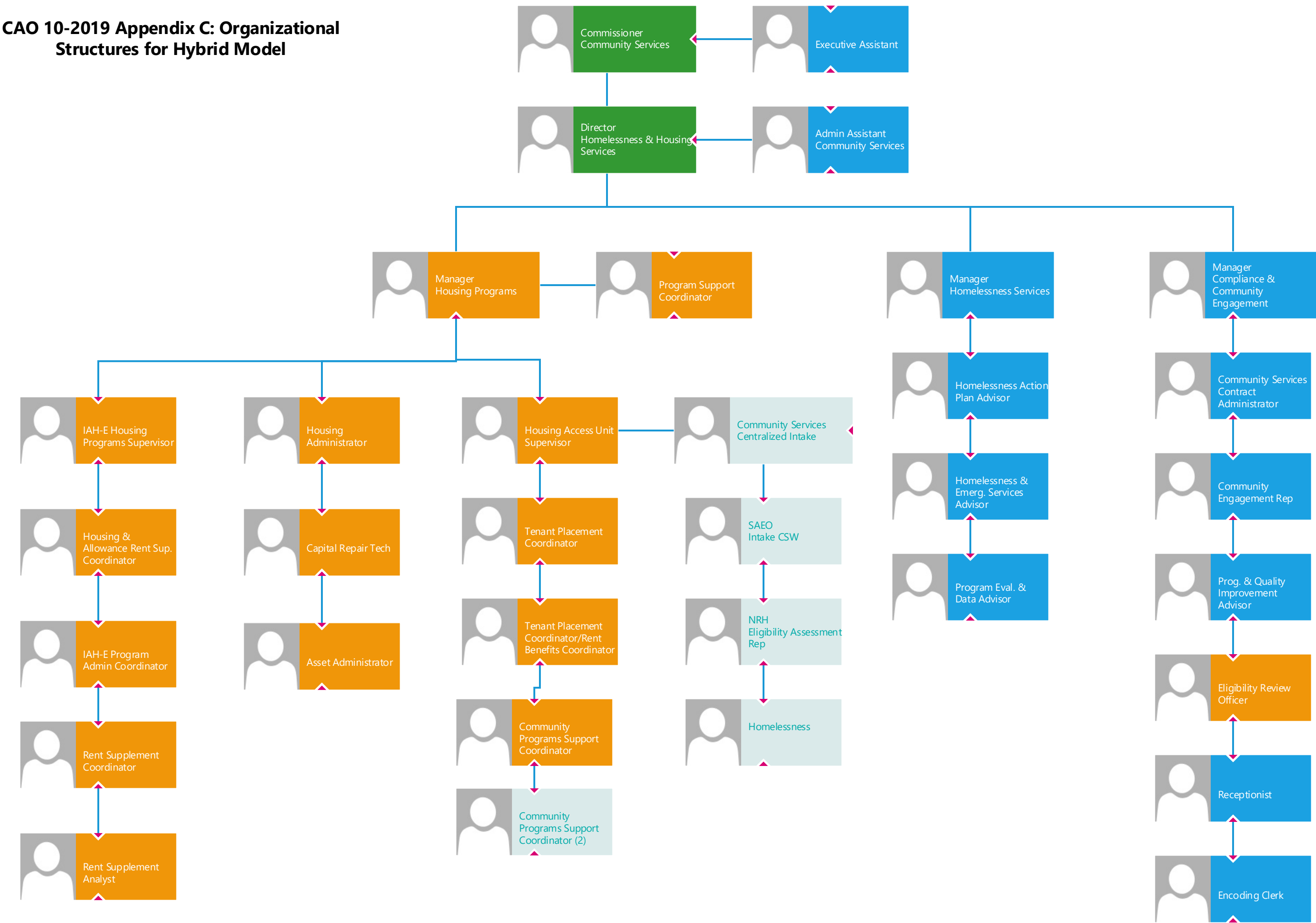
Appendix A: Client Path – Current State Status Quo
Appendix B: Environmental Scan of Service Delivery
Appendix C: Organizational Structures of the Hybrid Model
Appendix D: SWOT Analysis
Appendix E: Organizational Structure for Full Integration Model
Appendix F: Environmental Scan of Local Housing Corporations
Appendix G: Implementation Plan
Appendix H: NRH 11-2019



CAO 10-2019 Appendix B: Environmental Scan of Service Delivery (housing, homelessness and property/asset management services)

Durham Region			
	Durham Region Social Services Department	Durham Region Asset Management/Facilities Department	Durham Region Local Housing Corporation (separate staff)
Housing Services	X		
Homelessness Services	X		
Property/Asset Management	X (property mgmt)	X (capital works)	
Halton Region			
	Halton Region Social & Community Services Department	Halton Region Asset Management/Facilities Department	Halton Community Housing Corporation (separate staff)
Housing Services	X		
Homelessness Services	X		
Property/Asset Management		X	
Niagara Region			
	Niagara Region Community Services Department	Niagara Region Asset Management/Facilities Department	Niagara Regional Housing (separate staff)
Housing Services			X
Homelessness Services	X		
Property/Asset Management			X
Peel Region			
	Peel Region Human Services Department	Peel Region Asset Management/Facilities Department	Peel Housing Corporation ('Peel Living') (separate staff)
Housing Services	X		
Homelessness Services	X		
Property/Asset Management	X		
Waterloo Region			
	Waterloo Region Community Services Department	Waterloo Region Asset Management/Facilities Department	Waterloo Regional Housing (separate staff)
Housing Services	X		
Homelessness Services	X		
Property/Asset Management		X	
York Region			
	York Region Community and Health Services Department	York Region Asset Management/Facilities Department	York Housing Inc. (separate staff)
Housing Services	X		
Homelessness Services	X		
Property/Asset Management	X		

CAO 10-2019 Appendix C: Organizational Structures for Hybrid Model



Full Integration	
Strengths	Weaknesses
<p>Future State Service Goals</p> <ul style="list-style-type: none"> • Improves client outcomes by maximizing benefits to clients while on the waitlist or within housing and through integrated intake process • Improves data and information sharing, particularly around service demands and alternative service supports/offerings <ul style="list-style-type: none"> - Fewer barriers for use of shared data systems (e.g. YARDI) with Housing Operations • Supports coordinated local eligibility policy informed by broader understanding of local needs and data • Aligns with citizen service expectations (clients don't understand why we can't share information and reduce burdens related to submitting duplicate income statements, for example) • Supports innovation within integrated service delivery to meet local needs (e.g. integrated teams) • More closely aligns with other municipal models and therefore easier to leverage best and emerging practices/innovation within the human services sector • Service integration supports tenant transitions to self-sufficiency • Supports the implementation of coordinate housing access systems directed by the provincial government (i.e. LTAHS) and federal government (i.e. Reaching Home) <p>Financial Benefits</p> <ul style="list-style-type: none"> • Aligns with provincial policy that supports service integration and coordination based on need: <ul style="list-style-type: none"> - Community Housing Renewal Strategy and legislative amendments - Auditor General's Recommendations related to Social Housing - Long-Term Affordable Housing Strategy - Ontario Housing Policy Statement - Human services integration • Aligns with provincial decisions to integrate funding envelopes: <ul style="list-style-type: none"> - New funding policy – single-transfer payments - Canada-Ontario Community Housing Initiative (COCHI) - Ontario Priorities Housing Initiative <p>Maximum use of resources and systems</p> <ul style="list-style-type: none"> • Improves opportunities to describe and justify budget needs, updating and answering questions on housing landscape/pressures, to Council <ul style="list-style-type: none"> - E.g. Council can be actively involved in service system management • Aligns housing services within a local system management approach to the delivery of all social services • Retains 'healthy tension' between the Community Resource Unit and Housing Operations, balancing tenants support with desire to avoid accumulating debt due to arrears owed • Strategic and nimble use of mobilizing personnel and resources where shared service requirements exist across programs (ERO, CPO, Intake), and based on changing local needs • Allows for consistent access to expertise across corporation (i.e. IT, HR, Public Health) • Supports integration of CPCs within human services planning and service delivery • Common organizational philosophy and vision developed collaboratively • Collective planning/strategy/development (NR planning, NRH, Finance, Community Services) to support maximizing investments in affordable housing that allow for the greatest ROI • Broad team for cross training and development (across the entire corporation) supports sense of inclusion and opportunities for upwards mobility • Less extensive change management involved (e.g. doesn't require roles to be split, can maintain good relationships amongst staff and with provider community) • Reflects learning in the housing system (build off municipal innovation and emerging practices) • Enhanced/improved staff delegation of authority (e.g. HR processes, purchasing authority, etc.) 	<ul style="list-style-type: none"> • Some policy changes (e.g. procurement, etc.) which may limit previous levels of flexibility (e.g. to procure services for asset/property maintenance) • Change management still required for legal, HR, finance, etc. • Labour relations - some employees will transition to a unionized environment, and therefore they may have different perceptions of the benefits or drawbacks of unionization • Loss of NRH brand/profile in the community

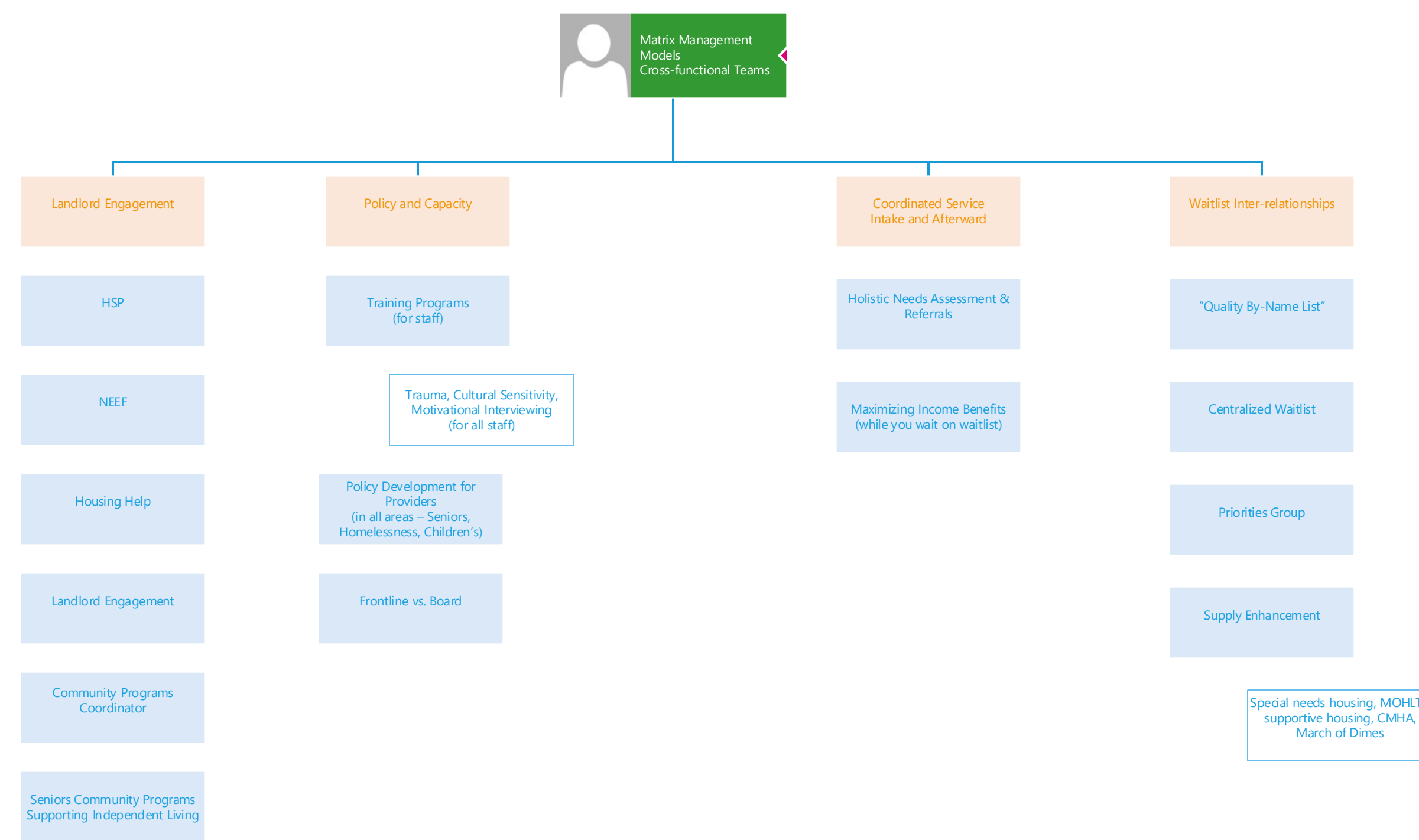
Opportunities	Threats
<ul style="list-style-type: none">• Ability to leverage flexible funding to support expansion of CPC supports to other providers or private landlords• Improves ability to capitalize/respond effectively to future funding opportunities (e.g. supportive housing)• Improves ability to recruit and retain staff within housing sector as model is aligned with learning and development in other municipalities▪ Supports opportunities for human services integration (e.g. common intake, warm hand offs between programs, coordinated access)▪ Offers ability to follow/track the client through the system through streamlined information sharing across programs• Better positioned to respond to changes local needs across human services• Advances planning and implementation oversight of Affordable Housing Strategy• Aligns long-term asset planning for public housing stock with fulsome understanding of current and future local needs• Increases profile of housing at many tables (CLT, LAMS, CAO tables)• Institutionalized roles and relationships not relying on agreements and personalities• Creates new opportunities to understand local community through housing needs analysis that extends beyond the waitlist as the sole measure	<ul style="list-style-type: none">• Potential confusion regarding Board vs. Council governance roles as NRH as a corporation which holds assets would still exist• Perception of a possible diminished role of housing within the larger entity of municipal government• Possible effects on employee morale for those positions that get red circled in the transition

Hybrid Model	
Strengths	Weaknesses
<ul style="list-style-type: none"> • • Improves client outcomes • Improves ability to offer additional services while on waitlist through integrated intake process • Improves data and information sharing, particularly around service demands and alternative service supports/offerings • Supports coordinated local eligibility policy informed by broader understanding of local needs and data • Aligns with citizen service expectations (clients don't understand why we can't share information and reduce burdens related to submitting duplicate income statements, for example) • Aligns with provincial policy that supports service integration and coordination based on need: <ul style="list-style-type: none"> ○ Community Housing Renewal Strategy and legislative amendments ○ Auditor General's Recommendations related to Social Housing ○ Long-Term Affordable Housing Strategy ○ Ontario Housing Policy Statement ○ Human services integration • Aligns with provincial decisions to integrate funding envelopes: <ul style="list-style-type: none"> ○ New funding policy – single-transfer payments ○ Canada-Ontario Community Housing Initiative (COCHI) ○ Ontario Priorities Housing Initiative • Supports innovation within integrated service delivery to meet local needs (e.g. integrated teams) • More closely aligns with other municipal models and therefore easier to leverage best and emerging practices/innovation within the human services sector • Service integration supports tenant transitions to self-sufficiency • Enables a streamlined and coordinated approach to system planning and new development based on local needs • Supports the implementation of coordinate housing access systems directed by the provincial government (i.e. LTAHS) and federal government (i.e. Reaching Home) • Offers more opportunity for integrated discussion and justification of budget needs for housing services and in relation to other Community Services, to Council • Aligns housing services within a local system management approach to the delivery of all social services • Retains 'healthy tension' between the Community Resource Unit and Housing Operations within NRH as a housing provider • Enables coordinated strategic planning for decisions to be made at the system level not just at the program level • More closely aligns with provincial models and therefore easier to leverage best practices and innovation in the sector • Offers some reduction in duplication of services: coordinated landlord engagement strategy 	<ul style="list-style-type: none"> • CPC is not integrated with other support services <ul style="list-style-type: none"> ○ Limited opportunities to leverage broader resources for CPCs (within the Community Services Department and across the corporation – e.g. Public Health Mental Health) • Lose relationship between Housing Operations and Service Manager policy, which could impact capital supports to providers • Collaboration between Community Services and NRH (Housing Operations and CRU) is dependent on relationships between existing staff • Info and data sharing is split with Housing Operations • Smaller teams of staff present a risk of siloing services and less capacity for development and cross-training • Performance indicators not aligned with serving those with greatest need (within Housing Operations as a separate entity) • Loss of NRH brand/profile in the community • Segregation of housing from other services results in decreased integration, only serves to shift the existing collaboration barriers • Impact to reporting processes and admin processes where both sides of the NRH business are required to collaborate • Reduced ability to plan and collaborate between programs and capital (i.e. BCA, RFPs) • Inequity of support from region and council for programs and operations • Significant change management required <ul style="list-style-type: none"> ○ Both organizations would require access to the same data base (YARDI) ○ Budget would need to be split up and realigned/transferred ○ New operating and shared service agreements ○ Split/divided roles challenging to navigate and require new processes, job descriptions, etc. for both organizations

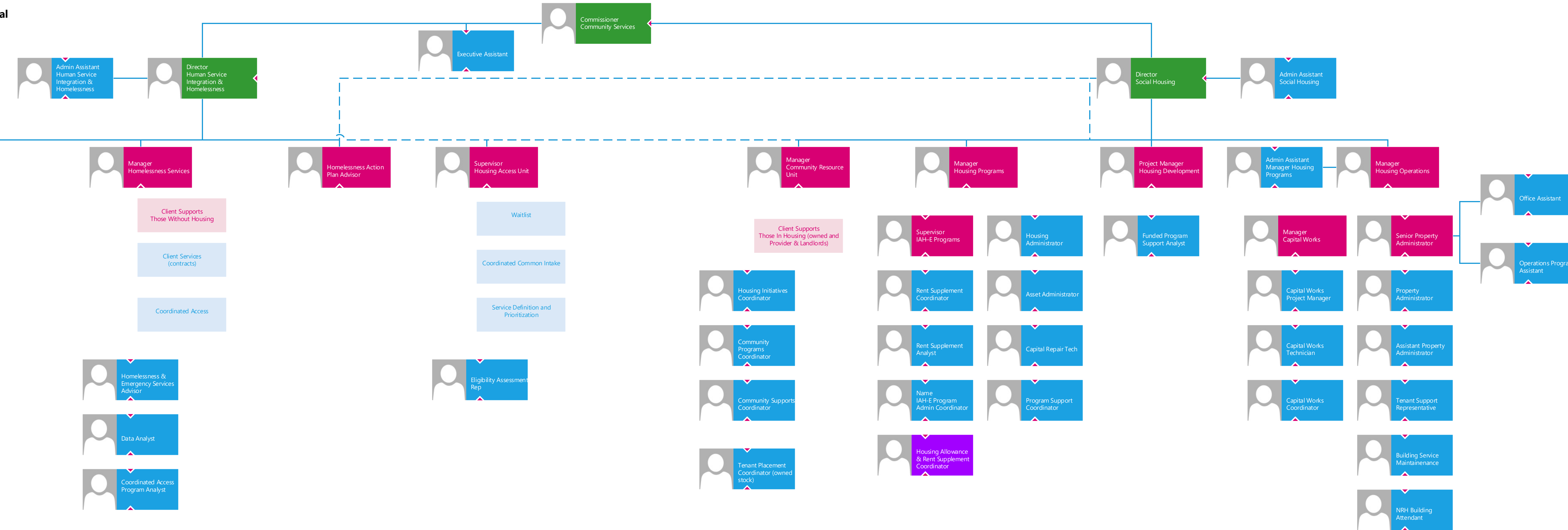
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Supports opportunities for human services integration (e.g. common intake, warm hand offs between programs, coordinated access) ▪ Offers ability to follow/track the client through the system through streamlined information sharing across programs • Better positioned to respond to changes local needs across human services • Opportunity to broaden Community Services’ relationship with provider community • Improves ability to capitalize/respond effectively to future funding opportunities 	<ul style="list-style-type: none"> • Less able to apply support service housing dollars to community housing providers as CRU is outside of Community Services • Not fully aligned with evolving learning and development in the housing sector and therefore may be less able to attract staff • Possible risk of bias in favour of the client may ignore the needs/sustainability of NRH Housing Operations or other providers – e.g. service priorities may become too focused on eviction prevention and outweigh housing operations ability to maintain stock, maintain reserves, etc. • Perceived risk that Community Services will be overly focused on high-risk populations and those in extreme poverty and lose sight of broader affordable housing strategy (e.g. support for mixed income housing projects) • Most significant change management considerations (compared to other models)

Status Quo	
Strengths	Weaknesses
<ul style="list-style-type: none"> • A ‘healthy tension’ between the Community Resource Unit and Housing Operations ensures NRH as a housing provider balances tenants support with desire to avoid accumulating debt due to arrears owed • Service Manager policy (local rules, priorities, waiting list system decisions, etc.) is created and amended based on NRH’s experience as a housing provider operationalizing/adhering to such policy • Less red tape exists as it relates to purchasing services for asset and property maintenance, and new development of NRH-owned stock compared to Regional procurement by-law requirements • NRH has a standalone identity and reputation as a housing organization in the community • Long-standing relationships with other housing providers • Skilled and committed staff • Flexibility of movement and development of staff in-house • Staff seek to collaborate to overcome structural barriers (e.g. Affordable Housing Working Group) • Consistent approach to service delivery on both sides of the NRH business • Existing in house capital program and asset management plan • Housing service level standards controlled by the ACT is better managed by one entity • Does not require splitting or dividing of roles or workload 	<ul style="list-style-type: none"> • Waitlist system management and Service Manager policy lacks alignment with service delivery across all other human services and system policy (particularly within income-tested programs such as Ontario Works and childcare fee subsidy) • Limited ability to share client data to support integrated service delivery and system planning • Limited opportunities to leverage broader resources (within the Community Services Department and across the corporation – e.g. Public Health Mental Health) • Difficulty in describing and justifying budget needs, updating and answering questions on housing landscape/pressures, to Council in light of current structure as an ABC • NRH strategic planning process is isolated from broader Council strategic planning • Some duplication of services exist between NRH and Community Services: client support services to prevent eviction, and landlord engagement strategy • Collaboration between NRH and Community Services is dependent on relationships between existing staff as integration is not structurally engrained • Poor model to respond to requirements to implement coordinated access (i.e. Reaching Home and LTAHS) • Not aligned with provincial policy that supports service integration and coordination based on need: <ul style="list-style-type: none"> ○ Community Housing Renewal Strategy and legislative amendments focus on helping tenants become economically sufficient, making it easier to predict and calculate rent, shortening waitlist, helping people in greatest need, and making community housing safer <ul style="list-style-type: none"> ▪ E.g. Exempt income for full-time students to encourage households to enroll in post-secondary education ▪ E.g. Waitlist applicants will receive one housing offer instead of three ▪ E.g. Asset testing of waitlist applicants ○ Auditor General’s Recommendations related to Social Housing <ul style="list-style-type: none"> ▪ E.g. Integrate employment/educational supports to tenants to better enable transitions out of social housing ▪ E.g. Prioritize those most in need by developing a new needs-based eligibility and prioritization process ○ Long-Term Affordable Housing Strategy <ul style="list-style-type: none"> ▪ E.g. Implement a more coordinated access system for people in need as waitlist systems operate separately from parallel systems providing access to other forms of housing assistance (both financial and non-financial) ○ Ontario Housing Policy Statement <ul style="list-style-type: none"> ▪ E.g. Demonstrate how progress will be made in moving toward integrated human services planning and delivery, as improved integration of housing and homelessness services with other human services will result in better outcomes for the people • Not aligned with provincial decisions to integrate funding envelopes: <ul style="list-style-type: none"> ○ New funding policy – single-transfer payments ○ Canada-Ontario Community Housing Initiative (COCHI) <ul style="list-style-type: none"> ▪ Funding to Service Managers can be used for both community housing providers and supportive housing providers who offer integrated housing and support services ○ Ontario Priorities Housing Initiative <ul style="list-style-type: none"> ▪ Funding to Service Managers can be used for new affordable rental construction, community housing repair, etc. – in addition to support services that will keep people housed and prevent homelessness.

Opportunities	Threats
<ul style="list-style-type: none"> • Through continued dialogue with providers, and informed by CPC work in relationship with NRH Housing Operations, would like to expand CPC supports to other community housing providers • Cross-staff learning and development opportunities • Review and update the shared service agreement between the Region and NRH • Increased reports to council • Take better advantage of regional training and education opportunities 	<ul style="list-style-type: none"> • Evolving provincial policy continues to identify human service integration as a key objective as it supports improved client outcomes and service efficiency • There is a perception of conflict of interest with funding allocation (whether NRH funds it's own corporation as a housing provider vs. decisions to fund other providers) • A structurally challenging model to receive and reallocate single transfer payment from the province which is designated for income-tested programs – childcare fee subsidy, housing and social assistance • Integration of additional provincial funding envelopes for housing and support services will also be increasingly difficult to discern how to separately allocate monies between NRH and Community Services • Significant focus on affordable housing with limited capital investment – need to focus more on planning/finance and collaborative strategies <ul style="list-style-type: none"> ○ E.g. 3 year funding letter (IAH-E has ended) • Relationship between NRH and Community Services is an agreement-based model which is vulnerable to staff and priority changes • Poverty populations facing further funding reductions must be considered in needs-based model • Difficulty recruiting as not fully aligned with evolving learning and development in the housing sector and therefore may be less able to attract staff • Possible inability to capitalize/respond effectively to future funding opportunities



CAO 10-2019 Appendix E: Organizational Structure for Full Integration Model



CAO 10-2019 Appendix F: Environmental Scan of Local Housing Corporations

Board of Directors Composition

Municipality and LHC	Council	Citizens-at-Large	Senior Regional Staff
Durham Region Durham Region Local Housing Corporation	Regional Chair + 6 Councillors		
Halton Region Halton Community Housing Corporation	Regional Chair + 6 Councillors (same composition of Public Health/Social Services standing Committee)		
Niagara Region Niagara Regional Housing	5 Councillors	4 Community Members	
Peel Region Peel Living			5 Staff
Waterloo Region¹ Region of Waterloo Community Housing Inc.			3 Staff
York Region York Housing Inc.	Regional Chair + 9 Councillors		

Officers of the Corporation

In these municipalities, the Board of Directors have appointed senior regional staff as officers of the corporation.

Municipality and LHC	Officer Titles and Regional Staff Titles
Durham Region Durham Region Local Housing Corporation	<ul style="list-style-type: none"> • Chief Executive Officer = Chief Administrative Officer • Secretary = Director, Housing Services • Treasurer = Commissioner, Finance
Halton Region Halton Community Housing Corporation	<ul style="list-style-type: none"> • General Manager = Commissioner, Social & Community Services • Chief Operating Officer = Director, Housing Services • Chief Building Officer = Director, Asset Management • Secretary = Regional Clerk • Treasurer = Director, Financial Services & Payroll • Corporate Counsel = Director, Legal Services

¹ Waterloo Region oversees 65 sites. The assets of 63 sites have been transferred and integrated into the municipality, while 2 of which are held by ROWCHI. All property and asset management services are provided by Regional staff. The Region is examining the potential to transfer some assets back to ROWCHI in order to qualify for different financing structures to support the redevelopment of sites.

CAO 10-2019 Appendix F: Environmental Scan of Local Housing Corporations

Niagara Region Niagara Regional Housing	<ul style="list-style-type: none"> • N/A
Peel Region Peel Living	<ul style="list-style-type: none"> • General Manager, Human Services (no dual role, Director-level staff) • Treasurer = Director, Corporate Finance & Treasurer • Deputy-Treasurer = Manager, Peel Living Financial Support Unit
Waterloo Region Region of Waterloo Community Housing Inc.	<ul style="list-style-type: none"> • Chief Executive Officer = Commissioner, Community Services
York Region York Housing Inc.	<ul style="list-style-type: none"> • Chief Executive Officer = Regional Chair • President = Commissioner, Community & Health Services • General Manager = General Manager, Housing Services • Treasurer/Chief Financial Officer = Director, Program Finance • Secretary = Regional Clerk • Solicitor = Regional Solicitor





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July 19, 2019

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

Dear Ms. Norio:

At their July 19, 2019 meeting, the Niagara Regional Housing Board of Directors, approved the following:

1. That Niagara Regional Housing Board of Directors **ENDORSES** a “fully integrated model” as a preferred model for Niagara’s delivery of social housing, over the previously considered “hybrid model” with a target implementation date of January 1, 2020.
2. That Niagara Regional Housing staff, upon approval of this model by Council, are **DIRECTED to INITIATE** implementation plans including a human resource transition plan and draft revisions to legal agreements through a team approach lead by Niagara Regional Housing’s CEO and Niagara Region’s Commissioner of Community Services who will seek input from and provide direction to Niagara Region’s human resources staff and Legal Counsel as well as such other staff as required for the preparation of the required plans, revisions and agreements.
3. That the Human Resources transition plan and form of revised legal documentation be **RETURNED** to the Board of Directors and Council for final approval prior to implementation.

Please provide this letter and report NRH 11-2019 to Council for the August 15, 2019 meeting.

Sincerely,

Mayor Walter Sendzik
Chair



REPORT TO: Board of Directors of Niagara Regional Housing

SUBJECT: Recommendations from NRH Senior Management Team
Regarding Alternative Service Delivery

RECOMMENDATION

That the Niagara Regional Housing Board of Directors **RECEIVES** the Recommendations from NRH Senior Management Team Regarding Alternative Service Delivery, attached at Appendix A, for information.

PURPOSE

This paper represents the perspective of the Niagara Regional Housing (NRH) Senior Management Team regarding the Alternative Service Delivery process to date, the impact on NRH and the potential impact of the provincial governance review on the future of NRH.

ORIGIN OF REPORT

Brought forward by staff

Submitted by:



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Approved by:



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Chair

This report was prepared by NRH Senior Staff, facilitated by Liz Palmieri consultant.

APPENDICES: A
Recommendations from NRH Senior Management Team Regarding Alternative
Service Delivery

RECOMMENDATIONS FROM NRH SENIOR MANAGEMENT TEAM REGARDING ALTERNATIVE SERVICE DELIVERY

Rationale for Creating Niagara Regional Housing in 2001

Niagara Regional Housing was incorporated at the end of 2001. For the purposes of this report, and also, to provide some historical context for our new board members, it is important to understand the context for the creation of NRH.

The Province made the decision to download Social Housing responsibilities to the local municipalities at the same time that they uploaded education from the local municipalities to the Province. Prior to the download, the Niagara Region undertook an extensive community consultation process to determine the best service delivery model. A joint local transfer plan was developed and provided to the Province for devolution. The model described how the administrative and organizational structure would be developed and implemented in order to meet the business practices and processes that were required within the administration of the housing sector. The model took into consideration the following criteria:

- Clear lines of accountability
- Compliance with the Region's corporate structure
- Fiscal responsibility
- Streamlining and harmonizing the accountability and administration throughout the housing sector
- Improvement of overall service to the tenants, providers and ancillary housing services

Participants in the consultative process were given two models to evaluate and overwhelmingly supported the current model governing NRH, especially the nonprofit and co-op housing providers. The following are key elements of the selected model:

- A separate organizational administrative structure reporting to Regional Council through the new corporation to oversee the administration of the housing sector
- Sharing of administrative services between the new corporation and Regional Departments (Finance, Payroll, Legal Services, Information Technology)

17 Years of Success – What We’ve Accomplished

Since 2002, NRH has been dedicated to providing and advocating for quality Community Housing (formerly “Affordable Housing”) in Niagara through a combination of programs and services.¹

Here is our success by the numbers:

NRH-owned Communities:

NRH operates and manages more than 2,800 *Public Housing Units* in high-rise and low-rise apartment buildings, townhouses and detached houses for families, adults and seniors. Tenants pay Rent-Geared-to-Income (RGI) which is 30% of their household income. The Ernst and Young report commissioned for the Alternative Service Delivery Review (ASDR) noted that the NRH owned units are in good condition. NRH provides capital repair/ replacement programs in all public housing units to ensure the long term performance and sustainability of the owned housing stock. As a result, the entire housing stock has been maintained at the highest level possible and was rated as having an “above average Facility Condition Index (FCI)” by Ernst and Young.

In addition to the built environment, NRH partners with community agencies to enrich the lives of tenants, increase community safety and prevent unnecessary evictions. The Community Resource Unit (CRU) supports educational and life skills programs and assistance, mediation and conflict resolution, crisis management and community support information to help maintain successful tenancies. With the aid of our partners, health programs, afterschool programs, aging at home assistance and skill development is delivered within NRH buildings. Collaborative efforts to maintain the health of our tenants is essential to preserving tenancies and quality of life in our communities.

Housing Providers

NRH provides legislative oversight to 61 *Non-Profit and Co-operative Housing Providers* across Niagara. These non-profit housing providers own and manage more than 4,300 rental units that are a mix of RGI and market rents. Since incorporation, NRH has allocated \$26,468,000 in capital funding under various programs to housing providers to offset their inadequate reserves and significant capital needs. When providers find themselves in difficulty, NRH provides resources and guidance to

¹ The 2019 Community Housing Renewal Strategy Province defines Community Housing as, “housing owned and operated by non-profit, co-operatives and municipal governments or district social services administration boards” including “subsidized or low-end-of market rents”

ensure their ongoing viability. NRH has also acquired an at-risk federal provider, Broadoak in Niagara Falls, who sought divestment of their asset. This decision was made to preserve the valuable housing stock in Niagara. As a result, the Region now owns an additional \$12.6 million asset with a modest contribution of approximately \$1.1 million.

NRH also offers resources to establish future needs of housing providers such as Building Condition Assessments and Designated Substance Surveys. With an aim to ensure sustainability and viability, NRH provides ongoing support and guidance (both operating and capital) to providers as the corporation recognizes and takes responsibility for the current and future need to keep tenants housed in safe and affordable housing in Niagara.

NRH relies heavily on the partnership and services of many non-profit and Co-op housing providers. With the intent to provide support, garner input and increased communication, the Provider Advisory Committee (PAC) was established. The PAC meets several times per year to give feedback, raise issues and learn about best practices in the industry. In addition, Niagara Region Housing provides two forums per year for education, networking and collaboration opportunities. The engagement of housing providers in Niagara is ultimately aimed at ensuring good service, safe, well maintained communities and support to providers so that they can continue to provide affordable housing in our community.

Housing Programs

Through the *NRH Rent Supplement and Housing Allowance Programs*, rent is subsidized in privately owned buildings. NRH has agreements with more than 217 private landlords for more than 1,400 units. Roughly half of the agreements are permanent RGI recipients and the other half are Housing Allowance subsidies to applicants currently on the waiting list. Housing Allowance is intended to provide relief to households currently waiting for Community Housing Units. Through these programs, in collaboration with community minded landlords, NRH is able to provide safe, suitable and affordable housing. It is difficult to predict the living circumstances of these individuals without this support, but surely, housing would be precarious for more families across Niagara.

In partnership with community agencies, the *Housing First Program* helps people move quickly from homelessness to their own home. NRH provides the rent subsidies, while Community Services funds the supports to help homeless individuals and families find and keep housing. Since the program was created in 2012, 381 Housing First Units have been created.

New Development - 709 units have been created since 2004, accessing more than \$58,000,000 in federal and provincial funding. Acquiring these dollars meant managing the RFP process, consultation with private developers, non-profits, agencies and Niagara Regional Housing. A development committee, established by NRH in conjunction with the Region, has the responsibility of allocating the development funds, working on the execution of and decision making for all new development projects. The development committee also engages the surrounding neighbours and impacted community members related to specific projects. Significant investments have been made to continually add new stock across Niagara and develop best practices with the aim to drive development for low to modest income families in the region.

In addition to rental Community Housing, 371 households were granted a forgivable loan to help buy their first home through NRH's *Welcome Home Niagara Program*, which launched in 2007. This program gives low to mid-income households downpayment assistance to help them move through the housing continuum into homeownership, thus freeing up rental units for those in need.

Through the *Niagara Renovates Program*, NRH also helps low to mid-income earners remain in their own homes. Since 2012, 406 homeowners have received assistance with major repairs and accessibility modifications.

Recognizing Our Staff

The successful delivery of our programs and services is accomplished through a dedicated, knowledgeable and committed staff team. There are currently 60 NRH employees, in addition to Regional Shared Services Staff. Working in the Community Housing sector can be challenging and ever-changing, particularly in light of the 50% growth in the wait list since 2002 and the increasingly vulnerable populations NRH serves. In spite of these challenges, 47% of our employees have worked with NRH for more than 10 years. This speaks to our organizational culture, staff commitment and dedication to our work providing affordable housing in Niagara.

Overcoming Adversity

The last 17 years have not been without adversity. The reasons for this are many and beyond NRH's control. While more Community Housing is part of the solution, the costs are staggering. It would cost \$6.7 million just to pay for rent-geared-to-income supplements for one-sixth of those on the waiting list. This would permanently increase the Regional property tax by 2%. It would cost about \$220 million to build 1,000 units to house people on the wait list – pushing the regional property tax up by approximately 2.5% per year to carry the \$8.8 million in debt over 25 years.

The need to provide funding for Community Housing has been a prominent component in the platforms and programs of both the federal and provincial governments, especially given the increase in housing costs across the country. However, the reality is that there are not enough dollars set aside to have a significant impact on the growing affordable housing wait lists.

NRH has faced significant leadership turnover and several organizational reviews, which required considerable staff resources. These changes in leadership over the past several years have been a challenge with respect to relationships with, and expectations of, the Board, the staff, our housing providers and community partners. In spite of this adversity, great strides have been made toward establishing a stable workforce and positive organizational culture.

Long-term planning has been affected by the ongoing challenges faced by NRH. Strategic planning development began in the summer of 2018, with a view to cover all programs and services within the mandate of NRH. The direction from Regional Council with respect to ASD had a significant effect on the planning process. In February, the Board agreed to continue developing the plan for the owned-units division, leaving the future strategy and plans for the rest of the programs NRH administers in limbo until a decision is made on the ASD. It is anticipated that the Board will approve the Housing Operations (owned-units) division strategic plan at its July meeting. That said, all divisions of NRH continue to move forward and realize successes in delivering programs without a Strategic Plan as guidance.

NRH's governance has also been in flux for many years. NRH operated with a 13 member Board, then increased to a 14 person Board of Directors. In recent times, this proved to be a challenge resulting in a negative impact on NRH's reputation in the community. At the behest of Regional Council, a governance review was conducted in 2017/18 and resulted in the new board structure of 9 members comprised of 5 Regional Councilors and 4 community members.

The 2018 Ernst & Young Report, commissioned by the Region of Niagara, recommended a change in the governance and provision of Community Housing in Niagara. Unlike the community consultation that was undertaken in 2001 to create a Made-in-Niagara service delivery model, there was no public consultation undertaken for the Ernst & Young Report. Based on this report, the Proposed Hybrid Model within the Alternate Service Delivery (ASD) model was approved in principle by Regional Council in October 2018. The development of a proposed implementation plan for ASD has led to an increase in stress and uncertainty amongst NRH staff, especially given the often confidential nature of the discussions.

In addition to the review of the ASD model, the Province has mandated a municipal governance review for many municipalities, including Niagara. The results of the

review are expected in early summer and could have an impact on the outcome of the ASD review.

Preferred Business Model

The Made-in-Niagara unique governance model established in 2001 for NRH was based on broad community consultation and has been successful. While the 2018 Ernst & Young report identified some current operational challenges, there was no opportunity to address the challenges for service improvements or changes through any model. No consideration was given to any model outside the Ernst & Young hybrid recommendation. However, throughout implementation discussions with staff, the hybrid model emerged as the one most likely to disconnect the social infrastructure from the property management function and put tenants most at risk. Ernst and Young refers to the “Real Estate” function of NRH, which does not exist.

With system improvements, the Senior Management Team would prefer remaining with the current business model to fulfill our vision “*Niagara is a community where everyone has a home*”, and our mission, “*to provide and develop quality affordable housing opportunities for individuals and families while promoting self-sufficiency and neighbourhood revitalization*”.

However, given the evolving needs of clients, the current political environment, the challenges related to privacy, funding changes and the inevitability of future reviews, the NRH Senior Team is recommending full integration into Niagara Region’s Community Services Department. This model will facilitate the adoption of Human Services Integration, a systems approach to housing and homelessness and preserve all Community Housing assets.

Recommendations from Senior Management Team

SMT makes the following recommendations through the CEO to the Board of Niagara Regional Housing, more specifically that:

1. The NRH Senior Team is recommending full integration into Niagara Region’s Community Services Department. This model will facilitate the adoption of Human Services Integration, a systems approach to housing and homelessness and preserve all Community Housing assets.
2. Given the timeline for the Provincial municipal governance review, consideration should be given to its potential impact on the implementation of the ASD.

3. NRH's SMT does not recommend the hybrid model. Splitting up the Community Housing assets and services into two separate legal entities will negatively impact service to NRH tenants by separating the social infrastructure function of Community Housing from the property management function.
4. In order to ensure that the change does not affect staff morale, priority must be given to supporting the current compensation levels of existing staff complement. If the individual incumbent's salary is greater than the job rate of a lower salary grade (for both non-union and union depending on where they fall) the salary will be red-circled or frozen indefinitely until such a time as the salary falls within the lower salary grade.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO AMEND BY-LAW NO. 09-2016, BEING A BY-LAW
TO GOVERN THE EXECUTION OF DOCUMENTS AND TO
DELEGATE CERTAIN ADMINISTRATIVE POWERS AND DUTIES
TO STAFF AND TO REPEAL BY-LAW 126-2011

WHEREAS on February 15, 2016, Regional Council passed By-law No. 09-2016, being a By-law to Govern the Execution of Documents and to Delegate Certain Administrative Powers and Duties to Staff; and,

WHEREAS on December 7, 2017, Regional Council passed By-law No. 2017-112 to amend the said By-law in order to delegate signing authority for specific Provincial and Federal environmental compliance related instruments to certain staff within the Water and Wastewater Services Division; and,

WHEREAS Regional Council wish to further amend By-law No. 09-2016 in order reflect changes to the meeting schedule of Council implemented during the current term.

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

1. That the Section 8 of By-law No. 09-2016 be amended by deleting “21 days” therefrom and replacing it with “ 30 days”.
2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < >

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 AUGUST 15, 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 August 15, 2019, including all resolutions or motions approved, are hereby adopted, ratified and confirmed as if they were expressly embodied in this by-law.
2. That the above-mentioned actions shall not include:
 - a) Any actions required by law to be taken by resolution; or
 - b) Any actions for which prior Ontario Municipal Board approval is required, until such approval is obtained.
3. That the Chair and proper officials of The Regional Municipality of Niagara are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
4. That unless otherwise provided, the Chair and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Regional Municipality of Niagara to all documents necessary to give effect to the above-mentioned actions.
5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < >