



THE REGIONAL MUNICIPALITY OF NIAGARA
COUNCIL ORDER OF BUSINESS

CL 16-2019

Thursday, September 19, 2019

6:30 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

Pages

1. CALL TO ORDER
2. LAND ACKNOWLEDGMENT STATEMENT
3. MOMENT OF REFLECTION
4. SINGING OF 'O CANADA'
5. ADOPTION OF AGENDA
 - 5.1 Addition of Items
 - 5.2 Changes in Order of Items
6. DISCLOSURES OF PECUNIARY INTEREST
7. PRESENTATIONS
8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS
9. DELEGATIONS
 - 9.1 Actions & Resources to Join the Coalition of Inclusive Municipalities (CAO 14-2019 (Agenda Item 13.1))
 - 9.1.1 Hugo Chesshire, Greater Niagara Chamber of Commerce
The delegation submission is attached to this agenda item as CL-C 56-2019.

7 - 17

9.1.2	Brian Sriver, OUTniagara The delegation submission is attached to this agenda item as CL-C 57-2019.	18 - 19
9.1.3	Rashmi Biswas, Gender Equity Task Force Niagara The delegation submission is attached to this agenda item as CL-C 58-2019.	20 - 39
9.1.4	Saleh Waziruddin, Niagara Region Anti-Racism Association The delegation submission is attached to this agenda item as CL-C 59-2019.	40 - 41
9.1.5	Kim Radersma, Resident, City of St. Catharines The delegation submission is attached to this agenda item as CL-C 60-2019.	42 - 43
9.1.6	<i>Emily Kovacs, Executive Director/CEO, Niagara Folk Arts Multicultural Centre</i> The delegation submission is attached to this agenda item as CL-C 62-2019.	44 - 45
This delegation request was received after the deadline. The request must be considered by Council.		

10. ADOPTION OF MINUTES

10.1	<u>Council Minutes CL 15-2019</u> Thursday, August 15, 2019	Redekop	46 - 55
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11. CORRESPONDENCE

11.1	<u>Receive and/or Refer</u>	Whalen	
11.1.1	CL-C 54-2019 A memorandum from A.-M. Norio, Regional Clerk, dated September 19, 2019, respecting Appointment of Deputy Clerks for the purposes of the <i>Commissioners for taking Affidavits Act</i> . Recommended Action: Receive.		56
11.1.2	CL-C 61-2019 A letter from V.-L. Smith, Resident, City of St. Catharines, dated September 19, 2019, respecting joining the Coalition for Inclusive Municipalities (CAO 14-2019 (Agenda Item 13.1)). Recommended Action: Receive.		57

11.1.3	CL-C 63-2019 Niagara Region Integrity Commissioner Annual Report August 17, 2018 - August 16, 2019 Recommended Action: Receive.	58 - 61
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11.1.4	CL-C 64-2019 A letter from N. Regehr, Chair, Women in Niagara Council, respecting motion to Establish a Women's Advisory Committee (Agenda Item 14.1). Recommended Action: Receive. This correspondence was received after the deadline. Council must consider adding this item to the agenda.	62
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11.2 For Consideration

11.2.1	CL-C 55-2019 Standing Committee Appointment	Greenwood 63
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12. COMMITTEE REPORTS - OPEN SESSION

12.1	<u>Committee of the Whole</u> Minutes COTW 7-2019, Thursday, September 5, 2019	Steele 64 - 99
12.2	<u>Audit Committee</u> Minutes AC 5-2019, Monday, September 9, 2019	Rigby 100 - 245
12.3	<u>Public Works Committee</u> Minutes PWC 9-2019, Tuesday, September 10, 2019	Rigby 246 - 326
12.4	<u>Public Health and Social Services Committee</u> Minutes PHSSC 9-2019, Tuesday, September 10, 2019	Chiocchio 327 - 395
12.5	<u>Corporate Services Committee</u> Minutes CSC 9-2019, Wednesday, September 11, 2019	Foster 396 - 538
12.6	<u>Planning and Economic Development Committee</u> Minutes PEDC 9-2019, Wednesday, September 11, 2019	Huson 539 - 588

13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

13.1	<u>CAO 14-2019</u> Actions & Resources to Join the Coalition of Inclusive Municipalities	Ip 589 - 599
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14. MOTIONS

- 14.1 Establishment of a Women's Advisory Committee Huson 600
In accordance with the notice and submission deadline requirements of Sections 18.1 (b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Huson a motion to be brought forward for consideration at the September 19, 2019 Council meeting respecting Establishment of a Women's Advisory Committee.

15. NOTICES OF MOTION

16. OTHER BUSINESS

17. CLOSED SESSION

- 17.1 Council Minutes - Closed Session (None)
- 17.2 Committee Minutes - Closed Session
- 17.2.1 Public Works Committee (September 10, 2019)
Closed Session Minutes PWC 9-2019, Tuesday, September 10, 2019
- 17.2.2 Corporate Services Committee (September 11, 2019)

18. REPORT FROM CLOSED SESSION

19. BY-LAWS Ugulini

- 19.1 Bill 2019-67 601 - 602
A by-law to accept, assume and dedicate Part of Lot 32, Concession 2, in the City of Port Colborne as part of Regional Road No. 5 (Killaly Street West).
- 19.2 Bill 2019-68 603 - 604
A by-law to provide for the regulation of traffic on Regional Highways (Regional Road 56, Collier Road, Parking Prohibition), City of Thorold.
- 19.3 Bill 2019-69 605
A by-law to appoint municipal law enforcement officers for the purpose of enforcing various Regional by-laws for The Regional Municipality of Niagara.
- 19.4 Bill 2019-70 606 - 607
A by-law to exempt local Official Plan Amendments (LOPAs) from Regional approval and to repeal By-law Nos. 129-2001 and 43-2002.

19.5	<u>Bill 2019-71</u> A by-law to appoint Deputy Regional Clerks for the purposes of the <i>Commissioners for Taking Affidavits Act</i> and to amend By-law No. 2017-44.	608 - 610
19.6	<u>Bill 2019-72</u> A by-law to authorize long-term financing (1-30 years) in the amount of \$21,000,000; Niagara Region Capital Project.	611 - 612
19.7	<u>Bill 2019-73</u> A by-law to provide for the adoption of Amendment 15 to the Official Plan for the Niagara Planning Area to implement the revised exemption policies affecting all local municipalities.	613 - 617
19.8	<u>Bill 2019-74</u> A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on September 19, 2019.	618

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).

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, September 06, 2019 2:57:37 PM

From: Niagara Region Website
Sent: Friday, 06 September 2019 14:57:28 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

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

Name

Hugo Chesshire

Address

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City

St. Catharines

Postal

L2R 7G1

Phone

905-684-2361

Email

hugo@gncc.ca

Organization

Greater Niagara Chamber of Commerce

standing committee

Regional Council

Presentation Topic

Coalition of Inclusive Municipalities

Presentation includes slides

No

Previously presented topic

No

Presentation Details

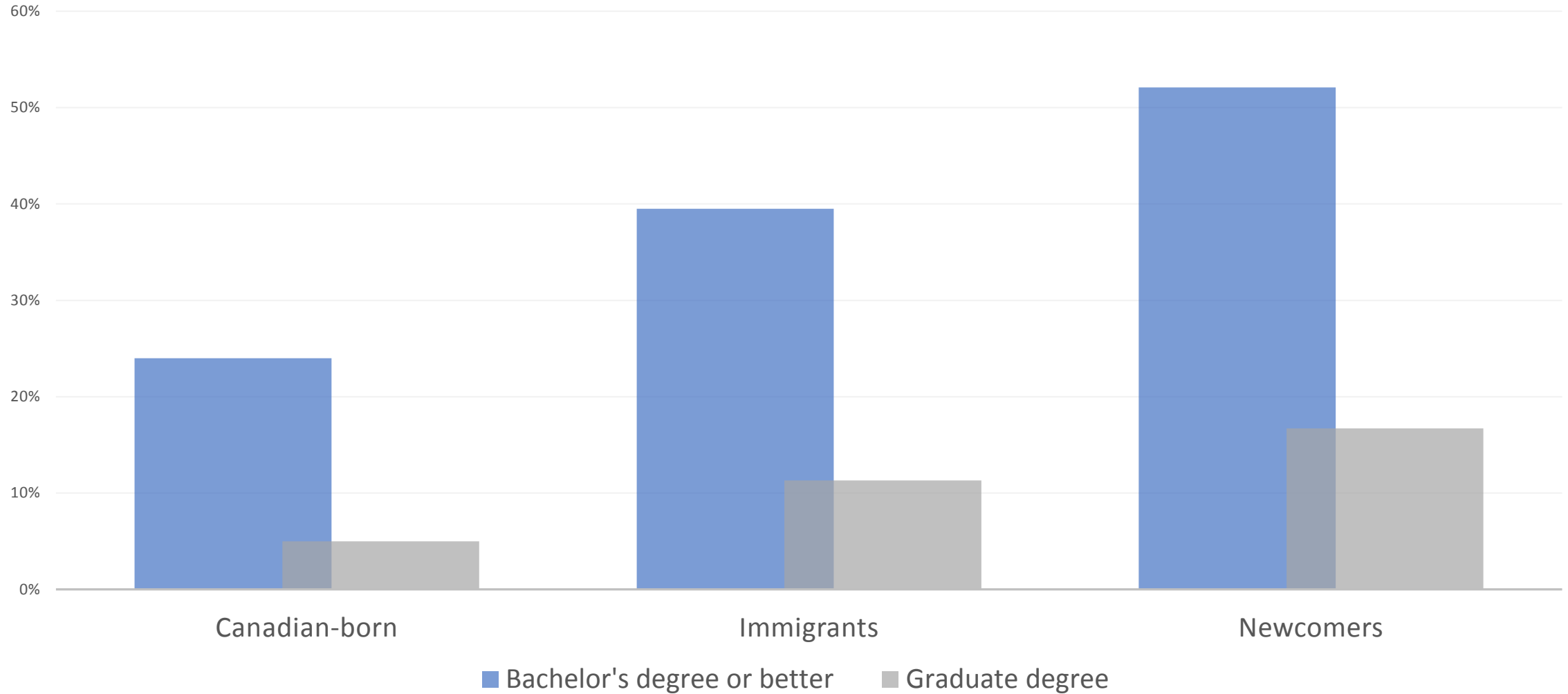
For the thirteen municipal governments in Niagara to join the Coalition of Inclusive Municipalities is a stated policy goal of the GNCC and was part of our 2018 municipal platform. We wish to speak regarding the staff report to be delivered on September 19 and express the support of the business community for this initiative.

Video Consent

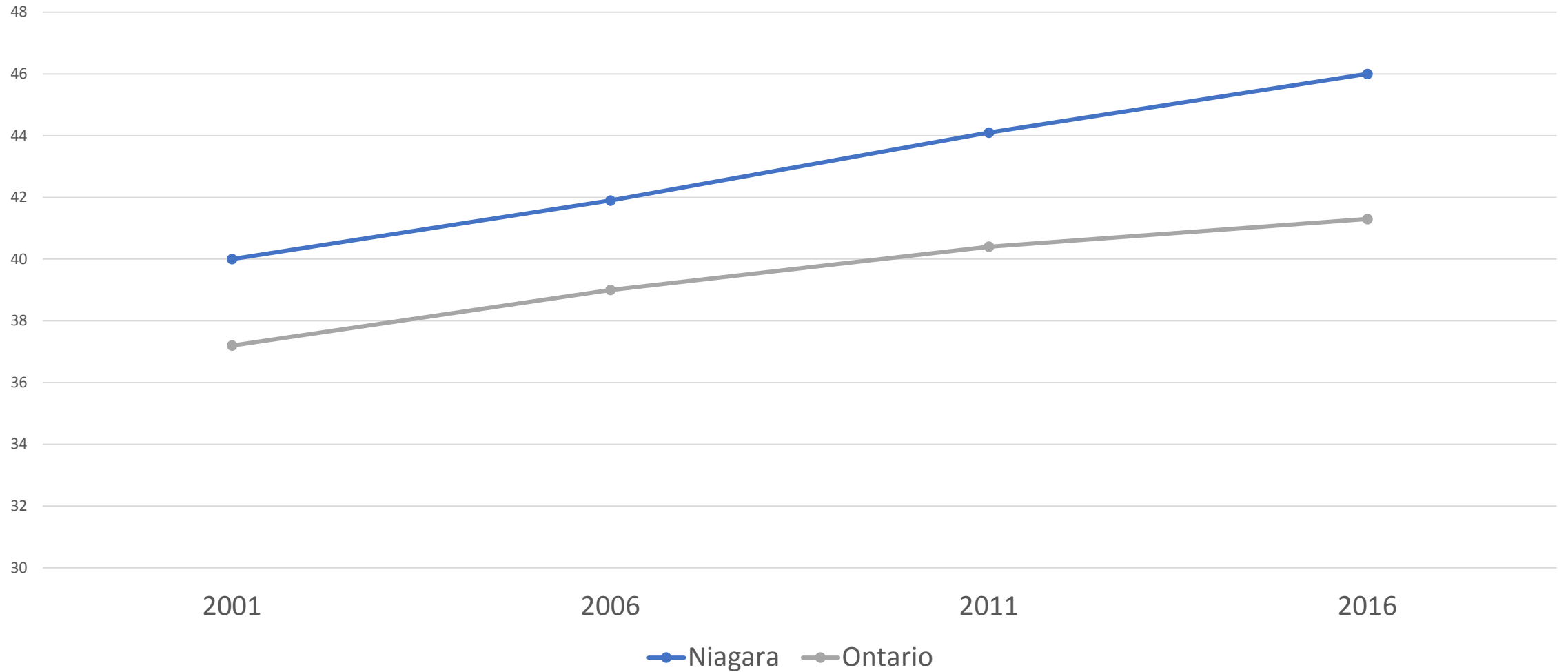
Yes



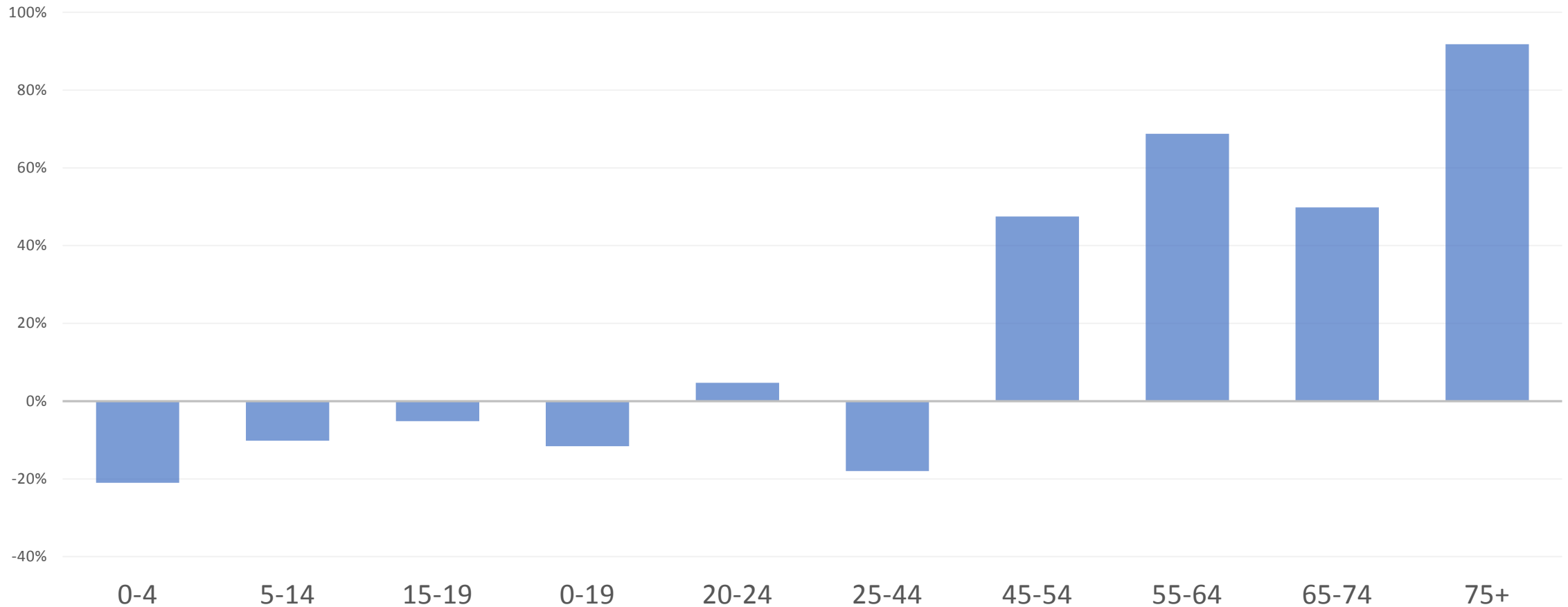
Educational attainment



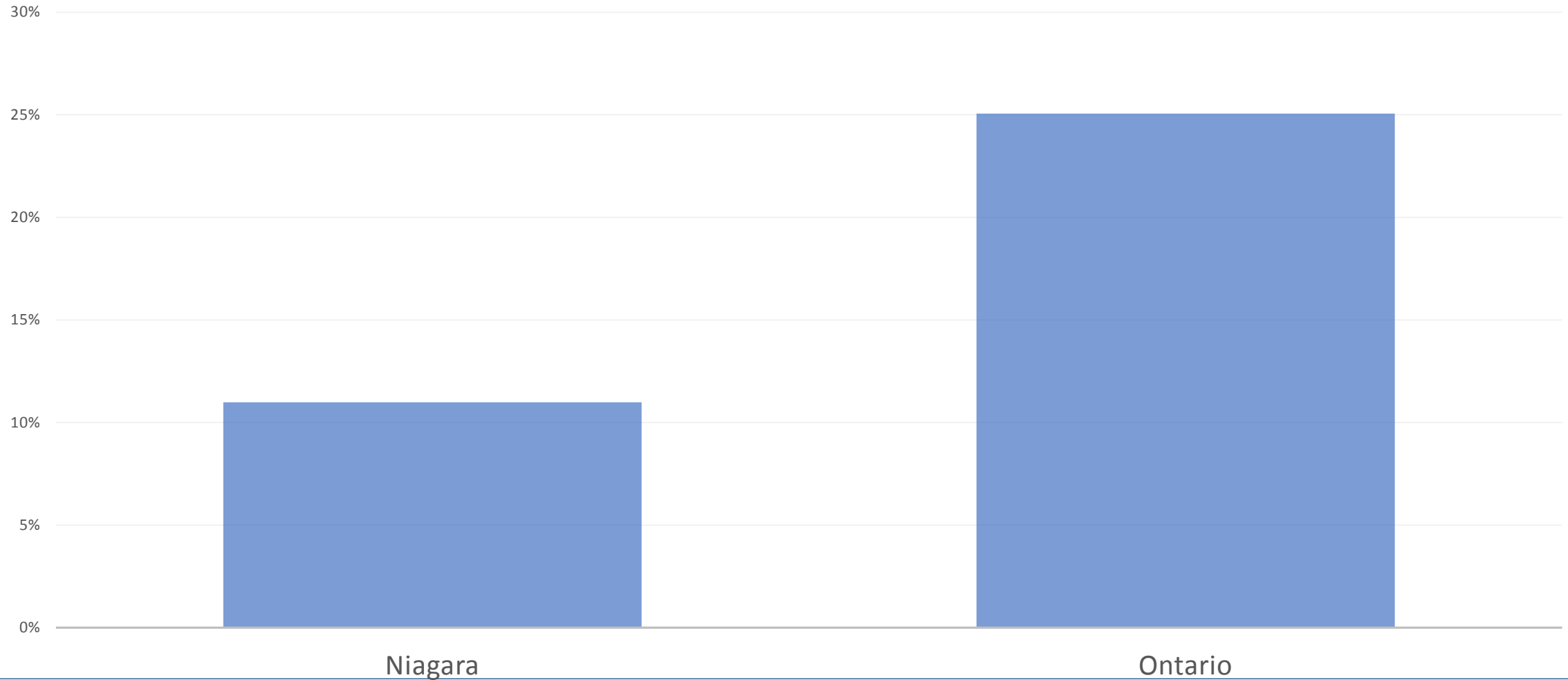
Median population age



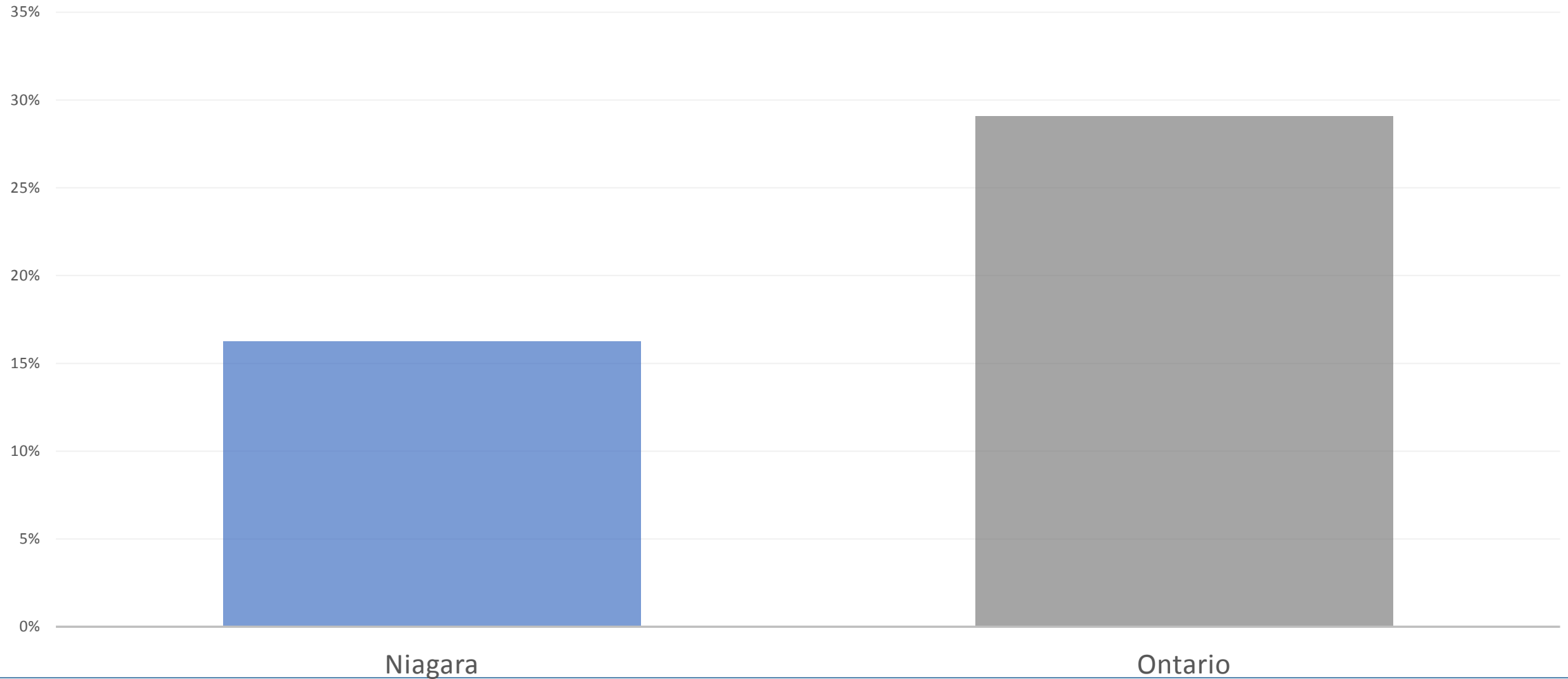
Niagara population changes by age group, 1991-2016



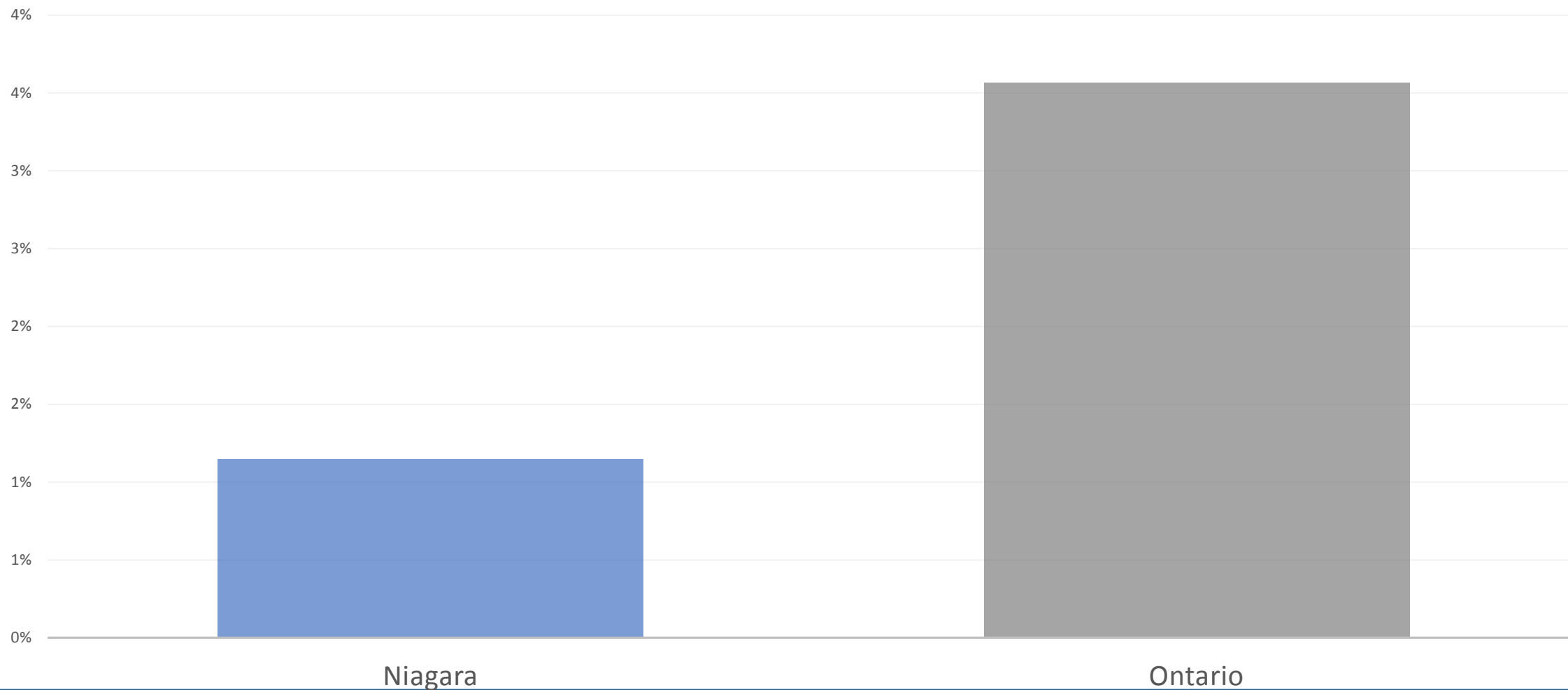
Population growth, 1996-2016



Immigrants as percentage of population



Newcomers as percentage of population



Good evening Mr. Chair, councillors, staff, and members of the public. My name is Hugo Chesshire, and I am the director of policy and government relations at the Greater Niagara Chamber of Commerce. It is my privilege to address you tonight in support of the staff recommendation that the Regional Municipality of Niagara join the Coalition of Inclusive Municipalities, and dedicate resources in support of a diversity, equity, and inclusion action plan.

There are many delegations here tonight who will speak to the need for this initiative on social and compassionate grounds, and I am confident that they will do so far better than I could.

Instead, I will answer the question that is doubtless on many of your minds: why would a Chamber of Commerce back this initiative, and why did we call for the municipal governments of Niagara to join the Coalition of Inclusive Municipalities in our 2018 municipal policy proposals?

The prosperity of Niagara's business community requires a thriving economy, a thriving economy requires a growing population, a growing population requires immigration, and immigrants require a welcoming and inclusive community.

There are several reasons why we should seek to grow our population. The first is to increase our base of skills. The Ontario Chamber of Commerce consistently finds that the most pressing challenge for Ontario's businesses is finding talent, and this is just as true in Niagara. An immigrant workforce is the quickest way to close that talent gap, since Canada's immigration system prizes education amongst applicants.

As of the 2016 census, 4 in every 10 immigrants aged 25-64 held a bachelor's degree or higher, as compared to the Canadian-born population of the same age, where less than a quarter hold the same qualifications. Over half of newcomers – immigrants who landed within the last five years – held a bachelor's degree or higher. The percentage of immigrants with graduate degrees is more than twice that of the Canadian-born population, and for newcomers, the proportion is more than three times their Canadian-born counterparts.

The second reason that we should try to grow our population is because our population is aging, and aging faster than Ontario. Over the last two decades, Niagara has not only remained older than the Ontario average, but is growing older faster.

Over that time period, practically all of Niagara's population gains have been made in people aged 45 or older, with net losses in teenagers and children alongside a near-doubling of the population aged over 75. This is unsustainable. Niagara's population aged 65 and over is now 21% of the total population. When that census was taken, there were only three countries in the world with a retirement-age population above 20% of the total: Germany, Italy, and Japan. All are facing major problems associated with their aging population.

Aging populations exacerbate skill shortages as skilled workers retire with no skilled young people to replace them. They increase healthcare costs, as demand for healthcare rises with age, meaning that a heavier tax burden must be levied on working-age people, or that healthcare services must be cut. There is a higher dependency ratio generally, with more people drawing on pensions, for example, and fewer people working-age people paying taxes into government coffers.

Thirdly, immigration is desirable because growth begets growth. Population growth means economic growth, as there are more people working, more people spending and consuming, and more people paying taxes. There is additional demand for goods and services, creating more economic activity and jobs in meeting those demands. Among economists, this is known as the accelerator effect, and it is why we can confidently lay to rest the idea that immigrants take net jobs from Canadian-born workers.



A ten-year study by Statistics Canada found that immigrant-owned firms represented 17% of companies, but 25% of net job creation. Immigrant-owned private companies were 30% more likely to be high-growth firms. 12% of immigrant-owned businesses exported goods beyond the US, compared to 7% of all other businesses.

This is why we need growth, and why we need immigrants. The problems are that our growth is slow, and that Niagara is not attracting its share of immigrants.

Niagara's population growth rate is less than half that of Ontario's. We have consistently missed provincial population growth projections and are already behind those made only a few years ago. Growing populations produce economic growth, but stagnant populations produce economic stagnation. Obviously, this is of great concern to us as a business organization.

We are also failing to attract our fair share of immigrants. Niagara's proportion of immigrants is about half that of Ontario's. The picture is worse when it comes to newcomers, where we have less than a third the proportion of Ontario. Given the high qualifications and educational attainment of newcomers, it is particularly important that we attract them in order to build a workforce that is, in turn, attractive to businesses.

To be economically prosperous in the future, Niagara needs population growth, and that requires immigration. We require skilled talent, and the easiest way to access that is to attract immigrants. We can do that by creating employment opportunities, offering strong public services, a good pace of life, and the other amenities which anyone considering moving to a new community looks for, but there is something else, and it is something which non-immigrants can overlook because it is simply not in their own lived experiences.

Niagara must be a welcoming place. Immigrants are looking for a new place to call home, so Niagara must make immigrants feel at home. This is not something we can easily quantify, but it is important. Immigrants seek places where we feel wanted and included. We want to be part of the community.

This is an area where messaging and symbolism are hugely important. What we do, and what we devote funding to, speaks to our true intentions. If we fail to allocate any resources to attract, welcome, and integrate immigrants, we undermine our attempts to attract the immigration that will develop our economy.

This is why we called for all of Niagara's municipalities to join the Coalition of Inclusive Municipalities in 2018, and it is why we are now calling on you to accept the staff recommendations laid before you. Let us help to build the future prosperity and economic growth of Niagara by working to attract the skilled talent and the young newcomers we need to do it.

The advantages of the Coalition go beyond the symbolism and messaging of joining. The tools that the Coalition provides to its members have been tested by the 77 other member municipalities across Canada and proven to work. We can select and customize those tools to suit Niagara. We feel that the cost of \$144,000 per year over two years is not only relatively small in terms of the municipal budget but is likely to offer a good return in attracting skilled talent and helping build the workforce that Niagara needs for its future prosperity.

For these reasons, therefore, I am here to ask you to adopt the staff recommendations as laid out, and to assure you that you have the backing of the GNCC in so doing. Thank you for your time. I will be happy to answer any questions you may have.

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: Tuesday, September 10, 2019 11:07:51 AM

From: Niagara Region Website
Sent: Tuesday, 10 September 2019 11:07:46 (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

Brian Scriver

Address

[REDACTED]

City

Welland

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

OUTniagara

standing committee

Regional Council

Presentation Topic

Coalition of Municipalities Against Racism & Discrimination

Presentation includes slides

No

Previously presented topic

No

Presentation Details

On behalf of the 2SLGBTQ citizens of Niagara, OUTniagara would request that the Niagara Region join other like-minded communities and join the Coalition of Municipalities Against Racism & Discrimination.

Video Consent

Yes



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: Thursday, September 12, 2019 6:55:17 PM

From: Niagara Region Website
Sent: Thursday, 12 September 2019 18:55:11 (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

Rashmi Biswas

Address

[REDACTED]

City

St. Catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

standing committee

Regional Council

Presentation Topic

Equity and Inclusion

Presentation includes slides

Yes

Previously presented topic

No

Presentation Details

Agenda Topic: UNESCO Coalition of Inclusive Municipalities, to be discussed on September 19. **Reason for Request:** In support of the UNESCO initiative the Gender Equity Task Force Niagara welcomes the opportunity to make Council aware of our community-based group, and to demonstrate how our commitment to action is in alignment with the UNESCO goals. **Gender Equity Definition:** "Provision of fairness and justice in the distribution of benefits and responsibilities between women and men." **Source:** European Institute for Gender Equality **The Work of the Gender Equity Task Force Niagara:** A grass roots group formed in spring 2019 seeking the application of a gender lens to the development and implementation of policy at the municipal level. The goal is to promote the social and economic independence of women. Global research consistently shows the social and economic benefits to communities, at the local and national levels, including improvements in GDP, when gender equity is achieved. The World Economic Forum (WEF) has published The Global Gender Gap Report since 2006. The 2018 report provides global rankings in terms of gender equity, Canada is currently 16th in the world. The WEF uses four key measures to assess progress. We include brief highlights of this data in our presentation and establish the key role municipalities can take, and the positive impact they can have when addressing these measures. **Request/Direction to Council:** We encourage Council to join the UNESCO Coalition of Inclusive Municipalities and wish to offer our support. By addressing inclusion from multiple perspectives Council's leadership in this pursuit greatly increases the likelihood of success. Niagara has substantial social and economic challenges including child poverty. The results of inclusion and gender equity can benefit all Niagara residents and we promote working together on this critical issue. Thank you for your consideration.

Video Consent

Yes



Gender Equity Task Force Niagara

A long-exposure photograph of Niagara Falls at night. The water is illuminated, creating a bright, misty cascade against the dark background. Some lights from the surrounding area are visible in the distance.

Mishka Balsom
Rashmi Biswas
Sarah Pennisi
Elisabeth Zimmerman

September 19, 2019



Gender Equity defined...

“Provision of fairness and justice in the distribution of benefits and responsibilities between women and men.”

Source: European Institute for Gender Equality

A black and white photograph of a woman from the chest up, seen from the side and slightly from behind. She is holding a barbell with both hands, positioned across her shoulders. Her hair is dark and slightly messy. The background is a plain, light-colored wall. The lighting is dramatic, with strong highlights and shadows.

The Vision

A future where women are
socially and economically independent

Coalition of Inclusive Municipalities

Building open and inclusive communities

[JOIN THE NETWORK](#)

[VIEW MEMBERS](#)

This network brings together municipalities that want to improve their policies against racism, discrimination, exclusion and intolerance. Its strength lies in the shared experiences of its members. Together, the municipalities undertake initiatives to eliminate all forms of discrimination with a view to building open and inclusive societies.

MosaiCanada 150, Gatineau, Quebec.

Michel Rathwell, 2017

The Network in Canada

In Canada, 77 cities are members of the Coalition of Inclusive Municipalities. They advance initiatives to:

- improve their practices to promote social inclusion
- establish policies to eradicate all forms of racism and discrimination
- promote human rights and diversity

The cities follow through on the Coalition's commitments for respecting, protecting and promoting human rights and diversity.



The Reality
The gender gap remains



World Economic Forum

Measuring the Global Gender Gap

1. Economic Opportunity & Participation
2. Educational Attainment
3. Health and Survival
4. Political Empowerment

Closing the Gender Gap

Global Ranking of 149 Countries



- 1st Iceland (85%)
- 2nd Norway
- 3rd Sweden, Finland
- 5th Nicaragua
- 6th Rwanda
- 7th New Zealand
- 8th Philippines
- 9th Ireland
- 10th Namibia

16th Canada (77%)



Canada shares **1st** position in **Educational Attainment**

Source: The Global Gender Gap Report, World Economic Forum 2018



World Economic Forum

The Global Gender Gap Report 2018

Canadian Opportunities

1. Economic Opportunity & Participation
2. Educational Attainment
3. Health and Survival
4. Political Empowerment





Municipalities have a significant impact on the daily lives of women, which arguably provides a significant opportunity to advance gender equity

- Budgets
- Employment
- Transit
- Housing
- Childcare
- Senior Care
- Procurement
- Health
- Safety



The Ask
Apply a
Gender Lens to
Policy
Development
and
Implementation



Evidence Based

Gather data to inform decisions and to develop
gender inclusive policies

A woman in athletic wear is captured mid-jump, silhouetted against a vibrant sunset sky. She is jumping over a dark, rocky cliff. The background features a body of water reflecting the orange and yellow hues of the setting sun, with distant hills visible on the horizon.

The Benefits

Peace

Prosperity

Poverty Reduction

Adapted From: Status of Women Canada



**“Not one single country is set to achieve
gender equality by 2030”**

Source: The Guardian, June 3, 2019



Risks of doing nothing...



Niagara as the bright light

Niagara Municipalities in Partnership with the Gender Equity Task Force

- ❑ Co-Create Policy Frameworks
- ❑ Support Project Specific Research and Data Analysis
- ❑ Serve on Municipal Committees
- ❑ Mobilize Community Expertise and Talent
- ❑ Advocate at the Provincial and Federal levels

Coalition of Inclusive Municipalities

Building open and inclusive communities

[JOIN THE NETWORK](#)

[VIEW MEMBERS](#)

This network brings together municipalities that want to improve their policies against racism, discrimination, exclusion and intolerance. Its strength lies in the shared experiences of its members. Together, the municipalities undertake initiatives to eliminate all forms of discrimination with a view to building open and inclusive societies.

MosaiCanada 150, Gatineau, Quebec.

Michel Rathwell, 2017

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- improve their practices to promote social inclusion
- establish policies to eradicate all forms of racism and discrimination
- promote human rights and diversity

The cities follow through on the Coalition's commitments for respecting, protecting and promoting human rights and diversity.

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, September 13, 2019 2:18:49 AM

From: Niagara Region Website
Sent: Friday, 13 September 2019 02:18:37 (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

Saleh Waziruddin

Address

[REDACTED]

City

St Catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

Niagara Region Anti-Racism Association

standing committee

Regional Council

Presentation Topic

Staff report on joining Coalition of Inclusive Municipalities

Presentation includes slides

No

Previously presented topic

No

Presentation Details

Our delegation from the Niagara Region Anti-Racism Association advocates the Niagara Region join the Coalition of Inclusive Municipalities, but also to take a focus on anti-racism as well as LGBTQI+ discrimination specifically in addition to inclusiveness in general. Saleh Waziruddin will deliver spoken remarks and Vicki-Lynn Smith will provide written remarks. Vicki-Lynn's remarks will be submitted separately by the deadline.

Video Consent

Yes



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, September 13, 2019 7:20:05 AM

From: Niagara Region Website
Sent: Friday, 13 September 2019 07:19:59 (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

Kim Radersma

Address

[REDACTED]

City

St Catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

none

standing committee

Regional Council

Presentation Topic

Why we should join the Coalition of Inclusive Municipalities

Presentation includes slides

No

Previously presented topic

No

Presentation Details

Video Consent

Yes



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, September 13, 2019 10:40:36 PM

From: Niagara Region Website
Sent: Friday, 13 September 2019 22:40:31 (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

Emily Kovacs

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Postal

L2R3C7

Phone

9056856589

Email

Ekovacs@folk-arts.ca

Organization

Niagara Folk Arts Multicultural Centre

standing committee

Regional Council

Presentation Topic

Agenda Item 13.1 CAO's Report on Niagara Region's membership on
CMMARD

Presentation includes slides

Yes

Previously presented topic

No

Presentation Details

Video Consent

Yes



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

**CL 15-2019
Thursday, August 15, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Campion, Disero, Easton, Gale, Gibson, Heit, Junkin, Zalepa

Staff: D. Barnhart, Executive Officer to the Regional Chair, J. Bax, Business Improvement Program Manager, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, K. DeLong, Manager, Internal Controls and Organizational Performance, S. Dupuis, Corporate Performance Specialist, Dr. A. Feller, Associate Medical Officer of Health, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, A. Jugley, Commissioner, Community Services, V. Kuhns, Acting Director, Economic Development, F. Meffe, Acting Director, Human Resources, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, C. Selig, Planning Lead, GO Implementation Office, 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 Jordan read the Land Acknowledgment Statement.

3. MOMENT OF REFLECTION

Councillor Chiocchio read the moment 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**

Moved by Councillor Huson
Seconded by Councillor Chiocchio

That Council Agenda CL 15-2019, **BE ADOPTED.**

Carried

6. **DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

7. **PRESENTATIONS**

There were no presentations.

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**

Moved by Councillor Butters
Seconded by Councillor Foster

That Minutes CL 13-2019 being the Open Session minutes of the Regular Regional Council meeting held on Thursday, July 18, 2019 and Minutes CL 14-2019 being the Open and Closed Session minutes of the Special Regional Council meeting held on Thursday, August 1, 2019, **BE ADOPTED.**

Carried

11. **CORRESPONDENCE**

11.1 **Receive and/or Refer**

There were no correspondence items to receive and/or refer.

11.2 For Consideration

11.2.1 CLK 12-2019

Citizen Committee on Council Remuneration

Moved by Councillor Steele

Seconded by Councillor Insinna

That Report CLK 12-2019, dated August 15, 2019, respecting Citizen Committee on Council Remuneration, **BE RECEIVED** and the following recommendations **BE APPROVED**:

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.

Carried

11.2.2 CL-C 53-2019

Request for Appointment to the Smarter Niagara Steering Committee

Moved by Councillor Foster

Seconded by Councillor Butters

That Correspondence Item CL-C 53-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated August 15, 2019, respecting Request for Appointment to Smarter Niagara Steering Committee, **BE RECEIVED** and the following recommendation **BE APPROVED**:

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

Carried

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Procedural By-law Review Committee

Minutes PBLRC 3-2019, Tuesday, July 30, 2019

Moved by Councillor Edgar

Seconded by Councillor Whalen

That Report PBLRC 3-2019 being the Open Session minutes of the Procedural By-law Review Committee meeting held on Tuesday, July 30, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.2 Committee of the Whole

Minutes COTW 6-2019, Thursday, August 1, 2019

Moved by Councillor Insinna

Seconded by Councillor Steele

That Report COTW 6-2019 being the Open Session minutes of the Committee of the Whole meeting held on Thursday, August 1, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.3 Public Works Committee

Minutes PWC 8-2019, Tuesday, August 6, 2019

Moved by Councillor Rigby

Seconded by Councillor Edgar

That Report PWC 8-2019 being the Open and Closed Session minutes of the Public Works Committee meeting held on Tuesday, August 6, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.4 Public Health and Social Services Committee

Minutes PHSSC 8-2019, Tuesday, August 6, 2019

Moved by Councillor Chiocchio
Seconded by Councillor Villella

That Report PHSSC 8-2019 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, August 6, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

12.4.1 Minute Item 7.1 respecting Lyme Disease

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

1. 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.

Moved by Councillor Nicholson
Seconded by Councillor Ugolini

That the motion **BE AMENDED** by adding the following clauses:

2. ***That the Ministry of Health BE REQUESTED to undertake a comprehensive review of the effectiveness of Lyme disease diagnosis methods and treatment options in jurisdictions outside of Ontario and Canada in comparison to diagnosis and treatment in Ontario and share such results with Niagara Region; and***
3. ***That the Ministry of Health BE REQUESTED to research Lyme disease risk reduction strategies in addition to the promotion of individual best practices and Lyme disease avoidance measures.***

Carried

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

1. 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;
2. That the Ministry of Health **BE REQUESTED** to undertake a comprehensive review of the effectiveness of Lyme disease diagnosis methods and treatment options in jurisdictions outside of Ontario and Canada in comparison to diagnosis and treatment in Ontario and share such results with Niagara Region; and
3. That the Ministry of Health **BE REQUESTED** to research Lyme disease risk reduction strategies in addition to the promotion of individual best practices and Lyme disease avoidance measures.

Carried

12.4.2 Balance of the recommendations from Public Health and Social Services Committee

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

Carried

12.5 Corporate Services Committee

Minutes CSC 8-2019, Wednesday, August 7, 2019

Moved by Councillor Foster
Seconded by Councillor Ugolini

That Report CSC 8-2019 being the Open and Closed Session minutes of the Corporate Services Committee meeting held on Wednesday, August 7, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.6 Planning and Economic Development Committee

Minutes PEDC 8-2019, Wednesday, August 7, 2019

Moved by Councillor Huson

Seconded by Councillor Insinna

That Report PEDC 8-2019 being the Open Session minutes of the Planning & Economic Development Committee meeting held on Wednesday, August 7, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

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

13.1 CAO 9-2019

Shape Niagara – Corporate Implementation Plan

Kristen Delong, Manager, Internal Controls and Organization Performance, provided information respecting Shape Niagara - Corporate Implementation Plan. Topics of the presentation included:

- Executing Council's Strategic Plan
- Project Based Implementation Plan
- Priority 1: Supporting Businesses and Economic Growth
- Priority 2: Healthy and Vibrant Community
- Priority 3: Responsible Growth and Infrastructure Planning
- Priority 4: Sustainable and Engaging Government
- Next Steps

Moved by Councillor Bellows

Seconded by Councillor Rigby

That Report CAO 9-2019, dated August 15, 2019, respecting Shape Niagara – Corporate Implementation Plan, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. 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**.

At this point in the meeting, Regional Chair Bradley requested Councillor Rigby assume the chair.

Acting Chair Rigby called the vote on the motion as follows:

That Report CAO 9-2019, dated August 15, 2019, respecting Shape Niagara – Corporate Implementation Plan, **BE RECEIVED** and the following recommendation **BE APPROVED**:

2. 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**.

Carried

13.2 CAO 10-2019

Niagara Regional Housing Alternative Service Delivery: Model and Implementation Plan Recommendations

Donna Woiceshyn, Chief Executive Officer, Niagara Regional Housing, and Adrienne Jugley, Commissioner, Community Services, provided information respecting Niagara Regional Housing Alternative Service Delivery: Model and Implementation. Topics of the presentation included:

- ASD History and Timeline
- Government Policies and Directives
- Benefits of Service Integration
- Alignment with Government Policy: Coordinated Housing Access and Human Services Integration
- Developing Implementation Policy - Project Methodology & Life Cycle
- Opportunities to Optimize Services: A Vision for the Future

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

Moved by Councillor Sendzik
Seconded by Councillor Insinna

That Report CAO 10-2019, dated August 15, 2019, respecting Niagara Regional Housing Alternative Service Delivery: Model and Implementation Plan Recommendations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

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; and
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.

Carried

Councillor Information Request(s):

Provide information respecting the total cost of the consultant report.
Councillor Redekop.

14. MOTIONS

There were no motions for consideration.

15. NOTICES OF MOTION

There were no notices of motion.

16. OTHER BUSINESS

16.1 Provincial Review of Regional Governance.

Members enquired about the items discussed at the recent meeting of the Niagara Mayors with respect to the Provincial Review of Regional Governance.

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 Nicholson
Seconded by Councillor Greenwood

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

Bill 65-2019

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.

Bill 66-2019

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on August 15, 2019.

Carried

20. ADJOURNMENT

There being no further business, the meeting adjourned at 8:59 p.m.

Jim Bradley
Regional Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

MEMORANDUM

CL-C 54-2019

Subject: Appointment of Deputy Clerks for the purposes of the *Commissioners for taking Affidavits Act*

Date: September 19, 2019

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

As Council may know, the Regional Clerk's Office provides the service of commissioning affidavits.

Ontario Regulation 386/12 of the *Commissioners for taking Affidavits Act* provides that clerks, deputy clerks, treasurers and deputy treasurers of municipalities, by virtue of office, are commissioners for taking affidavits in the geographic area in which their municipalities are situated.

Council will recall that section 228(2) of the *Municipal Act, 2001* states that a municipality may appoint deputy clerks who have all the powers and duties of the clerk under this and any other Act.

In consultation with Niagara Region's legal counsel, staff has prepared a by-law for adoption that will appoint certain Niagara Region staff as deputy clerks specifically for the purposes of carrying out the duties of that office under the *Commissioners for taking Affidavits Act*.

This by-law has been included on the agenda as Bill 2019-71 for Council's consideration.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

**Niagara Region Anti-Racism Association Delegation: Vicki-Lynn Smith Remarks to Niagara
Regional Council**

September 19, 2019

My name is Vicki-Lynn Smith. I was born and raised in St.Catharines, with a black father and a white mother. There was racism then because of our skin colour. I had to move away to get a job in Toronto when I finished school because there were no good jobs here for me. I got a job with the federal Government, ended up in Ottawa for the last 21 years of my working life. I moved back to St.Catharines in May of 2016. When I moved it didn't take long to see that Niagara had gotten more diverse but I didn't see that in the workforce at all.

I joined the The Niagara Region Anti-Racism Association when it started about a year ago. We as a group started advocating for an Anti-Racism Advisory Committee and an LGBTQ2+ Advisory Committee at city hall in St. Catharines which we now have. Around the same time my daughter started going to Brock. My daughter had never noticed any racism till she went there and made friends with people of darker skin or people who are not from Canada and she was very upset with the racism she was seeing. Her friends did not want to stay in this area because of what they were experiencing. Not just at school but in the community.

I would ask council to move forward on this issue by joining the Coalition as part of making Niagara a place where people will happily stay and contribute to the economy.

Thank you,

Vicki-Lynn Smith



September 17, 2019

SENT BY COURIER AND EMAIL TO:

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

**Re: Niagara Region Integrity Commissioner
Annual Report, August 17, 2018 – August 16, 2019**

Dear Ms. Norio:

Thank you once again for the opportunity to act as the Integrity Commissioner (“IC”) for the Region of Niagara over the past year. In accordance with the terms of the Agreement between the Region and ADR Chambers pursuant to s-s. 223.6 (1) of the *Municipal Act, 2001*, I am providing our Annual Report for the second operating period of August 17, 2018 to August 16, 2019.

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

of the Code by Members or complaints by electors of the Municipality or persons demonstrably acting in the public interest that a Member has contravened the provisions of the MCIA.

There is no question that the first year of operation by this Integrity Commissioner and the ADR Office of the Integrity Commissioner was indeed a busy one, which we reported on to Council in August 2018.

During that year we were required to process 14 formal requests for investigation of contraventions of the Code, three of which had been outstanding for several months pending the selection and appointment of a new Integrity Commissioner

We were also asked by the Region to undertake a review of a draft Code (which had been prepared by the previous Interim Integrity Commissioner, Mr. Mascarin), that had been the subject of considerable input and debate by Members, the constituent Municipalities of the Region, and the public. We completed that review and presented it to Council in November 2017 following which, at the invitation of Council, we attended before it on December 14, 2017 in order to respond to any questions that Council may have relative to the proposed new Code and/or review thereof. In the end result, Council determined not to adopt the proposed new Code and opted to remain with the existing Code which had been in place for some time.

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

At the conclusion of our first year of service to the Region we had completed and reported on 13 of 14 Requests for Investigation with one still in progress as of August 16, 2018. A further two complaints were initiated at the commencement of this reporting period.

Aug 17, 2018 – Aug 16, 2019

By contrast to our first year of service to the Region, the second year was significantly less active, perhaps in part, because of the election process. We quickly dealt with the outstanding requests for investigation from the first year of operation and reported to Council when a contravention of the Code was found to have occurred. We also attended before Council in November, 2018 (after the election) to provide all Members with a review of the status of all matters before the IC and offer insight into the importance of the forthcoming revisions to the Municipal Act and the MCIA relative to the Municipality's obligations under those statutes once Bill 68 comes into force (March 1, 2019).

Whether it was because of the election process or the advent of a new Council, not a single new complaint was filed with the Regional Clerk until June 2, 2019. In the months of June/July, 2019,

however, ten complaints were filed against various Councillors and Appointees of the Region, all by the same complainant. After a thorough review of these complaints, I determined that:

- Two were beyond my jurisdiction.
- Seven complaints were dismissed as, in my view, even if all of the allegations were found to be true, the result would not support a finding of a violation of the Region's Code.
- The allegations with respect to one complaint were found by me to be sufficient to warrant further investigation and determination and that process remains ongoing.

In the result, therefore, aside from the unfinished complaints and the two which were received just at the start of our second year of service to the Region, (which involved Councillors complaining about the conduct of other Councillors), and which were concluded by the end of October, 2018, not a single new complaint was filed against any Member of the Council until June, 2019.

Of the 10 complaints filed in June/July, 2019 by a single complainant, only one was deemed to warrant an investigation. That investigation is now nearing completion.

Costs

In the result, there has been a significant cost reduction in this budget item for the second year of my appointment as your Integrity Commissioner.

In the first year the cost of processing some 14 complaints was \$ 65,218.17 (including HST). By comparison, the cost in the second year (involving some 13 complaints, 9 of which were dismissed without further investigation) was \$27,992 (including HST) or approximately 40% of the previous year.

It is also of some interest to note that of the 13 complaints arising during this second year of our service:

- Three were initiated by Councillors (of the previous Council) against other Councillors.
- Nine were initiated by one complainant against 7 Councillors and one against an Appointee of Council.
- Not one complaint was filed by a Member of the new Council against another Member of that Council.
- One outstanding complaint remains under investigation. The cost of this investigation will be attributed to the third year of my appointment.

Other Services

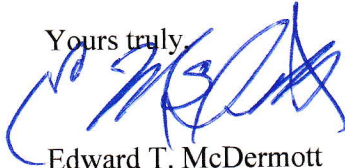
- We prepared an annual report to Council of our services for the first year of operation.

- In November 2018 a full educational seminar was provided to Council to inform Members of the evolution of the Region's Code of Conduct and the impact of Bill 68 on the increased obligations of Members of Council and the Region's Integrity Commissioner.
- In the second year of my service I received and responded to two Requests for Advice from Members of Council. The cost of responding to such Requests (which I am now statutorily obligated to provide) is on average 20-25% of a full-scale investigation in response to a complaint. Councillors will have to decide when and if to avail themselves of this facility but if they do, the issue will be considered and responded to by me as quickly as reasonably possible.

Summary

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

Yours truly,



Edward T. McDermott
Integrity Commissioner

Office of the Integrity Commissioner for Niagara Region



To the Regional Chair and Members of Council:

I am writing on behalf of the Greater Niagara Chamber of Commerce's Women in Niagara (WIN) Council, an advisory body made up of volunteers that help with programming and advocacy for women in business in Niagara. For many years, the Council has worked to support Niagara's women in business through networking, bursary awards for professional development, advocacy, and more.

It was with great enthusiasm that we saw Councillor Huson's motion proposing the establishment of a Women's Advisory Committee at the Regional Municipality of Niagara, and we wish to offer our full support to the motion and express our willingness to support such a committee, should you choose to pass the resolution.

One key purpose of the WIN Council is to address the challenges that women face in business, particularly the one million Canadian women who are self-employed. While the number of Canadian female entrepreneurs is growing, they are, on average, younger than male entrepreneurs, and make 58% less money than their male counterparts. Female business owners are less likely to engage in international trade or innovation.

Women face similar challenges in governance. Of 123 municipal elected officials in Niagara, only 34 are women. The 42nd Canadian Parliament has 88 women, out of 338 members, and that is a record number. Ontario has reached a staggering high of 49 female MPPs, or just under 40 percent of the legislature. Nowhere have we yet come close to gender equity. This gap must be closed.

Why should we encourage more women to enter business and politics? Quite aside from the reasons of justice and equality, it is beneficial to companies, the economy, politics, and our society when women are more involved and better-represented. A 2009 study found that increasing women's participation in politics leads to greater investments in education, while another in 2015 showed that companies with strong female leadership on their boards offer a return on equity that is 10.1% annually vs. 7.4% from companies without. The McKinsey Global Institute has said that gender balance in the political sphere promotes gender balance in the workforce, and achieving that balance could add almost \$12 trillion to the world economy in ten years.

Niagara should have its share of that economic growth. We should invest in empowering women and encouraging their participation in public life not just because it is the right thing to do, but because it is an investment in stronger and more prosperous communities. We see the formation of a Women's Advisory Committee as a vitally important first step, and one that will help us identify the future steps we need to take in order to unlock the potential for Niagara's community and economy that the full participation of women can offer.

I hope that you will accept this message and support the resolution.

Yours sincerely,

A handwritten signature in cursive script, reading "Nicole Regehr".

Nicole Regehr
Chair, Women in Niagara Council

MEMORANDUM

CL-C 55-2019

Subject: Standing Committee Appointment

Date: September 19, 2019

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

On Thursday, August 15, 2019, the Clerk's Office received a request from Councillor Witteveen asking to be appointed to the Public Health and Social Services Committee.

In accordance with By-law 35-2014, a by-law to establish Standing Committees, a member of Regional Council shall be appointed to a Standing Committee by resolution of Council.

The following motion is before Council for consideration.

That Councillor Witteveen **BE APPOINTED** to the Public Health and Social Services Committee, effective immediately.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

Minute Item No. 5.1

PDS 34-2019

Grants and Incentives Review

That Report PDS 34-2019, dated September 5, 2019, respecting Grants and Incentives Review, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to develop incentive programs under the categories:
 - affordable/rental housing
 - brownfield/archaeological remediation
 - employment growth in key sectors
 - quality of life/public realm;
4. That staff **BE DIRECTED** to consult and advise Local Area Municipalities on the direction of the incentive programs prior to bringing recommendations back to Regional Council; and
5. That Report PDS 34-2019 **BE CIRCULATED** to Local Area Municipalities.

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

**COTW 7-2019
Thursday, September 5, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Bylsma, Chiocchio, Darte, Disero, Easton, Edgar, Fertich, Foster, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Zalepa

Absent/Regrets: Bellows, Butters, Campion, Diodati, Gale, Junkin, Nicholson, Witteveen

Staff: M. Bannerman, Program Manager, Grants & Incentives, D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, L. Ferrell, Program Financial Specialist, D. Giles, Director, Community & Long Range Planning, 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, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, K. Scholtens, Manager, Business Development, Expedited Services, R. Tripp, Acting Chief Administrative Officer

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:36 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Update on Core Housing Need – Regional Affordable Housing Strategy

Paul Smetanin, President, Canadian Centre for Economic Analysis, and Helen Chamberlain, Director, Financial Management & Planning\Deputy Treasurer, provided information respecting Update on Core Housing Need - Regional Affordable Housing Strategy. Topics of the presentation included:

- Core Needs Definition
- Results:
 - Households in Core Need
 - Households in Core Need by 2041
 - Household Types in 2041
- Unmet Demand:
 - Households, Occupations
 - Occupations
- Conclusions
- Investment Required to Eliminate 23,747 in Core Housing Need
- Investment in Core Housing Need

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 PDS 34-2019

Grants and Incentives Review

Rino Mostacci, Commissioner, Planning & Development Services, provided information respecting Niagara Region Incentives. Topics of the presentation included:

- Existing Regional Incentives
- Refocus on the Future
- Existing Annual Requirements
- Development Charge Rebates
- Existing Multi-Year Commitments
- Tax Increment Grants
- Realizing the New Strategy
- Transition = Refocus the Existing Base Budget
- Next Steps

Moved by Councillor Huson
Seconded by Councillor Steele

That Report PDS 34-2019, dated September 5, 2019, respecting Grants and Incentives Review, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to develop incentive programs under the categories:
 - affordable/rental housing
 - brownfield remediation
 - employment growth in key sectors
 - quality of life/public realm;
2. That recommendations to repurpose Niagara Investment in Culture funding to the incentive program categories above and to not reinvest in Waterfront Improvement and Smarter Niagara Incentive Simple Grants **BE REFERRED** to the 2020 budget process;
3. That staff **BE DIRECTED** to not approve or partner with any new CIPs or incentive programs until such time as Regional Council approves incentive programs under the categories above;
4. That staff **BE DIRECTED** to advise Local Area Municipalities on the direction of the incentive programs prior to bringing recommendations back to Regional Council; and
5. That Report PDS 34-2019 **BE CIRCULATED** to Local Area Municipalities.

Moved by Councillor Redekop
Seconded by Councillor Insinna

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

1. That staff **BE DIRECTED** to develop incentive programs under the categories:
 - affordable/rental housing
 - brownfield/ **archaeological** remediation
 - employment growth in key sectors
 - quality of life/public realm;
2. That recommendations to repurpose Niagara Investment in Culture funding to the incentive program categories above and to not reinvest in Waterfront Improvement and Smarter Niagara Incentive Simple Grants **BE REFERRED** to the 2020 budget process;

3. That staff **BE DIRECTED** to not approve or partner with any new CIPs or incentive programs until such time as Regional Council approves incentive programs under the categories above;
4. That staff **BE DIRECTED** to ***consult and*** advise Local Area Municipalities on the direction of the incentive programs prior to bringing recommendations back to Regional Council; and
5. That Report PDS 34-2019 **BE CIRCULATED** to Local Area Municipalities.

Carried

Moved by Councillor Insinna
Seconded by Councillor Steele

That the following clauses **BE REFERRED** to staff for inclusion in a future report:

2. That recommendations to repurpose Niagara Investment in Culture funding to the incentive program categories above and to not reinvest in Waterfront Improvement and Smarter Niagara Incentive Simple Grants **BE REFERRED** to the 2020 budget process; and
3. That staff **BE DIRECTED** to not approve or partner with any new CIPs or incentive programs until such time as Regional Council approves incentive programs under the categories above.

Carried

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

That Report PDS 34-2019, dated September 5, 2019, respecting Grants and Incentives Review, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to develop incentive programs under the categories:
 - affordable/rental housing
 - brownfield/archaeological remediation
 - employment growth in key sectors
 - quality of life/public realm;

4. That staff **BE DIRECTED** to consult and advise Local Area Municipalities on the direction of the incentive programs prior to bringing recommendations back to Regional Council; and
5. That Report PDS 34-2019 **BE CIRCULATED** to Local Area Municipalities.

Carried

6. CONSENT ITEMS FOR INFORMATION

There were no consent items for information.

7. OTHER BUSINESS

7.1 Core Housing Needs

Councillor Heit requested that the presentation respecting Update on Core Housing Need - Regional Affordable Housing Strategy, be circulated to the local area MPPs and MPs.

8. NEXT MEETING

The next meeting is scheduled for Thursday, October 3, 2019 at 6:30 p.m. in the Council Chamber.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 10:19 p.m.

Jim Bradley
Regional Chair

Ann-Marie Norio
Regional Clerk

Update on Core Housing Need – Regional Affordable Housing Strategy

September 5th, 2019

**CANADIAN CENTRE FOR
ECONOMIC ANALYSIS**

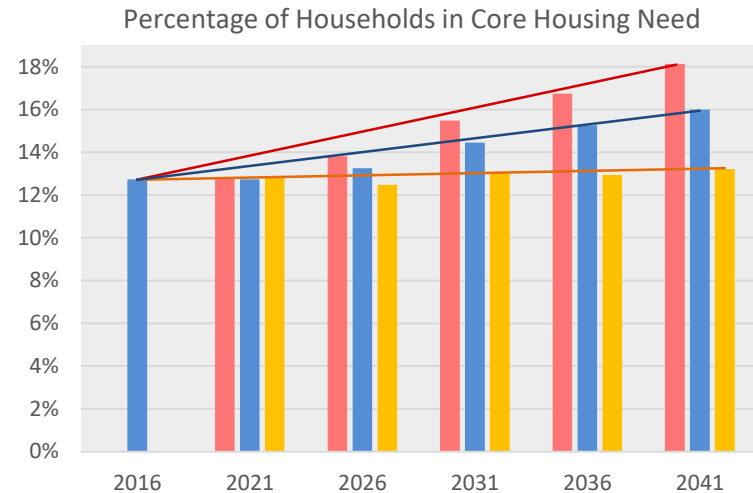
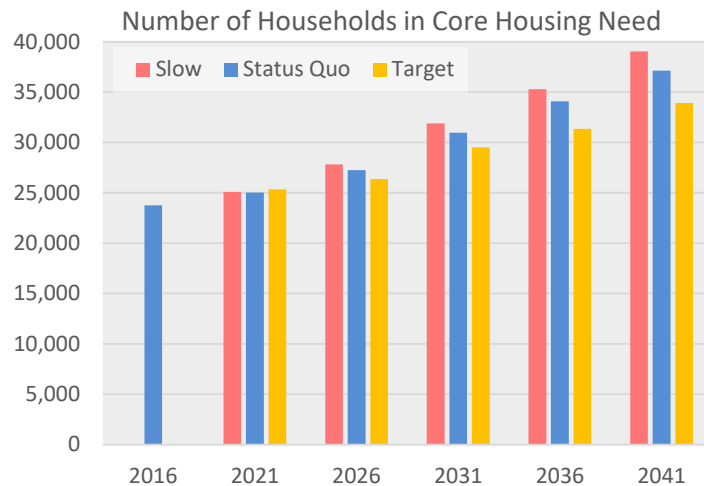
Forward looking scenarios

- Examine the consequences of different housing development policy scenarios
- Scenarios
 - **Status quo** maintains the average of the last 5 years
 - **Slow growth** is 2 standard deviations below the average of the past 5 years (but no lower than half the average)
 - **Target growth** is the total number by local municipality based on the MCR 'strategic growth'. Based on these numbers, the Niagara Region split of builds is:
 - 30% singles,
 - 40% mid-density (of which 25% semi-detached, 75% row), and
 - 30% apartments
 - In local municipalities, construction is biased towards recent trends with higher density buildings in the cities and lower density buildings in rural regions.

Core Need Definition

- A household is in core need when at least one of the following is true:
 - The household is spending more than 30% of its income on shelter
 - The dwelling has an insufficient number of bedrooms for the number of people in the households
 - The dwelling is in need of major repairs
- **And**, there are no alternative affordable dwellings available to the household
- In the Niagara region, core need is primarily driven by the affordability test

Results: Households in Core Need

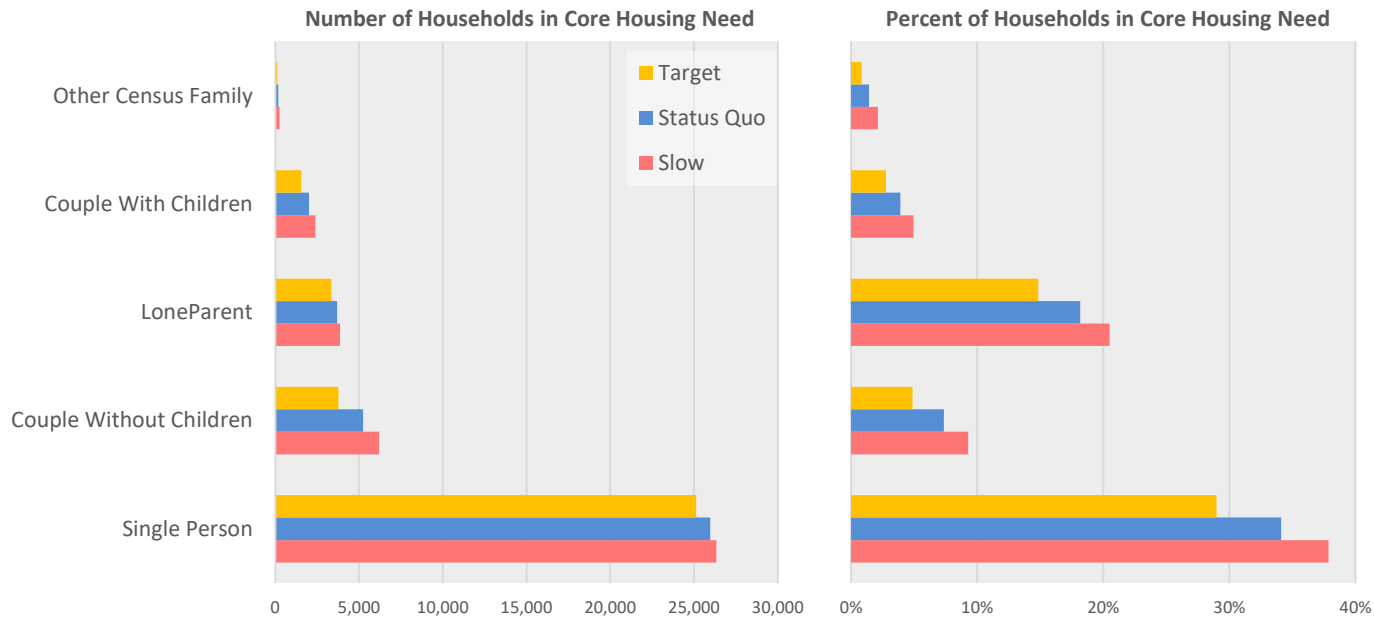


- Shelter costs are assumed to rise in proportion to difference between demand and available housing
- Lower income households have a higher likelihood of not finding housing, and/or moving into core housing need
- Core housing need in Niagara Region is projected to increase to 16% by 2041 under the status quo scenario and to over 18% in the slow growth scenario

Results: Households in Core Need by 2041

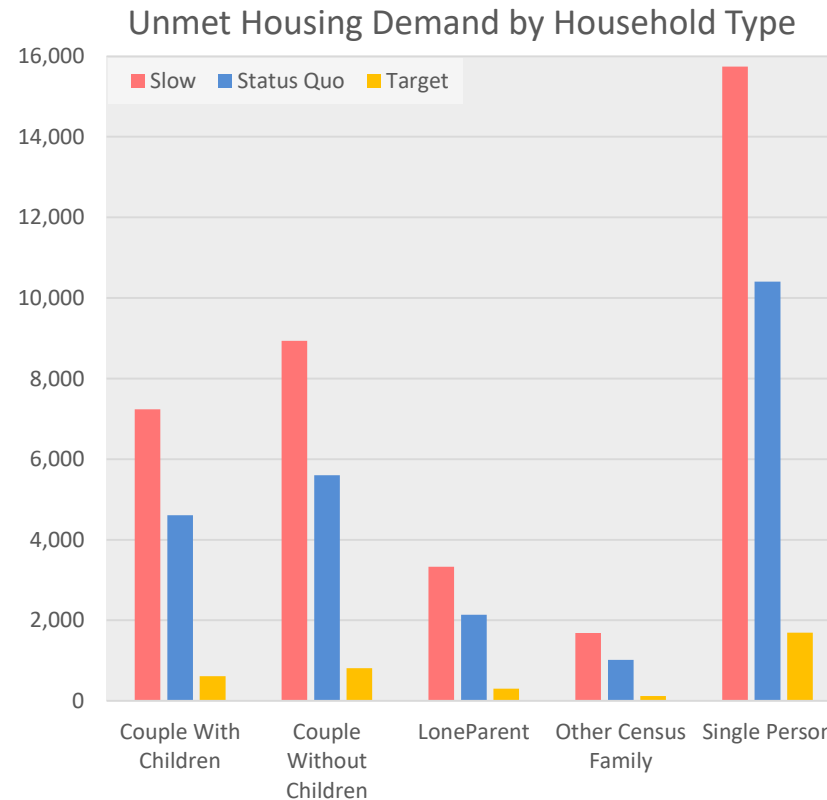
	Current		Target		Status Quo		Slow	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Port Colborne	1,336	18%	1,721	19%	1,826	23%	1,899	24%
Welland	3,540	16%	4,999	18%	5,278	21%	5,523	23%
St. Catharines	8,665	16%	10,788	15%	12,003	19%	12,296	21%
Fort Erie	1,809	14%	2,944	16%	3,345	21%	3,473	24%
Niagara Falls	5,135	14%	7,337	14%	7,840	16%	8,233	19%
Niagara Region	23,747	13%	33,915	13%	37,117	16%	39,047	18%
Thorold	945	12%	1,916	16%	1,997	18%	2,048	20%
Grimsby	727	6%	847	5%	803	5%	1,055	7%
Niagara-on-the-Lake	413	6%	979	9%	986	9%	1,184	12%
Wainfleet	139	5%	224	7%	201	7%	227	8%
Pelham	372	5%	669	6%	776	8%	980	11%
Lincoln	433	4%	844	6%	1,123	9%	1,183	11%
West Lincoln	233	4%	647	5%	939	10%	946	12%

Results: Household Types in 2041



- Single-person households will continue to be the main type of households in core housing need in Niagara Region
- Compared to target growth, core housing need in the slow growth scenario is:
 - 91% higher for couples without children
 - 80% higher for couples with children
 - 38% higher for lone parents

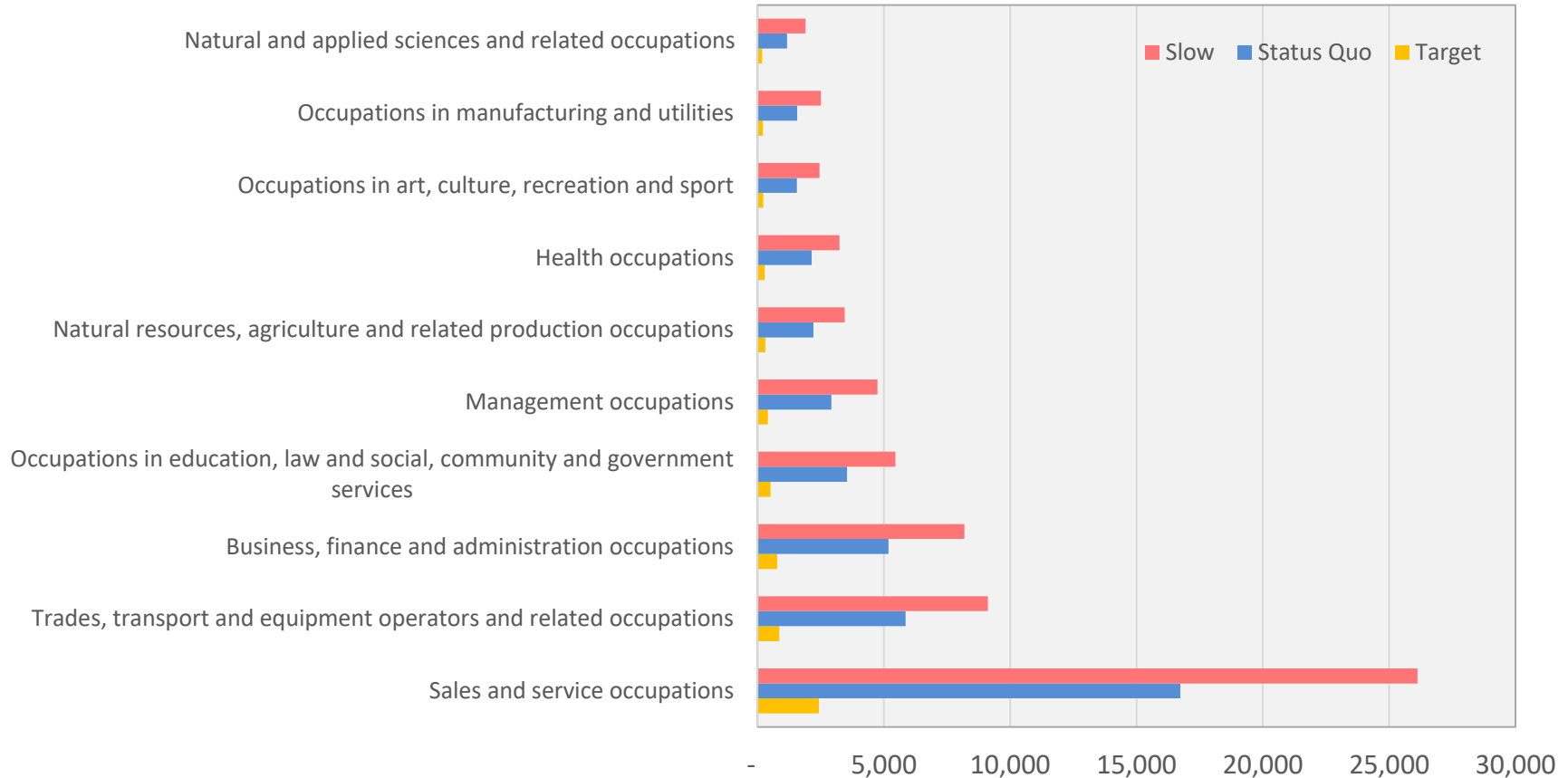
Unmet Demand: Households



- Under slow growth, 37,000 households could be unable to find housing in Niagara Region
 - 43% are single-person households, 44% are couples with or without children

Unmet Demand: Occupations

Unmet Housing Demand by Type of Occupation

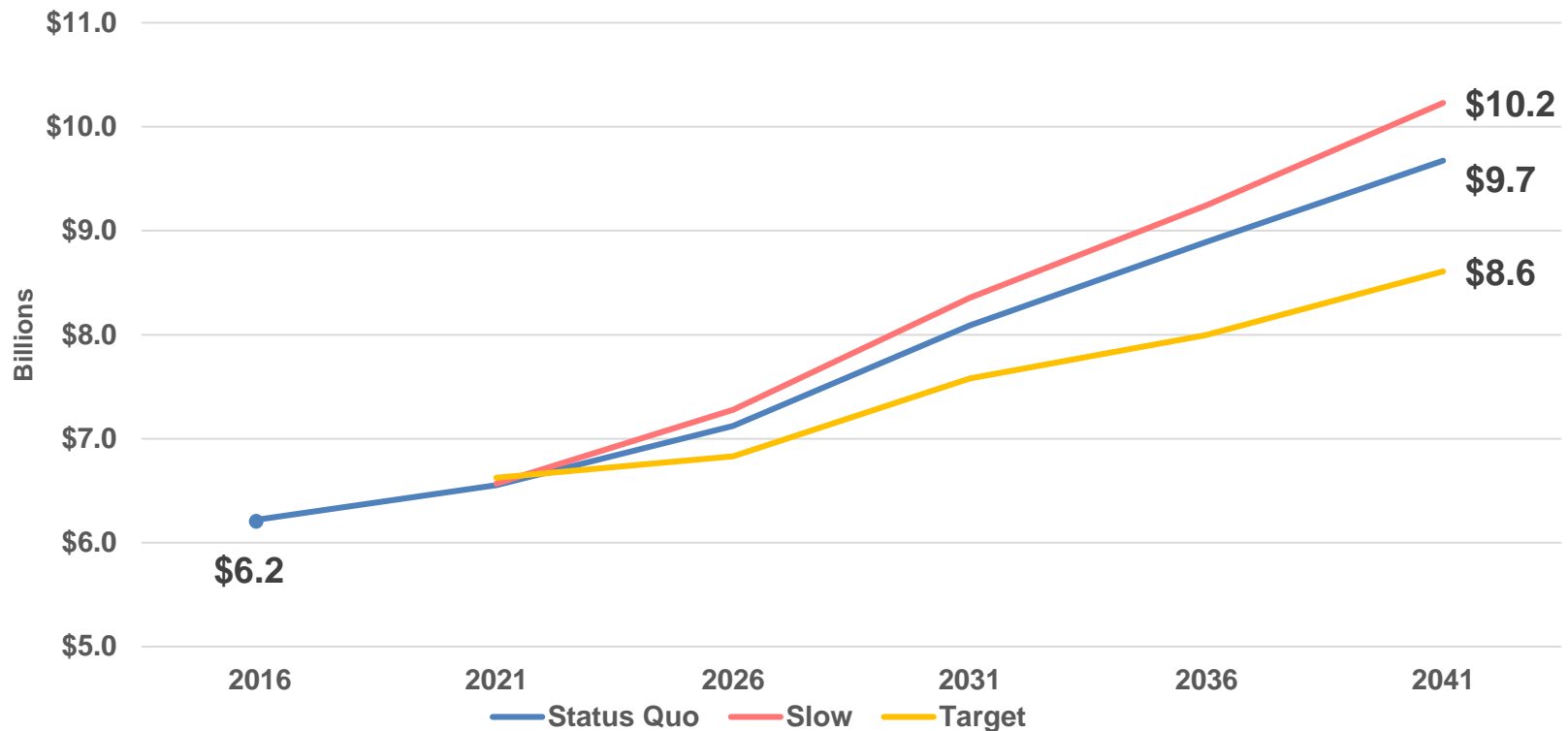


- Under slow and status quo growth, a disproportionate number of people in lower-income occupations could be unable to find housing in Niagara Region

Conclusions

- The risks of continuing on the current trajectory include:
 - An increase in core housing need
 - Increasing difficulty for those employed in sales and services occupations to find housing, which can negatively impact Niagara Region's tourism industry that depends on this labour
 - Fewer households, including families and single young people, choosing to live in the Region and affecting the community's diversification

INVESTMENT REQUIRED TO ELIMINATE 23,747 UNITS IN CORE HOUSING NEED



In the “status quo” growth scenario -
Investment required is **\$6.2 B** in 2016 to **\$9.7 B** in 2041

INVESTMENT IN CORE HOUSING NEED

- Status Quo - \$6.2 billion investment (excludes cost of land which varies by municipality)
- Represents 10.6% assessment growth in additional to status quo assessment growth of 1.6%
- 1% of the investment would require a 17% increase in the Region's tax levy

NIAGARA REGION INCENTIVES

COMMITTEE OF THE WHOLE
SEPTEMBER 5, 2019

EXISTING REGIONAL INCENTIVES

Most Regional incentive programs are legacy in nature
(began in 2002)

Put in place at a time when the Regional growth rate was
very low in order to attract investment and jobs

Region growth rate (population/jobs) has quadrupled from
2011 to 2016

Because the methodology was designed for a low growth
environment they now have become unsustainable

As such, we need to refocus programs to support current
needs

REFOCUS ON THE FUTURE

Current and future areas of need:



Affordable/Rental Housing



Brownfield Remediation



Employment Growth in key sectors

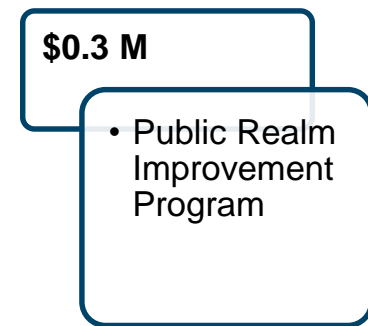
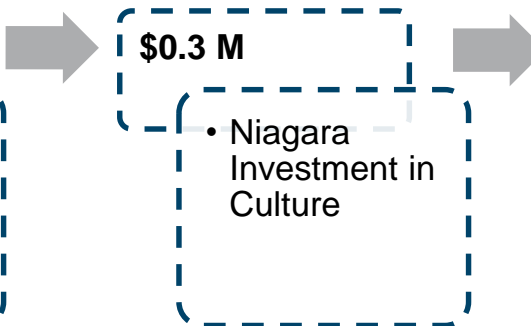
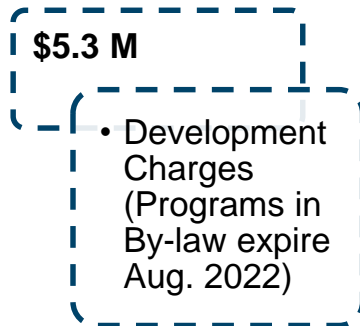


Quality of Life/Public Realm

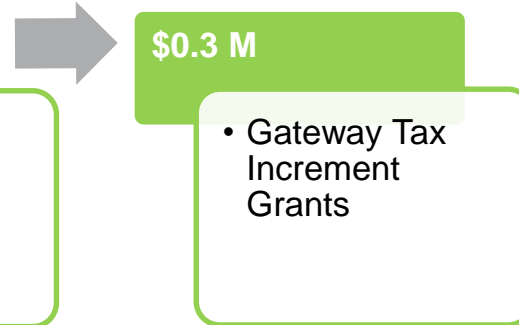
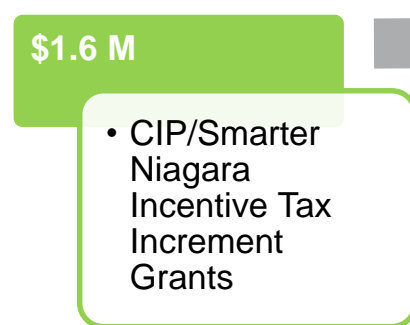
EXISTING REGIONAL INCENTIVES

2019 Budget = \$7.8M

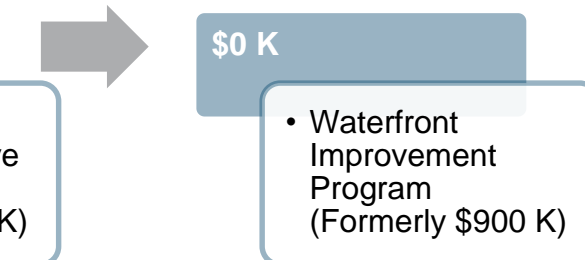
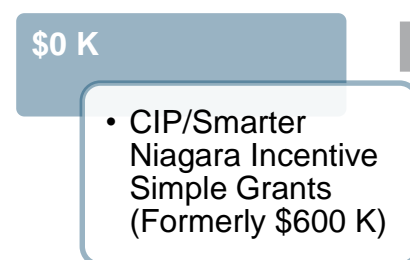
Base funding to commit annually
\$ 5.9 M



Base funding committed for multi-year agreements
\$1.9 M



No Base Funding
\$0



LAM Matching

EXISTING ANNUAL REQUIREMENTS

Development Charges

Discretionary programs “locked in” under the Regional DC By-Law – not best practice

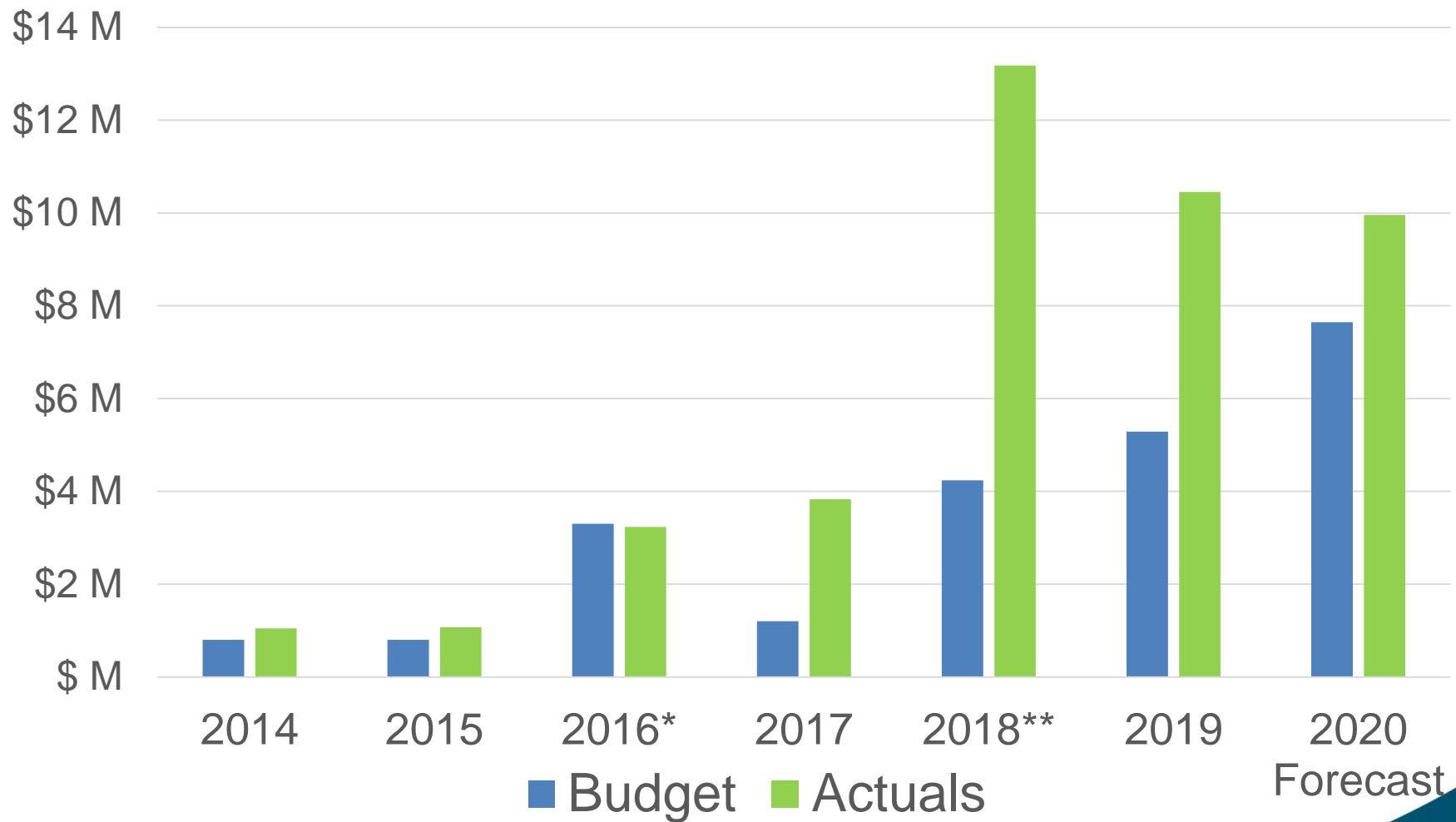
By-law expires August 2022
(potentially sooner due to Bill 108)

2019 DC rebate budget = \$5.3 M
Inadequate budget to meet demands of by-law programs

Includes rebates for: rate transition, hotel, agricultural, brownfield, industrial, non-profit, Smart Growth, Board of Education, Niagara Regional Housing, parking garage, place of worship, institutional, Gateway CIP

DEVELOPMENT CHARGE REBATES

Budget vs. Actuals

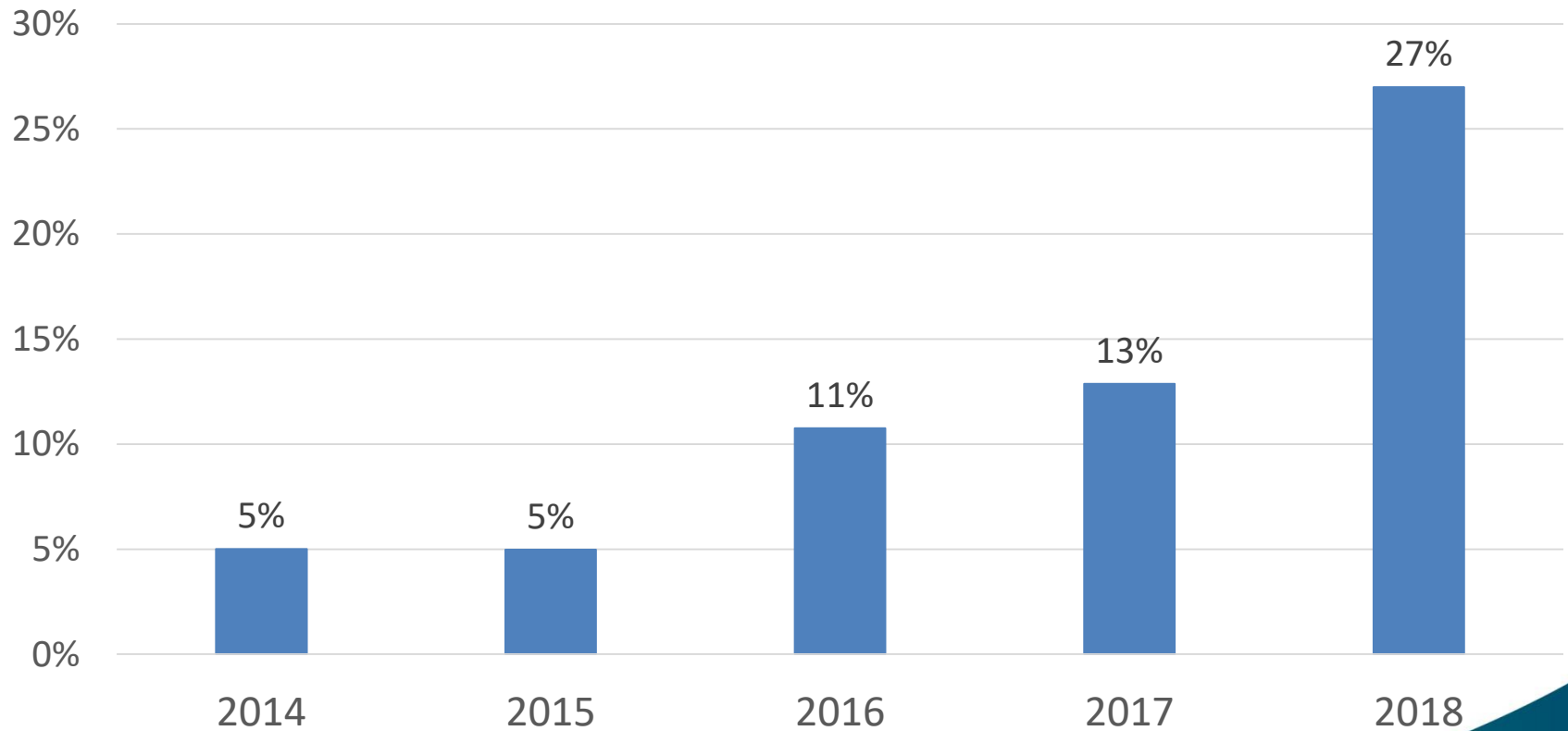


* One-time funding of \$2.5M for GE/INNIO project

**One-time draw from reserve of \$2.5M

DEVELOPMENT CHARGE **REBATES**

As a percentage of
Development Charge
Revenues



EXISTING MULTI-YEAR

COMMITMENTS Tax Increment Grants

Refund of taxes on assessment growth directly related to development, usually 5 to 10 years

\$46.5 M commitment from 2020 to 2030
\$1.873 M for 2019

In Year 1 of grant, funding is provided from assessment growth and becomes base budget for remainder of grant

Continual increase in commitment through to 2022

As commitments expire growth funding can be repurposed

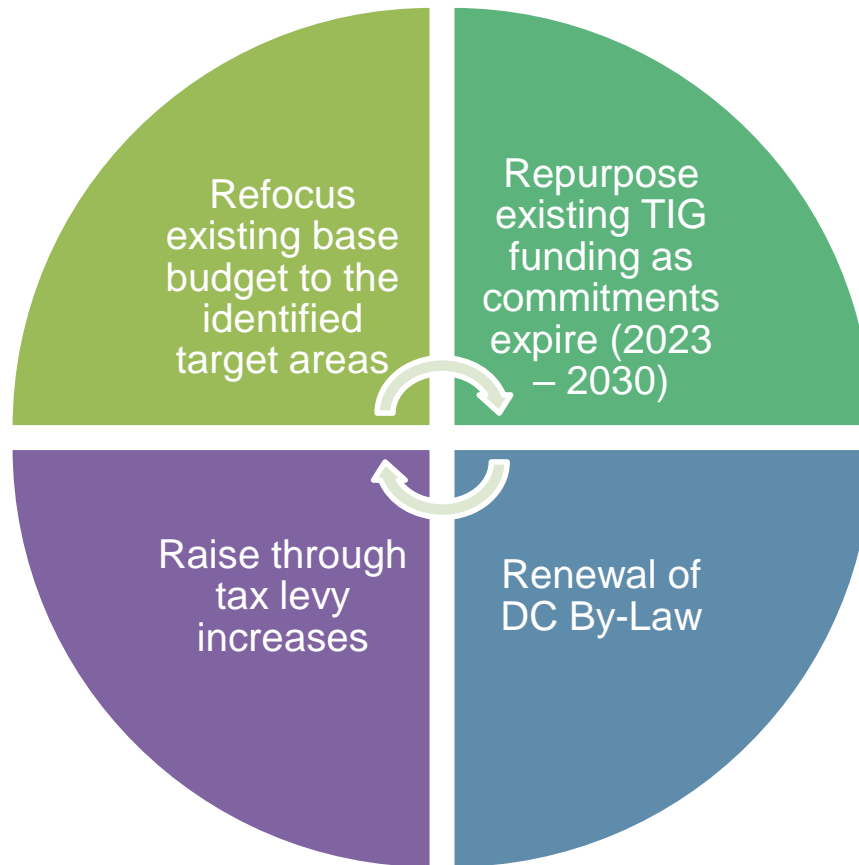
TAX INCREMENT GRANTS

Commitments

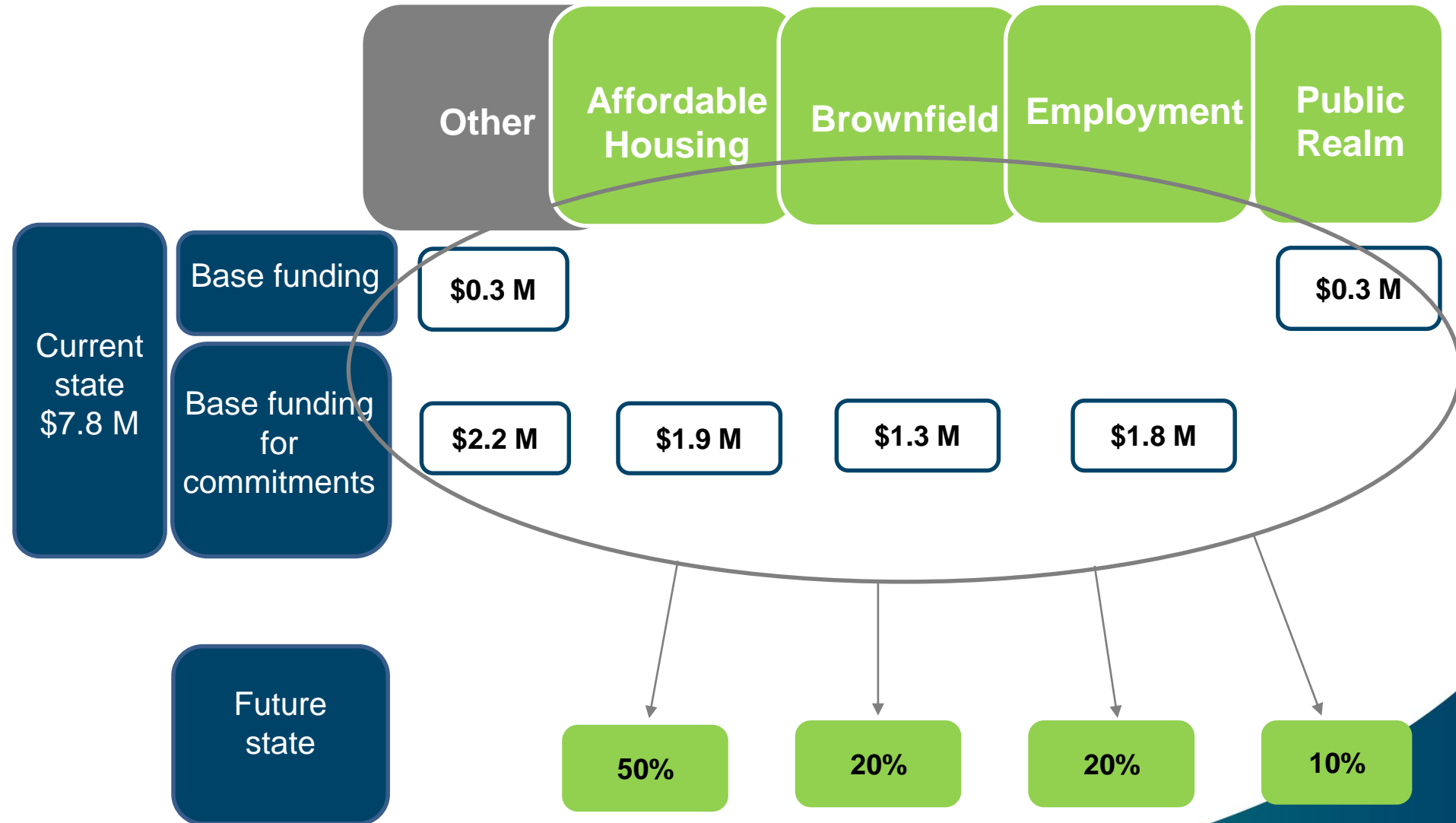


REALIZING THE NEW STRATEGY

How do we establish funding to support the new strategy?



TRANSITION = REFOCUS EXISTING BASE BUDGET



NEXT STEPS

- Council direction to develop programs in these target areas
- BRCOTW to approve funding recommendations
 - Niagara Investment In Culture funding repurposed to new strategy
 - Do not reinvest in Waterfront Improvement and Smarter Niagara Incentive Grants (no current base funding)
- Information on new programs will be shared with stakeholders
- Implementation in 2020

Questions?



Subject: Grants and Incentives Review

Report to: Committee of the Whole

Report date: Thursday, September 5, 2019

Recommendations

1. That staff **BE DIRECTED** to develop incentive programs under the categories:
 - affordable/rental housing
 - brownfield remediation
 - employment growth in key sectors
 - quality of life/public realm;
2. That recommendations to repurpose Niagara Investment in Culture funding to the incentive program categories above and to not reinvest in Waterfront Improvement and Smarter Niagara Incentive Simple Grants **BE REFERRED** to the 2020 budget process;
3. That staff **BE DIRECTED** to not approve or partner with any new CIPs or incentive programs until such time as Regional Council approves incentive programs under the categories above;
4. That staff **BE DIRECTED** to advise Local Area Municipalities on the direction of the incentive programs prior to bringing recommendations back to Regional Council; and
5. That this report **BE CIRCULATED** to Local Area Municipalities.

Key Facts

- The purpose of this report is to provide information on the 19 Regional grants and incentive programs currently under review (Appendix 1), and to obtain Council direction to develop new incentive programs.
- Niagara Region offers a range of grant and incentive programs administered by Planning and Development Services, Finance, and Economic Development which serve a sizable and diverse number of stakeholders.
- Most Regional incentives involve matching funding with applicants, who in the majority of programs are Local Area Municipalities.
- There have been continual and significant increases in the number of programs, partners, and requests for Regional funding since the establishment of the first incentives in 2002. The programs under review were created at different times,

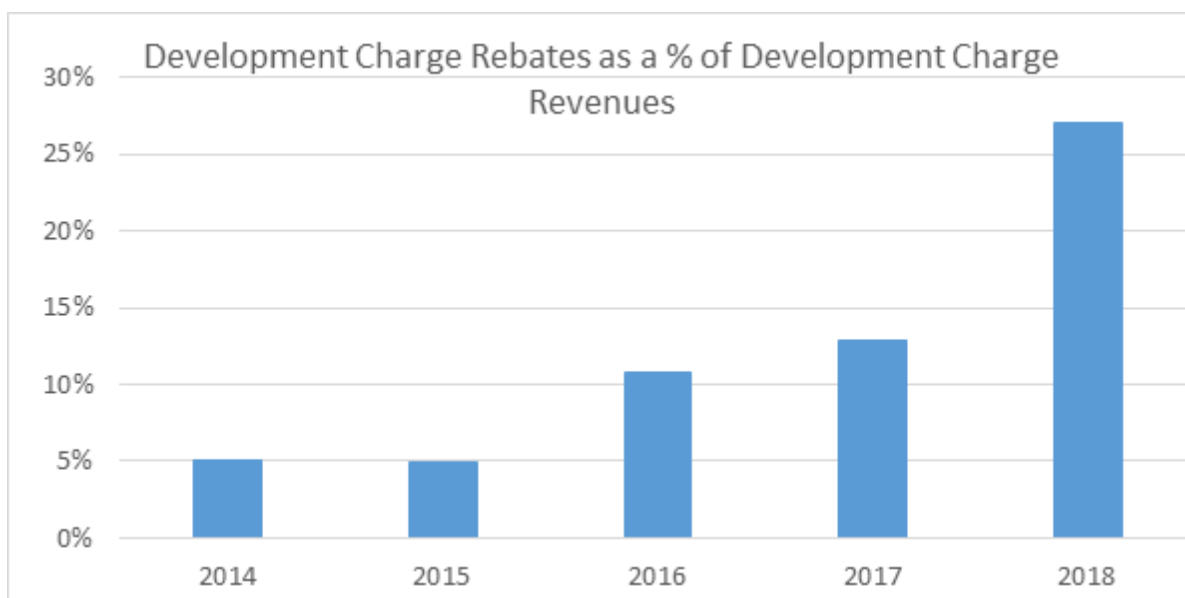
under different economic and regulatory environments. Their objectives, resourcing and parameters still largely reflect needs and contexts at the time of their creation.

- The current review is the first comprehensive examination of Regional incentive programs. The purpose of the review is to ensure that Regional incentive programs align with Regional Council priorities and are clear, current, accountable and effective.
- Key steps in the Regional incentive review to date include process and value-for-money audits of incentives, stakeholder engagement, and development of incentive options including the recommendation provided here by a Regional interdepartmental Working Group.

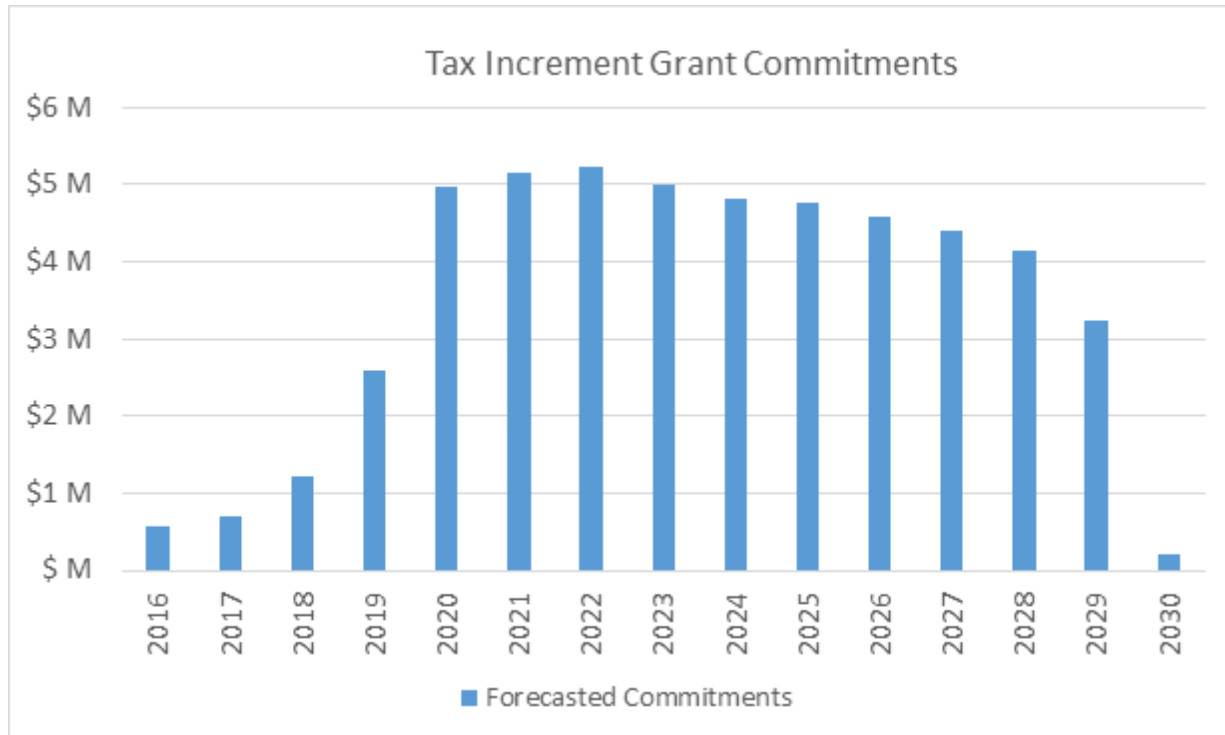
Financial Considerations

The budget for existing Regional incentives currently under review is \$7.8 million for 2019. It funds the following programs: development charge rebates (\$5.3M), Niagara Investment in Culture (\$0.3M), Public Realm Investment Program (\$0.3M), Smarter Niagara Incentive Program tax increment grants (\$1.6M) and Gateway CIP tax increment grants (\$0.3M)

The Public Realm and Investment in Culture programs have base funding which can be committed each year. Development Charges (DCs) are also committed each year, but the discretionary programs are locked in under the Regional DC By-Law which is not best practice. The DC By-law expires August 2022 (potentially sooner due to Bill 108). The 2019 DC rebate budget is \$5.3 M and there is inadequate budget to meet demands of by-law programs.



Tax Increment Grants under the Smarter Niagara and Gateway CIP programs are a refund of taxes on assessment growth directly related to development, and are usually 5 -10 years in duration. Therefore this base funding is a multi-year commitment and it is not available to fund new commitments until current agreements expire (starting in 2023). The current Regional commitment for these grants is \$46.5 M from 2020 to 2030 (the 2019 budget is \$1.873 M) not including pending new commitments.



Recommendations to repurpose and allocate funding to align with a new incentive strategy will be included in the 2020 budget process. Recommendations include repurposing Niagara Investment in Culture funding (\$0.3M), and removing the reinvestment in Waterfront Investment Program (\$0.9M) and Smarter Niagara Incentive Program simple grant funding (\$0.6M) both of which are currently without base funding.

Analysis

Existing Incentive Programs

This report focuses on 19 incentive programs administered by the Planning and Development Services, Finance, and Economic Development departments (Appendix 1) which are currently under review. These programs are designed to support a wide range of initiatives including brownfield study and remediation, residential and mixed use development, agriculture, culture, heritage, industrial development, employment,

streetscaping and public realm improvement, façade improvement, and waterfront development and access.

Since the first program was established in 2002, the number of Regional incentive programs has significantly expanded, resulting in a lack of consistency and clarity with regard to their budgeting, implementation and monitoring. Many of these Regional incentives were originally designed for economic and regulatory climates very different from the current environment. Regional incentives have evolved to relate far more to local than Regional core business, and increasing exceptions to Regional practices result in inconsistent allocation of resources and issues with equity and clarity.

The Region now matches funding in more than 70 different local programs, and this number and diversity challenge the administration of Regional funding. Perhaps most importantly, critical changes over the last seventeen years mean that projects now receive incentives which do not require them: in many cases, the work would have gone forward without Regional incentive funding.

Though there have been periodic updates and improvements to some programs, a comprehensive review was warranted to ensure Regional incentive programs align with current Regional priorities, reflect the current economic climate and growth management goals, promote economic prosperity, generate meaningful return on investment, are adequately resourced, and embody greater transparency, accountability and efficiency.

An interdepartmental working group was tasked with providing recommendations to Council on the optimal way to move forward with incentives. After careful deliberation, the option which determined to provide the greatest impact while reflecting the values of sustainability, consistency, transparency and alignment with Regional priorities was to specifically target Regional incentive funding in four categories: affordable housing, brownfields redevelopment, employment, and public realm.

These categories align with Council priorities and would encourage projects with true Regional benefit and scope. These categories also reflect serious, ongoing needs in Niagara and successes on these fronts would have significant social, economic and environmental impact. Clear, consistent and sustainable programs could be quickly developed from effective models to accomplish measurable goals in these areas. Funding from existing programs could be efficiently repurposed to each target area to optimize return on investment.

Alternatives Reviewed

Options have been considered ranging from an enhanced status quo to putting all incentive funding toward a single, high-need project area like affordable housing to suspending incentives entirely and earmarking their funding for priority projects such as

Regional infrastructure. None of these options effectively accomplished the goals of the review and incentive improvement outlined above.

Relationship to Council Strategic Priorities

This report relates to all four Council Strategic Priorities -- Supporting Businesses and Economic Growth, Healthy and Vibrant Communities, Responsible Growth and Infrastructure Planning, and Sustainable and Engaging Government.

Other Pertinent Reports

PDS 42-2017 Overview of 2018 Incentive Review
PDS 31-2018 Regional Incentive Delivery and Eligibility in 2019
PDS-C 19-2018 ICOP Phase 1 Audit Report on Regional Incentive Review
PDS-C 31-2018 ICOP Phase 2 Audit Report on Regional Incentive Review
PDS-C 38-2018 Local Municipal Responses to Incentive Review Audit Report

Prepared by:

Doug Giles, BES, MUP
Director, Community and Long Range
Planning
Planning and Development 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, Director Financial Management and Planning/Deputy Treasurer.

Appendices

Appendix 1	List of Regional Incentive Programs under Review	Page 6
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List of Regional Incentive Programs under Review

Smarter Niagara Incentive Program (SNIP)

- Environmental Assessment Study Grant
- Building and Façade Improvement Grant/Loan
- Residential Grant/Loan
- Heritage Restoration and Improvement Grant/Loan
- Agricultural Buildings and Facilities Revitalization Grant/Loan
- Agricultural Feasibility Study Grant
- Community Improvement Plans (CIPs)/Planning Studies Grant
- Affordable Housing Grant/ Loan Program
- Property Rehabilitation and Redevelopment Tax Increment Grant/Loan
- Brownfield Tax Assistance Program
- Development Charge Reduction Grant

Public Realm Investment Program

Niagara Investment in Culture Program

Waterfront Investment Program

Gateway Economic Zone and Centre

- Gateway CIP Tax Increment Based Grant
- Gateway CIP Regional DC Reduction Grant

Industrial Development Charge Grant

Non-Profit Regional Development Charge Grant

Heritage Tax Rebate Program

Minute Item No. 6.1

AC-C 24-2019

Q3 Follow-up Status of Audit Recommendations

That Report AC-C 24-2019, dated September 9, 2019, respecting Q3 2019 Follow-up Status of Audit Recommendations, **BE RECEIVED** for information.

Minute Item No. 6.2

AC-C 26-2019

Internal Audit Plan Progress Update Dashboard

That Correspondence Item AC-C 26-2019, being a memorandum dated September 9, 2019, from M. Jurczyk, Director, Internal Control and Organizational Performance, respecting Internal Audit Plan Progress Update Dashboard, **BE RECEIVED** for information.

Minute Item No. 6.3

AC-C 27-2019

2019 External Audit Planning Report

That Report AC-C 27-2019, dated September 9, 2019, respecting 2019 External Audit Planning Report, **BE RECEIVED** for information.

Minute Item No. 6

Consent Items for Information

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

COM 35-2019

Approval of the 2018 Long-Term Care Home Annual Reports

PHD 12-2019

Approval of 2018 Public Health Audits

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

**AC 5-2019
Monday, September 9, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Foster, Rigby (Committee Chair),
Whalen (Committee Vice-Chair)

Absent/Regrets: Gale, Redekop

Staff: B. Brens, Associate Director, Reporting and Analysis,
H. Chamberlain, Director, Financial Management &
Planning/Deputy Treasurer, T. Harrison,
Commissioner/Treasurer, Corporate Services, M. Jurczyk,
Director, Internal Control & Organizational Performance, B.
Menage, Director, Procurement & Strategic Acquisitions, A.-M.
Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk, A.
Wheaton, Corporate Reporting Supervisor

1. CALL TO ORDER

Committee Chair Rigby called the meeting to order at 1:00 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

There were no items for consideration.

6. CONSENT ITEMS FOR INFORMATION

6.1 AC-C 24-2019

Q3 2019 Follow-up Status of Audit Recommendations

Moved by Councillor Whalen

Seconded by Councillor Foster

That Report AC-C 24-2019, dated September 9, 2019, respecting Q3 2019 Follow-up Status of Audit Recommendations, **BE RECEIVED** for information.

Carried

6.2 AC-C 26-2019

Internal Audit Plan Progress Update Dashboard

Moved by Councillor Foster

Seconded by Councillor Whalen

That Correspondence Item AC-C 26-2019, being a memorandum dated September 9, 2019, from M. Jurczyk, Director, Internal Control and Organizational Performance, respecting Internal Audit Plan Progress Update Dashboard, **BE RECEIVED** for information.

Carried

6.3 AC-C 27-2019

2019 External Audit Planning Report

Moved by Councillor Foster

Seconded by Regional Chair Bradley

That Report AC-C 27-2019, dated September 9, 2019, respecting 2019 External Audit Planning Report, **BE RECEIVED** for information.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Foster
Seconded by Regional Chair Bradley

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

COM 35-2019
Approval of the 2018 Long-Term Care Home Annual Reports
PHD 12-2019
Approval of 2018 Public Health Audits

Carried

7. OTHER BUSINESS

There were no items of other business.

8. NEXT MEETING

The next meeting will be held on Monday, December 2, 2019 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 1:07 p.m.

Tim Rigby
Committee Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Subject: Q3 2019 Follow-up Status of Audit Recommendations

Report to: Audit Committee

Report date: Monday, September 9, 2019

Recommendations

That report AC-C 24-2019 regarding the current status of audit recommendations **BE RECEIVED.**

Key Facts

- The purpose of this report is to provide Audit Committee with a status update on the degree of implementation of audit recommendations made since 2015.
- This report will cover all audits completed and issued up to the previous Audit Committee meeting, June 24, 2019.
- As part of the annual audit business cycle, the follow up process will be completed and reported to Audit Committee on a quarterly basis.
- A total of 80 recommendations have been provided to management and staff to improve operations or their internal controls.
- Between 2017 and 2019, Internal Control and Organizational Performance has completed 16 internal audit reports.

Financial Considerations

There are no immediate budgetary considerations associated with this report. The audit recommendations and subsequent Management Action Plans (MAPs) may have had budgetary implications associated with their implementation and have been accommodated within current operating budgets.

Analysis

This report is intended to be an update on the status of Management's implementation of the audit recommendations since 2015. All recommendations that have not been fully implemented within the management approved timeframe will be highlighted in this report for Audit Committee's attention.

In total, Niagara Region had 80 audit recommendations brought forward through past completed audits. Details of these recommendations are as follows:

- 58 have been fully implemented,

- 13 of the recommendations are in progress and proceeding with satisfactory implementation plans in place,
- 7 recommendations are in progress, but behind schedule.
- 2 recommendations remain on hold,

The attached appendices provide a detailed status of all recommendations, including progress updates from management and staff.

This type of follow-up report is consistent with a best practice outlined in the guiding principles published by the Institute of Internal Auditors, which Internal Control & Organizational Performance adheres to. The quarterly follow up process ensures that Management and Staff are held accountable for the implementation of action plans, which they have committed to. The follow up provides valuable information to members of Audit Committee in the execution of their oversight and governance role.

Alternatives Reviewed

No other alternatives were reviewed at this time.

Relationship to Council Strategic Priorities

Internal Auditing is consistent with Regional Council's Strategic Plan, specifically the fourth pillar: "Sustainable and Engaging Government". Internal auditing promotes an organizational culture that values continuous improvement, collaboration between business units and innovative ideas to drive efficiency and effectiveness.

Other Pertinent Reports

AC-C 8-2017 Annual Follow Up Status of Audit Recommendations
AC-C 15-2018 Management Action Plan and Follow-up Status Report
AC-C 21-2018 Q1 2018 Follow up Status of Audit Recommendations
AC-C 34-2018 Q2 2018 Follow up Status of Audit Recommendations
AC-C 3-2019 Q1 2019 Follow up Status of Audit Recommendations
AC-C 14-2019 Q2 2019 Follow-up Status of Audit Recommendations

Prepared by:

Maciej Jurczyk, CPA, CMA, CIA, CRMA
Director, Internal Control and
Organizational Performance
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was reviewed by Frank Marcella, Internal Auditor and Henrik Gao, Internal Audit Analyst.

Appendices

Appendix 1	AC-C 24-2019 Appendix 1 – Final Summary
Appendix 2	AC-C 24-2019 Appendix 2 – Final Detailed

INTERNAL CONTROL & ORGANIZATIONAL PERFORMANCE
FOLLOW UP STATUS REPORT
Current Status as of August 23, 2019

Audit Name		Total # of Recommendations	Not Started	In Progress		On Hold	Fully Implemented	Percentage Completion
				On Time	Late			
2015	Burgoyne Bridge	8	0	0	1	1	6	<div><div></div></div> 75%
2016	Fleet Management	4	0	0	1	0	3	<div><div></div></div> 75%
2017	Fleet Parts Inventory and Fuel	9	0	0	4	1	4	<div><div></div></div> 44%
2018	Waste and Recycling Drop-Off Depot Agreement	2	0	0	0	0	2	<div><div></div></div> 100%
	Payroll 1 - Timekeeping	3	0	2	0	0	1	<div><div></div></div> 33%
	Grants and Incentives	4	0	4	0	0	0	<div><div></div></div> 0%
	Controlled Medications Inventory	3	0	0	1	0	2	<div><div></div></div> 67%
	Accounts Payable	2	0	2	0	0	0	<div><div></div></div> 0%
	Information Technology Security and Data Backup Controls	20	0	5	0	0	15	<div><div></div></div> 75%
Audit Projects with Recommendations Previously reported to Audit Committee		25	0	0	0	0	25	<div><div></div></div> 100%
Total		80	0	13	7	2	58	<div><div></div></div> 73%

Title: Log of outstanding Management Action Plans from historical internal audit reports

Audit Report Title	Observation Title and Brief Description	Recommendation per Audit Report	Management Action Plan per Audit Report	Accountable Individual & Title	Original Completion Date MM/DD/YYYY	Revised Completion Date MM/DD/YYYY	Issue Status	Follow Up Comments
Burgoyne Bridge Audit	Cost Estimating	The Region should develop a structured estimating process to allow for accurate monitoring, control, forecasting and reporting of project costs.	1. Large construction projects: Provide estimates at various project stages utilizing the services of qualified cost consultant's/quantity surveyors 2. Lifecycle renewal projects: Use structured estimating as applicable for the particular project 3. Structured cost estimating: Different cost estimating should be applied based on the type of capital project. Large projects should engage qualified cost consultants at various stages 4. Job order contracting: Pilot in progress for facilities lifecycle renewal projects and maintenance projects. Provides unit pricing for projects on an ongoing basis for a set term	Kashif Siraj, Manager, Implementation & Analysis	Not provided in report	Q4 2020	On Hold	As per Kashif Siraj (Manager, Project Management Office) on 08/06/2019: AMO Director starting this week, we'll get the ball rolling on the Estimation conversation as it is part of the AMO roadmap. Auditor's note: Maciej Jurczyk, September 5, 2019. Principle reason for this issue being outstanding since 2016 is employee turnover, as it has been reassigned multiple times. As per Kashif Siraj (Manager, Project Management Office) on 04/12/2019: The status will remain exactly the same as last time update. As per Kashif Siraj (Manager, Project Management Office) on 01/11/2019: Estimates for Capital Initiatives are developed as part of the business cases for budget approvals. PMO will be looking into standardizing Validation of these Estimates early on in the capital projects. Once the Asset Management Office is in place the PMO will collaborate and align with it on Estimation. Maciej Jurczyk (Director, Internal Control & Org Performance), Aug 20, 2018: Discussions with Senior Management in PW and Finance in May 2018 resulted in ICOP taking a leadership role in cost estimating. Pending the creation of the PMO on Sept 10, 2018, this unit will be accountable for this work going forward. No update for the May 7, 2018 Audit Committee report, still on hold. Due to staff leave of absence special projects related to this recommendation have been put on hold pending return.
Burgoyne Bridge Audit	Document Management	The Region should develop and implement a formal document management process for all projects	Review of current corporate processes to: 1. Determine immediate actions required to have all Burgoyne Bridge records brought into compliance 2. Develop document management best practices - compare against lead/best practices and identify areas for improvement - ensure implementation of the process across the organization 3. Report back on this review and any proposed recommendations and actions	Tom Jamieson, Associate Director, Application and Information Services	1. 08/31/2016 2. 12/31/2016 3. 03/31/2017	Pilot Project in 2020	In progress late	As per Tom Jamieson on 08/09/2019 Two key milestones have been achieved since the last update on this initiative: First, two central project roles have been filled including the Project Manager (Judi Rock – starting August 26th) and the Manager, Records and Information Management role (Sherri Hannel – starting September 3rd). Both of these roles have been absent until now and are critical in successfully moving the project forward Second, the information audit referenced in the previous update was completed in March with a final report delivered by the consultant in May. The deliverables included: -An inventory of key data and content (documents etc.) used across departments in support of their business - Documented risks and opportunities across the organization for ECM and Business Intelligence technology and relative impact. -Documented scope and functional requirements for ECM which will be the basis of an RFP. - A multi-year action plan for establishing and implementing an Enterprise Information Management Framework providing the foundation for technology, business process, governance, compliance and people The action-plan noted above recommends that the balance of 2019 be invested in establishing a governance program for data and information at the Region while working through the identification, selection and procurement of a technology solution in parallel. Upon completion (year end) it is recommended that a production pilot be undertaken over the course of 2020 including the review and implementation of an enterprise scanning and email management solution. Auditor's note: Maciej Jurczyk, September 5, 2019. Principle reason for this issue being outstanding since 2016 is the complexity of subject matter (i.e. developing new system and due diligence within procurement process). Management Action Plan updates for Q2 2019 have not been received As per correspondence with Tom Jamieson (Associate Director, Application and Information Services) on 01/11/2019: To address gaps around process, management and information governance an audit of information and content has been scheduled for Jan. and Feb. This will entail sessions with each Department or Division to inventory key information
Fleet, Equipment Management and Replacement Process	Fleet Strategies, Policies, Procedures	Management should formalize the Fleet Strategy and set priorities or areas of focus to provide direction to fleet services. The strategy could be supported by a life cycle costing framework or align to the enterprise wide asset management planning initiatives. Performance and value metrics should be set to align to strategic directives and should be periodically tracked. Council approval should be sought once the fleet strategy is documented.	1. Develop a Fleet strategy statement to be presented to Public Works Committee for approval, prior to seeking approval from Regional Council (update report to Audit Committee to follow) 2. Fleet strategy will be incorporated into overall Asset Management Plan 3. Performance measures should be developed and tracked to align with the overall Fleet Strategy. 4. Review Fleet policies and procedures as required.	Derek McGaghey, Associate Director, Transportation Integrated Services formerly Ken Williams (Supervisor Fleet Operations) and Shawn McCauley (Associate Director Transportation and Fleet Operations)	1. 06/2017 2. Ongoing 3. Ongoing 4. Ongoing	1. Dec 31, 2019 2. Completed 3. Dec 31, 2019 4. Dec 31, 2019	In progress late	Derek McGaghey, Associate Director, Transportation Integrated Services, Sept 5, 2019: 1. Not yet completed. Currently considering updating the vision and mission statement within the PW Vehicle and Equipment Policy, if possible. 2. Completed with alignment to Asset Management Office (AMO). 3. Being developed as part of Q3-Q4 performance objectives through the use of KPIs. Has received KPIs used by other jurisdictions (Guelph and Ottawa), and interested in developing KPI's with internal consulting support from ICOP division. 4. Ongoing. The PW Vehicle and Equipment Policy was approved in 2009. Requires updating to bring it in alignment with Corporate branding standards and language. Auditor's note: Maciej Jurczyk, September 5, 2019. Principle reason for this issue being outstanding since 2016 is staffing transition, as this file has been re-assigned due to a re-organization in Transportation Division in 2018. Management Action Plan updates for May 2019 AC have not been received. As per correspondence with Shawn McCauley (Associate Director, Transportation) on 12/19/2018: 1. As part of restructuring a new division was created to run this area in 2019, once the new Associate Director is in place the division will finalize the statement. On target to complete this by end of Q1, 2019 As per correspondence with Shawn McCauley (Associate Director, Transportation) on 08/10/2018: 1. Mission statement has been finalized and is under review by senior staff. Estimated completion date: 03/31/2019 2 - 4. Previously completed As per follow up correspondence with Shawn McCauley (Associate Director, Transportation) on 04/03/2018: 1. Ken Williams has reached out to staff but the mission statement has not been formalized. Winter season was busier than usual and as a result it tied up a lot of staff time. 2.4. Previously completed

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Fleet Parts Inventory & Fuel Audit	Niagara Recycling Centre - Area to improve internal controls	1. Fuel dip tests should be conducted two times a week in order to monitor fuel levels and perform reconciliations. The twice-weekly dip tests should be conducted at the start of the work week, first shift Monday morning, and then the end of the work week, last shift Friday evening. 2. Fuel reconciliations should be completed on a daily basis. The reconciliations should account for opening fuel levels, deliveries and consumption for the day. This amount should be compared and reconciled to the twice-weekly fuel dip tests. Variances should be examined. 3. Assuming that the Niagara Region will retain ownership and continue to operate the Recycling Centre, Niagara Region staff should research the cost associated, and if feasible, install automatic fuel pumps in correlation with an automated fuel management system (such as the CoenCorp system utilized by Public Works). 4. In the interim, the Recycling Centre should continue and/or begin the following: a. Implement and enforce a policy whereby circle checks are not allowed to be turned in with nil values. The employee is required to fill out the circle check, indicating the amount of fuel they pumped into their unit or they are required to indicated that nil fuel was pumped and initial the box. Each form should be signed by the operator on a daily basis in order to improve and foster accountability. b. A ticket system should be implemented for any fueling transactions not completed at the time of the circle check. The ticket system will ensure that there is a tracking system in place for all fuel transactions which will improve record keeping, reporting and directly affect the ability to complete reconciliations.	1. As per recommendation 1, Niagara Region staff to conduct manual dip test twice weekly to reconcile fueling transactions throughout the week. Dip stick ordered and received on Nov 22nd. Implementation starting week of November 27, 2017. 2. As per recommendation2, Niagara Recycling staff will complete fuel reconciliations on a daily basis. Niagara Region's Contract Manager will be responsible for reviewing tracking spreadsheet every month to look for variances/discrepancies. First monthly review scheduled for January 2018. Daily reconciliations start date November 13, 2017. 3. As per recommendation 3, and dependent on Council's direction on Niagara Region's role in recycling processing operations as part of the Waste-Free Ontario Act, Niagara Region's Contract Manager will research automated systems used at Regional facilities, and, depending on cost, will procure and install automatic fuel pumps in correlation with an automated fuel management system. 4. Implementation of a ticket based system for all fueling transactions. Staff will no longer be documenting information on circle checks, as circle check is complete at beginning of shift and fuel transactions occur throughout the day. Alternatively, as per pe recommendation 4b, ticket information includes the following: date, unit number, fuel usage, odometer reading and signature of operator. Complete - started Nov 13, 2017.	Allison Tydesley (Associate Director, Waste Collection & Diversion) in Allison's absence, Jennifer Wilson (Supervisor Waste Management)	1. Nov 27, 2017 2. Nov 13, 2017 and January, 2018 3. Ongoing 4. Nov 13, 2017	Dependent upon Council direction	On Hold	As per Jennifer Wilson (Supervisor, Waste Management) on 08/19/2019: 3. Still on hold pending decision on MRF As per Jennifer Wilson (Supervisor, Waste Management) on 04/17/2019: 3. Still on hold pending decision on MRF As per Jennifer Wilson (Supervisor, Waste Management) on 01/22/2019: Action plan is awaiting to be presented and approved by Council. No data has been provided when it will be presented at this point. All MAPs have been fully implemented with the exception of #3 which is dependent on Council's direction and will be implemented once a decision is known. As per correspondence with Jennifer Wilson (Supervisor, Waste Management) on 08/10/2018: 1. Completed 2. Completed 3. Dependent on Council's direction and will be implemented once a decision is known. 4. Completed As per correspondence with Jennifer Wilson (Supervisor, Waste Management) on 04/04/2018: 1. Fully implemented 2. Fully implemented 3. Dependent on Council's direction 4. Fully implemented
Fleet Parts Inventory & Fuel Audit	Public Works - Automation of fueling system at Smithville yard	Public Works should research the cost and, if feasible, implement the CoenCorp automated fueling system at the Smithville yard.	Staff are in the process of reviewing the recommendations from a consultant report on Niagara Patrol Yards Retrofit, Smithville and Pelham Patrol Yards completed in 2013 that has been on hold while we completed an external audit on Snowplowing, Road Maintenance and Landscaping Services. Based on the recommendations in these reports and the condition of the fueling system at the Smithville Yard, staff are not recommending installing the CoenCorp fuel system at this time. If staff follow through with the recommendation to consolidate both yards into one facility, the fueling system at Pelham was built to be transferable to the new consolidated yard location. The current fuel storage system as Smithville is undersized and was built only as a temporary measure. If a final decision is made to keep Smithville Patrol Yard open than the costs of installing new tanks with the CoenCorp fuel system will be incorporated within the capital budget.	Derek McGaghey, Associate Director, Transportation Integrated Services formerly Ken Williams (Supervisor Fleet Operations) and Shawn McCauley (Associate Director Transportation and Fleet Operations)	Dec 31, 2017	Q2 2020 (June 30, 2020)	In progress late	Derek McGaghey, Associate Director, Transportation Integrated Services, Sept 5, 2019: The card lock system is being considered for the Smithville Yard with potential implementation in Q2 2020. Smithville Yard continues to be looked at for capital replacement. Routing study underway with a patrol yard replacement study to follow. Auditor's note: Maciej Jurczyk, September 5, 2019. Principle reason for this issue being outstanding since 2016 is staffing transition, as this file has been re-assigned due to a re-organization in Transportation Division in 2018 and a lack of capital funding. Management Action Plan updates for Q2 2019 have not been received As per correspondence with Shawn McCauley (Associate Director, Transportation) on 12/19/2018: Delayed until restructuring of the division is complete. Estimated completion date: June 30, 2019 Dependent on decision to consolidate the yards or not. As per correspondence with Shawn McCauley (08/10/2018): A consultant is going to be hired to conduct a yard rationale study in 4th quarter of 2018.
Fleet Parts Inventory & Fuel Audit	Public Works - Inventory storage and reconciliation process	1. Inventory cycle counts should continue to be conducted on a quarterly basis. Staff working at each respective yard should be informed of the count results and required to follow up with Management on variances. 2. Management should develop an internal guideline as to how many variances are considered to be an acceptable variance 3. When unacceptable variances are noted on more than one occasion, Management should conduct cycle counts on a more frequent basis (bi-monthly) in order to ensure inventory existence and accuracy until counts are within acceptable variance limits 4. The Smithville inventory storage room should be reorganized using the bin location format applied at the other locations 5. Management should implement a system, whereby staff taking an inventory item off the shelf, he/she uses the hand held scanner to scan the barcode affixed to the shelving to add the item to the work order rather than manually adding the item, mitigating the risk of an incorrect item being added to the work order 6. If Public Works decides to consolidate the current yard locations, they should investigate the incremental cost of adding a stock clerk to the remaining location(s)	1. Inventory cycle counts are part of our current inventory process guideline manual in Cityworks, this document will be updated to include the M5 inventory. 2. Current Cityworks internal inventory process identifies a variance reporting mechanism and a process for recounts if there are any unusual variances. The manual will be updated to include the M5 inventory including identifying acceptable variance limits. 3. The update manual will include a section on a procedure to handle unacceptable variances including recommending bimonthly counts where required 4. Staff will reorganize Smithville into bin locations after the 2017 year end inventory reconciliation 5. Current scanners are not capable of adding items directly onto a work order. Staff will review and determine if this functionality can be programmed into our current scanners or will an upgrade be required 6. Staffing levels will be reviewed once a decision on the yard locations is made, including adding an additional staff member to deal with the stock at the Patrol Yards. Currently there are only two Road Operations Clerk for the four Patrol Yards. These positions have stock responsibility in their job descriptions, adding a third in a three yard model will help control both fleet and road inventory levels	Derek McGaghey, Associate Director, Transportation Integrated Services formerly Ken Williams (Supervisor Fleet Operations) and Shawn McCauley (Associate Director Transportation and Fleet Operations)	March 31, 2018	1. Completed 2. Dec 31, 2019 3. Dec 31, 2019 4. Completed 5. Upgrade Required 6. Q2 2020 (June 30, 2020)	In progress late	Derek McGaghey, Associate Director, Transportation Integrated Services, Sept 5, 2019: 1. Completed. Implementation at Welland location is complete. Implementation at Smithville location is underway. Inventory counts at least quarterly, some products counted monthly. 2. This is outstanding. Acceptable inventory variances identified through a cycle-count or year-end inventory count have not yet been identified. 3. This is outstanding. The inventory manual has not yet been updated with acceptable variances per above. 4. Completed. Smithville bins were reorganized in 2017, bins currently being reorganized again. Welland Yard was reorganized again in July 2019. 5. Not yet completed. The usage of handheld scanners will be looked at with M5 upgrade which is expected to be completed by Dec 31, 2019. Discussions with 3rd party IT vendor on terms and conditions already underway. 6. Not yet completed. The Smithville Yard replacement has not been approved. A new study is underway to determine optimal deployment of patrol yards in the west end and the Regional Government Review outcome may impact future location(s). Auditor's note: Maciej Jurczyk, September 5, 2019. Principle reason for this issue being outstanding since 2016 is staffing transition, as this file has been re-assigned due to a re-organization in Transportation Division in 2018. Management Action Plan updates for Q2 2019 have not been received As per discussion with Shawn McCauley (Associate Director, Transportation), on 12/19/2018: 1-3. Process updated and utilized to conduct year end counts. 4. Previously completed. 5. Upgrade required as part of the division's mobile solution strategy. Currently waiting on IT. 6. Delayed until the restructuring of the division is complete Estimated completion date: June 30, 2019 As per discussion with Shawn McCauley (Associate Director, Transportation) on 08/10/2018:

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Fleet Parts Inventory & Fuel Audit	EMS - Maximization of available discounts	1. Management should continue to encourage the use of the key fobs and the follow up of employees when it is noted that the key fob was not used at the respective gas station 2. Management should inquire with the key fob provider if there are any increased savings plans based on volume of fuel they are purchasing on an annual basis	1. We observe approximately a 30% utilization of the key fob vs. Visa card. We will communicate with staff to use key fob or Visa Card with key fob vendor as first choice, and use alternate fuel providers if key fob vendor is not available. We will set up a meeting involving upper management, fleet and our Operation's team to discuss the best course of action to increase the use of the key fob 2. We will reach out to Corporate, ICOP and key fob vendor sales representative to see if further discounts can be gained or if there are other incentive programs available since we adopted the use of the key fob. Our Pcard is used approximately 70% of the time and reconciling the monthly statement is time consuming and lends itself to risk of human error. We will be seeking out advice from our Region IT dept. to see if they can come up with an electronic solution to automatically populate our current internal spread sheets to mitigate human error.	Ralph Paolini (Manager, EMS and Support Services)	February 2018	TBD	In progress late	As per conversation with Ralph Paolini (Manager, EMS and Support Services) on 08/22/2019: EMS personnel are meeting with a new vendor this month who is introducing technology into the market that may meet the needs of EMS (i.e. electronic record keeping and availability to purchase fuel across the Region). From a corporate perspective, the opportunity to synchronize fuel procurements with other departments and ABC's (i.e. NRPS) is still being evaluated. Per Bart Menage (Director, Procurement & Strategic Acquisitions) on August 30, 2019; Procurement has been working with EMS on the file and is exploring the possibility of signing onto the Provincial Vendor of Record. As per conversation with Ralph Paolini (Manager, EMS and Support Services) on 04/16/2019: Purchasing is in the process of having all Regional fuel purchasers involved in trying to have all criteria noted included in a purchasing contract with a particular fuel vendor. Preliminary findings show all criteria mentioned in the audit can be satisfied. As per conversation with Ralph Paolini (Manager, EMS and Support Services) on 12/19/2018: Procurement is in the process of completing the work. As per conversation with Ralph Paolini (Manager, EMS and Support Services) and Bart Menage (Director, Procurement and Strategic Acquisitions) on 08/20/2018: Procurement is in the process of completing the work. As per correspondence received from Ralph Paolini (03/27/2018), 1. Fully implemented 2. EMS has found 2 providers that would meet all of their requirements (volume discounts, store hours, security aspects when dealing with Pcard or fob, record keeping, use friendliness). They are currently working with Procurement on this
Fleet Parts Inventory & Fuel Audit	EMS - Opportunities to automate record keeping process	1. Management should discuss with the key fob provider if there is a capacity in which they can receive the statement electronically and download them into their vehicle operation data report or online platform in order to save time and mitigate the risk of human error 2. Management should download PCard transactions and download the transactions into their vehicle operation data report or online platform in order to save time and mitigate the risk of human error. EMS may want to discuss with the IT department a spreadsheet in which the PCard data can be downloaded, sorted and summarized based on their requirements for the vehicle operation data report	1. We will meet with Corporate and fuel provider to investigate any software upgrades (mileage, vehicle call sign ID, signature, cost and litres used) of their system for reconciling monthly statements 2. Our Pcard is used approximately 70% of the time and reconciling the monthly statement is time consuming and lends itself to risk of human error. We will be seeking out advice from our Region IT dept. to see if they can come up with an electronic solution to automatically populate our current internal spread sheets to mitigate human error.	Ralph Paolini (Manager, EMS and Support Services)	February 2018	TBD	In progress late	As per conversation with Ralph Paolini (Manager, EMS and Support Services) on 08/22/2019: EMS personnel are meeting with a new vendor this month who is introducing technology into the market that may meet the needs of EMS (i.e. electronic record keeping and availability to purchase fuel across the Region). From a corporate perspective, the opportunity to synchronize fuel procurements with other departments and ABC's (i.e. NRPS) is still being evaluated. Per Bart Menage (Director, Procurement & Strategic Acquisitions) on August 30, 2019; Procurement has been working with EMS on the file and is exploring the possibility of signing onto the Provincial Vendor of Record. As per conversation with Ralph Paolini (Manager, EMS and Support Services) on 04/16/2019: Purchasing is in the process of having all Regional fuel purchasers involved in trying to have all criteria noted included in a purchasing contract with a particular fuel vendor. Preliminary findings show all criteria mentioned in the audit can be satisfied. As per conversation with Ralph Paolini (Manager, EMS and Support Services) on 12/19/2018: Procurement is in the process of completing the work. As per conversation with Ralph Paolini (Manager, EMS and Support Services) and Bart Menage (Director, Procurement and Strategic Acquisitions) on 08/20/2018: Procurement is in the process of completing the work.
Waste and Recycling Drop-Off Depot Agreement Audit	Opportunity to enhance transparency of reported information from the vendor	1. Waste Management staff at Niagara Region should discuss with the vendor the possibility of including tipping fee as one of the selected data fields on the daily transfer of information. Waste Management should request that the pre-tax tipping fee amount, tax amount and gross tipping fee amount be reported on a daily basis so that monthly and quarterly reconciliations may be completed easier. 2. Waste Management staff should discuss with the vendor, the possibility of enhancing the reporting process so that both tonnage and revenues are reported on a quarterly basis. As a result of the enhancements, Waste Management staff may be able to reconcile the systems, compute royalty amounts and monitor information with increased ease and efficiency.	1. Niagara Region holds quarterly meetings with the vendor. The next meeting is to be scheduled in late Q2. The issue will be brought forward to see if tipping fee can be a selected data field. The Region will investigate if the quarterly report can be done on a monthly basis showing pre-tax tipping fee amount, tax amount and gross tipping fee amount. 2. Niagara Region hold quarterly meetings with the vendor. The next meeting is to be scheduled in late Q2. The issue will be brought forward to see if tonnage can be added to the quarterly report. If the vendor is in agreement to supply this information.	Andrew Winters, Waste Disposal Operations Program Manager	1. 09/30/2018 2. 07/31/2018		Completed	Per discussion with Andrew Winters (Waste Disposal Operations Program Manager) on 08/21/2019: RMON is reliant on the vendor to make this change in their IT systems. Their current system is not designed for waste management operations and the recommended fields identified in the audit would require re-writing software code (which the vendor identified would be a minimum of \$10k) or waiting for the vendor to upgrade the system. The vendor has indicated that this is not a priority and may take multiple years. Auditor's Note: Maciej Jurczyk, Director, ICOP (Aug 21, 2019); in light of this information and given that this was a low risk finding AND the second portion of the Management Action Plan was successfully completed, we are comfortable to close this outstanding Management Action Plan. As per discussion with Andrew Winters (Waste Disposal Operations Program Manager) on 08/14/2019: At this time nothing has changed with the status of this file since the last update. As per Conversation with Andrew Winters, (Waste Disposal Operations Program Manager) on 04/23/2019: 1. Right now the two sections - no upgrade in the near future, so in a couple of years. 2. Quarterly tonnage has been done As per correspondence with Andrew Winters (Waste Disposal Operations Program Manager) on 01/09/2019: 1. The vendor currently are unable to select this data field. Next time they have to upgrade their program they will look at feasibility if they can implement this request. 2. The vendor agreed that they would add the tonnages to the quarterly report. They will start in Q4 report. As per discussion with Andrew Winters (Waste Disposal Operations Program Manager) on 08/16/2018: A meeting was held with the Vendor on June 4, 2018 in which items #1 and #2 were raised. The Vendor is going to go back to their IT department for validation but Vendor didn't think it would be an issue. MAP#1 is still on target to be completed for the original September 30, 2018 completion date. The Vendor indicated that item #2 would be completed at the same time.

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Grants and Incentives Audit	The Region needs to consider program rationalization	<p>1. Regional Council needs to reaffirm the alignment of current programs with Council objectives and/or priority projects at least once during each term of Council.</p> <p>2. Regional Council needs to rationalize the number of programs that it manages and funds and ensure that new or remaining programs have direct alignment to the Region's core mandate. The Region should develop an exit strategy to terminate its participation in the following programs: Building and Facade; Heritage Restoration and Improvement; Environmental Assessment; Planning Studies; Residential Grant/Loan</p> <p>3. Regional Council needs to reconsider its participation in the following programs given the limited client uptake: Agricultural Buildings and Facilities Revitalization Grant/Loan; Agricultural Feasibility Study Grant; and Affordable Housing Grant/Loan Program</p> <p>4. The Region needs to re-evaluate its role as the administrative lead in Niagara Investment in Culture and consider either providing block funding to Local Area Municipalities or transfer full administrative responsibility to an external agency (ie. Niagara Prosperity Initiative, Prokids).</p> <p>5. The Region should consider repurposing budgets and resources from any programs it is no longer financially supporting to those programs that have high strategic alignment to ensure these programs are being delivered at the appropriate financial scope and scale.</p>	<p>Representatives from Economic Development, Finance and Planning and Development have reviewed the observations and associated comments provided in Phase 1 and 2 of the Grant and Incentives Programs audit. The implementation of the observations as proposed needs to be carefully considered as there would be significant impact on:</p> <ul style="list-style-type: none">- the delivery of grant and incentives programs- resources allocated within Regional Departments and Local Area Municipalities; and- the applicants of the grant and incentive programs <p>In order to adequately assess the observations and make considered recommendations on grant and incentive programs moving forward, it is recommended that a Working Group is established consisting of representatives from Economic Development, Finance, Planning and Development and ICOP. The Working Group will report to CLT.</p>	Doug Giles, Director, Community and Long Range Planning	Not provided in report	Q3, 2019	In progress on time	<p>As per Doug Giles on 08/12/2019:</p> <p>The presentation on the Grants and Incentives Review scheduled for a June 2019 COTW meeting was postponed until September 5, 2019. On this date there will be a presentation on existing incentive programs, the incentive review and options for Council's consideration, accompanied by a report on same. Once Council direction is received, staff will develop programs based on this direction and return to Council with a report outlining the specific recommendations to be referred to the 2020 budget process. Implementation and transition of approved changes are anticipated to begin at some point TBD in 2020. Please note any potential changes to municipal governance structures may affect this work and these timelines.</p> <p>Per discussion with Doug Giles & Marian Bannerman in a meeting on May 21, 2019:</p> <p>A staff led review of grants and incentives is still on-going but is nearing completion. Planning & Development staff are proposing to present a report to Committee of the Whole (COTW) on June 6, 2019 providing background information about the current portfolio of grant and incentive programs as well as presenting a new future strategic and model for governing these programs. Staff's ultimate objective is to receive feedback and direction from COTW about in which strategic direction these programs should reside; then model a future portfolio of programs to be aligned with Council's new strategic direction. Administrative changes to the delivery of these programs is still on hold pending Council's direction and subsequent design of new programs.</p> <p>As per correspondence with Marian Bannerman (Program Manager, Grants and Incentives) on 01/24/2019:</p> <p>As outlined in the Management Action Plan, an inter-departmental Incentive Review Working Group met several times during Q4 2018 to develop recommendations regarding potential incentive target areas and options for program resourcing and delivery. An education session for Regional Council on existing Regional incentive programs and the status and next steps of the Incentive Review is anticipated in February 2019, with a similar session anticipated to be provided for interested Local Area Municipal staff in March. Following leadership review of the Working Group recommendations, a report will go forward (likely in May-June 2019) to Planning and Economic Development Committee and Regional Council for consideration.</p>
Grants and Incentives Audit	Lack of master agreement or standard operating procedures	<p>1. Regional staff needs to develop foundational documents such as a Master Agreement and Standard Operating Procedures in conjunction with its LAM partners. Some items to be included within the master agreement are:</p> <ul style="list-style-type: none">a. Details of the program objectives from a Regional perspectiveb. Regional criteria to be considered during application evaluation/approval and post-award monitoring phases, i.e. jobs created, minimum external investment threshold.c. Enforcement of Regional standards and approval procedures <p>2. Regional staff, along with LAMs, should define its optimal business model, such as a delegated authority model. This will establish the parameters around the business relationship and support the description of roles and responsibilities for all parties in the delivery of grant and incentive programs.</p> <ul style="list-style-type: none">a. If the Region continues with Type B and Type C program models, whereby the LAMs provide post-award monitoring or verification, then a right to audit clause should be developed and enforced.b. As an alternative, if a right to audit clause cannot be agreed upon within the master agreement, the Region should consider implementing an indemnity clause to protect the Region from exposure to legal or financial liability. <p>3. Following the drafting of a Standard Operating Procedure for all the programs, the Region should develop flow charts and work descriptions that detail the following service levels:</p> <ul style="list-style-type: none">a. Appropriate level of due diligence required from each partyb. Communication requirements and frequency,c. Documentation to support application approval and payment processingd. Ongoing and post-award monitoring to ensure application criteria have been satisfied; ande. Timeliness and quality of project, program and performance reporting.	<p>Representatives from Economic Development, Finance and Planning and Development have reviewed the observations and associated comments provided in Phase 1 and 2 of the Grant and Incentives Programs audit. The implementation of the observations as proposed needs to be carefully considered as there would be significant impact on:</p> <ul style="list-style-type: none">- the delivery of grant and incentives programs- resources allocated within Regional Departments and Local Area Municipalities; and- the applicants of the grant and incentive programs <p>In order to adequately assess the observations and make considered recommendations on grant and incentive programs moving forward, it is recommended that a Working Group is established consisting of representatives from Economic Development, Finance, Planning and Development and ICOP. The Working Group will report to CLT.</p>	Doug Giles, Director, Community and Long Range Planning	Not provided in report	Q3, 2019	In progress on time	<p>As per Doug Giles on 08/12/2019:</p> <p>The presentation on the Grants and Incentives Review scheduled for a June 2019 COTW meeting was postponed until September 5, 2019. On this date there will be a presentation on existing incentive programs, the incentive review and options for Council's consideration, accompanied by a report on same. Once Council direction is received, staff will develop programs based on this direction and return to Council with a report outlining the specific recommendations to be referred to the 2020 budget process. Implementation and transition of approved changes are anticipated to begin at some point TBD in 2020. Please note any potential changes to municipal governance structures may affect this work and these timelines.</p> <p>Per discussion with Doug Giles & Marian Bannerman in a meeting on May 21, 2019:</p> <p>A staff led review of grants and incentives is still on-going but is nearing completion. Planning & Development staff are proposing to present a report to Committee of the Whole (COTW) on June 6, 2019 providing background information about the current portfolio of grant and incentive programs as well as presenting a new future strategic and model for governing these programs. Staff's ultimate objective is to receive feedback and direction from COTW about in which strategic direction these programs should reside; then model a future portfolio of programs to be aligned with Council's new strategic direction. Administrative changes to the delivery of these programs is still on hold pending Council's direction and subsequent design of new programs.</p> <p>As per correspondence with Marian Bannerman (Program Manager, Grants and Incentives) on 01/24/2019:</p> <p>As outlined in the Management Action Plan, an inter-departmental Incentive Review Working Group met several times during Q4 2018 to develop recommendations regarding potential incentive target areas and options for program resourcing and delivery. An education session for Regional Council on existing Regional incentive programs and the status and next steps of the Incentive Review is anticipated in February 2019, with a similar session anticipated to be provided for interested Local Area Municipal staff in March. Following leadership review of the Working Group recommendations, a report will go forward (likely in May-June 2019) to Planning and Economic Development Committee and Regional Council for consideration.</p>
Grants and Incentives Audit	Insufficient performance measures to report on program success and compliance	<p>1. Regional staff needs to further develop performance measures for all of its grant and incentive programs along with templates to support the LAMs in the collection, verification and reporting on the program successes. As a foundation the Region should develop performance measures categorized by volume, outputs, performance and qualitative as described in Appendix X.</p> <p>2. Regional staff needs to develop an effective post-award monitoring methodology, especially for Type C programs, those administered by the LAMs and funded by the Region.</p> <p>3. Regional staff needs to conduct regular comprehensive program evaluations (i.e. once per Council term) to ensure program objectives are continuously satisfying its original and intended goals. For all programs the Region should develop a sunset clause that defines the timing of when to conduct program evaluations.</p>	<p>Representatives from Economic Development, Finance and Planning and Development have reviewed the observations and associated comments provided in Phase 1 and 2 of the Grant and Incentives Programs audit. The implementation of the observations as proposed needs to be carefully considered as there would be significant impact on:</p> <ul style="list-style-type: none">- the delivery of grant and incentives programs- resources allocated within Regional Departments and Local Area Municipalities; and- the applicants of the grant and incentive programs <p>In order to adequately assess the observations and make considered recommendations on grant and incentive programs moving forward, it is recommended that a Working Group is established consisting of representatives from Economic Development, Finance, Planning and Development and ICOP. The Working Group will report to CLT.</p>	Doug Giles, Director, Community and Long Range Planning	Not provided in report	Q3, 2019	In progress on time	<p>As per Doug Giles on 08/12/2019:</p> <p>The presentation on the Grants and Incentives Review scheduled for a June 2019 COTW meeting was postponed until September 5, 2019. On this date there will be a presentation on existing incentive programs, the incentive review and options for Council's consideration, accompanied by a report on same. Once Council direction is received, staff will develop programs based on this direction and return to Council with a report outlining the specific recommendations to be referred to the 2020 budget process. Implementation and transition of approved changes are anticipated to begin at some point TBD in 2020. Please note any potential changes to municipal governance structures may affect this work and these timelines.</p> <p>As per correspondence with Marian Bannerman (Program Manager, Grants and Incentives) on 01/24/2019:</p> <p>As outlined in the Management Action Plan, an inter-departmental Incentive Review Working Group met several times during Q4 2018 to develop recommendations regarding potential incentive target areas and options for program resourcing and delivery. An education session for Regional Council on existing Regional incentive programs and the status and next steps of the Incentive Review is anticipated in February 2019, with a similar session anticipated to be provided for interested Local Area Municipal staff in March. Following leadership review of the Working Group recommendations, a report will go forward (likely in May-June 2019) to Planning and Economic Development Committee and Regional Council for consideration.</p> <p>Per discussion with Doug Giles and Marian Bannerman (08/24/2018):</p> <p>a report will be going go Planning and Development Committee that highlights the result of a survey of Local Area Municipalities. A full strategy on how to implement the recommendations will be developed in Q1 2019 following an orientation to the various programs delivered for the new Regional Council.</p>

Title: Log of outstanding Management Action Plans from historical internal audit reports

Audit Report Title	Observation Title and Brief Description	Recommendation per Audit Report	Management Action Plan per Audit Report	Accountable Individual & Title	Original Completion Date MM/DD/YYYY	Revised Completion Date MM/DD/YYYY	Issue Status	Follow Up Comments
Grants and Incentives Audit	The Region can provide greater value-added support to improve administrative efficiency and program success	1. The Region should work with LAMs to develop an effective web portal and Regional website landing page to improve communication, reporting, and sharing of information and documentation between partner municipalities. 2. The Region needs to study the merits, benefits and risks of converting grant programs to loans to create greater sustainability. 3. The Region should develop minimum investment thresholds (i.e. \$100,000 per project) to increase scale, overall ROI and efficiencies. 4. Based on the entire inventory of Regional grant and incentive programs, the Region should review the creation of a separate function with dedicated resources that specializes in grant administration and is reliant upon the technical support of program areas.	With respect to Redesigning Programs as Loans, it was felt that this particular observation is not an option for the delivery of grant and incentive programs; however comments relating to this should be provided as part of the assessment and recommendations made by the Working Group to CLT.	Doug Giles, Director, Community and Long Range Planning	Not provided in report	Q3, 2019	In progress on time	As per Doug Giles on 08/12/2019: The presentation on the Grants and Incentives Review scheduled for a June 2019 COTW meeting was postponed until September 5, 2019. On this date there will be a presentation on existing incentive programs, the incentive review and options for Council's consideration, accompanied by a report on same. Once Council direction is received, staff will develop programs based on this direction and return to Council with a report outlining the specific recommendations to be referred to the 2020 budget process. Implementation and transition of approved changes are anticipated to begin at some point TBD in 2020. Please note any potential changes to municipal governance structures may affect this work and these timelines. As per correspondence with Marian Bannerman (Program Manager, Grants and Incentives) on 01/24/2019: As outlined in the Management Action Plan, an inter-departmental Incentive Review Working Group met several times during Q4 2018 to develop recommendations regarding potential incentive target areas and options for program resourcing and delivery. An education session for Regional Council on existing Regional incentive programs and the status and next steps of the Incentive Review is anticipated in February 2019, with a similar session anticipated to be provided for interested Local Area Municipal staff in March. Following leadership review of the Working Group recommendations, a report will go forward (likely in May-June 2019) to Planning and Economic Development Committee and Regional Council for consideration. Per discussion with Doug Giles and Marian Bannerman (08/24/2018): A report will be going go Planning and Development Committee that highlights the result of a survey of Local Area Municipalities. A full strategy on how to implement the recommendations will be developed in Q1 2019 following an orientation to the various programs delivered for the new Regional Council.
Information Technology Security and Data Backup Controls Audit	Cybersecurity Management - Security systems Architecture	A. It is recommended to limit the access from the branch locations to the Region's network by placing the branch locations into a separate security zone and only allow the bare minimum required for business operation. B. - The branch location's network is to be segmented; separating the managed from the unmanaged devices and only allow access to the Region's network to managed devices. - Segment end-user devices, included managed devices, into controlled zones treated as semi-trusted to limit exposure to critical infrastructure as application and database servers.	A. Non Corporate internet is currently on separated network segmentation with no communication to the corporate network. We are implementing physical security to the ports (network port locks) on the non Corporate internet ports of the switch at the branch office locations to reduce risk. B. The Region will be implementing segmented security zones through Corporate firewall for critical servers to reduce exposure.	Julie Max (Associate Director, Infrastructure and Operations)	Not provided in report	B. Q4, 2019 (December 31, 2019)	In progress on time	As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/13/2019: B. This is anticipated to be completed by Q4 of 2019. Management Action Plan updates for Q2 2019 have not been received As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 01/15/2019: A. The network locks have been purchased and are scheduled to be installed in Regional facilities. Completed B. The current firewall migration is underway, and upon completion the segmented security zones will be in place as indicated. Security Zones have been configured and scheduled for implementation in Q1 2019. As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/20/2018: A. The network locks have been purchased and are scheduled to be installed in Regional facilities Estimated completion date: 12/31/2018
Information Technology Security and Data Backup Controls Audit	Cybersecurity Management - Network Security Systems	1. Identify operating systems in use on each ASA in use by the Region and identify all the latest versions available for installation. 2. Install the latest version available for all Cisco ASA firewalls. 3. Replace firewalls for a more recently released firewall system which is expected to be supported for the intended lifecycle of the firewall. 4. Use a vulnerability assessment solution to identify old versions of firmware and software. A vulnerability assessment solution generally provides information on new releases of firmware and software for monitored devices. 5. To limit exposure to known vulnerabilities in unsupported firmware and software releases, ensure equipment in use is running firmware and software which is still supported by the vendor.	1&2: Currently underway 3: ASA firewall replacements will be budgeted for in 2019. 4: The Region regularly conducts security assessments with 3rd party vendors to help identify these areas. The most recent being January 2018. We will be assessing a vulnerability assessment solution further. 5: It should be noted that mitigation solutions have been put in place to deal with unsupported firmware and software to limit vulnerabilities. Staff have enrolled to receive vendor notifications for hardware and software updates and do review and assess notifications for exposure and risk. We will be looking at enhancing our processes with a vulnerability assessment solution.	Julie Max (Associate Director, Infrastructure and Operations)	Not provided in report	#1 and #2 - Q4, 2019 (December 31, 2019) #4 Q4, 2020 (December 31, 2020)	In progress on time	As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/13/2019: 1 & 2 To be completed by Q4, 2019. 4. A solution has been budgeted for in 2019 Management Action Plan updates for Q2 2019 have not been received As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 01/15/2019: 2. Budget has been allocated in 2019 for the purchase of new ASA's as the current ones have memory limitations. Currently procuring hardware. Anticipated completion Q3 2019 4. SAS product will need further investigation. As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/20/2018: 1. Complete 2. Budget has been allocated in 2019 for the purchase of new ASA's as the current ones have memory limitations. Estimated completion date Q1/2019 3. Complete - Budget has been allocated in 2019 for the new hardware replacements of the current asa5505's with PA220's and support 4. SAS product will need further investigation Estimated completion date: Q1/2019 5. Complete
Information Technology Security and Data Backup Controls Audit	Cybersecurity Management: Account and access management	1. Disable insecure management and authentication mechanisms on networking devices and in particular the firewalls and force the use of secure mechanisms like SSHv2. 2. Implement centralized authentication for management of networking devices to prevent credential reuse and sharing, allow for password requirements enforcement, and auditability of administrator actions.	1: We have set SSHv2 and disabled SSHv1 and have modified the configuration to telnet access. This has been confirmed and verified. No further action is required. 2: Will be implemented with the new firewall implementation and remainder of infrastructure devices by end of year.	Julie Max (Associate Director, Infrastructure and Operations)	Not provided in report	Q1, 2019 (March 31, 2019) Q4, 2020 (December 31, 2020)	In progress on time	As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/13/2019: 2. Partially completed. Remote sites to be completed in 2020. Management Action Plan updates for Q2 2019 have not been received As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 01/15/2019: 1. Completed 2. This project is currently underway as ClearPass in being setup and configured by the vendor. Completion Q1 2019 As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/20/2018: 1. Completed 2. Will be completed as part of the Aruba ClearPass implementation Estimated completion date: Q4, 2018 (Dec. 31, 2018)

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Information Technology Security and Data Backup Controls Audit	Change Management	1. Formalize and agree with the CAB which changes need to be run by the CAB before implementing. 2. Keep track of all changes, regardless of their importance or impact, in a formalized change management system storing at least the purpose, executor, approver, rationale, request and execution date.	1: It should be noted that a formal CAB process currently exists. Updates will be added to CAB terms of reference to include a more comprehensive list of standard changes needs along with preapproved SOP's. 2: This will be addressed with changes to CAB processes.	Julie Max (Associate Director, Infrastructure and Operations)	Not provided in report	2 - Q2, 2020 (June 30, 2020)	In progress on time	As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/13/2019: 2. Currently investigating a CMDB tool Management Action Plan updates for Q2 2019 have not been received As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 01/15/2019: 1. Completed 2. Currently investigating a CMDB tool - Change Management Database As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/20/2018: 1. Current CAT policy is being revised to include the new processes identified in response, certain SOP's have been created for standard changes. Estimated completion date: Q4 2018 (Dec 31, 2018) 2. Currently investigating a CMDB tool - Change Management Database Estimated completion date: Q2, 2019 (June 30, 2019)
Information Technology Security and Data Backup Controls Audit	Patch Management	A. Recommendations for Findings A and B: 1. Create a patch management policy that outlines the objectives of patching, roles and responsibilities, steps to evaluate criticality, testing and handling of exemptions. 2. The patch management policy should include procedures when patches are not applied, risk is assessed, mitigation or acceptance is documented and approved by the appropriate level.	1: There is currently an SOP in place to implement operating systems securities patches. We will be looking at enhancing current practices. 2: We will be implementing a Risk Assessment Framework supported by documented approvals.	Julie Max (Associate Director, Infrastructure and Operations)	Not provided in report	Q4 2019	In progress on time	As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/13/2019: 2. Risk Framework is being developed. Management Action Plan updates for Q2 2019 have not been received As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 01/15/2019: 1. SOP for OS and security patches completed. 2. Risk Framework is being developed. As per correspondence with Julie Max (Associate Director, Infrastructure and Operations) on 08/20/2018: 1. Currently underway Estimated completion date: 12/31/2018 2. Currently underway Estimated completion date: 12/31/2018
Payroll Audit: Phase 1 - Timekeeping Process	Lack of Management Approval of Timekeeping in some Divisions	1. Supervisors/Managers should be given Kronos user logins. 2. The HR Division, in consultation with business units, should develop an approval/sign off business process whereby Supervisors/Managers are reviewing and signing off on the timecards of the staff that they supervise in a consistent manner. 3. In the longer term, HR Division should investigate the feasibility of designing a process which consolidates the Supervisor/Manager's approval of time entries and the encoding of time entries into one step.	1. Management is conducting a cost benefit review of adding additional manager timekeeping licenses, allowing for manager level approvals, against the cost/risk of potential payroll errors. 2. Management fully supports the need for appropriate manager level oversight on all payroll costs in a consistent fashion. Some operational areas (i.e.: Children's Services) have a well documented manager level approval process for timekeeping sign off developed by HR, as well as manager licenses to electronically support this work. Depending on the outcome of item 1 above, HR will provide a documented corporate wide business process that supports manager electronic approval, or a suitable alternative to ensure manager level oversight. 3. Management acknowledges the benefits of the time entry and approval being consolidated into one step. While there are technical constraints in implementing this today, HR has included this items as part of their broader HRIS review project currently underway.	Franco Meffe Peter Wadsworth (Director, Human Resources) Linda Gigliotti (Associate Director, Employee Services) Cindy Creemer (Manager, Employee Services)	09/30/2019		In progress on time	As per correspondence with Linda Gigliotti (Associate Director, Employee Services) on 08/14/2019: 1. Supervisors/Manager licensing: Community Services, our largest workforce which also has the greatest number of hourly staff, is fully completed with manager/supervisory sign off approvals - most of which was already compliant prior to the audit. All remaining RMON divisions, are either compliant or part of a phased in plan to be compliant with licensing needs within 2020 budget. HR staff working directly with clients for training and change management - currently underway. 2. HR developing online training to be launched in corporate learning management system in Q3. Training will be for all management approvers and timekeepers for easy reference and support and to ensure necessary compliance to pay rules, collective agreements, policy, etc. Training curriculum and content is developed with planned roll out to begin in Q3, and additional modules scheduled to be delivered in Q4. 3. HR has begun the process of a longer term strategy, in collaboration with IT, to develop a fulsome review of HR technology needs, with an immediate priority placed on the current timekeeping system requirements and business needs. As per correspondence with Linda Gigliotti (Associate Director, Employee Services) on 04/26/2019: Management continues to work with vendor for additional licensing and cost analysis for current budget year. In the interim, development planning for new business processes and training for change management underway. As per correspondence with Linda Gigliotti (Associate Director, Employee Services) on 12/21/2018: This review is expected to be completed by the deadline.
Payroll Audit: Phase 1 - Timekeeping Process	Developing Training and Guidelines	1. Manuals that detail step-by-step procedures should be updated to include Niagara Region business procedures. This will allow for time keeping tasks to be completed consistently throughout the corporation. 2. The HR division should develop training modules for Kronos users. The training should educate the user on the task associated with their specific role(s) within the timekeeping process. The format of training (on-line, in person, etc.) should be decided upon by the HR division in order to effectively suit the corporation. 3. A Champion for each collective agreement should be decided upon and communicated to the encoder group so that when questions arise, Encoders have the necessary resources. 4. Management from respective business units should develop backup/coverage plan for instances when their main Encoder is away from the office or otherwise unable to complete the encoding.	1. Management fully supports updating training materials to include Niagara Region business procedures. 2. Management supports the delivery of timekeeping training and is developing online tools to create greater effectiveness, consistency, timeliness and access in comparison to the prior classroom provided training. 3. Management has considered this. Escalated questions from timekeepers are managed by HR, and recommends that any additional supports in a specific operating area can be determined within the division. 4. Management supports this recommendation and will continue to encourage adequate back up support amongst timekeepers in each operating area. The requirement to utilize a back up resource for one's own encoding will reinforce this need, as per Observation 2.	Linda Gigliotti (Associate Director, Employee Services)	09/30/2019		In progress on time	As per correspondence with Linda Gigliotti (Associate Director, Employee Services) on 08/14/2019: 1. Addressed in item above. 2. Addressed in item above. 3. Completed. 4. Completed. As per correspondence with Linda Gigliotti (Associate Director, Employee Services) on 04/26/2019: The training delivery is currently being developed to begin a phased delivery starting in the Fall 2019. As per correspondence with Linda Gigliotti (Associate Director, Employee Services) on 12/21/2018: This review is expected to be completed by the deadline.
Controlled Medications Inventory	NEMS - Internal controlled medications policy needs to be updated	1. NEMS Management should update the internal policy to include all current business process. 2. Once the internal policies have been updated, all changes should be communicated to staff.	1. The recommended updates will be made within the policy. 2. Training surrounding the updates will be delivered to affected staff.	Michael Franklin, Commander, Quality Management and Professional Standards	06-01-2019	08-30-2019	In progress late	As per correspondence with Michael Franklin (Commander, Quality Management and Professional Standards) on Aug 13, 2019: Updates have been made to policy and staff educated. The policy just needs to be signed off. It's anticipated to be done by the end of August with as there are several other policies that will need signing. As per correspondence with Michael Franklin (Commander, Quality Management and Professional Standards) on Apr 10, 2019: 1. NEMS is working on the policy update, and the update is scheduled to be completed prior to their internal Spring Training.

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Accounts Payable Audit	Maintenance and review of vendor master file information	<p>1) Maintenance should be conducted on the master vendor file on a regular basis (i.e. at least annually). This would include the following activities to ensure completeness and accuracy:</p> <p>a) Review and update the vendor master information.</p> <p>b) Obtain missing or incomplete data such as missing telephone numbers, postal address, complete name, and emails.</p> <p>c) Update any out of date information</p> <p>d) Determine if there are any vendors (i.e. duplicate vendors) that should be removed from the master file.</p> <p>e) Archive inactive vendors which have had no business activity for a certain amount of time (i.e. for over 18 months). If the vendor is archived, their information can be easily accessed for reinstatement, if needed. By removing inactive vendors, the list becomes leaner and records are easier to access, increasing employee productivity through reduced processing time.</p> <p>Maintenance activities should include department representatives (in addition to Finance staff), if possible, as they may have insight into information that is old, missing or incorrect.</p> <p>The Region should also consider if any of the master vendor file review or maintenance activities can be automated as some cleanup activities lend themselves well to automation. In addition, the Region may want to consider the use of a vendor self-service portal where individual vendors can update their information.</p> <p>2) On a regular basis, conduct analysis and further review on areas which may uncover fictitious vendors, such as comparing vendor and employee addresses and vendor use of P.O. Box addresses.</p>	<p>As per Correspondence with Erin Amirault (Associate Director, Finance Operations and Systems) on 04/12/2019:</p> <p>More definitive update is not available at this time. We are still planning the PeopleSoft Financials upgrade for November with initial review and testing to start in September, however final dates are still to be determined. We will review at that time if functionality will change to allow for logging of when delegation has been turned on. At this time we do not anticipate that such a logging function will be available.</p> <p>+T81:U81</p>	Bart Menage, Director, Procurement & Strategic Acquisitions	11/30/2019		In progress on time	<p>As per Correspondence with Tracie Byrne, (Manager Purchasing Service) on 08/13/2019:</p> <p>Item 1 and item 2 will be completed by 31 October 2019.</p> <p>As per Correspondence with Bart Menage (Director, Procurement & Strategic Acquisitions) on 04/16/2019:</p> <p>"No definitive update at this point in time. I believe we had provided actions dates on the audit responses we were going to action. I will review and these and provide confirmation of any status updates based on those initial response."</p>
Accounts Payable Audit	System logging and reporting of delegation of authority	<p>Consider review of the PeopleSoft system to determine if the start and end dates of users who have delegated their approval authority can be captured within the system and reported on.</p>	<p>At this time, we do not have the capability in our current version of PeopleSoft Financials to audit the start and end dates of when users have turned on their delegated authority. Although a user can choose the start and end date when turning on the delegation function, the back end table in PeopleSoft Financials that tracks delegation is not effective dated and therefore only records that the function was turned on (not as of/when). As such, we can run a report that shows everyone who has delegation turned on today, but cannot run an historical version of that report.</p> <p>However, at any point in time, we can easily provide a history of when a delegation of authority was used to approve something (as we provided for the purpose of this audit). Every transaction records when it has been approved "on behalf of" someone else. For example:</p> <ul style="list-style-type: none">• Director of Finance, Helen Chamberlain, turns on delegation of authority for March 4 – 8, 2019, assigning the Associate Director, Budget Planning and Strategy, Margaret Murphy, as her delegate.• During that period, Margaret Murphy approves several purchase orders, travel and expense reports, and vouchers that would usually be approved by the Director role.• PeopleSoft Financials records each of those transactions as "Margaret Murphy approved on behalf of Helen Chamberlain". <p>If the delegator (Helen Chamberlain, in this example) would like to know what transactions were approved in her absence, PeopleSoft Financials is able to provide that information.</p> <p>If the concern is that an employee could assign a delegate for the length of their employment and therefore never directly approve transactions, then the available report would show that the employee's user ID has never approved a transaction.</p> <p>To our knowledge, there is no PeopleSoft Financials out-of-the-box audit logging process that shows effective dating for the delegation function. In theory, we could customize a solution;</p>	Erin Amirault, Associate Director, Finance Operations and Systems	11/30/2019		In progress on time	<p>Auditor's Note: Maciej Jurczyk, no update required as system upgrade scheduled for Nov 2019.</p> <p>As per Correspondence with Erin Amirault (Associate Director, Finance Operations and Systems) on 04/12/2019:</p> <p>More definitive update is not available at this time. We are still planning the PeopleSoft Financials upgrade for November with initial review and testing to start in September, however final dates are still to be determined. We will review at that time if functionality will change to allow for logging of when delegation has been turned on. At this time we do not anticipate that such a logging function will be available.</p>

MEMORANDUM

AC-C 26-2019

Subject: Internal Audit Plan Progress Update Dashboard

Date: September 9, 2019

To: Audit Committee

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

On a quarterly basis, Internal Control & Organizational Performance submits a performance dashboard to the Audit Committee. The objective is to demonstrate progress against the Annual Internal Audit Plan and provide other key performance indicators in a one-page summary. The dashboard is attached as Appendix 1 to AC-C 26-2019.

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

Respectfully submitted and signed by,

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



INTERNAL CONTROL & ORGANIZATIONAL PERFORMANCE AUDIT PLAN PROGRESS UPDATE

Current as of August 23, 2019

Assurance Projects

2017 Interim Audit Work Plan (AC-C 14-2017)	Percentage Complete	Audit Phase	Project Status	Due Date	Dept & Division under review	\$ under review
Purchasing Card	100%	-	Complete	31-Oct-17	Corporate Services, Procurement	\$9,629,000
Fleet Parts Inventory & Fuel	100%	-	Complete	9-Nov-17	Public Works, Transportation & W	\$1,883,000
Cash Handling	100%	-	Complete	15-Jan-18	Corporate-wide	\$16,180,000
Mobile Telecommunications	100%	-	Complete	15-Jan-18	Corporate Services, IT	\$548,000
Cleaning Contract	100%	-	Complete	15-Jan-18	Corporate Services, Facilities	\$665,000
2018 Audit Plan (AC-C 6-2017)						
Grants & Incentives: Phase 1	100%	-	Complete	7-May-18	Planning/Development & Ec/Dev	\$8,746,000
Grants & Incentives: Phase 2	100%	-	Complete	18-Jun-18	Planning/Development & Ec/Dev	\$8,746,000
Waste and Recycling Drop-Off Depot Agreement	100%	-	Complete	30-Mar-18	Public Works, Waste Management	\$104,000
Procurement: Bidding / Tendering process	90%	Reporting	In Progress	31-Dec-18	Corporate Services, Procurement	\$470,786,000
Payroll Phase 1: Time-keeping	100%	-	Complete	10-Sep-18	Corporate-wide	\$251,284,000
Payroll Phase 2: Payroll processing	100%	-	Complete	24-Oct-18	HR	\$9,000
Controlled Medication Inventory	100%	-	Complete	31-Dec-18	Public Health & Community Service	\$385,000,000
Accounts Payable	100%	-	Complete	28-Feb-19	Corporate Services, FMP	Not Applicable
IT General Controls	100%	-	Complete	30-Apr-18	Corporate Services, IT	\$4,692,000
Chippawa CSO Internal Review	100%	-	Complete	10-Sep-18	Public Works, W/WW	\$29,468,000
Children's Services Risk Assessment	100%	-	Complete	28-Feb-19	Community Services, Children's	
2019 Audit Plan (AC-C 5-2019)						
Homelessness Service Providers Contract Compliance	100%	-	Complete	9-Sep-19	Community Services, Homelessnes	\$11,233,000
Waste Management Contract Compliance	30%	-	Deferred	TBD 2020	Public Works, Waste Management	\$21,044,000
Employee Benefits Claims	30%	Fieldwork	In Progress	2-Dec-19	HR	\$19,940,000
HR On-boarding & Off-boarding Audit	0%	-	Not started	TBD 2020	HR	\$74,000
Procurement: Sole / Single sourced	35%	Fieldwork	In Progress	2-Dec-19	Corporate Services, Procurement	\$44,426,000
MTO Driver Certification Program Audit	0%	-	Not started	2-Dec-19	Public Works, Transportation	TBD
Long Term Care Homes Risk Assessment	5%	Planning	In Progress	2-Dec-19	Community Services, Seniors	TBD
Water Treatment Operations Risk Assessment	0%	-	Not started	2-Dec-19	Public Works, W/WW	\$572,000

Annual Audit Plan Status

Changes to 2019 Audit Plan:

1. Waste Management Contract Compliance Audit (Phase 2 - vendor performance and contract management) deferred to 2020. See AC-C 15-2019.

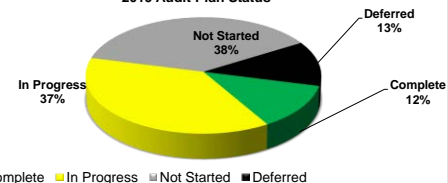
Progress Commentary:

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

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

- The 2019 Audit Plan (AC-C 5-2019); was approved by Audit Committee on February 4, 2019 and ratified by Council on February 28, 2019. The theme of this audit plan is contract compliance with Niagara Region's major vendors; whereas the theme of the last audit plan was the Procure-to-Pay cycle. An audit of contract compliance related to Homelessness Service Providers was replaced with a comprehensive consulting review to reflect the needs of the Community Services Department, and which was completed during the past quarter. The Employee Benefit Claims Audit and Single/Sole-Source Procurement Audits are on-going and due to be reported back to Audit Committee in Q4. Earlier, ICOP Audit Staff deferred the Waste Management Contract Compliance Audit mid-way through the project to 2020, to accommodate a requested from Waste Management and Corporate Services. Lastly, the HR On-boarding Audit will be started in late 2019 but completed in early 2020, then reported to Audit Committee during the first meeting in early 2020, this is the result of a staffing vacancy and two projects (Homelessness & Benefits) being larger in scope than anticipated.

2019 Audit Plan Status



Other on-going projects & activities:

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

Recommendations Status - current as of May 6, 2019

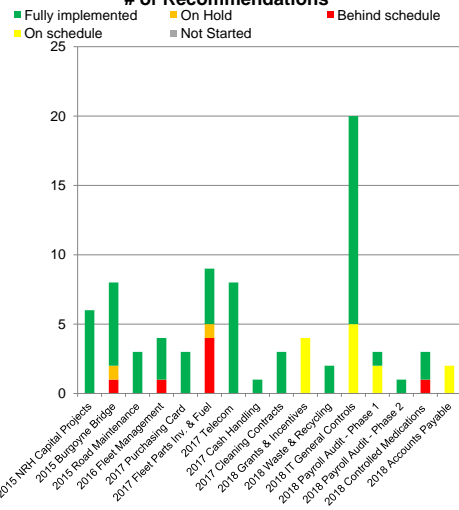
Audit Project Title	Total Recommendations	Not Started	On schedule	Behind schedule	On Hold	Fully implemented
2015 NRH Capital Projects	6	-	-	-	-	6
2015 Burgoyne Bridge	8	-	-	1	1	6
2015 Road Maintenance	3	-	-	-	-	3
2016 Fleet Management	4	-	-	1	-	3
2017 Purchasing Card	3	-	-	-	-	3
2017 Fleet Parts Inv. & Fuel	9	-	-	4	1	4
2017 Telecom	8	-	-	-	-	8
2017 Cash Handling	1	-	-	-	-	1
2017 Cleaning Contracts	3	-	-	-	-	3
2018 Grants & Incentives	4	-	4	-	-	-
2018 Waste & Recycling	2	-	-	-	-	2
2018 IT General Controls	20	-	5	-	-	15
2018 Payroll Audit - Phase 1	3	-	2	-	-	1
2018 Payroll Audit - Phase 2	1	-	-	-	-	1
2018 Controlled Medications	3	-	-	1	-	2
2018 Accounts Payable	2	-	2	-	-	-
TOTAL # of Issues	80	0	13	7	2	58

Audit Project Title	Total Recommendations	Not Started	On schedule	Behind schedule	On Hold	Fully implemented
Corporate Services	40	-	7	1	1	31
Community Services	2	-	-	-	-	2
Planning & Development	4	-	4	-	-	-
Public Health	4	-	-	3	-	1
Public Works	15	-	-	3	1	11
Human Resources	9	-	2	-	-	7
Other: NRH	6	-	-	-	-	6
TOTAL # of Issues	80	0	13	7	2	58

Outstanding Recommendations - current as of August 23, 2019:

There are 22 outstanding audit recommendations across all business units (23 when previously reported to the Audit Committee in AC-C 14-2019). Progress is being made against all outstanding Recommendations, and ICOP staff are confident all will be completed within a reasonable period of time. Greater detail is identified in AC-C 24-2019.

of Recommendations



Post Audit Survey Results

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

ICOP Action Plans

ICOP has developed an Audit Manual to standardize our internal practices. This Audit Manual is used for the training and on-boarding of new Audit Staff. The Audit Manual will be reviewed and updated annually. No surveys yet in 2019.

Post Audit Survey Results



Admin / Human Resources

Personnel:	Title:	Credentials:	Start Date:
Maciej Jurczyk	Director	CPA, CMA, CIA, CRMA	26-Jun-17
Frank Marcella	Internal Auditor	MPA, BED, CGAP	25-Aug-14
Joan Ugwu	Process & Compliance Auditor	CFE	18-Feb-19
Kam Juss	Process & Compliance Auditor	CPA, CA	29-Jul-19
Xiang Henrik Gao	Internal Audit Analyst	MBA	10-Sep-18
Katie Mamede	Internal Audit Co-op Student		6-May-19

Subject: 2019 External Audit Planning Report

Report to: Audit Committee

Report date: Monday, September 9, 2019

Recommendations

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

Key Facts

- The requirement for an annual audit is established in the Municipal Act, S.O. 2001, c paragraph 294.1 through 296.1.
- Deloitte is in an agreement with the Niagara Region to provide auditing services until the fiscal year ending March 31, 2021.

Financial Considerations

The consolidated financial statements will be prepared in compliance with legislation and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board of Chartered Professional Accountants of Canada. Upon completion of the 2019 Annual Report, the audited financial statements will be available to the public on the Niagara Region's website:

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

The audit fees for 2019/2020 are estimated at the same rate as 2018/19, \$154,900. The fees include the audit of Niagara Region's consolidated financial statements, program specific audit required by various Ministries and other reports and the Niagara Region Police Services special bank. It does not include the fees for an audit of the Niagara Regional Police Services as that will be approved and presented to their board if required. The audit of the consolidated financial statements has been budgeted within the Enterprise Resource Management Services department and the audit fees for program specific audits have been budgeted within the respective program areas.

Analysis

The audit planning report is a communication provided to the Audit Committee to inform the Committee of the responsibilities of the Auditor in relation to the financial statement audit, and an overview of the scope and timing of the audit. It also provides the Audit Committee with the opportunity to assess the audit plan to communicate any concerns to Deloitte prior to the commencement of the audit.

The Audit Planning Report, attached in Appendix 1, applies to the audit of the Niagara Region consolidated financial statements for the fiscal year ending December 31, 2019. The report also applies to program specific audits completed annually due to provincial requirements (as in the case of provincially funded programs), or in certain situations where audits or reviews are performed to ensure that an independent audit or review report on those operations is provided to the appropriate oversight body.

Alternatives Reviewed

The consolidated financial statements are prepared using Public Sector Accounting Standards and therefore no alternative available.

Relationship to Council Strategic Priorities

Not applicable (pending the development of Council Strategic Priorities),

Other Pertinent Reports

None noted.

Prepared by:

Beth Brens, CPA, CA
Acting Associate Director, Reporting &
Analysis
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

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

This report was prepared in consultation with Helen Chamberlain, Director, Financial Management & Planning, Corporate Services.

Appendices

Appendix 1 Regional Municipality of Niagara Audit Plan 2019



Regional Municipality of Niagara 2019 Audit service plan

For the year ending December 31, 2019

July 31, 2019

Private and confidential

To the Members of the Audit Committee
Regional Municipality of Niagara
1815 Sir Isaac Brock Way
Thorold ON L2V 4T7

2019 Audit service plan

Dear Audit Committee Members:

We are pleased to provide you with our audit service plan for Regional Municipality of Niagara ("the Region") for the year ending December 31, 2019. This document describes the key features of our plan including our audit scope and approach, our planned communications with you, and our team.

Our audit will include the following, as at, and for the year ending December 31, 2019:

- Consolidated financial statements of the Region
- Financial statements of Niagara Regional Housing ("NRH")
- Financial statements of the Regional Municipality of Niagara Trust Funds (the "Trust Funds")
- Financial statements of the Regional Municipality of Niagara Sinking Funds (the "Sinking Funds"), and
- Various agencies, boards, commissions, and programs (the "Programs").

Herein after, collectively referred to as the "financial statements".

Our commitment to you is straightforward: we will provide you with outstanding professional services delivered by an experienced and dedicated team of specialists. Our professionals will continue providing you with best practices and insights to face the increasingly complex array of issues and challenges encountered by the Region.

We look forward to discussing our audit service plan with you and answering any questions you may have.

Yours truly,

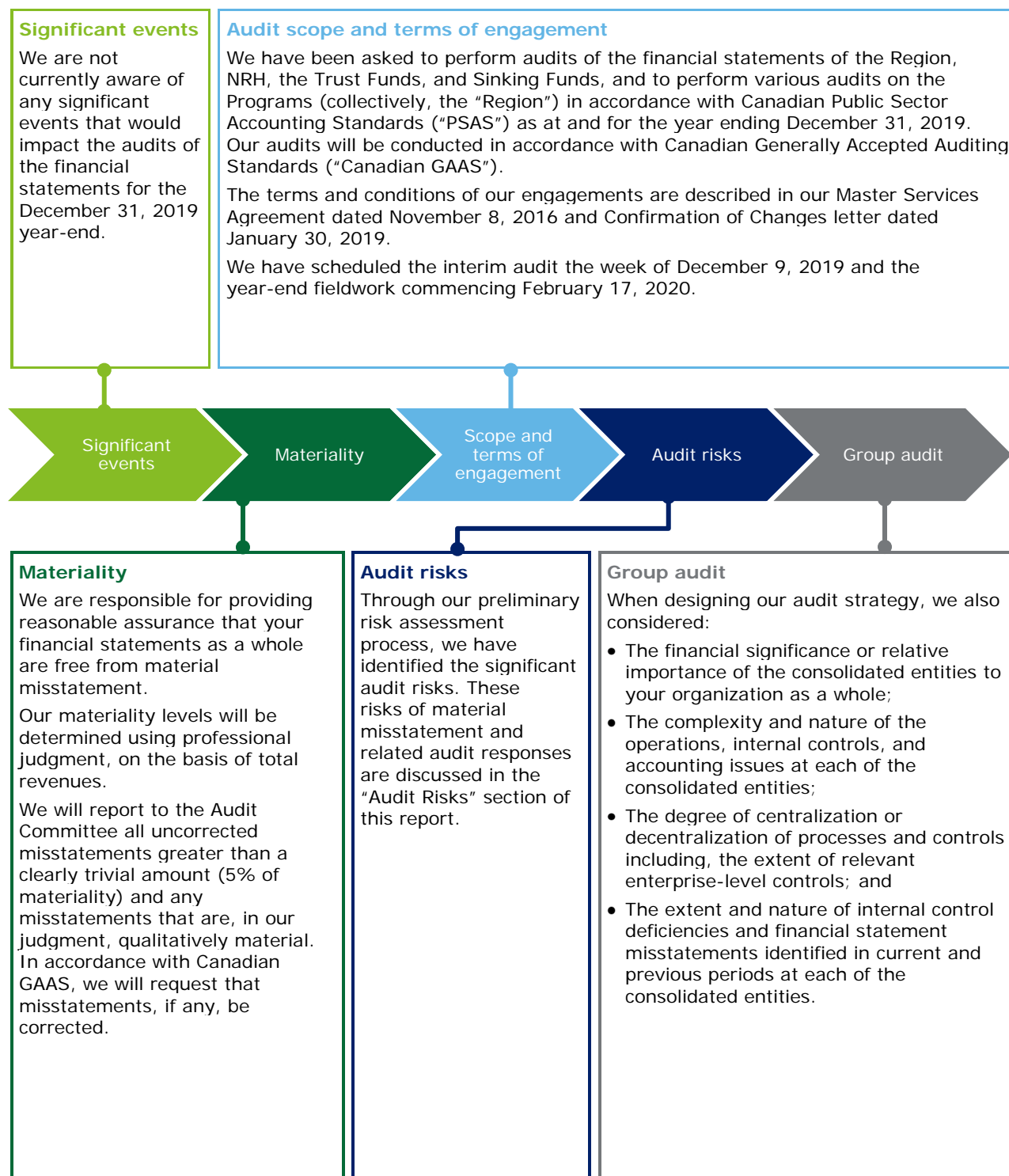


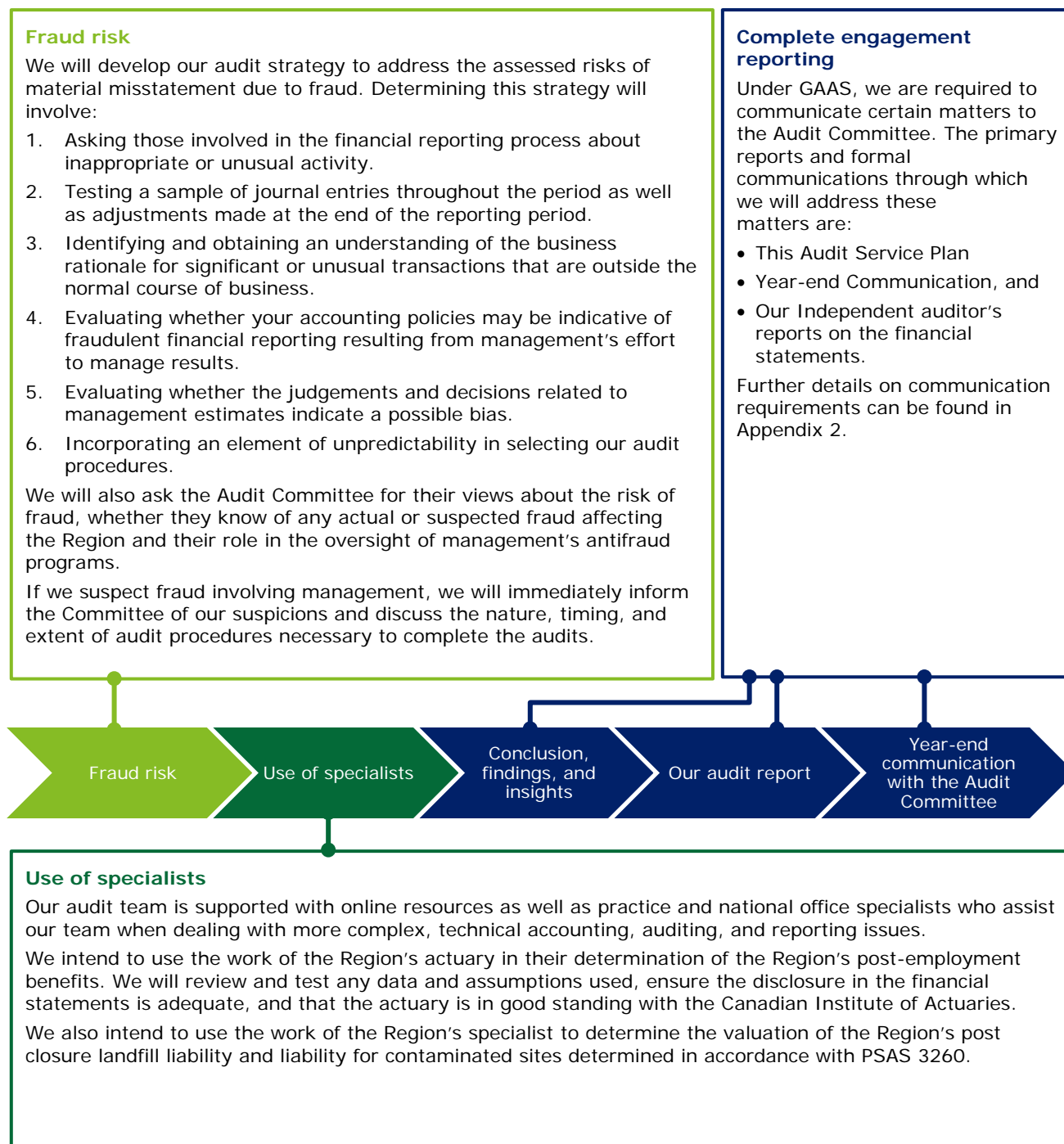
Chartered Professional Accountants
Licensed Public Accountants

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Appendix 2 – Communication requirements	9
Appendix 3 – New and Revised Accounting Standards	11
Appendix 4 – Deloitte resources a click away	13

Our audits explained





Audit risks

During our risk assessment, we identified some areas of audit risks that will require special audit consideration. These areas of risks, together with our planned responses, are described below.

The following tables set out certain areas of audit risk that we identified during our preliminary planning activities, including our proposed response to each risk. Our planned audit response is based on our assessment of the likelihood of a risk's occurrence, the significance should a misstatement occur, our determination of materiality and our prior knowledge of the Region.

Region of Niagara

Revenue and deferred revenue amounts*

Audit risk

Canadian Auditing Standards include the presumption of a fraud risk involving improper revenue recognition.

Our proposed audit response

- Substantive testing to determine if restricted contributions (i.e., development charges, conditional grants, etc.) have been recognized as revenue in the appropriate period.

Year-end cut off

Audit risk

Determine if cut-off of revenues and expenses is appropriate.

Our proposed audit response

- Substantive testing on accounts payable, accrued liabilities, deferred revenue, and accounts receivable, and
- Test disbursements subsequent to year-end.

Tangible capital assets

Audit risk

Appropriate accounting and disclosure.

Our proposed audit response

- Test assumptions used in determining completeness, valuation, recording and cut-off of additions and disposals, and
- Testing of calculations of amortization.

Year-end accruals and other estimates (including salaries, employee future benefits, landfill closure and post-closure liability, contaminated sites, and allowance for doubtful accounts)

Audit risk

Estimates require management judgments and assumptions.

Our proposed audit response

- Obtain documentation on management's control over accounting estimates and assess risk
- Review and assess the consistency of major assumptions used to develop significant accounting estimates
- Compare actual historical experience to models employed in such calculations
- Obtain calculations from experts for accruals such as employee future benefit liability and landfill liability, and assess assumptions and data used to prepare the report
- Review actual outcome of prior year estimates

Management override of controls*

Audit risk

Management override of controls is a presumed area of risk in a financial statement audit due to management's ability to override controls that otherwise appear to be operating effectively.

Our proposed audit response

- Our audit tests the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of financial statements.
- We will obtain an understanding of the business rationale for significant transactions that we become aware of that are outside of the normal course of business, or that otherwise appear to be unusual given our understanding of the Region and its environment.
- We will review accounting estimates for bias and evaluate whether the circumstances producing the bias, if any, represent a risk of material misstatement.
- In addition, experienced Deloitte personnel will be assigned to the testing and review of journal entries and areas of estimates.
- Professional skepticism will be maintained throughout the audit.

Niagara Regional Housing

Tenant and other receivables/revenue*

Audit risk

Canadian Auditing Standards include the presumption of a fraud risk involving improper revenue recognition. Valuation of tenant and other receivables.

Our proposed audit response

- Review aging reports and estimate allowance for doubtful tenant receivables for reasonableness
- Confirm subsidies received from the Service Manager
- Perform detail testing of tenant and other receivables and related revenue

Long-term debt

Audit risk

Appropriate accounting and disclosure.

Our proposed audit response

- Confirm long-term debt balances
- Recalculate interest

Financial statement disclosures

Audit risk

Appropriate disclosure of proposed future operational changes.

Our proposed audit response

- Ensure changes to future operations are appropriately disclosed as subsequent events in the financial statements.

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

We will inform you of any significant changes to the areas of audit risk discussed above and the reasons for those changes as part of our year-end communication, or earlier if deemed necessary.

Appendix 1– Audit approach

Deloitte's audit approach is a systematic methodology that enables us to tailor our audit scope and plan to address the unique issues facing the Region.

The following steps are not necessarily sequential nor are they mutually exclusive. For example, once we have developed our audit plan and the audits are being performed, we may become aware of a risk that was not identified during the planning phase. Based on that new information, we would reassess our planning activities and adjust the audit plan accordingly.

1. Initial planning

The Deloitte audit approach begins with an extensive planning process that includes:

- Assessing your current business and operating conditions
- Understanding the composition and structure of your business and organization
- Understanding your accounting processes and internal controls
- Understanding your information technology systems
- Identifying potential engagement risks
- Planning the scope and timing of internal control and substantive testing that take into account the specific identified engagement risks

2. Assessing and responding to engagement risk

Our Audit approach combines an ongoing identification of risks with the flexibility to adjust our approach when additional risks are identified. Since these risks may impact our audit objectives, we consider materiality in our planning to focus on those risks that could be significant to your financial reporting.

Consideration of the risk of fraud

When we identify a misstatement or control deficiency, we consider whether it may be indicative of fraud and what the implications of fraud and significant error are in relation to other aspects of the audits, particularly the reliability of management representations.

In determining our audit strategy to address the assessed risks of material misstatement due to fraud, we will:

- Assign and supervise personnel, taking into account the knowledge, skill, and ability of individuals with significant engagement responsibilities and our assessment of the risks of material misstatement due to fraud for the engagement.
- Evaluate whether the Region's selection and application of accounting policies, particularly those related to subjective measurements and complex transactions, may be indicative of fraudulent financial reporting resulting from management's effort to manage earnings.
- Incorporate an element of unpredictability when selecting the nature, timing, and extent of our audit procedures.

We will inquire directly of the Audit Committee regarding:

- Its views about the risk of fraud,
- Whether it has knowledge of any actual or suspected fraud affecting the Region, and
- The role it exercises in the oversight of fraud risk assessment and the establishment of mitigating controls.

We will also inquire if the Audit Committee is aware of tips or complaints regarding the Region's financial reporting and, if so, the Audit Committee's responses to such tips and complaints and whether it is aware of matters relevant to the audits, including, but not limited to, violations or possible violations of laws or regulations.

If we suspect fraud involving management, we will communicate these suspicions to the Audit Committee and discuss the nature, timing, and extent of audit procedures necessary to complete the audits.

Information technology

An important part of our audit planning process involves gaining an understanding of:

1. The importance of the computer environment relative to the risks to financial reporting
2. The way in which that environment supports the control procedures we intend to rely on when conducting our audits, and
3. The computer-based information that supports our substantive procedures.

The objective of our review of computer controls is to identify potential areas of risk and assess the relevance, reliability, accuracy and completeness of the data produced by the systems. We also assess the operating effectiveness of the computer environment and determine the reliability of the financial information used to generate the financial statements. To accomplish this, we gain an up-to-date understanding of your organization's computer processing environment and our understanding of the relevant general computer controls. We then conduct tests to support our conclusion on the operating effectiveness of controls considered relevant to the audits.

3. Developing and executing the audit plan

The performance of an audit includes evaluating the design and determining the implementation of internal controls relevant to the audits, testing the operational effectiveness of the controls we intend to rely on, and performing substantive audit procedures.

Audit procedures

The timing of our audit procedures is dependent upon a number of factors including the need to coordinate with management for the provision of supporting analysis and other documentation. Generally, we perform our audit procedures to allow us sufficient time to identify significant issues early, thereby allowing more time for analysis and resolution.

Tests of controls

As part of our audits, we will review and evaluate certain aspects of the systems of internal control over financial reporting to the extent we consider necessary in accordance with Canadian GAAS. The main objective of our review is to enable us to determine the nature, extent, and timing of our audit tests and establish the degree of reliance that we can place on selected controls. An audit of the financial statements is not designed to determine whether internal controls were adequate for management's purposes or to provide assurance on the design or operational effectiveness of internal control over financial reporting.

The extent to which deficiencies in internal control may be identified through an audit of financial statements is influenced by a variety of factors including our assessment of materiality, our preliminary assessment of the risks of material misstatement, our audit approach, and the nature, timing, and extent of the auditing procedures that we conduct. Accordingly, we gain only a limited understanding of controls as a result of the procedures that we conduct during an audit of financial statements.

We will inform the Audit Committee and management of any significant deficiencies that are identified in the course of conducting the audits.

Substantive audit procedures

Our substantive audit procedures consist of a tailored combination of analytical procedures and detailed tests of transactions and balances. These procedures take into account the results of our controls tests and are designed to enable us to obtain reasonable assurance that the financial statements are free from material misstatements. To obtain this assurance, misstatements that we identify while performing substantive auditing procedures will be considered in relation to the financial statements as a whole. Any misstatements that we identify, other than those that are clearly trivial (the clearly trivial threshold has been set at 5% of materiality), will be reported to management and the Audit Committee. In accordance with Canadian GAAS, we will request that misstatements be corrected.

4. Reporting and assessing performance

Perform post-engagement activities

We will analyze the results of the audit procedures performed throughout the year and, prior to rendering our report, we will conclude whether:

- The scope of the audits were sufficient to support our opinion, and
- The misstatements identified during the audits do not result in the financial statements being materially misstated.

Independence

We have developed important safeguards and procedures to protect our independence and objectivity. If, during the year, we identify a breach of independence, we will communicate it to you in writing. Our communication will describe the significance of the breach, including its nature and duration, the action taken or proposed to be taken, and our conclusion as to whether or not the action will satisfactorily address the consequences of the breach and have any impact on our ability to serve as independent auditor to the Region.

We are independent of the Region and we will reconfirm our independence in our final report to the Audit Committee.

Appendix 2 – Communication requirements

Required communication	Reference
Audit Service Plan	
1. Our responsibilities under Canadian GAAS, including forming and expressing an opinion on the financial statements	CAS ¹ 260.14
2. An overview of the overall audit strategy, addressing: <ul style="list-style-type: none"> a. Timing of the audits b. Significant risks, including fraud risks c. Nature and extent of specialized skill or knowledge needed to perform the planned audit procedures related to significant risk d. Names, locations, and planned responsibilities of other independent public accounting firms or others that perform audit procedures in the audits 	CAS 260.15
3. Significant transactions outside of the normal course of business, including related party transactions	CAS 260 App. 2, CAS 550.27
Enquiries of those charged with governance	
4. How those charged with governance exercise oversight over management's process for identifying and responding to the risk of fraud and the internal control that management has established to mitigate these risks	CAS 240.20
5. Any known suspected or alleged fraud affecting the Region	CAS 240.21
6. Whether the Region is in compliance with laws and regulations	CAS 250.14
Year-end communication	
7. Fraud or possible fraud identified through the audit process	CAS 240.40-.42
8. Significant accounting policies, practices, unusual transactions, and our related conclusions	CAS 260.16 a.
9. Alternative treatments for accounting policies and practices that have been discussed with management during the current audit period	CAS 260.16 a.
10. Matters related to going concern	CAS 570.23
11. Management judgments and accounting estimates	CAS 260.16 a.
12. Significant difficulties, if any, encountered during the audits	CAS 260.16 b.
13. Material written communications between management and us, including management representation letters	CAS 260.16 c.
14. Other matters that are significant to the oversight of the financial reporting process	CAS 260.16d.
15. Modifications to our Independent Auditor's Reports.	CAS 260.A18
16. Our views of significant accounting or auditing matters for which management consulted with other accountants and about which we have concerns	CAS 260.A19

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

Required communication	Reference
17. Significant matters discussed with management	CAS 260.A.19
18. Matters involving non-compliance with laws and regulations that come to our attention	CAS 250.23
19. Significant deficiencies in internal control, if any, identified by us in the conduct of the audits of the financial statements	CAS 265
20. Uncorrected misstatements and disclosure items	CAS 450.12-13
21. Any significant matters arising during the audits in connection with the Region's related parties	CAS 550.27

Appendix 3 – New and Revised Accounting Standards

The following is a summary of certain new standards, amendments and proposals that will become effective in 2019 and beyond.

To review all recent amendments that will impact your organization in the foreseeable future, we invite you to review our revamped [Standard-setting Activities Digest](http://www.cfr.deloitte.ca), included in our Centre for Financial Reporting (www.cfr.deloitte.ca).

Public Sector Accounting Standards

Topic	Description	Effective Date
Section PS 3430 - Restructuring transactions	This new section was published by PSAB in June 2015. It establishes standards on how to account for and report restructuring transactions by both transferors and recipients of assets and/or liabilities, together with related program or operating responsibilities	This section applies to restructuring transactions occurring in fiscal years beginning on or after April 1, 2018. Earlier adoption is permitted.
Section PS 1201 - Financial statement presentation	This Section establishes general reporting principles and standards for the disclosure of information in government financial statements.	This Section applies in the period Section PS 2601 Foreign currency translation, and Section PS 3450 - Financial instruments, are adopted. Earlier adoption is permitted.
Section PS 2601 Foreign currency translation.	This Section establishes standards on how to account for and report transactions that are denominated in a foreign currency in government financial statements.	This Section is effective for (i) Government organizations – April 1, 2012; and (ii) Governments – April 1, 2021. Earlier adoption is permitted.
Section PS 3280 - Asset retirement obligations	This Section establishes standards on how to account for and report a liability for asset retirement obligations.	Effective April 1, 2021, earlier application is permitted.
Section PS 3041 - Portfolio investments	This Section establishes standards on how to account for and report portfolio investments in government financial statements.	This Section applies in the period Section PS 1201 - Financial statement presentation, Section PS 2601 Foreign currency translation, and Section PS 3450 - Financial instruments, earlier application is permitted.
Section PS 3400 - Revenue	This Section establishes standards on how to account for and report on revenue. Specifically, it differentiates between revenue arising from transactions that include performance obligations and transactions that do not have performance obligations.	Effective for fiscal years beginning on or after April 1, 2022. Earlier adoption is permitted. The Section may be applied retroactively or prospectively.

Topic	Description	Effective Date
Section PS 3450 - Financial instruments	This Section establishes standards on how to account for and report all types of financial instruments including derivatives.	This section is effective for: (i) Government organizations - April 1, 2012 (ii) Governments – April 1, 2021. Governments and government organizations would also adopt Section PS 2601 Foreign currency translation, at the same time. Earlier adoption is permitted.

Appendix 4 – Deloitte resources a click away

At Deloitte, we are devoted to excellence in the provision of professional services and advice, always focused on client service. We have developed a series of resources, which contain relevant and timely information.

<input type="checkbox"/> Canada's Best Managed Companies (www.bestmanagedcompanies.ca)	<ul style="list-style-type: none"> • Directors • CEO/CFO 	The Canada's Best Managed Companies designation symbolizes Canadian corporate success: companies focused on their core vision, creating stakeholder value and excelling in the global economy.
<input type="checkbox"/> Centre for financial reporting (https://www.iasplus.com/en-ca/standards)	<ul style="list-style-type: none"> • Directors • CEO/CFO • Controller • Financial reporting team 	Web site designed by Deloitte to provide the most comprehensive information on the web about financial reporting frameworks used in Canada.
<input type="checkbox"/> Deloitte Viewpoints (https://www.iasplus.com/en-ca/tag-types/deloitte-viewpoints)	<ul style="list-style-type: none"> • CFO • Controller • Financial reporting team 	Electronic communications that helps you to stay on top of standard-setting initiatives impacting financial reporting in Canada.
<input type="checkbox"/> CFO's corner (https://www.iasplus.com/en-ca/cfos-corner)	<ul style="list-style-type: none"> • CFO • VP Finance • Controller • Financial reporting team 	Editorial providing insights into key trends, developments, issues and challenges executives face, with a Deloitte point of view.
<input type="checkbox"/> Deloitte Dbriefs (https://www.iasplus.com/en-ca/dbriefs/webcasts)	<ul style="list-style-type: none"> • CFO • VP Finance • Controller • Financial reporting team 	Learning webcasts offered throughout the year featuring our professionals discussing critical issues that affect your business.

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]

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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	

MOHLTC Facility # HN3448 Operator Name : Deer Park Villa - The Regional Municipality of Niagara

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.

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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 # 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

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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

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 #

Operator Name :

H13902

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 #

H13902

Licensee 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 ReportMinistry 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 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	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	

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 ReportMinistry 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 # H11559	Operator Name : Linhaven - 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	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 #
H11559Licensee Name :
Linhaven - The Regional Municipality of Niagara☐ 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	

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 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
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 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	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 #
H11540Licensee 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.

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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 # 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	

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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 ReportMinistry 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 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	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 #
H13534Licensee 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 #
H14496Licensee Name :
Woodlands of Sunset (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	194,628	194,628	225,603
O002	Employee Benefits	46,289	46,289	49,918
O003	Other (specify): Cupe 1263 & ONA 9	83,548	83,548	12,902
O004	TOTAL NURSING AND PERSONAL CARE (sum of lines O001 through O003)	\$324,465	\$324,465	\$288,422

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	11,607	11,607	10,844
O102	Employee Benefits	2,907	2,907	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

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

Subject: Approval of 2018 Public Health Program Audit

Report to: Public Health and Social Services Committee

Report date: Tuesday, July 9, 2019

Recommendations

1. That the draft audited schedule of revenues and expenses and annual reconciliation return for the Public Health General Programs (attached in Appendix 1 and 2), **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
3. That this report **BE FORWARDED** to the Region's Audit Committee for information

Key Facts

- The purpose of the report is to obtain approval of the audited schedules of revenues and expenses in accordance with the provincial requirement.
- Draft financial statements are due to the Ministry by June 28, 2019
- In accordance with report AC-C 28-2018 dated June 18, 2018, respecting the Audit Committee Terms of Reference, which refers to "other audited financial statements", to include special purpose and compliance-based schedules, are approved by the standing committees with oversight of the program and then referred to the Audit Committee for information.

Financial Considerations

The schedule of revenues and expenses ("financial schedule") has been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the Ministry.

Draft copies of the schedule of revenues and expenses and the annual reconciliation return as of December 31, 2018 are attached as Appendix 1 and 2.

The financial schedule is prepared specifically for the purposes of meeting the requirements outlined in the service agreements with the funding Ministry.

The financial schedule for Public Health Programs are a provincial requirement as noted in the audit report as follows:

“The schedule is prepared to assist the Region in complying with the Guidelines. As a result, the schedule may not be suitable for another purpose.”

Analysis

The audit of the Public Health Program has been completed by the Region’s external auditors, Deloitte. The auditors have indicated that, based on their review, nothing has come to their attention that causes them to believe that this information is not, in all material respects, in accordance with the Ministry requirements identified.

Upon approval by Council, these schedules are submitted to the Ministry in accordance with funding agreement requirements and timelines and are also referred to the Audit Committee for information.

Below is a summary of the results of the audited schedule:

Public Health General Programs – The total of all programs results in a grant receivable of \$95,377. The receivable reported reflects actual expenditure that is eligible for subsidy.

These financial schedules are subject to minor wording changes once schedules are finalized.

Alternatives Reviewed

The audited schedules are a Ministry requirement and therefore no alternatives are available.

Relationship to Council Strategic Priorities

Not applicable (pending the development and approval of Council Strategic Priorities).

Other Pertinent Reports

None.

Prepared by:

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

Recommended by:

M. Mustafa Hirji, MD MPH FRCPC
Medical Officer of Health &
Commissioner (Acting)
Public Health & Emergency Services

Submitted by:

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

This report was prepared in consultation with Noah Bruce, CPA, CA, Program Financial Specialist.

Appendices

Appendix 1	General Health Programs – Schedule of Revenues and Expenses
Appendix 2	General Health Programs – Annual Reconciliation Return

Schedule of revenue, expenses and grant receivable/repayable

**The Regional Municipality of
Niagara Public Health Department**
General programs

December 31, 2018

DRAFT

The Regional Municipality of Niagara Public Health Department

General programs
December 31, 2018

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Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and the Ontario Ministry of Health and Long Term Care

Opinion

We have audited the accompanying schedule of revenue, expenses and grant receivable/payable of The Regional Municipality of Niagara Public Health Department – General Programs (the “Program” or “Region”) for the year ended December 31, 2018 and notes to the schedule (collectively referred to as the “schedule”).

In our opinion, the accompanying schedule of the Program for the year ended December 31, 2018, is prepared, in all material respects, in accordance with the Public Health Accountability Agreement effective January 1, 2018 between the Ontario Ministry of Health and Long Term Care and The Regional Municipality of Niagara and the 2017 Program-Based Grants User Guide for Health Programs and Services (the “Guidelines”).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedule* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Region in complying with the Guidelines. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

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

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

Auditor's Responsibilities for the Audit of the Schedule

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

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
[date of report]

The Regional Municipality of Niagara Public Health Department

General Programs

Schedule of revenue, expenses and grant receivable/repayable
year ended December 31, 2018

	Revenue Budget	Revenue Actual	Expense Budget	Expense Actual	Surplus (deficit) Actual	Add back: ineligible expenses	Add back: eligible expenses (revenues) in excess of Ministry funding (deficit)	Grant repayable (receivable)
	\$	\$	\$	\$	\$	\$	\$	\$
Province of Ontario								
Mandatory Programs MOHLTC (75%)	19,932,700	19,932,858	29,320,016	28,749,412	(8,816,554)	1,173,680	7,643,032	158
Chief Nursing Officer Support	121,500	121,500	121,578	125,710	(4,210)	4,210	-	-
Food Safety - Farm to Fork	78,400	78,400	78,478	78,400	-	(1,645)	1,645	-
Harm Reduction Program	250,000	250,000	250,000	257,683	(7,683)	7,683	-	-
Healthy Smiles Ontario (HSO)	1,250,900	1,250,900	1,253,008	1,325,288	(74,388)	74,388	-	-
Infection Control Program	90,100	90,100	89,557	94,866	(4,766)	4,766	-	-
Infectious Disease Control	611,200	611,200	620,268	643,772	(32,572)	25,637	6,935	-
Needle Exchange Program Initiative	192,000	192,000	191,974	195,003	(3,003)	3,003	-	-
Physician Services Agreement (Medical Officer of Health)	340,000	286,522	340,000	219,636	66,886	900	-	67,786
Safe Water Program	35,300	35,300	35,296	36,200	(900)	900	-	-
Small Drinking Water Systems (75%)	40,400	40,400	53,945	56,551	(16,151)	-	16,151	-
Smoke Free Ontario Strategy Program	668,600	668,600	670,382	758,805	(90,205)	87,810	2,395	-
Social Determinants of Health Nurses	180,500	180,500	179,505	191,545	(11,045)	4,766	6,279	-
Vector-Borne Diseases Program (75%)	500,100	500,100	669,060	667,209	(167,109)	-	167,109	-
Youth Tobacco Use Prevention	80,000	80,000	80,170	85,243	(5,243)	5,243	-	-
One-time								
Business Intelligence Framework (2018-19)	167,100	125,325	-	7,947	117,378	-	(117,378)	-
Vision Screening Tools (2018-19)	42,600	-	-	42,600	(42,600)	-	-	(42,600)
Cannabis Enforcement (2018-19)	52,600	-	-	52,600	(52,600)	-	-	(52,600)
HSO: Dental Operator (2017-18)	-	28,000	-	28,000	-	-	-	-
Needle Exchange Program Initiative: Supplies (2017-18)	-	84,403	-	81,968	2,435	-	-	2,435
Outbreak of Diseases: Infection Prevention (2017-18)	-	3,953	-	3,953	-	-	-	-
Panorama Project (2017-18)	-	94,825	-	96,061	(1,236)	1,236	-	-
Smoking Cessation Programming (2017-18)	-	26,185	-	26,609	(423)	423	-	-
Universal Influenza (UIPP)	-	-	-	45,247	(45,247)	-	35,577	(9,670)
Meningococcal C	-	5,551	-	100,579	(95,028)	-	64,037	(30,991)
Human Papillomavirus	-	26,316	-	154,716	(128,400)	-	98,506	(29,895)
	24,634,000	24,712,937	33,953,236	34,125,603	(9,412,664)	1,393,001	7,924,288	(95,377)
Region grant and other income								
The Regional Municipality of Niagara levy	9,079,296	8,973,504	-	-	8,973,504	-	-	-
Other income	322,000	343,783	-	-	343,783	-	-	-
	9,401,296	9,317,287	-	-	9,317,287	-	-	-
Total	34,035,296	34,030,224	33,953,236	34,125,603	(95,377)	1,393,001	7,924,288	(95,377)

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

The Regional Municipality of Niagara Public Health Department

General Programs

Schedule of revenue, expenses and grant receivable/repayable
year ended December 31, 2017

	Revenue Budget	Revenue Actual	Expense Budget	Expense Actual	Surplus (deficit) Actual	Add back: ineligible expenses	Add back: eligible expenses (revenues) in excess of Ministry funding (deficit)	Grant repayable (receivable)
	\$	\$	\$	\$	\$	\$	\$	\$
Province of Ontario								
Mandatory Programs MOHLTC (75%)	19,352,100	19,352,100	30,705,724	28,133,903	(8,781,803)	1,602,207	7,179,596	-
CNO Support	121,500	121,500	125,458	127,607	(6,107)	3,954	2,153	-
Food Safety - Farm to Fork	78,400	78,400	80,868	116,765	(38,365)	38,365	-	-
Safe Water Program	35,300	35,300	36,435	36,435	(1,135)	1,135	-	-
Harm Reduction Program	250,000	250,000	250,000	251,063	(1,063)	-	1,063	-
Healthy Smiles Ontario	1,226,300	1,226,300	1,272,355	1,337,640	(111,340)	66,275	45,065	-
Infection Control Program	90,100	90,100	92,586	93,891	(3,791)	3,791	-	-
Infectious Disease Control	611,200	611,200	623,192	631,315	(20,115)	20,115	-	-
Physician Services Agreement (Medical Officer of Health)	340,000	289,444	340,680	283,337	6,107	832	-	6,939
Needle Exchange Program Initiative	187,500	174,000	176,525	190,672	(16,672)	3,172	-	(13,500)
Small Drinking Water Systems (75%)	40,400	40,400	56,335	57,060	(16,660)	-	16,660	-
Smoke Free Ontario Strategy Program	668,600	668,600	706,350	737,533	(68,933)	68,297	636	-
Youth Tobacco Use Prevention	80,000	80,000	84,567	85,019	(5,019)	5,019	-	-
Social Determinants of Health Nurses	180,500	180,500	185,437	189,295	(8,795)	8,795	-	-
Vector-Borne Diseases Program (75%)	500,100	499,900	666,700	679,311	(179,411)	-	179,411	-
Universal Influenza (UIPP)	-	-	-	31,638	(31,638)	-	25,268	(6,370)
Meningococcal C	-	21,165	-	152,576	(131,411)	-	100,352	(31,059)
Human Papillomavirus	-	36,601	-	193,103	(156,502)	-	127,007	(29,495)
One-time								
Healthy Menu Choices	108,800	-	-	108,800	(108,800)	-	-	(108,800)
HSO: Dental Operator	28,000	-	-	-	-	-	-	-
Needle Exchange Program Initiative: Program Supplies	109,395	2,494	-	34,992	(32,498)	-	7,506	(24,992)
New Purpose-Built Vaccine Refrigerators	70,000	-	-	70,126	(70,126)	-	126	(70,000)
Outbreak of Diseases: Infection Prevention	14,300	-	-	10,347	(10,347)	-	-	(10,347)
Panorama Project	129,000	40,190	60,644	110,171	(69,981)	1,036	34,770	(34,175)
Public Health Inspector	10,000	-	-	10,000	(10,000)	-	-	(10,000)
Smoking Cessation Programming	30,000	30,000	-	34,123	(4,123)	308	-	(3,815)
Immunization of School Pupils Act	11,200	-	-	11,200	(11,200)	-	-	(11,200)
Investment income	-	-	-	-	-	-	-	-
	24,272,695	23,828,194	35,463,856	33,717,922	(9,889,728)	1,823,301	7,719,613	(346,814)
Region grant and other income								
The Regional Municipality of Niagara levy	10,759,162	9,051,783	-	-	9,051,783	-	-	-
Other income	432,000	491,131	-	-	491,131	-	-	-
	11,191,162	9,542,914	-	-	9,542,914	-	-	-
Total	35,463,857	33,371,108	35,463,856	33,717,922	(346,814)	1,823,301	7,719,613	(346,814)

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

The Regional Municipality of Niagara

Public Health Department

General programs

Notes to the schedule

December 31, 2018

1. Significant accounting policies

The schedule has been prepared for the Ontario Ministry of Health and Long Term Care in accordance with the Public Health Accountability Agreement effective January 1, 2018 between the Ontario Ministry of Health and Long Term Care and the Regional Municipality of Niagara and the 2017 Program-Based Grants User Guide (the "guidelines"). The agreement requires the schedule to be prepared in a manner consistent with the generally accepted accounting principles ("GAAP"). Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles and note disclosure required by GAAP for a complete set of financial statements. The financial results for the Healthy Communities Fund is not included in the schedule of revenue, expenses and grant receivable/repayable for the year ended December 31, 2018.

Significant accounting policies are as follows:

- (i) Revenues are reported on the cash basis of accounting.
- (ii) Expenses are recorded if they are eligible for the program and incurred in the period, except for employee future benefits (iv).
- (iii) Tangible capital assets acquired are reported as an expenses and amortization is not recorded.
- (iv) Employee future benefits are provided which will require funding in future periods. These benefits included vacation pay, sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.
- (v) Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgments.
- (vi) Total expenses are reported on the schedule of revenue, expenses and grant receivable/repayable in order to understand the full cost of the program. Ineligible expenses as per the funding agreement have been removed for the purpose of determining the grant repayable/receivable.

2. Grant receivable

The grant receivable from the Province of Ontario is subject to audit verification by the Ontario Ministry of Health and Long Term Care. The grants receivable are non-interest bearing and are normally received in the subsequent year.

	2018	2017
	\$	\$
Grant receivable, beginning of year	346,814	4,720
Amounts recovered during the year	(347,053)	(64,970)
Amounts repaid during the year	158	38,626
Adjustment to prior year balances*	1,881	21,624
Grant receivable current year	93,577	346,814
Grant receivable, end of year	95,377	346,814

*Represents adjustments made to correct differences between amounts originally recorded and amounts settled related to repayable and receivable balances for prior years.

The Regional Municipality of Niagara

Public Health Department

General programs

Notes to the schedule

December 31, 2018

3. Budget data

The budget data presented in the schedule is based on the budget data submitted to the Ontario Ministry of Health and Long Term Care.

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Annual Reconciliation Report

**The Regional Municipality of
Niagara Public Health Department**
General programs

December 31, 2018

DRAFT

The Regional Municipality of Niagara Public Health Department

December 31, 2018

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Independent Auditor's Report

To the Members of Council of The Regional Municipality of Niagara and the Ontario Ministry of Health and Long Term Care

Opinion

We have audited the accompanying schedules (4.4, 4.5, 4.6) of the annual reconciliation report of The Regional Municipality of Niagara Public Health Department – General Programs (the “Program” or “Region”) for the year ended December 31, 2018 and notes to the report, including a summary of significant accounting policies (collectively referred to as the “schedules”).

In our opinion, the accompanying schedules of the Program as at December 31, 2018 is prepared, in all material respects, in accordance with the Public Health Accountability Agreement effective January 1, 2018 between the Ontario Ministry of Health and Long Term Care and The Regional Municipality of Niagara and the Instructions for completing the 2018 Annual Report and Attestation (the “Guidelines”).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedules* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the schedules in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to the Note to the schedules, which describes the basis of accounting. The schedules are prepared to assist the Region in complying with the Guidelines. As a result, the schedules may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedules

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

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

Auditor's Responsibilities for the Audit of the Schedules

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

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

(To be signed Deloitte LLP)

Chartered Professional Accountants
Licensed Public Accountants
[date of report]

D R A F T

Board of Health for the Niagara Region Public Health Department

2018 Annual Reconciliation As of December 31, 2018

Actual Expenditures by Account January 1, 2018 to December 31, 2018

Account	Budget (at 100%)	Actual (at 100%)	Variance Under / (Over)	
A	B	C	D = B - C	E = D / B
Salaries and Wages	20,713,643	19,716,426	997,217	4.8%
Benefits	4,732,092	5,815,500	(1,083,408)	-22.9%
Travel	491,900	440,243	51,657	10.5%
Professional Services	82,232	263,043	(180,811)	-219.9%
Expenditure Recoveries & Offset Revenues	(322,000)	(285,510)	(36,490)	11.3%
Other Program Expenditures	8,384,866	6,320,246	2,064,620	24.6%
Total Expenditures	34,082,733	32,269,948	1,812,785	5.3%
Adjustments	-	(7)	7	0.0%
Total Adjusted Expenditures	34,082,733	32,269,941	1,812,792	5.3%

Board of Health for the Niagara Region Public Health Department

2018 Annual Reconciliation

As of December 31, 2018

Expenditure Recoveries & Offset Revenues Reconciliation

January 1, 2018 to December 31, 2018

Mandatory Programs	Actual (at 100%)
Interest Income	
Universal Influenza Immunization Program clinic reimbursement	(9,670)
Meningococcal C Program clinic reimbursement	(36,542)
Human Papilloma Virus Program reimbursement	(56,211)
Other (Specify):	
By-law related product and service, expense reimbursement and miscellaneous revenue	(183,088)
Sub-total Mandatory Programs Expenditure Recoveries & Offset Revenues (A)	(285,510)
Reported in Base Funding and One-Time Funding Worksheets	(285,510)
Difference	-
Other Sources of Funding	
Interest Income	
Other (Specify):	
Sub-total Other Programs Offset Revenues (B)	-
Reported in Base Funding and One-Time Funding Worksheets	-
Difference	-
Total Expenditure Recoveries & Offset Revenues (C = A+B)	(285,510)
Difference	-

Board of Health for the Niagara Region Public Health Department

**2018 Annual Reconciliation
As of December 31, 2018**

Funding Received from the Ministry

Programs/Sources of Funding	Cashflow Received in 2018	Prior Year Adjustments Processed in 2018	2018 Adjustments Processed in 2019	Other		Funding Received from the Ministry
				\$	Please Specify	
A	B	C	D	E	F	G = SUM (B:E)
2017-18 One-Time Funding (April 1, 2017 to March 31, 2018)						
Operating Funding						
Smoke-Free Ontario Expanded Smoking Cessation Programming for Priority Populations (100%)	30,000					30,000
Healthy Smiles Ontario Program: Dental Operator (100%)	28,000					28,000
Healthy Menu Choices Act, 2015 -Enforcement (100%)	33,000					33,000
Outbreaks of Diseases: Infection Prevention and Control Lapses (100%)	14,300					14,300
Panorama - Immunization Solution (100%)	129,000					129,000
Public Health Inspector Practicum Program (100%)	10,000					10,000
Needle Exchange Program Initiative (100%)	109,395					109,395
New Purpose-Built Vaccine Refrigerators (100%)	70,000					70,000
2017-18 One-Time Funding Total (A)	423,695					423,695
Base Funding (January 1, 2018 to December 31, 2018)						
Mandatory Programs (Cost-Shared)	19,932,700	158				19,932,858
Chief Nursing Officer Initiative (100%)	121,500					121,500
Electronic Cigarettes Act: Protection and Enforcement (100%)	69,100					69,100
Enhanced Food Safety - Haines Initiative (100%)	78,400					78,400
Enhanced Safe Water Initiative (100%)	35,300					35,300
Harm Reduction Program Enhancement (100%)	250,000					250,000
Healthy Smiles Ontario Program (100%)	1,250,900					1,250,900
Infection Prevention and Control Nurses Initiative (100%)	90,100					90,100
Infectious Diseases Control Initiative (100%)	611,200					611,200
MOH / AMOH Compensation Initiative (100%)	286,522			(39,444)	2018 Year-end accrual	247,078
Needle Exchange Program Initiative (100%)	205,500	(13,500)				192,000
Small Drinking Water Systems Program (Cost-Shared)	40,400					40,400
Smoke-Free Ontario Strategy: Prosecution (100%)	25,200					25,200
Smoke-Free Ontario Strategy: Protection and Enforcement (100%)	474,300					474,300
Smoke-Free Ontario Strategy: Tobacco Control Coordination (100%)	100,000					100,000
Smoke-Free Ontario Strategy: Youth Tobacco Use Prevention (100%)	80,000					80,000
Social Determinants of Health Nurses Initiative (100%)	180,500					180,500
Vector-Borne Diseases Program (Cost-Shared)	500,300	(200)				500,100
Base Funding Total (B)	24,331,922	(13,542)	-	(39,444)		24,278,936
2018-19 One-Time Funding (April 1, 2018 to March 31, 2019)						
Operating Funding						
Mandatory Programs: Business Intelligence Framework (100%)	125,325					125,325
Smoke-Free Ontario Strategy: Cannabis Enforcement (100%)	-					-
Healthy Growth/School Health: Vision Screening Tools (100%)	-					-
2018-19 One-Time Funding Total (C)	125,325	-	-	-		125,325

Board of Health for the Niagara Region Public Health Department

2018 Annual Reconciliation As of December 31, 2018									
Annual Reconciliation by Sources of Funding									
Programs/Sources of Funding	Q4 Expenditures (at 100%)	Actual Expenditures (at 100%)	Variance Under / (Over)		Actual Expenditures (at provincial share)	Approved Allocation	Eligible Expenditures	Funding Received from the Ministry	Due to / (From) Province
			\$	(%)					\$
A	B	C	D = B - C	E = D / B	F = C * Prov. Share	G	H = MIN(F,G)	I	J = I - H
2017-18 One-Time Funding (April 1, 2017 to March 31, 2018)									
Operating Funding									
Smoke-Free Ontario Expanded Smoking Cessation Programming for Priority Populations (100%)		30,000			30,000	30,000	30,000	30,000	-
Healthy Smiles Ontario Program: Dental Operator (100%)		28,000			28,000	28,000	28,000	28,000	-
Healthy Menu Choices Act, 2015 -Enforcement (100%)		33,000			33,000	33,000	33,000	33,000	-
Outbreaks of Diseases: Infection Prevention and Control Lapses (100%)		14,300			14,300	14,300	14,300	14,300	-
Panorama - Immunization Solution (100%)		129,846			129,846	129,000	129,000	129,000	-
Public Health Inspector Practicum Program (100%)		10,000			10,000	10,000	10,000	10,000	-
Needle Exchange Program Initiative (100%)		106,960			106,960	109,395	106,960	109,395	2,435
New Purpose-Built Vaccine Refrigerators (100%)		70,125			70,125	70,000	70,000	70,000	-
2017-18 One-Time Funding Total (A)		422,231			422,231	423,695	421,260	423,695	2,435
Base Funding (January 1, 2018 to December 31, 2018)									
Mandatory Programs (Cost-Shared)	27,521,299	27,426,099	95,200	0.3%	20,569,574	19,932,700	19,932,700	19,932,858	158
Chief Nursing Officer Initiative (100%)	121,500	121,500	-	0.0%	121,500	121,500	121,500	121,500	-
Electronic Cigarettes Act: Protection and Enforcement (100%)	69,100	69,100	-	0.0%	69,100	69,100	69,100	69,100	-
Enhanced Food Safety - Haines Initiative (100%)	78,400	78,400	-	0.0%	78,400	78,400	78,400	78,400	-
Enhanced Safe Water Initiative (100%)	35,300	35,300	-	0.0%	35,300	35,300	35,300	35,300	-
Harm Reduction Program Enhancement (100%)	250,000	250,000	-	0.0%	250,000	250,000	250,000	250,000	-
Healthy Smiles Ontario Program (100%)	1,278,900	1,250,900	28,000	2.2%	1,250,900	1,250,900	1,250,900	1,250,900	-
Infection Prevention and Control Nurses Initiative (100%)	90,100	90,100	-	0.0%	90,100	90,100	90,100	90,100	-
Infectious Diseases Control Initiative (100%)	611,200	611,200	-	0.0%	611,200	611,200	611,200	611,200	-
MOH / AMOH Compensation Initiative (100%)		218,736			218,736	179,292	179,292	247,078	67,786
Needle Exchange Program Initiative (100%)	273,968	192,000	81,968	29.9%	192,000	192,000	192,000	192,000	-
Small Drinking Water Systems Program (Cost-Shared)	53,867	53,867	-	0.0%	40,400	40,400	40,400	40,400	-
Smoke-Free Ontario Strategy: Prosecution (100%)	25,200	25,200	-	0.0%	25,200	25,200	25,200	25,200	-
Smoke-Free Ontario Strategy: Protection and Enforcement (100%)	474,300	474,300	-	0.0%	474,300	474,300	474,300	474,300	-
Smoke-Free Ontario Strategy: Tobacco Control Coordination (100%)	100,000	100,000	-	0.0%	100,000	100,000	100,000	100,000	-
Smoke-Free Ontario Strategy: Youth Tobacco Use Prevention (100%)	80,000	80,000	-	0.0%	80,000	80,000	80,000	80,000	-
Social Determinants of Health Nurses Initiative (100%)	180,500	180,500	-	0.0%	180,500	180,500	180,500	180,500	-
Vector-Borne Diseases Program (Cost-Shared)	666,800	666,800	-	0.0%	500,100	500,100	500,100	500,100	-
Base Funding Total (B)	31,910,434	31,924,002	(13,568)	-0.0%	24,887,310	24,210,992	24,210,992	24,278,936	67,944
Total 2018 Annual Reconciliation (A+B)		32,346,233			25,309,541	24,634,687	24,632,252	24,702,631	70,379
2018-19 One-Time Funding (April 1, 2018 to March 31, 2019)									
							Surpluses to be Carried Forward to March 31, 2019		
Operating Funding									
Mandatory Programs: Business Intelligence Framework (100%)	167,100	7,946	159,154	95.2%	7,946	167,100	7,946	125,325	117,379
Smoke-Free Ontario Strategy: Cannabis Enforcement (100%)		52,600			52,600	52,600	52,600	-	(52,600)
Healthy Growth/School Health: Vision Screening Tools (100%)		42,600			42,600	42,600	42,600	-	(42,600)
2018-19 One-Time Funding Total	167,100	103,146	63,954	38.3%	103,146	262,300	103,146	125,325	22,179

The Regional Municipality of Niagara

Public Health Department

General programs

Note to the schedules

December 31, 2018

1. Significant accounting policies

The report has been prepared for the Ontario Ministry of Health and Long Term Care in accordance with the Public Health Accountability Agreement effective January 1, 2018 between the Ontario Ministry of Health and Long Term Care and the Regional Municipality of Niagara and the Instructions for completing the 2018 Annual Report and Attestation (the "Guidelines"). The agreement requires the report to be prepared in a manner consistent with the generally accepted accounting principles ("GAAP").

Management of the Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles and note disclosure required by GAAP for a complete set of financial statements.

Significant accounting policies are as follows:

Revenue and expenses

Revenues are recognized in the year in which they are earned. Expenses are recorded if they are eligible for the program and incurred in the period, except for employee future benefits.

Capital assets

Tangible capital assets acquired are reported as an expenses and amortization is not recorded.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits included vacation pay, sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Use of estimates

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic report involves the use of estimates and approximations. These have been made using careful judgments.

Minute Item 5.1

PW 49-2019

Award of Contract 2019-T-210 Road Reconstruction of Regional Road 20 (West Street & St. Catharines Street), in the Township of West Lincoln

That Report PW 49-2019, dated September 10, 2019, respecting Award of Contract 2019-T-210 Road Reconstruction of Regional Road 20 (West Street & St. Catharines Street), in the Township of West Lincoln, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Contract 2019-T-210 – Reconstruction of Regional Road 20 (West Street and St. Catharines Street) between South Grimsby Road 6 and Townline Road, in the Township of West Lincoln, **BE AWARDED** to Rankin Construction Inc., at their bid price of \$8,172,651.55 (including 13% HST); and
2. That the Gross Budget for Phase 3 Roundabout at RR20 and South Grimsby Road 6 **BE INCREASED** by \$1,159,863.21 and that the increase **BE FUNDED** from the Capital Variance (CV) Reserve - Levy Project for \$900,000.00 and from Federal Gas Tax for \$259,863.21.

Minute Item 5.2

PWC 51-2019

Regional Road 56 (Collier Road) Parking Prohibition, City of Thorold

That Report PW 51-2019, dated September 10, 2019, respecting Regional Road 56 (Collier Road) Parking Prohibition, City of Thorold, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a parking prohibition **BE APPROVED** on both sides of Regional Road 56 (Collier Road) from St. David's Road to Sullivan Avenue; and
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Minute Item 5.3

PWC-C 23-2019

Recommendation for Consideration from the Waste Management Planning Steering Committee on August 26, 2019

That Correspondence Item PWC-C 23-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated September 10, 2019, respecting Recommendations for Consideration from the Waste Management Planning Steering Committee meeting held August 26, 2019, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That staff **BE DIRECTED** to meet with Nespresso Canada to consider implementing the Nespresso “Green Bag” pod recycling program in Niagara Region and report back with options in January 2020.

Minute Item 5.4

PW 52-2019

Award of Contract 2019-T-161 Phase 1: Grimsby Watermain Replacement

That Report PW 52-2019, dated September 10, 2019, respecting Award of Contract 2019-T-161 Phase 1: Grimsby Watermain Replacement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Contract 2019-T-161 Phase 1: Grimsby Watermain Replacement between Murray Street and Baker Road North in the Town of Grimsby **BE AWARDED** to Baiocco Construction Corporation at their bid price of \$12,348,477 (including 13% HST).

Minute Item 5.5

PW 50-2019

Award of Contract 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades

That Report PW 50-2019, dated September 10, 2019, respecting Award of Contract 2018-T-116: Niagara Falls Water Treatment Plant Phase II Upgrades, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Contract 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades **BE AWARDED** to Maple Reinders Constructors Ltd. at their bid price of \$12,667,413.00 (including 13% HST); and
2. That the gross budget for the Niagara Falls Water Treatment Plant Phase II Upgrades project **BE INCREASED** by \$2,637,129.00 and that the increase **BE FUNDED** from the Capital Variance - Water Reserve.

Minute Item 6.1

PW 53-2019

U-Pass Agreements 2019-2020

That Report PW 53-2019, dated September 10, 2019, respecting U-Pass Agreements 2019-2020, **BE RECEIVED** for information.

Minute Item 9.1

Confidential PW 55-2019

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 - Rejection of Bids relating to 2019-T-161 Phase 1 Grimsby Watermain Replacement and 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades

That Confidential Report PW 55-2019, dated September 10, 2019, respecting A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client privilege under s. 239 (2) of the Municipal Act, 2001 - Rejection of Bids relating to 2019-T-161 Phase 1 Grimsby Watermain Replacement and 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades, **BE RECEIVED** for information.

Minute Item 9.2

Confidential Report PWC-C 24-2019

**A Matter of Proposed or Pending Acquisition of Land by the Municipality -
Amendment to PW 44-2019 – Sir Isaac Brock Way – 3550 Schmon Parkway**

That Confidential Correspondence Item PWC-C 24-2019, being a memorandum from R. Graves, Real Estate Officer, dated September 10, 2019, respecting A Matter of Proposed or Pending Acquisition of Land by the Municipality – Amendment to PW 44-2019 – Sir Isaac Brock Way – 3550 Schmon Parkway, **BE RECEIVED**; and

That staff **BE AUTHORIZED** to proceed as outlined in Confidential Memorandum PWC-C 24-2019.

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

**PWC 9-2019
Tuesday, September 10, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Fertich, Gale, Witteveen

Staff: D. Ane, Manager, Program Financial Support, T. Cimino,
Associate Director, Water & Wastewater, M. Evelyn, Legislative
Coordinator, D. Gibbs, Director, Legal & Court Services,
C. Habermehl, Acting Commissioner, Public Works, T. Harrison,
Commissioner/Treasurer, Corporate Services, A. Jugley, Acting
Chief Administrative Officer, J. Mazurek, Program Manager,
Waste Management Services, B. Menage, Director,
Procurement and Strategic Acquisitions, A.-M. Norio, Regional
Clerk, M. Robinson, Director, GO Implementation Office,
C. Ryall, Director, Transportation Services, H. Talbot,
Consultant, Financial & Special Projects

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. **PRESENTATIONS**

3.1 **Modernizing the Blue Box and Special Advisor's Report on the Blue Box Mediation Process**

Jennifer Mazurek, Program Manager, Waste Management Services, provided information respecting Modernizing the Blue Box and Special Advisor's Report on the Blue Box Mediation Process. Topics of the presentation included:

- Modernizing Blue Box Stakeholder Webinar
- Recommendations from the Final Report on the Mediation Process Including:
 - Standardizing what is in the Blue Box
 - Determining Eligible Sources for Blue Box Materials
 - Promoting Increased Diversion from Landfill
 - Timeframes and Next Steps

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **PW 49-2019**

Award of Contract 2019-T-210 Road Reconstruction of Regional Road 20 (West Street & St. Catharines Street), in the Township of West Lincoln

Moved by Councillor Foster

Seconded by Councillor Insinna

That Report PW 49-2019, dated September 10, 2019, respecting Award of Contract 2019-T-210 Road Reconstruction of Regional Road 20 (West Street & St. Catharines Street), in the Township of West Lincoln, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Contract 2019-T-210 – Reconstruction of Regional Road 20 (West Street and St. Catharines Street) between South Grimsby Road 6 and Townline Road, in the Township of West Lincoln, **BE AWARDED** to Rankin Construction Inc., at their bid price of \$8,172,651.55 (including 13% HST); and
2. That the Gross Budget for Phase 3 Roundabout at RR20 and South Grimsby Road 6 **BE INCREASED** by \$1,159,863.21 and that the increase **BE FUNDED** from the Capital Variance (CV) Reserve - Levy Project for \$900,000.00 and from Federal Gas Tax for \$259,863.21.

Carried

5.2 PW 51-2019

Regional Road 56 (Collier Road) Parking Prohibition, City of Thorold

Moved by Councillor Ugulini

Seconded by Councillor Edgar

That Report PW 51-2019, dated September 10, 2019, respecting Regional Road 56 (Collier Road) Parking Prohibition, City of Thorold, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a parking prohibition **BE APPROVED** on both sides of Regional Road 56 (Collier Road) from St. David's Road to Sullivan Avenue; and
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Carried

Councillor Information Request(s):

Include the delegated authority to grant parking prohibitions in the upcoming report on delegation of authority. Councillor Sendzik.

5.3 PWC-C 23-2019

Recommendation for Consideration from the Waste Management Planning Steering Committee on August 26, 2019

Moved by Councillor Diodati

Seconded by Councillor Insinna

That Correspondence Item PWC-C 23-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated September 10, 2019, respecting Recommendations for Consideration from the Waste Management Planning Steering Committee meeting held August 26, 2019, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That staff **BE DIRECTED** to meet with Nespresso Canada to consider implementing the Nespresso "Green Bag" pod recycling program in Niagara Region and report back with options in January 2020.

Carried

5.4 PW 52-2019

Award of Contract 2019-T-161 Phase 1: Grimsby Watermain Replacement

Moved by Councillor Sendzik

Seconded by Councillor Zalepa

That Report PW 52-2019, dated September 10, 2019, respecting Award of Contract 2019-T-161 Phase 1: Grimsby Watermain Replacement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Contract 2019-T-161 Phase 1: Grimsby Watermain Replacement between Murray Street and Baker Road North in the Town of Grimsby **BE AWARDED** to Baiocco Construction Corporation at their bid price of \$12,348,477 (including 13% HST).

Carried

Councillor Information Request(s):

Provide information respecting financial responsibility for the damaged watermain between Baker Road North and Nelles Road North in the Town of Lincoln. Councillor Sendzik.

5.5 PW 50-2019

Award of Contract 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades

Moved by Councillor Nicholson

Seconded by Councillor Diodati

That Report PW 50-2019, dated September 10, 2019, respecting Award of Contract 2018-T-116: Niagara Falls Water Treatment Plant Phase II Upgrades, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Contract 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades **BE AWARDED** to Maple Reinders Constructors Ltd. at their bid price of \$12,667,413.00 (including 13% HST); and
2. That the gross budget for the Niagara Falls Water Treatment Plant Phase II Upgrades project **BE INCREASED** by \$2,637,129.00 and that the increase **BE FUNDED** from the Capital Variance - Water Reserve.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 PW 53-2019

U-Pass Agreements 2019-2020

Moved by Councillor Steele

Seconded by Councillor Chiocchio

That Report PW 53-2019, dated September 10, 2019, respecting U-Pass Agreements 2019-2020, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

7.1 Engine Brake Signage on Regional Road 70 (Taylor Road), Niagara-on-the-Lake

Councillor Zalepa requested information respecting signage deterring the use of engine brakes on Regional Road 70 (Taylor Road) north toward Regional Road 89 (Glendale Road), in the Town of Niagara-on-the-Lake.

7.2 Waste Collection

Councillor Insinna requested information respecting the number of days curbside waste collection was not completed given the current collections delays.

7.3 Truck access from Regional Road 58 (West Side Road), Port Colborne

Councillor Steele requested that Niagara Region Water and Wastewater staff be reminded that Barrick Road in the City of Port Colborne is not a truck route and that access to Hwy 58 should be via Stonebridge Road.

7.4 Truck use of Regional Road 81 (King Street), Lincoln

Councillor Foster requested that Niagara Region staff consult with staff from the Town of Lincoln and the Ministry of Transportation (MTO) respecting solutions to deal with the number of transport trucks that are bypassing the MTO truck inspection station on the QEW in Lincoln by utilizing Regional Road 81 (King Street) in the Town of Lincoln.

8. CLOSED SESSION

Moved by Councillor Zalepa
Seconded by Councillor Heit

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

A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client privilege under s. 239 (2) of the Municipal Act, 2001 - Rejection of Bids relating to 2019-T-161 Phase 1 Grimsby Watermain Replacement and 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades

A Matter of Proposed or Pending Acquisition of Land by the Municipality - Amendment to PW 44-2019 - Sir Isaac Brock Way Multi-Use Trail - 3550 Schmon Parkway

Carried

Committee resolved into closed session at 10:31 a.m.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 10:36 a.m. with the following individuals in attendance:

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

Absent/Regrets: Fertich, Gale, Witteveen

Staff: D. Ane, Manager, Program Financial Support, T. Cimino, Associate Director, Water & Wastewater, M. Evelyn, Legislative Coordinator, D. Gibbs, Director, Legal & Court Services, C. Habermehl, Acting Commissioner, Public Works, T. Harrison, Commissioner/Treasurer, Corporate Services, A. Jugley, Acting Chief Administrative Officer, A.-M. Norio, Regional Clerk, C. Ryall, Director, Transportation Services, H. Talbot, Consultant, Financial & Special Projects

9.1 Confidential PW 55-2019

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 - Rejection of Bids relating to 2019-T-161 Phase 1 Grimsby Watermain Replacement and 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades

Moved by Councillor Heit
Seconded by Councillor Steele

That Confidential Report PW 55-2019, dated September 10, 2019, respecting A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client privilege under s. 239 (2) of the Municipal Act, 2001 - Rejection of Bids relating to 2019-T-161 Phase 1 Grimsby Watermain Replacement and 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades, **BE RECEIVED** for information.

Carried

9.2 Confidential PWC-C 24-2019

A Matter of Proposed or Pending Acquisition of Land by the Municipality - Amendment to PW 44-2019 – Sir Isaac Brock Way – 3550 Schmon Parkway

Moved by Councillor Zalepa
Seconded by Councillor Heit

That Confidential Correspondence Item PWC-C 24-2019, being a memorandum from R. Graves, Real Estate Officer, dated September 10, 2019, respecting A Matter of Proposed or Pending Acquisition of Land by the Municipality – Amendment to PW 44-2019 – Sir Isaac Brock Way – 3550 Schmon Parkway, **BE RECEIVED**; and

That staff **BE AUTHORIZED** to proceed as outlined in Confidential Memorandum PWC-C 24-2019.

Carried

10. **NEXT MEETING**

The next meeting will be held on Tuesday, October 8, 2019 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 10:37 a.m.

—
Councillor Rigby
Committee Chair

—
Mark Evely
Legislative Coordinator

—
Ann-Marie Norio
Regional Clerk

Modernizing the Blue Box and Special Advisor's Report on the Blue Box Mediation Process

Public Works Committee
September 10, 2019

History



A Made-in-Ontario Environment Plan

- A Made-in-Ontario Environment Plan was released on November 29, 2018 with a 60 day review period
- Niagara Region's response incorporated input from Planning and Development Services, Public Works, Public Health and Emergency Services, and some Local Area Municipalities
- The plan focused on:
 - Protecting our Air, Lakes and Rivers
 - Addressing Climate Change
 - Reducing Litter and Waste in Our Communities & Keeping Our Land and Soil Clean
 - Conserving Land and Greenspace

Reducing Litter and Waste in Our Communities: Discussion Paper

- Delivering on the Made-in-Ontario Environment Plan, this paper was released on March 6, 2019
- Offers commitments aimed at reducing litter and waste including:
 - Reducing and diverting food and organic waste from households and businesses
 - Reducing plastic waste
 - Reducing litter in our neighbourhoods and parks
 - Increasing opportunities for the people of Ontario to participate in waste reduction efforts

Renewing the Blue Box: Final Report on the Blue Box Mediation Process

- New regulations needed to move the blue box program to producer responsibility
- Outstanding issues need to be addressed for an effective transition
- Mediation process
 - Seven key issues were identified for discussion
 - Modernizing Blue Box Stakeholder Webinar
 - After a six-week mediation, the message was clear – all participants want to begin the transition process

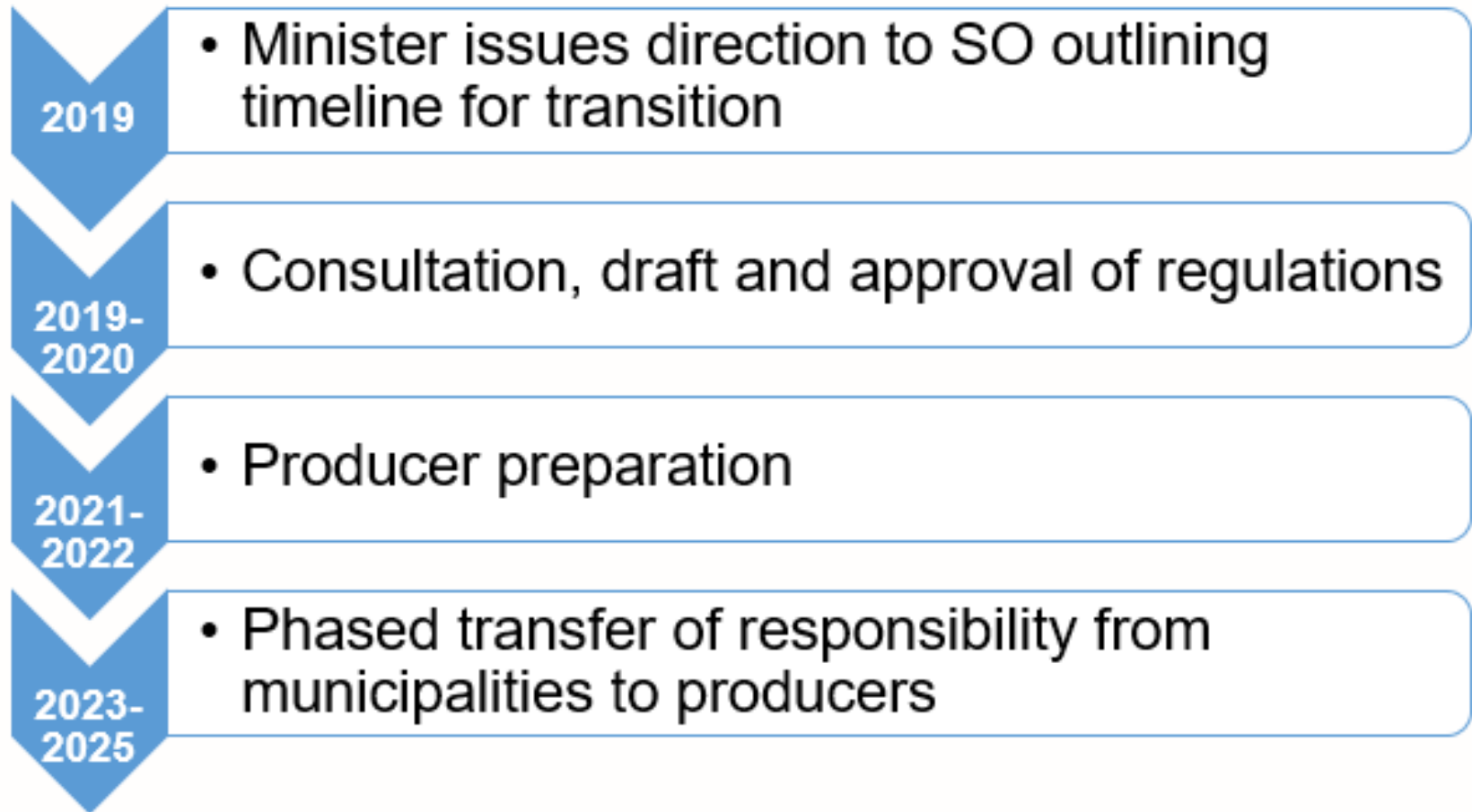
Modernizing Blue Box Stakeholder Webinar

- Presented on June 20, 2019
- Drivers for Change
 - (i) Improving recycling rates in Ontario – citizens and consumers are confused about what can or cannot be recycled
 - (ii) Taking control of escalating Blue Box costs
 - (iii) Both municipalities and producers desire change and support a shift to full producer responsibility
 - (iv) Providing certainty to support new investments and innovation
- Where is Ontario Heading?
 - (i) Mediation
 - (ii) Transition Direction and Regulation Making
 - (iii) Orderly Transition
 - (iv) Modernized Blue Box

Renewing the Blue Box: Final Report on the Blue Box Mediation Process

Recommendations

TOPIC 1: A measured timeframe for transition



TOPIC 2: Ensuring a common collection system

- Uninterrupted service for residents
- Blue Box collection must be maintained but producers need flexibility to collect some packaging through other methods
- Regulation-making process will be a critical step

TOPIC 3: Transitioning municipal assets

- Parties agreed that producers will have control when deciding which assets will be used
- Parties agreed that municipalities must be able to bid fairly on future services for producers and to decide whether, and how, their existing assets may be used as part of bids

TOPIC 4: Standardizing what's in the Blue Box

- Producers should have some flexibility in determining best way to achieve diversion goals, while maintaining responsibility for all printed paper and packaging
- Regulations should identify standard list of Blue Box materials

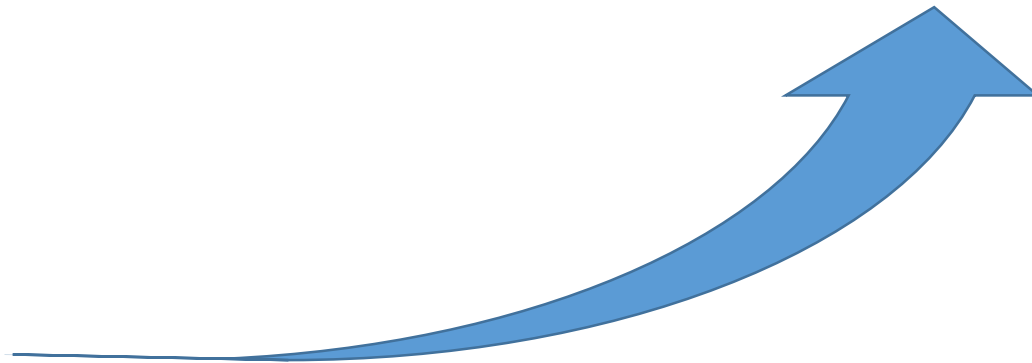


TOPIC 5: Determining eligible sources for Blue Box materials

- Confirmation of scope:
 - Through transition: Every Low-Density Residential (and similar) property with existing curbside service
 - After transition: Expand to Multi-Residential properties, parks and public spaces
 - Excluded: Industrial, Commercial and Institutional Properties

TOPIC 6: Setting effective diversion targets

- Province should consult to identify specific targets for different types of printed paper and packaging material
- Targets should progressively increase over time



TOPIC 7: Promoting increased diversion from landfill

- Diversion: Reduce, reuse, recycle

“Processes that continue to make materials available as a resource for new products or packaging”

- The Importance of Reduction:
The first “R”

“Where feasible, producer responsibility regulations should recognize and reward producers for reducing waste and improving their environmental performance”



TOPIC 8: Thinking bigger than the Blue Box

- Co-ordinated province-wide promotion and education is critical to make waste reduction part of everyday life
- Action is required at multiple levels of government and across ministries
- Strong action to reduce plastic pollution

Next Steps

- Stewardship Ontario must submit a plan to Resource Productivity and Recovery Authority by June 30, 2020
- The Blue Box Program will begin preparing for transition once the Resource Productivity and Recovery Authority approves the plan, no later than December 31, 2020

Questions?

Subject: Award of Contract 2019-T-210 Road Reconstruction of Regional Road 20 (West Street & St. Catharines Street), in the Township of West Lincoln

Report to: Public Works Committee

Report date: Tuesday, September 10, 2019

Recommendations

1. That Contract 2019-T-210 – Reconstruction of Regional Road 20 (West Street and St. Catharines Street) between South Grimsby Road 6 and Townline Road, in the Township of West Lincoln, **BE AWARDED** to Rankin Construction Inc., at their bid price of \$8,172,651.55 (including 13% HST); and
2. That the Gross Budget for – Phase 3 Roundabout at RR20 and South Grimsby Road 6 **BE INCREASED** by \$1,159,863.21 and that the increase **BE FUNDED** from the Capital Variance (CV) Reserve – Levy Project for \$900,000.00 and from Federal Gas Tax for \$259,863.21.

Key Facts

- The purpose of this report is to seek Council approval for an increase to the gross budget for project 20000141 (Phase 3 – Roundabout at RR20 and South Grimsby Road 6) and to approve the Tender Award of Contract 2019-T-210, to Rankin Construction Inc.
- The Purchasing and Execution Authority of the Niagara Region's Procurement By-law states that the purchasing authority for competitive bid processes over \$5,000,000 is Council, which includes a contract award greater than \$5,000,000.
- The award of Tender comprises Phases 2 & 3 for the Regional Road 20 reconstruction program. See Appendix 1 for Staging of Works and Appendix 2 for Key Mapping.
- A public tender process was initiated and a total of three (3) bids were received with the lowest bid being \$7,232,435 (excluding 13% HST).
- A total of \$8,242,528 has been collectively approved in previous Capital Budgets for Phases 2 and 3: \$3,690,548 for project 20000681 (Phase 2 – Roundabout at RR20 and Townline Road) and \$4,551,980 for project 20000141 (Phase 3 – Roundabout at RR20 and South Grimsby Road 6).
- The increased project cost is due to design changes to accommodate utility relocates, property acquisition and contaminated materials within the roadway.

Financial Considerations

Council previously approved a budget of \$7,400,000, collectively, for Reconstruction of Regional Road 20 in the Township of West Lincoln: \$3,600,000 for project 20000681 (Phase 2); and \$3,800,000 for project 20000141 (Phase 3). This collective budget included funding for property acquisition, utility relocation, construction, contract administration and inspection, construction testing, internal staff time, contingency and the Township of West Lincoln's cost share of \$200,000.

A gross budget adjustment for \$842,528 was recently processed reflecting an increase in the Township of West Lincoln's cost sharing contribution from \$200,000 to \$1,042,528, thereby increasing the overall project budgets from \$7,400,000 to \$8,242,528 for additional works requested by the Township of West Lincoln; \$90,548 to Phase 2 and \$751,980 to Phase 3. The Township of West Lincoln has confirmed their agreement to the cost sharing of their contribution.

When reconciling the overall project costs to-date with the construction tender costs, changes in the design to accommodate utility relocates, property acquisition, contaminated materials within the roadway, a budget increase of \$700,000 is required to increase the total combined project budgets from \$8,242,528 to \$8,942,528. This will be achieved by funding from the Capital Variance – Levy Project in the amount of \$900,000 and Federal Gas Tax of \$259,863 to project 20000141 (Phase 3) – totalling \$1,159,863. A return of funds to the Capital Variance – Levy Project of \$200,000 and return of \$259,863 to Federal Gas Tax from project 20000681 (Phase 2) – totalling \$459,863, will partially offset the gross budget increase requested to project 20000141 (Phase 3).

Appendix 3 shows the breakdown of the associated costs with each Phase of the project with a total net budget increase of \$700,000 overall between the two projects.

It should be noted that from January 1, 2019 to July 24, 2019, Transportation Services division has returned \$4,980,834 to Capital Variance – Levy Project and requested \$1,609,414 from Capital Variance – Levy Project resulting in a net return of \$3,371,420 to the Capital Variance - Levy Project. At August 15, 2019, the Capital Variance - Levy Project has an uncommitted balance of \$1,285,420.

The total gross budget between both projects (Phase 2 and Phase 3) if this budget increase request is approved will be allocated between the Region and Township of West Lincoln as follows:

- Region's Transportation share is \$7,900,000;
- Township of West Lincoln's share of \$1,042,528.

A full budget breakdown can be found in Appendix 3 Total Estimated Project Cost.

Analysis

Regional Road 20 is a major arterial road connecting the most easterly municipality of Niagara Falls through to the westerly limit of Hamilton with a portion of this roadway passing directly through the Township of West Lincoln.

The reconstruction of Regional Road 20 (West Street and St. Catharines Street) has been subject to a Municipal Class, Schedule "C" Environmental Assessment which was completed and filed in March, 2016. As part of that process three (3) Public Information Centers were held. There was also a fourth Public Information Centre held in April of 2019. The fourth Public Information Centre was held to inform the public of the proposed construction, utility relocations and property acquisitions. This Public Information Centre was held prior to the commencement of utility relocations.

Extensive utility relocations are anticipated within the coming months, which is reliant upon the acquisition of the properties, with the majority of the property acquisitions in the final stages of acquisition.

The proposed improvements for Regional Road 20 (West Street and St. Catharines Street) include the construction of two (2) roundabouts, one at South Grimsby Road 6, which will include the urbanization of the remaining section of the roadway towards the easterly limit of South Grimsby Road 5 (Phase 3). The other roundabout is being constructed at Townline Road with roadway improvements northerly to Industrial Park Drive (Phase 2). Additional works to be completed as part of this project are the installation of traffic signals at West Street and Griffin Street, including road improvements, sidewalk upgrades and the installation of a parkette at Griffin Street to be funded by the Township. Additional works requested by the Township and included within this contract are: the construction of a Parkette at Brock Street; upgrades to the landscaping within the roundabouts; upgraded decorative street lighting; and sidewalk upgrades on West Street between Griffin Street and the Township's new Multi-use Recreational Site.

Under the guidance of the Region's Procurement Department, Niagara Region advertised for Tender Call on June 20, 2019. Three (3) tenders were received and publicly opened on July 18, 2019. The Region's Procurement department has reviewed all of the tender submissions. All three (3) tenders included Addendums 1 & 2 and all three (3) submitted the necessary tender deposit and Agreement to Bond. There was one (1) mathematical error found in one (1) bid which had no bearing on the lowest bid received.

The total tendered amounts (before HST) are listed below in ascending order:

Contractor	Bid Price Received (excluding HST)	Corrected Amount (excluding HST)
Brennan Paving – Niagara, a division of Brennan Paving & Construction Ltd.	\$8,113,640.00	\$8,101,040.00
Norjohn Contracting & Paving Ltd.	\$7,270,685.00	\$7,270,685.00
Rankin Construction Inc.	\$7,232,435.00	\$7,232,435.00

Niagara Region's consultant, Associated Engineering (Ont) Ltd., has advised that the tendered unit prices submitted by the low bidder, Rankin Construction Inc., are competitive. Staff therefore recommend that the low bid as submitted by Rankin Construction Inc., be accepted.

Alternatives Reviewed

Cancelling this tender was considered as an alternative. However, due to this being a priority partnership project with sensitive funding associated with the Township of West Lincoln's portion of the project, it is not being recommended.

From a technical perspective, if this project does not proceed, the road condition will continue to deteriorate and the capacity issues will only increase.

Relationship to Council Strategic Priorities

Improving capacity and addressing road condition is an essential part of maintaining the Region's road network and this vital program is closely tied to Strategic Priority 1 "Moving people and goods". This road section is a major commercial corridor and with the increased capacity and condition this will assist the Region with Strategic Priority 4 "Positioning Niagara Globally". Region Staff have put forward considerable effort to ensure a timely project to mitigate the impact on the public.

Prepared by:

Stephanie, Huppunen, C. Tech.
Project Manager
Transportation Engineering,
Public Works Department

Recommended by:

Catherine Habermehl
Acting Commissioner
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Frank Tassone, Associate Director Transportation Engineering and Brian McMahon, Program Financial Specialist, and reviewed by Carolyn Ryall, Director Transportation Services.

Appendices

Appendix 1	Staging of Works	Page 6
Appendix 2	Key Map	Pages 7-8
Appendix 3	Total Estimated Project Cost	Page 9

PW 49-2019 APPENDIX 1

Staging of Works

Contract 2019-T-210 Road Reconstruction of Regional Road 20 (West Street & St. Catharines Street), Between South Grimsby Road 6 & Townline Road in the Township of West Lincoln

The works for this project shall be performed over three (3) stages which span 2019 and 2020. An anticipated start to construction is October 7, 2019. A completion date of December 20, 2019 is targeted for all Stage 1 works (not limited to the Summary of Tasks as noted below).

Stage 1 works including base asphalt in roadways; all works within the Smithville Square Parkette have a mandatory completion date of December 20, 2019 including top asphalt.

The remainder of the works in the contract shall be completed by October 31, 2020 notwithstanding the Staging noted.

The stages and description for each is outlined below:

STAGE	DESCRIPTION	SUMMARY OF TASKS
Stage 1	Work to be performed in 2019	Construction of Smithville Square Parkette and gateway feature.
		Road reconstruction of RR20 (West Street) and RR14 (Station Street) intersection & portion of RR14. Inclusive of installation of traffic signal and parkette on the south-west corner. Exclusive of top asphalt.
Stage 2	Work to be performed in Spring 2020.	Road resurfacing and roadside improvements of RR20 (St. Catharines Street) between Industrial Park Road and Townline Road. Inclusive of installation of infrastructure for future traffic signal at Industrial Park Road.
		Road reconstruction of RR20 (St. Catharines Street) at Townline Road intersection. Inclusive of installation of roundabout.
Stage 3	Work to be performed in Summer 2020.	Road resurfacing and roadside improvements including sidewalk works on RR20 (West Street) between Wade Street and Station Street.
		Road reconstruction of RR20 (West Street) between South Grimsby Road 6 and South Grimsby Road 5. Inclusive of installation of roundabout.



LEGEND

-  Stage 1 Construction
Completion
December 20, 2019
-  Stage 3 Construction
Completion
October 31, 2020

PW 49-2019 APPENDIX 2

Key Map

Construction Staging

Contract 2019-T-210 Road Reconstruction of Regional Road 20 (West Street & St. Catharines Street)
Between South Grimsby Road 6 & Townline Road
in the Township of West Lincoln

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LEGEND



Stage 2 Construction
Completion
October 31, 2020

PW 49-2019 APPENDIX 2

Key Map

Construction Staging

Contract 2019-T-210 Road Reconstruction of Regional Road 20 (West Street & St. Catharines Street)
Between South Grimsby Road 6 & Townline Road
in the Township of West Lincoln

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Page: KM-02

PW 49-2019 APPENDIX 3
Total Estimated Project Cost
Contract Award

Contract 2019-T-210 Road Reconstruction of Regional Road 20 (West Street & St. Catharines Street), Between South Grimsby Road 6 & Townline Road, in the Township of West Lincoln

	Council Approved Budget	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 08/20/19	Contract Award/ Forecast	Budget Remaining
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F) = (C)-(D)-(E)
<u>Total Estimated Project Cost (20000141)* (Roundabout at RR20 and South Grimsby Rd 6) - Phase 3</u>						
(a) Construction**						
i. Regional portion**	3,250,000	695,101	3,945,101		3,945,101	-
ii. Cost Sharing - Township of West Lincoln**	701,481		701,481		701,481	-
(b) Project Contingency	30,000	(30,000)	-		-	-
(c) Property Acquisition	200,000	(10,000)	190,000		190,000	-
(d) Consulting Engineering Services						
i. Detailed Design	290,000		290,000	279,841	10,159	-
ii. Contract Administration & Inspection		5,000	5,000		5,000	-
ii. Geotechnical Service-Quality Control		25,000	25,000		25,000	-
(e) Project Management (In-House) and Operations						
i. Contract Administration & Inspection (In-House)	30,000	46,715	76,715	4,331	72,384	-
(f) Traffic Signals and Signs						
i. Regional portion		48,047	48,047		48,047	-
ii. Cost Sharing - Township of West Lincoln						
(g) Utility Relocation		380,000	380,000		380,000	-
(h) Miscellaneous						
i. Regional portion						
ii. Cost Sharing - Township of West Lincoln	50,498		50,498		50,498	-
Total Estimated Project Cost (20000141)	4,551,980	1,159,863	5,711,843	284,171	5,427,672	-
<u>Total Estimated Project Cost (20000681)* (Roundabout at RR20 and Townline Road) - Phase 2</u>						
(a) Construction**						
i. Regional portion**	2,700,000	(230,165)	2,469,835		2,469,835	-
ii. Cost Sharing - Township of West Lincoln**	243,309		243,309		243,309	-
(b) Project Contingency	270,000	(270,000)	-		-	-
(c) Property Acquisition		60,000	60,000	141	59,859	-
(d) Consulting Engineering Services						
i. Detailed Design						
ii. Contract Administration & Inspection		5,000	5,000		5,000	-
ii. Geotechnical Service-Quality Control		25,000	25,000		25,000	-
(e) Project Management (In-House) and Operations						
i. Contract Administration & Inspection (In-House)	230,000	(157,196)	72,804	380	72,424	-
(f) Traffic Signals and Signs						
i. Regional portion	200,000	(41,478)	158,522		158,522	-
ii. Cost Sharing - Township of West Lincoln	29,994		29,994		29,994	-
(g) Utility Relocation		120,000	120,000		120,000	-
(h) Miscellaneous						
i. Regional portion		28,976	28,976		28,976	-
ii. Cost Sharing - Township of West Lincoln	17,246		17,246		17,246	-
Total Estimated Project Cost (20000681)	3,690,548	(459,863)	3,230,685	521	3,230,164	-
Total Estimated Project Cost Combined	8,242,528	700,000	8,942,528	284,692	8,657,835	-
<u>Total Estimated Project Funding Sources (20000141)* (Roundabout at RR20 and South Grimsby Rd 6) - Phase 3</u>						
Capital Levy	(1,225,000)		(1,225,000)	(1,225,000)	-	-
Capital Variance Project - Levy		(900,000)	(900,000)		(900,000)	-
Federal Gas Tax	(2,500,000)	(259,863)	(2,759,863)	(98,341)	(2,661,523)	-
Municipal Cost Sharing - Township of West Lincoln	(751,980)		(751,980)		(751,980)	-
Development Charges	(75,000)		(75,000)	(2,065)	(72,935)	-
	(4,551,980)	(1,159,863)	(5,711,843)	(1,325,406)	(4,386,437)	-
<u>Total Estimated Project Funding Sources (20000681)* (Roundabout at RR20 and Townline Road) - Phase 2</u>						
Capital Levy	(400,000)		(400,000)	(400,000)	-	-
Capital Variance Project - Levy		200,000	200,000		200,000	-
Federal Gas Tax	(3,000,000)	259,863	(2,740,137)		(2,740,137)	-
Municipal Cost Sharing - Township of West Lincoln	(290,548)		(290,548)		(290,548)	-
Development Charges			-		-	-
	(3,690,548)	459,863	(3,230,685)	(400,000)	(2,830,685)	-
Total Estimated Project Funding Sources Combined	(8,242,528)	(700,000)	(8,942,528)	(1,725,406)	(7,217,122)	-

* All costs include 1.76% non-refundable HST.

** Total Contract Cost includes both Regional and Municipal cost sharing amounts.

** Total Contract Award is equal to i) \$7,232,435.00 before tax; ii) \$7,359,725.86 including 1.76% non-refundable HST; iii) \$8,172,651.55 including 13% HST.

Subject: Regional Road 56 (Collier Road) Parking Prohibition, City of Thorold

Report to: Public Works Committee

Report date: Tuesday, September 10, 2019

Recommendations

1. That a parking prohibition **BE APPROVED** on both sides of Regional Road 56 (Collier Road) from St. David's Road to Sullivan Avenue.
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Key Facts

- The purpose of this report is to seek Council's approval for a parking prohibition on both sides of Collier Road between St. David's Road and Sullivan Avenue.
- City of Thorold Council approved report (PWCS2019-44) requesting Niagara Region to consider prohibiting parking along both sides of Collier Road between St. David's Road and Sullivan Avenue.
- Parking is presently permissible on both sides of Collier Road between St. David's Road and Sullivan Avenue; causing vehicles to cross the centreline when passing parked vehicles.
- Parking is presently prohibited on both sides of Collier Road between Sullivan Avenue and King's Highway 58 off ramp, with stopping prohibitions on both sides of the roadway in the vicinity of the school crossing at Monsignor Clancy Catholic School.

Financial Considerations

The costs to introduce the recommended parking prohibition through signage is minimal and will be accommodated within the 2019 Operating budget.

Analysis

The City of Thorold Council at its meeting of July 2, 2019 passed a resolution requesting Niagara Region to consider prohibiting parking along both sides of Collier Road between St. David's Road and Sullivan Avenue (Appendix 1). City of Thorold staff report (PWCS2019-44), Appendix 2, recommended prohibiting parking on both sides of Collier Road between St. David's Road and Sullivan Avenue. As part of the process, City staff held a PIC on April 19, 2019 to receive comments from residents on the matter.

Regional Road 56 (Collier Road) is a two-lane north-south arterial roadway having an urban cross-section with curb and gutter and a traffic volume of 4400 vehicles a day. The width of the roadway varies from 9.4 to 9.8 metres. The section between St. David's Road and Sullivan Avenue has a sidewalk on the east side, and the section between Sullivan Avenue and Richmond Street has sidewalks on both sides of the roadway.

The concerns brought forth were related to difficulties some residents had exiting their driveways due to vehicles parked on-street in very close proximity to the driveway accesses. Regional staff also observed that vehicles tend to cross the centreline when passing on-street parked vehicles.

Residential properties along the entire section of Collier Road between St. David's Road and Richmond Street are similar in nature having adequate parking space in their driveways. Since a parking prohibition already exists on both sides of Collier Road between Sullivan Avenue and King's Highway 58, staff are of the opinion that extending the parking prohibition northerly to St. David's Road will not negatively affect residents.

Based on the concerns presented by residents to the City of Thorold staff and motorists crossing the centreline when passing parked vehicles, staff are recommending that parking be prohibited on both sides of Collier Road from St. David's Road to Sullivan Avenue. This would provide a continuous parking prohibition along the entire section of Collier Road from St. David's Road to King's Highway 58.

Staff at the City of Thorold have been informed of the proposed recommendations and are in support.

Alternatives Reviewed

The City of Thorold staff considered prohibiting parking along the east side of the roadway and allowing parking along the west side of the roadway. This scenario would require the centreline to be offset. Due to the stopping prohibition near the school, the centreline would have to shift back and forth, not allowing for safe transitions.

Relationship to Council Strategic Priorities

This report is being brought forth by staff, as the result of a City of Thorold Council resolution. By improving public safety, it aligns with Regional Council's strategic priority in the safer Movement of People and Goods.

Other Pertinent Reports

City Council Approved Report, PWCS2019-44

Prepared by:

Marcelo Sanguenza
Traffic Operations Technician
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 in consultation with Petar Vujic, Road Safety and Permits Program Manager, and reviewed by Carolyn Ryall, Director Transportation Services.

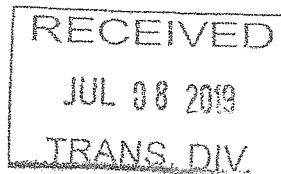
Appendices

Appendix 1	Map of Parking Prohibition	4
Appendix 2	City of Thorold Council Resolution and Staff Report	5

REGIONAL ROAD 56 (COLLIER ROAD)
PROPOSED PARKING PROHIBITION
CITY OF THOROLD



Thorold



July 3, 2019

The Regional Municipality of Niagara
P.O. Box 1042
2202 St. Davids Road
Thorold, ON L2V 4T7

Attention: Mr. Sulaf Alkarawi
Associate Director of Transportation Planning

Dear Sir:

Re: Restricted Parking on Collier Road
Between St. David's Road and Sullivan Avenue

Council at its meeting of July 2, 2019 approved Report PWCS2019-44 by the Director of Public Works and Community Services (copy attached), which made the following recommendation:

"That City Council request Niagara Region to restrict parking for the section of Collier Road (Regional Road 56) between Sullivan Avenue and St. David's Road on both side."

Should you have any questions or concerns please contact Adam Motchka at 905-227-3535.

Yours very truly,

Geoff Holman, C.E.T.,
Director of Public Works and Community Services

GH:am
Attach

c.c. M. Sanguenza, Traffic Operations Technician, Niagara Region
A. Motchka, Engineering Technician

Operations Department – Location – 1543 Beaverdams Road, Thorold, Ontario L2V 3Y7
Public Works: 905-227-3521 Email: pubworks@thorold.com
Engineering: 905-227-3535 Email: thoreng@thorold.com
Fax: 905-227-3666

City of Thorold

P.O. Box 1044, 3540 Schmon Parkway, Thorold, Ontario L2V 4A7

www.thorold.com

Tel: 905-227-6613



Title: Collier Road Parking (Sullivan To St. David's)
Report Number: PWCS 2019-44
Meeting Date: Tuesday, July 02, 2019
Report Prepared: Tuesday, May 28, 2019

RECOMMENDATION(S):

1. City Council request Niagara Region to restrict parking for the section of Collier Road (Regional Road 56) between Sullivan Avenue and St. David's Road on both sides.

REPORT:

City Council had brought a parking and safety concern to city staff in March in regard to a section of Collier Road (R.R 56) between Sullivan Avenue and St. David's Road. As this is a Regional Road city staff held a PIC on April 19, 2019 to access interest for no parking on Collier Road (R.R 56).

Staff proposed no parking on the East side of Collier Road (R.R 56) as the West side of the road would be better option to handle more parking as well as leave the fire hydrants on the East side road open for fire access as well as addressing the parking congestion and safety problem. City Staff received comments from residents both for and against this proposal with an equal interest split (Appendix A).

As there is no clear public decision that was reached at the PIC on April 19, 2019. City staff have reviewed the Niagara Regional Transportation Masterplan and the on going City of Thorold Transportation Masterplan, this states an Urban Narrow road is to have no parking on both sides of the road. City Staff recommend to restrict parking on both sides of the section of Collier Road (R.R. 56) between Sullivan Avenue and St. David's Road as per the Niagara Regional Transportation Master plan.

BUDGETARY STATUS:

N/A

STRATEGIC PLAN:

Provide effective public safety and emergency services

CANADIAN CONTENT:

N/A

ATTACHMENTS:

Appendix A Comments received April 17, 2019

PREPARED BY: “original signed” Adam Motchka, Engineering Technician

SUBMITTED BY: “original signed” Geoff Holman, Director of Public Works and Community Services

APPROVED BY: “original signed” Manoj Dilwaria, Chief Administrative Officer

MEMORANDUM

PWC-C 23-2019

Subject: Recommendation for Consideration from the Waste Management Planning Steering Committee meeting held August 26, 2019

Date: September 10, 2019

To: Public Works Committee

From: Ann-Marie Norio, Regional Clerk

At its meeting held on August 26, 2019, the Waste Management Planning Steering Committee passed the following motion for consideration by the Public Works Committee:

Minute Item 3.1
Nespresso Recycling Program

That staff **BE DIRECTED** to meet with Nespresso Canada to consider implementing the Nespresso “Green Bag” pod recycling program in Niagara Region and report back with options in January 2020.

Respectfully submitted and signed by,

Ann-Marie Norio
Regional Clerk

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

**WMPSC 4-2019
Monday, August 26, 2019
Committee Room 4
Niagara Region Headquarters
1815 Sir Isaac Brock Way, Thorold ON**

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

Absent/Regrets: Bellows, Bradley (Regional Chair)

Staff: M. Evely, Legislative Coordinator, C. Habermebl, Acting Commissioner, Public Works, E. Hughes, Waste Diversion Coordinator, J. Mazurek, Program Manager, Waste Management, A.-M. Norio, Regional Clerk, S. Tait, Manager, Waste Policy & Planning, A. Tyldesley, Associate Director, Waste Collection & Diversion

1. CALL TO ORDER

Committee Chair Ugulini called the meeting to order at 9:07 a.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Nespresso Recycling Program

Caroline Duguay, Director, Communications, Nespresso Canada, provided information respecting Nespresso Recycling Program. Topics of the presentation included:

- The Opportunity
- 3 Recycling Solutions
- Estimated Volumes

Moved by Councillor Diodati
Seconded by Councillor Edgar

That staff **BE DIRECTED** to meet with Nespresso Canada to consider implementing the Nespresso “Green Bag” pod recycling program in Niagara Region and report back with options in January 2020.

Carried

3.2 Modernizing the Blue Box and Special Advisor's Report on the Blue Box Mediation Process

Jennifer Mazurek, Program Manager, Waste Management, provided information respecting Modernizing the Blue Box and Special Advisor's Report on the Blue Box Mediation Process. Topics of the presentation included:

- Modernizing Blue Box Stakeholder Webinar
- Recommendations from the Final Report on the Mediation Process Including:
 - Standardizing what is in the Blue Box
 - Determining Eligible Sources for Blue Box Materials
 - Promoting Increased Diversion from Landfill
 - Timeframes and Next Steps

Councillor Information Request(s):

Provide information respecting implementing deposits for recycled plastic bottles. Councillor Witteveen.

3.3 Multi-Residential Eco-Ambassador Program Update

Emily Hughes, Waste Diversion Coordinator, provided information respecting Multi-Residential Eco-Ambassador Program Update. Topics of the presentation included:

- Program Creation
- Becoming an Eco-Ambassador
- Program Statistics
- Programs Costs and Next Steps

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

There were no items for consideration.

6. CONSENT ITEMS FOR INFORMATION

Correspondence Item WMPSC-C 28-2019 (Agenda Item 6.1) was considered separately.

Moved by Councillor Rigby
Seconded by Councillor Butters

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

WMPSC-C 29-2019

Q2 Recycling Centre End Market Updates

WMPSC-C 30-2019

2018 Waste Audit Results

WMPSC-C 31-2019

Multi-Residential Eco-Ambassador Program Update

WMPSC-C 32-2019

Modernizing Blue Box Program

Carried

6.1 WMPSC-C 28-2019

Councillor Information Request

Moved by Councillor Butters
Seconded by Councillor Diodati

That Correspondence Item WMPSC-C 28-2019, being a memorandum from L. Torbicki, Acting Director, Waste Management Services, dated August 26, 2019, respecting Councillor Information Request, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

7.1 Region of Waterloo's Waste Management Diversion

Sherri Tait, Program Manager, Waste Management Services, informed Committee that the Region of Waterloo is now diverting 65% of waste from landfills.

7.2 Waste Collection Services Surrounding Pleasant Beach, Port Colborne

Councillor Butters requested information regarding possible waste collection services for residents in the Pleasant Beach area in Port Colborne. Catharine Habermehl, Acting Commissioner, Public Works, advised that she would be meeting with City of Port Colborne staff to discuss this issue and noted that the RFP for the new collection contract includes pricing for private laneway collection.

7.3 Curbside Waste Collection Contract

Councillor Witteveen enquired about the interest in the new curbside waste collection contract. Catharine Habermehl, Acting Commissioner, Public Works, advised that there has been strong interest.

7.4 Waste Management Advisory Committee

Councillor Rigby requested information respecting the Waste Management Advisory Committee. Sherri Tait, Program Manager, Waste Management Services, advised that a call for new members yielded minimal interest; therefore, staff are considering other options.

Committee members requested information on options to include citizen members on the Waste Management Planning Steering Committee.

8. **NEXT MEETING**

The next meeting will be held on Monday, October 28, 2019 at 9:00 a.m. in the Committee Room 4.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 10:40 a.m.

—
Councillor Ugolini
Committee Chair

—
Mark Evely
Legislative Coordinator

—
Ann-Marie Norio
Regional Clerk



NESPRESSO CANADA



11

Who We Are

- Nespresso has been committed to pursuing sustainable solutions for more than 25 years.
- We launched our first recycling program in 1991 and have been investing in sustainability and recycling ever since, collaborating wherever possible with local partners and levels of government.
- Producer responsibility is at the core of Nespresso's business model.
- Our capsules are made of aluminum, an infinitely recyclable material considered one of the most valuable in the recycling ecosystem.



The Opportunity

We are requesting that the government actively support **public-private partnerships** between municipalities and companies like Nespresso, which could mitigate the quantity of single-use products in landfill and help improve waste diversion rates.

- Nespresso pays for the entire program. The province and municipalities would incur zero hard costs by participating in the Green Bag, meaning **taxpayers are off the hook for additional costs or fees.**
- The Green Bag program is an opportunity to **make recycling easier and more straightforward** for consumers, who want to do their part for the environment.
- The program would be an excellent candidate and case study for the government's commitment to cut red tape and clear the path for innovative pilot projects.



The Positive Cup – Ambitious 2020 Goals

COFFEE 100% sustainable coffee sources (from certified AAA farms)	ALUMINIUM 100% sustainably managed (sourced and recycled)	CLIMATE 100% carbon-neutral footprint
<ul style="list-style-type: none"> • Over 93% of coffee sourced through the Nespresso AAA Sustainable Quality™ Program • Over 100,000 AAA farmers in 13 countries • Long-term partnerships with: Rainforest Alliance, FairTrade International, Technoserve, Pur Project, IUCN 	<ul style="list-style-type: none"> • Nespresso capsules made by Rio Tinto from the first-ever certified sustainable aluminum • 95% of Canadian Nespresso club members have access to an easy recycling solution • Aluminum from Nespresso capsules is given new life as various objects 	<ul style="list-style-type: none"> • Operational carbon footprint fully inset • Over 3.3 million trees planted since 2014 to build coffee farm and supply resilience • Factories: <ul style="list-style-type: none"> ✓ Zero waste to landfill achieved since 2014 ✓ 100% renewable electricity (as per RE100) since 2017 ✓ LEED certified in Romont, Switzerland

Nespresso's 3 Recycling Solutions

Accessible to 95% of Canadian consumers



The Black Bag

In-shop collection; return in-person to a Nespresso boutique or partner.



The Red Bag

Return via Canada Post mailbox or post office. Postage is pre-paid.



The Green Bag

Return capsules curbside by placing them in a sealed Green Bag, which is then placed directly in a blue bin.

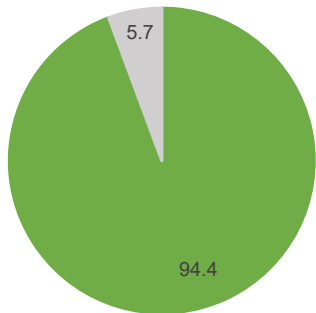
Usage of Nespresso's Recycling Programs

% used it before



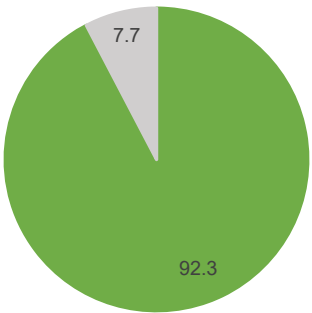
Pilot Project – Recovery Test Results

Recovery Rate
Sorting Center #1



■ % Recovered bags ■ % Unrecovered bags

Recovery Rate
Sorting Center #2



■ % Recovered bags ■ % Unrecovered bags

Unrecovered bags
are found in:

- 1) The fibers (paper) 95%
- 2) Containers 4%
- 3) Landfill (unsorted bags) 1%

Green Bag in Action (continued)

The Green Bag program does not significantly increase contamination levels in municipal recycling facilities, with unrecovered Green Bags representing less than 0.02% of total treated material.

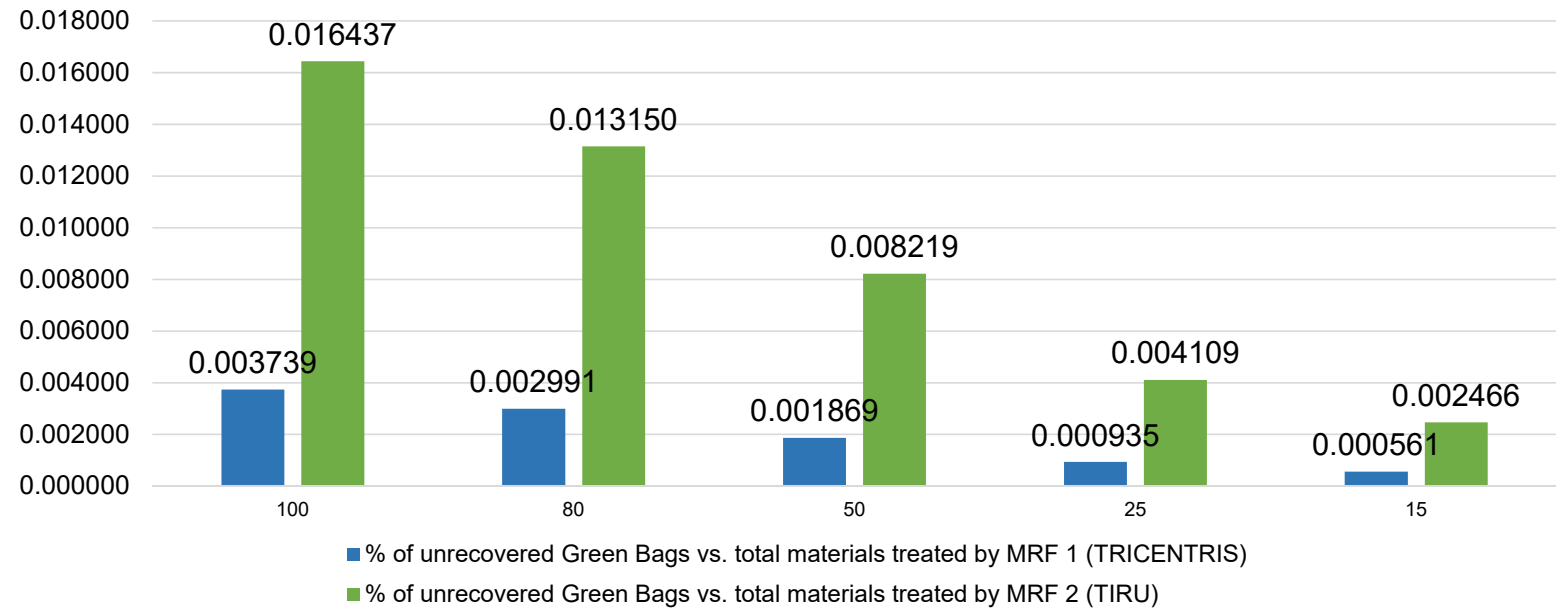


Chart illustrates the percentage of Green Bags that were not recovered compared to the total quantity of treated material, based on pilot data sourced from two Quebec-based MRFs.

Estimated volumes



3 500 Nespresso Club Members

Return Rate	Green Bags FY	Green Bags Monthly	Green Bags Daily	Green Bags Hourly	Tonnes/Year
100%	14379	1198	40	1.664	15.53
80%	11503	959	32	1.331	12.42
50%	7189	599	20	0.832	7.76
25%	3595	300	10	0.416	3.88
10%	1438	120	4	0.166	1.55

Success proof points

- Since its launch in April 2016, the Green Bag avoided **521 tons** of used capsules being sent to landfills, at no costs to Quebec & British-Columbia taxpayers.
- From 2017 to 2018, we noticed a **57% increase rate** of number of capsules returned with the Green Bag solution.
- **100% retention rate** of the solution with sorting centers, since launching.

Testimony

- « At the beginning, we weren't thrilled to receive coffee capsules in our facilities, since their size is problematic to be sorted in a sorting center.
- However, everything changed when we learned that it was more likely that consumers would accumulate their Nespresso capsules and send them to the sorting center in a sealed bag specifically designed for this purpose.
- Collaborating with Nespresso for the design of the green bag we all know today has allowed us to ensure the project takes into account the reality of sorting centers and thus be able to transpose this idea as a successful project. It's even our sorters that determined the color of the bag, which would be easiest for them to spot amongst all the recyclable materials in front of them.
- The vast majority of bags are actually intercepted in the first sorting step, avoiding the rest of the processing chain. The integration of Nespresso capsules recovery requires very little adaptation to daily operations and allows the recycling of aluminum that was once destined to end up in landfills. »

- Frédéric Potvin, Managing Director – Tricentris Sorting Center



Why adopt the Green Bag?

- Simple and accessible solution for the citizens
- Higher recycled capsule rate
- Reduction of waste sent to landfill
- All costs incurred covered by Nespresso
- Contribution to the municipalities sustainability targets



Summary

- The public-private partnerships Nespresso is requesting could help improve waste diversion rates.
- Fully recyclable coffee capsules often end up in the garbage or as contaminants loose in recycling bins, costing governments money.
- Consumers want to be environmentally-friendly, but are much likelier to participate in recycling if it is kept simple and straightforward.
- The more challenging it is for people to access a recycling solution, the less likely they are to participate.
- The Green Bag program is a convenient sustainability solution with a track record of success in boosting recycling uptake.
- The program comes with no additional costs to government or fees for taxpayers.





THANK YOU

Subject: Award of Contract 2019-T-161 Phase 1: Grimsby Watermain Replacement

Report to: Public Works Committee

Report date: Tuesday, September 10, 2019

Recommendations

1. That Contract 2019-T-161 Phase 1: Grimsby Watermain Replacement between Murray Street and Baker Road North in the Town of Grimsby **BE AWARDED** to Baiocco Construction Corporation at their bid price of \$12,348,477 (including 13% HST).

Key Facts

- The purpose of this report is to seek Council's approval to award Contract 2019-T-161 Phase 1: Grimsby Watermain Replacement between Murray Street and Baker Road North in the Town of Grimsby.
- Schedule B of Niagara Region's Procurement By-law 02-2016 as amended February 28, 2019 requires Council approval for all tender awards in excess of \$5,000,000.
- Proposed works include replacement of 2.45 km of existing 500 mm diameter watermain with a new 750 mm diameter watermain along Regional Road 40 (South Service Road / Clarke Street) from Murray Street to Baker Road North.
- Construction is scheduled from September 2019 to August 2020 with a contract completion date of August 31, 2020.
- On July 18, 2019, Niagara Region initiated a competitive public tender process (2019-T-161), to solicit bids from General Contractors for these works. The tender closed on August 15, 2019. The tender opening was deferred until September 4, 2019. Eleven (11) bid submissions were received and ten (10) bids were opened with the lowest compliant bid being received from Baiocco Construction Corporation in the amount of \$10,927,855 (excluding 13% HST).

Financial Considerations

Project 20000467 Phase 1: Grimsby Watermain Replacement between Murray Street and Baker Road North in the Town of Grimsby has a previously approved capital budget of \$13,400,000. The total estimated project cost after the award of Contract 2019-T-161 is \$12,104,315 (inclusive of 1.76% non-refundable HST), as detailed in Appendix 1 – Total Estimated Project Cost. The expected surplus of \$574,908 will be returned to the Capital Variance Reserve – Water.

Analysis

The primary water supply to South Grimsby, Beamsville and Smithville is provided by the Grimsby Water Treatment Plant through a 500 mm diameter ductile iron watermain. This watermain was constructed in 1975 along the CNR tracks in the Town of Grimsby and, consequently, Niagara Region pays an annual license agreement fee to the railway. Furthermore, gaining access to the valves and watermain for maintenance and repair is challenging.

In January 2016, this watermain failed twice in the section between Baker Road North and Nelles Road North. While making the repairs, it was discovered that when the land to the south was developed, a berm was constructed overtop of the watermain, burying it and the air release valves to more than double the original design depth. The watermain from Elizabeth Street to Baker Road North was constructed as one contract and as such, it is believed that the ductile iron pipe in this entire section is in the same poor condition as the pipe in the failure areas.

Providing safe, reliable drinking water is a key objective of Niagara Region. Future failures of this watermain will be problematic as they will negatively impact the communities of South Grimsby, Beamsville and Smithville. To address this concern, it is our intent to replace this watermain in two phases. Phase 1 includes Grimsby Watermain Replacement along Regional Road 40 (South Service Road / Clarke Street) between Murray Street and Baker Road North (See Appendix 2 Key Plan). Phase 2 will include the Grimsby Watermain Replacement between Baker Road North and Park Road North.

Proposed works for Phase 1 Grimsby Watermain Replacement include:

- 2.45 km of new 750 mm diameter watermain to be installed via open-cut methods along Regional Road 40 (South Service Road / Clarke Street) from Murray Street to Baker Road North.
- Four (4) local connections and one (1) regional connection to be made to the existing watermain system:
- One (1) trenchless crossing via micro tunnel methods with 300/900 mm diameter carrier/casing pipe is required across Canadian National Railway (CN) tracks at Nelles Road North.
- One (1) open-cut crossing with 750/1200 mm diameter carrier/casing pipe is required under the Ministry of Transportation Ontario (MTO) overpass at Maple Avenue.

Associated Engineering was retained by Niagara Region through 2016-RFP-43 to complete detailed design and tendering. Contract administration and inspection services were evaluated during the original RFP period, and were approved by Change Purchase Order through the procurement process.

In accordance with Niagara Region Procurement By-law 02-2016 as amended on February 28, 2019 and under the guidance of the Region's Procurement Department, a public tender process was initiated on Thursday, July 18, 2019. While the tender did close on Thursday, August 15, 2019, staff advised all bidders in attendance and issued an addenda the same day that the public opening for this project was deferred. On Friday, August 30, 2019, a post-closing addenda was posted, providing a 48 hour notice confirming tender opening rescheduled for September 4, 2019.

Tender opening occurred on Wednesday, September 4, 2019 and of the eleven (11) bids received, ten (10) were opened with the lowest compliant bid being received from Baiocco Construction Corporation in the amount of \$12,348,477 (including 13% HST).

The Region's Procurement Department has reviewed and checked all opened tenders to confirm they included acknowledgement of the correct number of Addenda and requisite Bid Security (tender deposit) and Surety (Agreement to Bond).

A summary of the bid submissions which were opened is included in Appendix 3.

Contract award requires resources from Legal Services and Corporate Services in order to execute the required contract documents. Water and Wastewater Engineering staff will be providing resources throughout the project in order to manage the contract with assistance from Corporate Services on contract/project payments.

Alternatives Reviewed

1. Proceed with the Contract Award – This alternative would enable staff to proceed with contract award to Baiocco Construction Corporation to replace the old 500 mm diameter watermain pipeline that is beyond its service life with a new 750 mm diameter watermain to meet the Niagara Region's objective of providing safe and reliable drinking water supply to the communities of South Grimsby, Beamsville and Smithville.
2. Do Nothing – This alternative does not adequately address the safe and reliable distribution system supply of potable drinking water to the communities of South Grimsby, Beamsville and Smithville given the condition, risk, and break history of the old watermain that requires replacement.

Staff recommend Alternative 1 to proceed with contract award to Baiocco Construction Corporation.

Relationship to Council Strategic Priorities

This recommendation is related to the Fostering Growth strategic priority, since the planned watermain replacement upgrade will ensure reliable infrastructure to support

growth and economic development within the Town of Grimsby, Town of Lincoln and Township of West Lincoln.

Other Pertinent Reports

N/A.

Prepared by:

Gino Giancola, B.Sc., C.E.T., PMP
Project Manager, W-WW Engineering
Public Works Department

Recommended by:

Catherine Habermehl
Acting Commissioner
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Tony Cimino, C.E.T., Associate Director, W-WW Engineering and Pamela Hamilton, Program Financial Specialist, W-WW, and reviewed by Joseph Tonellato, P.Eng., Director, W-WW and Bart Menage, Director, Procurement and Strategic Acquisitions.

Appendices

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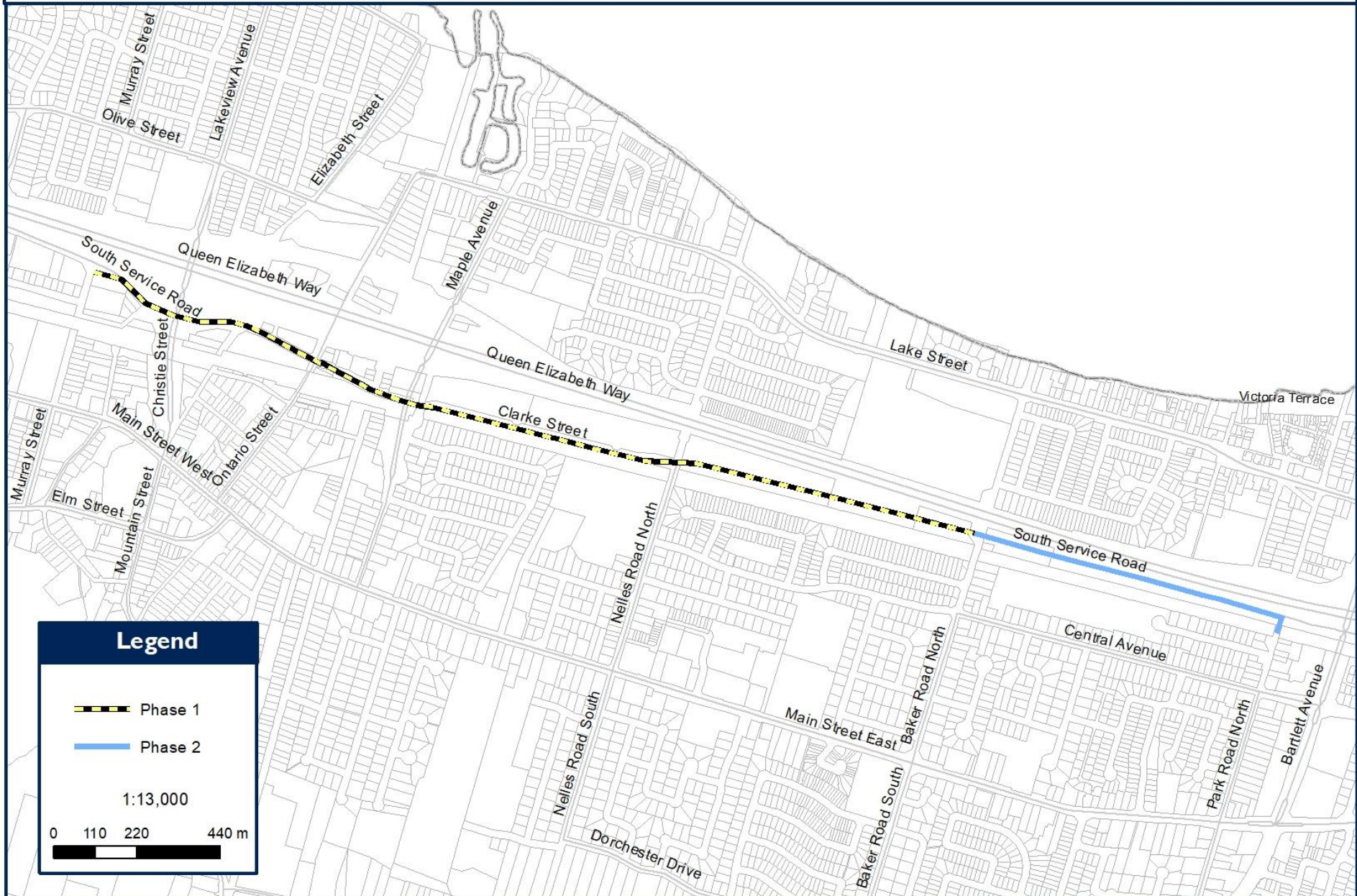
PW 52-2019 APPENDIX 1
Total Estimated Project Cost
Contract Award

Contract 2019-T-161 - Phase 1: Grimsby Watermain Replacement between Murray Street and Baker Road North - Town of Grimsby

	Council Approved Budget	Budget Increase/ Reallocation	Revised Council Approved Budget	Expended & Committed as of 09/05/19	Contract Award/ Forecast	Budget Remaining
	(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C)-(D)- (E)
<u>Total Estimated Project Cost (20000467)*</u>						
(a) Construction (includes contract contingency)**	8,800,622	2,350,092	11,150,714	30,528	11,120,186	-
(b) Project Contingency	2,625,000	(1,450,092)	1,174,908		600,000	574,908
(c) Consulting Engineering Services (Design, Contract Administration, & Inspection)	1,636,070	(750,000)	886,070	661,319	224,751	-
(d) Project Management & Internal Costs	338,308	(150,000)	188,308	28,930	159,378	-
Total Estimated Project Cost	13,400,000	-	13,400,000	720,777	12,104,315	574,908

*All costs include 1.76% non-refundable HST

** Total Contract Award is equal to i) \$10,927,855 before tax; ii) \$11,120,186 including 1.76% non-refundable HST; iii) \$12,348,477 including 13% HST



Appendix 3 Summary of Bids (2019-T-161)

Vendor	Total Tender Price (excluding HST)
Baiocco Construction Corporation	\$10,927,855.40
V. Gibbons Contracting Ltd.	\$11,248,266.15
Dom-Meridian Construction	Rejected - Informal
New Alliance Ltd.	\$11,986,370.00
Peters Excavating	\$12,646,700.00
Alfred Beam	\$13,064,993.70
Regional Sewer & Watermain	\$13,959,006.38
DESO Construction Ltd.	\$15,080,000.00
Lakeside Contracting	\$15,842,653.75
Brantford Engineering & Construction Ltd.	\$17,278,775.25

Subject: Award of Contract 2018-T-116: Niagara Falls Water Treatment Plant Phase II Upgrades

Report to: Public Works Committee

Report date: Tuesday, September 10, 2019

Recommendations

1. That Contract 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades **BE AWARDED** to Maple Reinders Constructors Ltd. at their bid price of \$12,667,413.00 (including 13% HST).
2. That the gross budget for the Niagara Falls Water Treatment Plant Phase II Upgrades project **BE INCREASED** by \$2,637,129.00 and that the increase **BE FUNDED** from the Capital Variance - Water Reserve.

Key Facts

- The purpose of this report is to seek Council's approval for an increase to the gross budget for project 20000460 (Niagara Falls Water Treatment Plant Phase II Upgrades) and to award contract 2018-T-116 to Maple Reinders Constructors Ltd. at their bid price of \$11,210,100.00 (excluding 13% HST).
- Schedule B of Niagara Region Procurement By-law 02-2016 as amended on February 28, 2019 requires Council approval for all Tender awards in excess of \$5,000,000.
- A gross budget increase of \$2,637,129.00 is required due to higher than estimated tender prices resulting from unknown risks associated with structural restoration, seasonal demands and process upgrades, as well as to ensure the project is completed on time to meet funding requirements.
- Proposed upgrades include structural rehabilitation and process and mechanical replacements of the interior of the filter buildings (plants 1 and 2), and structural rehabilitation of the exterior of high lift pumping station building and chemical storage building.
- Construction is scheduled from October 2019 to July 2020, with a milestone completion on March 31, 2020 (for funding purposes).
- On July 3, 2019 Niagara Region initiated a competitive public tender process (2018-T-116), to solicit competitive bids from General Contractors for these works. The tender closed on August 8, 2019. The tender opening was deferred until September 4, 2019. Three (3) bids received, two (2) bids were opened with the lowest compliant bid being received from Maple Reinders Constructors Ltd. at their bid price of \$11,210,100.00 (excluding 13% HST and including 10% construction contingency, excluding provisional items).

- This project is eligible for funding from the CWWF for a combined federal and provincial contribution of \$2,808,000.00. The Contract includes provision to ensure that the value of work required to receive the full remaining eligible funding is complete by the funding deadline of March 31, 2020.

Financial Considerations

Project 20000460 (NFWTP Phase II Upgrades) has a previously approved capital budget of \$10,115,000. Partial Federal and Provincial funding of \$2,808,000 has been awarded to this project through the Clean Water and Wastewater Fund (CWWF).

While reconciling the overall project costs to date with the construction related costs, a budget increase of \$2,637,129.00 (inclusive of 1.76% non-refundable HST) is required. The increase is required as the low bid tender price came in higher than the original tender estimate due construction risks associated with structural restoration, seasonal demands and process upgrades of the aging infrastructure at the facility. The project must be completed on time to meet funding requirements. In addition, consulting engineering services for WSP and speciality inspection as well as internal staff are expected to increase given the complexity of work, highly regulated environment and unknown risks.

This will increase the total project budget to \$12,752,129.00 and is to be funded from the Capital Variance Reserve – Water. The recommended budget increase will not impact the previously approved CWWF funding, however a provision has been included in the contract to ensure the work required for the eligible funding is completed by the funding deadline of March 31, 2020.

A full budget breakdown can be found in Appendix 3 – Total Estimated Project cost.

It should be noted that from January 1, 2019 to September 5, 2019, there was \$3,130,733 returned to the Capital Variance Reserve - Water and requests totalling \$847,110, resulting in a net return of \$2,283,623 to the Capital Variance Reserve – Water. As of September 5, 2019 the Capital Variance Reserve – Water has an uncommitted balance of \$3,284,115.

Analysis

Niagara Region owns and operates the Niagara Falls Water Treatment Plant (NFWTP) located at 3599 Macklem Street in the City of Niagara Falls. The NFWTP was originally constructed in 1932 (Plant 1) and expanded in 1950 (Plant 2) with further modifications in 1980 and in 2005. The plant is rated at 145.5 ML/d and services the City of Niagara Falls, and parts of the City of Thorold and the Town of Niagara-on-the-Lake via a water main network, pumping stations, and service reservoirs. The raw water intake draws

from the Welland River at the mouth of the Niagara River. Appendix 1 includes a key plan of the NFWTP.

The 2017 Master Servicing Plan (MSP) shows that the existing service area for the NFWTP is approximately 163,000 people (combined residential and employment), which includes the Decew WTP interconnections. Growth is anticipated to be approximately 60,000 by 2041 (combined residential and employment). Although demands will increase, the NFWTP has surplus capacity to support the growth within Niagara Falls, Niagara-on-the-Lake and South Thorold. System storage optimization and increased transmission capacity is required to accommodate growth and will be included in separate projects.

Plant 1 and 2 require sustainability improvements, specifically in the filter rooms and pipe galleries. The Contract also includes exterior building works that have been included due to similarities in scope to that of the filter improvements. The following is the scope of work for this project:

Proposed interior works include:

- Lead paint removal and abatement for all interior concrete surfaces (including Filter Plant 1 and 2, Plant 1 Pipe Gallery and Backwash Water Pump Room);
- Application of a high performance epoxy coating for above-tank walls, columns and ceilings;
- Filter room miscellaneous upgrades (floor coating and handrail);
- Filter troughs replacement and rehabilitation;
- Inlet sluice gates and drain gates replacement (Plant 2 only);
- Filter underdrain inspections (during construction);
- Structural rehabilitation and application of durable engineered (NSF 61) cementitious coatings in filter tanks.
- Filter media replacement;
- Replacement of twelve (12) mechanical heaters on the main floor;

Proposed exterior works include:

- Structural rehabilitation, coatings and caulking of filter buildings, high lift pumping station building and chemical storage building;
- Plant entrance stairs and barrier free accessibility ramp;

The provisional items from the tender in the amount of \$396,000.00 will not be awarded at this time.

WSP Canada Inc. (WSP) was retained by Niagara Region through 2017-RFP-08 to complete the detailed design and tendering. Contract administration and inspection services were evaluated during the original RFP period, and will be awarded following award of this Contract.

In accordance with Niagara Region Procurement By-law 02-2016 as amended on February 28, 2019 and under the guidance of the Region's Procurement Department, a public tender process was initiated on Wednesday, July 3, 2019. While the tender did close on Thursday, August 8, 2019, staff advised all bidders in attendance and issued an addenda the same day, the public opening for this project was deferred. On Friday August 30, 2019, a post-closing addenda was posted, providing a 48 hour notice confirming tender opening rescheduled for September 4, 2019.

Tender opening occurred on Wednesday, September 4, 2019 and of the three (3) bids received, two (2) were opened with the lowest compliant bid being received from Maple Reinders Constructors Ltd. at their bid price of \$12,667,413.00 (including 13% HST and 10% construction contingency, excluding provisional items).

The Region's Procurement Department has reviewed and checked all opened tenders to confirm they included acknowledgment of the correct number of Addenda and requisite Bid Security (tender deposit) and Surety (Agreement to Bond).

A summary of the bid submissions which were opened is included in Appendix 2.

Contract award requires resources from Legal Services and Purchasing Services in order to execute the required contract documents. Water and Wastewater Engineering staff will be providing resources throughout the project in order to manage the contract with assistance from Corporate Services on contract/project payments.

Alternatives Reviewed

1. Proceed with contract award – This alternative would enable staff to proceed with contract award to Maple Reinders Constructors Ltd. to prolong the service life of the existing NFWTP Structure with functional and aesthetics upgrades, reduce energy consumption from obsolete equipment, improve the plant operation performance and water quality and enhance the health and safety of the plant operation staff. Proceeding with the contract award at this time will help the Region ensure that the eligible CWWF funds are secured by March 31, 2020.
2. Do Nothing – This alternative does not adequately address the operation and maintenance issues currently experienced at the NFWTP. This would also present funding risk for the CWWF funding allocation.

Staff recommend alternative 1 to proceed with Contract award to Maple Reinders Constructors Ltd.

Relationship to Council Strategic Priorities

This recommendation is related to the Fostering Growth strategic priority since the planned upgrades will ensure reliable infrastructure to support growth and economic development within the City of Niagara Falls.

Other Pertinent Reports

N/A

Prepared by:

Lisa Vespi, P.Eng., PMP
Senior Project Manager, WWW
Engineering
Public Works Department

Recommended by:

Catherine Habermehl
Acting Commissioner
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Tony Cimino, C.E.T., Associate Director, W-WW Engineering; and Pamela Hamilton, Program Financial Specialist W-WW, and reviewed by Joseph Tonellato, P.Eng, Director W-WW; and Bart Menage, Director, Procurement and Strategic Acquisitions.

Appendices

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Appendix 3	Total Estimated Project Cost	8



Legend

WTP

Water Treatment Plant

1:1,000

0 10 20 40 m



PW 50-2019 Appendix 2 - Summary of Bids (2018-T-116)

Vendor	Total Tender Price (excluding HST)
Maple Reinders Constructors Ltd.	\$11,606,100.00
ASCO Construction Ltd.	\$12,089,000.00

**PW 50-2019 APPENDIX 3
TOTAL ESTIMATED PROJECT COST
Contract Award**

Contract 2018-T-116 Niagara Falls Water Treatment Plant Phase II Upgrades

	Total Council Approved Budget	Budget Increase / Reallocation	Revised Council Approved Budget	Expended & Committed as of September 5, 2019	Contract Award/Forecast	Budget Remaining
	(A)	(B)	(C) = (A) + (B)	(D)	(E)	(F) = (C)-(D)-E
<u>Total Estimated Project Cost 20000460 *</u>						
(a) Construction (includes contract contingency)**	8,783,700	2,638,429	11,422,129	14,731	11,407,398	-
(b) Project Contingency	1,118,650	(618,650)	500,000	-	500,000	-
(c) Consulting Engineering Services (Design, Contract Administration, & Inspection)	-	580,000	580,000	177,737	402,263	-
(d) Project Management & Internal Costs	212,650	37,350	250,000	30,518	219,482	-
Total Estimated Project Cost	10,115,000	2,637,129	12,752,129	222,987	12,529,142	-
<u>Project Funding Sources</u>						
Regional Reserves	(7,307,000)		(7,307,000)	(7,307,000)	-	-
Capital Variance Project - Water		(2,637,129)	(2,637,129)		(2,637,129)	-
Federal Grants	(1,872,000)		(1,872,000)	(77,421)	(1,794,579)	-
Provincial Grants	(936,000)		(936,000)	(38,711)	(897,289)	-
	(10,115,000)	(2,637,129)	(12,752,129)	(7,423,132)	(5,328,997)	-

* All costs above include the non-refundable 1.76% portion of HST.

** Total Contract Award is equal to i) \$11,210,100 before tax; ii) \$11,407,398 including 1.76% non-refundable HST; iii) \$12,667,413 including 13% HST

Subject: U-Pass Agreements 2019-2020

Report to: Public Works Committee

Report date: Tuesday, September 10, 2019

Recommendations

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

Key Facts

- The purpose of this report is to advise Committee members that terms for the continuation of the U-Pass program have been reached with the Brock University Student Union (BUSU) and the Niagara College Student Administrative Council (NCSAC).
- The U-Pass provides post-secondary students with unlimited access to transit during the period of the agreements.
- By restructuring the U-Pass agreements to flow through Niagara Region, the Inter-municipal Transit Working Group (IMTWG) has advanced the harmonization of transit services in Niagara and confirms participation in the U-Pass program by each Niagara municipality that offers transit.
- PW 26-2018 granted repeat delegated authority to the Commissioner of Public Works to execute U-Pass agreements with BUSU and NCSAC where the terms are satisfactory to the Commissioner of Corporate Services, Director of Legal & Court Services, and the Chief Administrative Officer.
- The 2019-2020 U-Pass agreements increase the budgeted 2019 NRT revenues by \$0.8M (24%).

Financial Considerations

The U-Pass revenue is a significant portion of total conventional transit revenue and allows transit systems in Niagara to bolster the public service by leveraging the contributions by the post-secondary student bodies. Table 1 below shows Niagara Region Transit's (NRT) portion of the U-Pass revenues and their share of the overall NRT revenues.

Table 1 – NRT U-Pass Revenues

Revenues	2017 Actuals	2018 Actuals	2019 Forecast
U-Pass	\$627,819	\$1,278,675	\$3,758,000
Total	\$1,330,805	\$1,912,765	\$4,504,000
Share	47%	67%	83%

The U-Pass revenue amount of \$3,758,000 for 2019 includes those revenues committed through the 2018 U-Pass agreements covering the period for January through August 2019, and the amounts related to the recently renewed U-Pass agreements for the fall of 2019.

This year's agreements mark a key milestone of the Linking Niagara Transit Committee (LNTC) work plan to rationalize the post-secondary student routes with the existing public routes. By merging these routes, the revenues attributable to the previous post-secondary routes will flow to NRT. This increases the NRT revenues beyond what was budgeted in 2019 by \$0.8M (24%). Any in-year NRT operating costs related to delivering these service changes will be accommodated by the increased U-Pass revenue as well as the funding for route enhancements identified in the 2019 NRT Operating Budget. Any excess of increased NRT revenues beyond budget, net of increased operating costs associated with these service changes, will be identified at year end for potential return to the taxpayer relief reserve which was utilized to partially fund 2019 NRT operations. The U-pass agreements contain a provision which indicates that Niagara Region's ability to provide the U-Pass is subject to Niagara Region's 2020 budget approval process.

Staff was provided repeat delegated authority to execute the U-Pass agreements in 2018 in order to facilitate the timely execution of the agreements and to ensure service continuity. At the time of writing this report, the negotiated terms of the agreements have been confirmed by the parties involved, however formal execution is still underway.

Analysis

The provision of the U-Pass as consideration of a paid fare provides each student with unlimited access to the entire transit network in Niagara. This removes a significant barrier (i.e. reliable transportation) for post-secondary students in Niagara by ensuring that they are able to equitably pursue their education. In addition, it enables students to freely engage in employment opportunities throughout the region.

In June 2012, Niagara Region's Public Works Committee approved the use of a valid U-Pass on NRT buses. Since that time, student ridership on NRT has increased significantly from approximately 69,000 in 2013 to more than 600,000 in 2018. This trend highlights the importance of the U-Pass to post-secondary students. As noted in the financial information above, the subsequent revenue generated from the U-Pass is equally important to NRT and has increased commensurate with ridership over that period of time.

Alternatives Reviewed

Before entering negotiations, the IMTWG considered whether offering the U-Pass program was still in the best interest of the respective transit systems. The group determined that not only does it still make financial sense to offer a U-Pass, but the program also allows the transit systems to leverage those contributions to enhance service for the use of the general public as well.

Relationship to Council Strategic Priorities

Advancing Regional Transit is an objective under Priority 3: Responsible Growth and Infrastructure Planning and is one of the 6 implementation projects identified. The enhancements provided through the leveraging of U-Pass revenues represent significant service improvements for residents, students and tourists alike. The U-Pass provides students with reliable and equitable access to a variety of educational, medical and employment opportunities regardless of their socio-economic status.

Other Pertinent Reports

- PW 23-2019 NRT & NST Ridership and Revenue Summary
- PW 26-2018 Delegated Authority for NRT U-Pass Agreements

Prepared by:

Robert Salewytch
Program Manager, Transit Services
Public Works Department

Recommended by:

Catherine Habermehl
Acting Commissioner
Public Works Department

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Matt Greenfield, Finance Sustainability Project Manager and reviewed by Cheryl Selig, Director (Acting), GO Implementation Office.

Minute Item No. 5.3

PHD 16-2019

Supporting Seniors Dental Care with Provincial Funding

That Report PHD 16-2019, dated September 10, 2019, respecting Supporting Seniors Dental Care with Provincial Funding, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an adjustment to the previously adopted 2019 Regional Municipality of Niagara operating budget in the amount of \$1,602,750 for the Ontario Seniors Dental Care Program, fully funded through the Ministry of Health (MOH), **BE APPROVED**;
2. That the creation of up to 17.2 permanent full time equivalent positions to support the Ontario Seniors Dental Care Program, fully funded through the MOH, **BE APPROVED**;
3. That Public Health staff **BE DIRECTED** to continue to advocate for increased provincial funding for the Seniors Dental Care Program to fully address the population's need; and
4. That the Regional Chair **BE DIRECTED** to write to the Minister of Health and the Minister of Seniors & Accessibility to thank the Provincial government for this funding.

Minute Item No. 5.1

COM 34-2019

Approval of 2018 Child Care Services Schedule of Revenues and Expenses

That Report COM 34-2019, dated September 10, 2019, respecting Approval of 2018 Child Care Services Schedule of Revenues and Expenses, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2018 Child Care Services draft schedule of revenues and expenses for the year ended December 31, 2018 (Appendix 1 to Report COM 34-2019) **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented; and
3. That Report COM 34-2019 **BE FORWARDED** to the Region's Audit Committee for information.

Minute Item No. 5.2

PHD 15-2019

Approval of the 2018 Healthy Babies, Healthy Children Program Schedule of Revenues and Expenses

That Report PHD 15-2019, dated September 10, 2019, respecting Approval of 2018 Healthy Babies, Healthy Children Program Schedule of Revenues and Expenses, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited schedule of revenues and expenses for the Healthy Babies, Healthy Children Program for the calendar year ended December 31, 2018 (Appendix 1 to Report PHD 15-2019), **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
3. That Report PHD 15-2019 **BE FORWARDED** to the Region's Audit Committee for information.

Minute Item No. 5.4

COM 39-2019

Niagara Ontario Health Team - Full Application

That Report COM 39-2019, dated September 10, 2019, respecting Niagara Ontario Health Team - Full Application, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Council **ENDORSE** Niagara Region's participation in the Niagara Ontario Health Team full application submission and support Niagara Region as a member of the Niagara Ontario Health Team (NOHT).

Minute Item No. 6.

Consent Items for Information

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

COM 38-2019

Senior Services Quality Improvement Report – April to June 2019

PHD 17-2019

Mental Health and Addictions Collaborative Work – Niagara Region's Involvement

PHD-C 05-2019

Staff Turnover in Mental Health Program

Minute Item No. 7.1

Proposed Class Action Lawsuit Respecting the Opioid Crisis

That staff **BE DIRECTED** to provide a legal opinion on the feasibility of Niagara Region joining the Ontario and British Columbia (and any other) provincial governments in their proposed class action lawsuit from August 2018 against pharmaceutical companies with respect to the opioid crisis.

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

**PHSSC 09-2019
Tuesday, September 10, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Chiocchio (Committee Co-Chair),
Darte, Foster, Gibson, Greenwood (Committee Co-Chair), Heit,
Insinna, Ip, Nicholson, Rigby, Sendzik, Villella, Whalen

Absent/Regrets: Bellows, Butters, Jordan

Staff: A. Alfieri-Maiolo, Director, Clinical Services, A. Biscaro, Director,
Family Health, Dr. A. Feller, Associate Medical Officer of Health,
A. Jugley, Commissioner, Community Services, H. Koning,
Director, Senior Services, K. Lotimer, Legislative Coordinator,
A.-M. Norio, Regional Clerk, K. Smith, Chief/Director,
Emergency Medical Services

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

There were no presentations.

4. DELEGATIONS

**4.1 PHD 16-2019 Supporting Seniors Dental Care with Provincial Funding
(Agenda Item 5.3)**

Lori Kleinsmith and Tara Galitz, Niagara Dental Health Coalition,
appeared before Committee respecting Report PHD 16-2019, Supporting
Seniors Dental Care with Provincial Funding (Agenda Item 5.3). Ms.
Kleinsmith and Ms. Galitz spoke in favour of the recommendations in
Report PHD 16-2019.

There being no objection, Report PHD 16-2019 (Agenda Item 5.3) was
considered at this time.

5. **ITEMS FOR CONSIDERATION**

5.3 **PHD 16-2019**

Supporting Seniors Dental Care with Provincial Funding

Gloria Morris, Manager, Dental Program, provided information respecting Supporting Seniors Dental Care with Provincial Funding. Topics of the presentation included:

- Current Mandate
- New Community Program
- Ontario Seniors Dental Care Program
- Health Smiles vs Seniors Dental Care Program
- Community Plan – Potential Full Time Equivalents
- Community Plan – Additional Components

Moved by Councillor Ip

Seconded by Councillor Gibson

That Report PHD 16-2019, dated September 10, 2019, respecting Supporting Seniors Dental Care with Provincial Funding, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an adjustment to the previously adopted 2019 Regional Municipality of Niagara operating budget in the amount of \$1,602,750 for the Ontario Seniors Dental Care Program, fully funded through the Ministry of Health (MOH), **BE APPROVED**;
2. That the creation of up to 17.2 permanent full time equivalent positions to support the Ontario Seniors Dental Care Program, fully funded through the MOH, **BE APPROVED**;
3. That Public Health staff **BE DIRECTED** to continue to advocate for increased provincial funding for the Seniors Dental Care Program to fully address the population's need; and
4. That the Regional Chair **BE DIRECTED** to write to the Minister of Health and the Minister of Seniors & Accessibility to thank the Provincial government for this funding.

Carried

5.1 COM 34-2019

Approval of 2018 Child Care Services Schedule of Revenues and Expenses

Moved by Councillor Rigby
Seconded by Councillor Heit

That Report COM 34-2019, dated September 10, 2019, respecting Approval of 2018 Child Care Services Schedule of Revenues and Expenses, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2018 Child Care Services draft schedule of revenues and expenses for the year ended December 31, 2018 (Appendix 1 to Report COM 34-2019) **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditors to finalize the statements as presented; and
3. That Report COM 34-2019 **BE FORWARDED** to the Region's Audit Committee for information.

Carried

5.2 PHD 15-2019

Approval of the 2018 Healthy Babies, Healthy Children Program Schedule of Revenues and Expenses

Moved by Councillor Heit
Seconded by Councillor Insinna

That Report PHD 15-2019, dated September 10, 2019, respecting Approval of 2018 Healthy Babies, Healthy Children Program Schedule of Revenues and Expenses, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited schedule of revenues and expenses for the Healthy Babies, Healthy Children Program for the calendar year ended December 31, 2018 (Appendix 1 to Report PHD 15-2019), **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
3. That Report PHD 15-2019 **BE FORWARDED** to the Region's Audit Committee for information.

Carried

5.4 COM 39-2019

Niagara Ontario Health Team - Full Application

Moved by Councillor Ip

Seconded by Councillor Foster

That Report COM 39-2019, dated September 10, 2019, respecting Niagara Ontario Health Team - Full Application, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Council **ENDORSE** Niagara Region's participation in the Niagara Ontario Health Team full application submission and support Niagara Region as a member of the Niagara Ontario Health Team (NOHT).

Carried

6. **CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Rigby

Seconded by Councillor Gibson

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

COM 38-2019

Senior Services Quality Improvement Report - April to June 2019

PHD 17-2019

Mental Health and Addictions Collaborative Work - Niagara Region's Involvement

PHD-C 05-2019

Staff Turnover in Mental Health Program

Carried

Councillor Information Request(s):

Circulate Report PHD 17-2019, respecting Mental Health and Addictions Collaborative Work - Niagara Region's Involvement, to the local area municipalities for information. Councillor Sendzik.

7. OTHER BUSINESS

7.1 Proposed Class Action Lawsuit Respecting the Opioid Crisis

Moved by Councillor Sendzik
Seconded by Councillor Rigby

That staff **BE DIRECTED** to provide a legal opinion on the feasibility of Niagara Region joining the Ontario and British Columbia (and any other) provincial governments in their proposed class action lawsuit from August 2018 against pharmaceutical companies with respect to the opioid crisis.

Carried

7.2 Community Safety Zones

Councillor Greenwood advised Committee members that 40 vehicle were stopped on the first day of school for excessive speed in Community Safety Zones and thanked all involved for their work on this important initiative.

7.3 Long Term Care Home Picnics

Councillor Greenwood announced that the Linhaven Family Picnic, held this past Sunday, was a successful event. Councillor Greenwood announced that the Upper Canada Lodge Family Picnic will be held on Sunday, September 15, 2019.

8. CLOSED SESSION

There were no closed session items.

9. NEXT MEETING

The next meeting will be held on Tuesday, October 8, 2019 at 2:00 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 3:03 p.m.

Councillor Greenwood
Committee Co-Chair

Councillor Chiocchio
Committee Co-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: Wednesday, September 4, 2019 10:30:50 AM

From: Niagara Region Website
Sent: Wednesday, 04 September 2019 10:30:27 (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

Lori Kleinsmith

Address

380 Elm St

City

Port Colborne

Postal

L3K 4P2

Phone

289-479-5017 X2445

Email

lori.kleinsmith@bridgeschc.ca

Organization

Niagara Dental Health Coalition

standing committee

Public Health and Social Services Committee

Presentation Topic

Support for the Seniors Dental Program Provincial Funding

Presentation includes slides

No

Previously presented topic

No

Presentation Details

Lori Kleinsmith and Tara Galitz will be speaking on behalf of the Niagara Dental Health Coalition in support of provincial funding for a Seniors Dental Program that will operate across Niagara region. We will highlight the need and how this funding will help.

Video Consent

Yes



Dental Program

PHSSC Presentation

September 10, 2019

Current Mandate

1. The oral health of children and youth is improved
 - Identify children and youth with poor oral health
 - Children and youth living in low-income have access to oral health care
2. Provide programs/services to address the oral health needs of the community



Mandate is met by:

- School-based dental screening in elementary schools
- Provision of the Healthy Smiles Ontario program
- Niagara's Mobile Dental Clinic – bus
- Fluoride varnish program for children age 5 and under
 - Schools/daycares
 - Physicians' offices



New Community Program

- 100% ministry-funded
- To begin in the fall 2019 – waiting on ministry approvals for capital projects
- Build on existing dental infrastructure
- Work in partnership with community health centres and enter into service level agreements



Ontario Seniors Dental Care Program

Eligibility:

- 65+ and resident of Ontario
- Income of \$19,300 or less if single
- Income of \$32,300 or less if couple

Service Delivery:

- By *salaried* dental providers in public health units and community health centres
- Operational funding will come to PHUs = \$2,137,000



Healthy Smiles vs Seniors Dental Program

Healthy Smiles Ontario	Ontario Seniors Dental
Online portal & paper applications	
Welcome package & card in the mail	
Children/youth age 17 & under	Adults age 65 or over
Treatment from any dentist	Treatment by a salaried dentist from a PHU or CHC only
Emergency stream if above income cut-off	No emergency stream available



Community Plan: Potential FTEs

Location	FTEs
Quest	5.0
Centre de Santé	4.4
Niagara Falls CHC	4.4
Public Health	3.4
Total	17.2

Community Plan: Additional Components

Support the lower & west tiers of the region:

- a) Improve FE public health clinic
- b) Partner with Northland Pointe for a new clinic
- c) Replace existing dental bus

Support Niagara College to begin serving seniors immediately with a service level agreement and operational funding

Subject: Supporting Seniors Dental Care with Provincial Funding

Report to: Public Health & Social Services Committee

Report date: Tuesday, September 10, 2019

Recommendations

1. That an adjustment to the previously adopted 2019 Regional Municipality of Niagara (Niagara Region) operating budget in the amount of \$1,602,750 for the Ontario Seniors Dental Care Program, fully funded through the Ministry of Health (MOH), **BE APPROVED**;
2. That the creation of up to 17.2 permanent full time equivalent positions to support the Ontario Seniors Dental Care Program, fully funded through the MOH, **BE APPROVED**;
3. That Public Health staff **BE DIRECTED** to continue to advocate for increased provincial funding for the Seniors Dental Care Program to fully address the population's need: and
4. That the Regional Chair **BE DIRECTED** to write to the Minister of Health and the Minister of Seniors & Accessibility to thank the Provincial government for this funding.

Key Facts

- In September 2018, Regional Council as the Board of Health endorsed report PHD 14-2018 which called on the provincial government to follow-through on a campaign promise to create a seniors dental program.
- In April 2019, the province announced creation of the seniors dental care program and on August 20, 2019 formally communicated funding for this program, designating the program as 100% provincially funded with \$2,137,000 annualized funding on the Provincial government budget year (April 1 to March 31). This funding is pro-rated to \$1,602,750 for the balance of the municipal budget year (April 1 to December 31).
- The purpose of this report is to inform the Board of Health of the in-year funding announcement received from the MOH for the Ontario Seniors Dental Care Program and obtain approval of the related budget adjustment. In-year receipt of funding must comply with by-law 2017-63, Budget Control, items 6.6(a) and 6.6(b), requiring Council's approval for any amounts received in excess of \$1 million for operating programs

- Regional Council also requires staff to seek approval before creating any new permanent positions. Approval is being sought for the positions required to support this new initiative.
- The Seniors Dental Care Program will be operated through tight integration with many partners including Niagara's Community Health Centres and Niagara College.

Financial Considerations

The seniors dental care program is 100% provincially funded with \$2,137,000 annualized funding on the Provincial government fiscal budget year (April 1 to March 31). This funding is pro-rated to \$1,602,750 for the balance of the municipal budget year (April 1 to December 31). There is no municipal contribution required and no levy impact associated with this program.

Of the \$1,602,750 in funding for the balance of the municipal budget year, \$425,000 has been earmarked to fund the up to 17.2 permanent full time equivalent positions required to support the new initiative until the end of 2019. The balance of \$1,177,750 will be used for supplies, equipment, maintenance, and other eligible operating costs associated with direct service delivery.

Based on the timing of the official funding announcement and the time required to recruit staff and negotiate agreements with community health centres, the funding allotment for 2019 may not be fully spent. Any unspent funds must be returned to the MOH at year-end, however an application will be made to carry funding over to 2020 in lieu of returning it, if necessary.

The ongoing annual provincial funding of \$2,137,000 per year will constitute base funding for this program in future years' budgets as a fully provincially-funded program with no levy contribution required.

Analysis

Evidence of Need for Seniors Dental Care

- In 2015, there were almost 61,000 hospital emergency visits for dental problems, at a cost to Ontario's health care system of approximately \$31 million.
- Two-thirds of low-income seniors do not have access to dental insurance.

Evidence shows that low income seniors have limited to no dental insurance coverage and generally higher dental care needs. As a result, untreated oral health issues can

lead to adverse health outcomes such as infection, pain and abscess. These adverse health outcomes can lead to chronic disease and lower quality of life^{1 2}.

In 2017, the Niagara Dental Health Coalition worked on, and presented to council (PHD 14-2018) the *Niagara Region Adult Dental Health Care Barriers Survey Report 2017: A snapshot of those who face barriers to accessing dental care*. Although the report was based on survey results from those 18+ years, the results can be extrapolated to reflect the seniors' population.

Plan for Delivering the Program

The Ontario government expects that Public Health will leverage existing infrastructure for the publicly-funded children's dental program, Healthy Smiles Ontario.

Public Health plans to utilize community health centres (CHCs), Public Health dental clinics, and a Regional building that has space, to deliver clinics, either upgrading existing dental clinics or equipping new ones to support preventive and restorative dental care. As well, the Dental Bus operated by Public Health will be leveraged. The extent of upgrades or new equipping will be dependent on a separate application for capital funding from the Provincial government.

These clinics will be staffed by a multidisciplinary dental team. The size of the team may vary based on provincial capital funding that will determine the complement of clinic sites. As well, subject to current negotiations with CHCs, most employees will likely end up as employees of the CHCs rather than Public Health. At most, the following will be positions needed to operate this program:

Table 1 Breakdown of Positions Needed for Seniors Dental Care Program in Scenario with Maximum Number of Positions

Position	Number of Full Time Equivalents
Dentists	2.2
Registered Dental Hygienists	4.0
Certified Dental Assistants	4.0
Program Assistants	4.0
Co-coordinators	3.0
Total	17.2

Volume of Service

¹ Canadian Academy of Health Sciences, 2014. Improving access to oral health care for vulnerable people living in Canada.

² Ontario Agency for Health Protection and Promotion (Public Health Ontario). Report on access to dental care and oral health inequalities in Ontario. Toronto: Queen's Printer for Ontario; 2012.

Approximately 9000 seniors in Niagara could be **eligible** to receive dental services under this program. The Ministry has determined that 3789 seniors will actually **utilize** the program based on data on the Ontario Drug Benefit utilization of 40%.

The information provided to us from the MOH is based on the income cut-off of \$19,300 for a single person and \$32,300 for a couple. Line 236 of the income tax return will determine eligibility.

Public Health has mapped the region using census data to show where potential clients are based, and is using this information to plan the program. As well, this data informed the capital funding proposal submitted to the Ministry on August 7, 2019.

Alternatives Reviewed

The Board of Health could reject this new provincial funding. However, the provincial government is expected to make seniors dental care a mandated Public Health program, and so then the entire cost of the program would be borne by the Regional levy. This is therefore not recommended.

The Board of Health could defer approval of new positions until a later date, once capital funding allocations have been announced by the Provincial government, and then final plans can be negotiated with CHCs. However, funding must be spent by December 31 which is less than 4 months away, and several weeks are needed to recruit new positions. The delay required to seek approval of the Board of Health for positions once all details are known might prevent spending of all the funding allocated for the Seniors Dental Program. This would require return of those funds to the Ministry of Health. This would also not serve local seniors who could not benefit from the returned funds. Approval of positions now is therefore recommended to minimize any subsequent delays.

Relationship to Council Strategic Priorities

Approval of the recommendations in this report will support the Council Strategic Priority of a *Healthy and Vibrant Community* by enabling Public Health to deliver a service that is greatly needed by seniors.

Other Pertinent Reports

[PHD 14-2018](#) Support for Low-Income Senior's Dental Health Program

Prepared by:

Michael Solanki
Registered Dental Hygienist
Public Health & Emergency Services

Recommended by:

M. Mustafa Hirji, MD MPH FRCPC
Medical Officer of Health &
Commissioner (Acting)
Public Health & Emergency Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Gloria Morris, Manager, Family Health, and reviewed by Donovan D'Amboise, Manager, Program Financial Support.

Appendices

None

Subject: Approval of 2018 Child Care Services Schedule of Revenues and Expenses

Report to: Public Health and Social Services Committee

Report date: Tuesday, September 10, 2019

Recommendations

1. That the 2018 Child Care Services draft schedule of revenues and expenses for the year ended December 31, 2018 (Appendix 1) **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditors 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 the report is to obtain approval of the audited schedule of revenues and expenses ("schedule") for Child Care Services in accordance with the provincial requirements
- The Ministry submission deadlines for Child Care Services Program is July 31, 2019. Draft schedules have been submitted to the Ontario Ministry of Education ("the Ministry") and the final schedules will be submitted upon Council approval.
- In accordance with report AC-C 32-2018 dated June 18, 2018, respecting the Audit Committee Terms of Reference, which refers to "other audited financial statements, to include special purpose and compliance based schedules, are approved by the standing committee with oversight of the program and then referred to Audit Committee for information.

Financial Considerations

The schedules have been prepared in compliance with the legislation and in accordance with the requirements and policies stipulated by the Ministry.

A draft copy of the schedule has been attached as Appendix 1.

The financial schedules are prepared specifically for the purposes of meeting the requirements outlined in the agreements with the funding Ministry.

The schedule for Child Care Services is a provincial requirement as noted in the audit report:

“The Schedules are prepared to assist the Regional Municipality of Niagara to comply with the financial reporting provisions of the above noted agreements. As a result, the Schedules may not be suitable for another purpose.”

Analysis

The audited schedule was completed by the Region’s external auditors, Deloitte. The auditors have indicated that, based on their review, nothing has come to their attention that causes them to believe that this information is not, in all material respects, in accordance with the Ministry requirements identified.

The approval of the audited schedule rests with the Committee to which the department is responsible for the funding reports. Upon approval by Council, the schedule will be submitted to the Ministry in accordance with the funding agreement and also referred to Audit Committee for information.

As of December 31, 2018 Child Care Services has a returnable of \$490,030 reflected in the Region’s 2018 consolidated financial statements. This returnable is a result of the difference of actual Wage Enhancement Grant applications received compared to the Ministry estimate of applications when funding was advanced.

The schedule is subject to minor wording changes once schedules are finalized.

Alternatives Reviewed

The audited schedule is a Ministry requirement and therefore no alternatives are available.

Relationship to Council Strategic Priorities

Not applicable (pending the development of Council Strategic Priorities).

Other Pertinent Reports

None

Prepared by:

Beth Brens, CPA, CA
Acting Associate Director, Reporting &
Analysis
Corporate 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 John Pickles, Program Financial Specialist.

Appendices

Appendix 1 Child Care Services – Schedule of Revenues and Expenses

Schedules of revenue and expenses

The Regional Municipality of Niagara Child Care Services

December 31, 2018

DRAFT

The Regional Municipality of Niagara Child Care Services

December 31, 2018

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DRAFT

Independent Practitioner's Review Engagement Report

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

We have reviewed the accompanying schedules of revenue and expenses – Child Care Services of the Regional Municipality of Niagara for the year ended December 31, 2018 (the "Schedules"), which have been prepared in accordance with the financial reporting requirements in the Child Care Transfer Payment Agreement dated January 1, 2018 and the 2018-2019 Ontario Early Years Child and Family Centre Amending Agreement dated March 29, 2018, between the Ontario Ministry of Education ("the Ministry") and the Regional Municipality of Niagara (the "agreements").

Management's Responsibility for the Schedule

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

Practitioner's Responsibility

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

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

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

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the Schedules do not present fairly, in all material respects, the results of the operations of Child Care Services of the Regional Municipality of Niagara for the year ended December 31, 2018, in accordance with the agreements.

Basis of Accounting

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

Chartered Professional Accountants
Licensed Public Accountants
September 19, 2019

Niagara Region
Schedule of Revenues and Expenditures – Child Care Services
For the year ended December 31, 2018
(Unaudited)

	REVENUES				
	Ministry of Education	Legislated Cost Share		Expansion Plan Year 2	Total
		%	(\$-Calculated)		(Calculated)
Core Services Delivery Operating Allocation					
Core Services Delivery (100% provincial)	7,753,769	0%	0	420,216	
Core Services Delivery - Cost Shared Requirement 80/20	15,796,412	20%	3,949,103	N/A	
Core Service Delivery - Cost Shared Requirement 50/50 - Administration	483,226	50%	483,226	N/A	
Total Core Services Delivery	24,033,407		4,432,329	420,216	28,885,952
Special Purpose Operating Allocation					
Language	707,704	0%	0	12,412	
Indigenous	159,250	0%	0	2,793	
Cost of Living	904,208	0%	0	15,858	
Rural and Remote	13,860	0%	0	243	
Capacity Building	180,546	0%	0	3,075	
Repairs and Maintenance	66,196	0%	0	1,197	
Utilization Adjustment	2,562,485	0%	0	N/A	
Capping Adjustment	(144,184)	0%	0	N/A	
Licensed Home Child Care (LHCC)	419,175	0%	0	N/A	
Total Special Purpose Operating Allocation	4,869,240		0	35,578	4,904,818
Other Allocations					
Small Water Works	538	0%	0	N/A	
TWOMO Reimbursement - Child Care		0%	0	N/A	
Wage Enhancement/HCEG	4,561,185	0%	0	N/A	
Wage Enhancement Administration	250,340	0%	0	N/A	
Fee Stabilization Support	1,195,069	0%	0	N/A	
Journey Together - Operating	250,212	0%	0	N/A	
Journey Together - Capital	1,777,500	0%	0	N/A	
Expansion Plan Year 1	5,049,356	0%	0	N/A	
Operating Funding for Expansion Plan Capital Spaces				23,948	
ELCC Allocation	2,526,240	0%	0	N/A	
Total Other Allocations	15,610,440		0	23,948	15,634,388
TOTAL CHILD CARE ALLOCATION	44,513,087		4,432,329	479,742	49,425,158

EXPENDITURES BY AGE GROUP															
	0-4 (Infant, Toddler, and Preschooler)			4-6 (Kindergarten)			6-12 (School Aged)			Unspecified Age Group			Total Expenditures		
	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/Parental full fee/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures
			Calculated			Calculated			Calculated			Calculated	Calculated	Calculated	Calculated
Full Flexibility (Schedule 2.3)															
General Operating	6,897,228		6,897,228	1,423,238		1,423,238	2,627,516		2,627,516				10,947,982	0	10,947,982
Fee Subsidy - Regular	11,626,035	(1,514,675)	10,111,360	2,399,023	(312,552)	2,086,471	4,428,967	(577,019)	3,851,948				18,454,024	(2,404,246)	16,028,756
Fee Subsidy - Camps and Authorized Recreation						0	1,058,436	(77,950)	980,486				1,058,436	(77,950)	980,486
Ontario Works and LEAP - Formal	1,672,075		1,672,075	345,031		345,031	636,981		636,981				2,654,087	0	2,654,087
Ontario Works and LEAP - Informal	0		0			0	0		0				0	0	0
Pay Equity Memorandum of Settlement										338,161		338,161	338,161	0	338,161
Special Needs Resourcing	1,742,610		1,742,610	359,586		359,586	663,851		663,851				2,766,047	0	2,766,047
Administration										2,814,979	(6,009)	2,808,970	2,814,979	(6,009)	2,808,970
Repairs and Maintenance	246,585		246,585	50,882		50,882	93,938		93,938				391,405	0	391,405
Play-based Material and Equipment	0		0			0			0				0	0	0
Transformation	0		0			0			0				0	0	0
									0						
Total (full flexibility)	22,184,532	(1,514,675)	20,669,858	4,577,760	(312,552)	4,265,208	9,509,688	(654,969)	8,854,720	3,153,140	(6,009)	3,147,131	39,425,121	(2,488,205)	36,936,916
Limited Flexibility (Schedule 2.3)															
Capacity Building	297,128		297,128	61,312		61,312	113,192		113,192				471,632	0	471,632
Small Water Works										1,089		1,089	1,089	0	1,089
Total (limited flexibility)	297,128	0	297,128	61,312	0	61,312	113,192	0	113,192	1,089	0	1,089	472,721	0	472,721
No Flexibility															
TWOMO Reimbursement (Schedule 2.7)												0	0		0
Wage Enhancement/HCEG (Schedule 4.3)										4,201,204		4,201,204	4,201,204		4,201,204
Wage Enhancement Administration (Schedule 4.3)										210,011		210,011	210,011		210,011
Total (no flexibility)	0	0	0	0	0	0	0	0	0	4,411,215	0	4,411,215	4,411,215	0	4,411,215
TOTAL	22,481,660	(1,514,675)	20,966,986	4,639,072	(312,552)	4,326,520	9,622,880	(654,969)	8,967,912	7,565,444	(6,009)	7,559,435	44,309,057	(2,488,205)	41,820,852

EXPENDITURES BY AUSPICE					
	Non - Profit Operations	Profit Operations	Direct Operations	Other Auspice	Auspice Consolidated
Adjusted Gross Expenditures	28,738,507	6,234,824	4,038,551	2,808,970	41,820,852

EXPENDITURES BY SETTING					
	Centre Based	Home Based	Other Setting		Total
Adjusted Gross Expenditures	37,996,252	1,015,630	2,808,970		41,820,852

Niagara Region
Schedule of Revenues and Expenditures – Child Care Services - Expansion Plan Funding
For the year ended December 31, 2018
(Unaudited)

EXPENDITURES BY AGE GROUP									
	0-4 (Infant, Toddler, and Preschooler)			Unspecified Age Group			Total Expenditures		
	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures
			Calculated			Calculated	Calculated	Calculated	Calculated
Full Flexibility (Schedule 2.3A)									
General Operating	4,712,828		4,712,828				4,712,828	0	4,712,828
Fee Subsidy - Regular			0				0	0	0
Ontario Works and LEAP - Formal			0				0	0	0
Ontario Works and LEAP - Informal			0				0	0	0
Special Needs Resourcing	226,693		226,693				226,693	0	226,693
Administration				552,910		552,910	552,910	0	552,910
Repairs and Maintenance			0				0	0	0
Play-based Material and Equipment			0				0	0	0
Transformation			0				0	0	0
Total (full flexibility)	4,939,521	0	4,939,521	552,910	0	552,910	5,492,431	0	5,492,431
Limited Flexibility (Schedule 2.3A)									
Capacity Building	36,667		36,667				36,667	0	36,667
Total (limited flexibility)	36,667	0	36,667				36,667	0	36,667
TOTAL	4,976,188	0	4,976,188	552,910	0	552,910	5,529,098	0	5,529,098

EXPENDITURES BY Auspice					
	Non - Profit Operations	Profit Operations	Direct Operations	Other Auspice	Auspice Consolidated
Adjusted Gross Expenditures	4,179,998	796,190	0	552,910	5,529,098

EXPENDITURES BY Setting					
	Centre Based	Home Based	Other		Total
Adjusted Gross Expenditures	4,976,188	0	552,910		5,529,098

EXPENDITURES BY AGE GROUP															
	0-4 (Infant, Toddler, and Preschooler)			4-6 (Kindergarten)			6-12 (School Aged)			Unspecified Age Group			Total Expenditures		
	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/Parental full fee/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures	Gross Expenditures	Offsetting Revenues (Parent contribution/other offsetting)	Adjusted Gross Expenditures
			Calculated			Calculated			Calculated			Calculated	Calculated	Calculated	Calculated
Full Flexibility (Schedule 2.3B)															
General Operating	1,372,908		1,372,908	301,460		301,460	478,822		478,822				2,153,190	0	2,153,190
Fee Subsidy - Regular			0			0			0				0	0	0
Fee Subsidy - Camps and Authorized Rec			0			0			0				0	0	0
Ontario Works and LEAP - Formal			0			0			0				0	0	0
Ontario Works and LEAP - Informal			0			0			0				0	0	0
Special Needs Resourcing	65,252		65,252	14,501		14,501	23,823		23,823				103,576	0	103,576
Administration										252,624		252,624	252,624	0	252,624
Repairs and Maintenance			0			0			0				0	0	0
Play-based Material and Equipment			0			0			0				0	0	0
Transformation			0			0			0				0	0	0
Community Based Capital Projects			0			0							0	0	0
Total (full flexibility)	1,438,160	0	1,438,160	315,961	0	315,961	502,645	0	502,645	252,624	0	252,624	2,509,390	0	2,509,390
Limited Flexibility (Schedule 2.3B)															
Capacity Building	10,652		10,652	2,345		2,345	3,853		3,853				16,850	0	16,850
Total (limited flexibility)	10,652	0	10,652	2,345	0	2,345	3,853	0	3,853				16,850	0	16,850
TOTAL	1,448,812	0	1,448,812	318,306	0	318,306	506,498	0	506,498	252,624	0	252,624	2,526,240	0	2,526,240

EXPENDITURES BY Auspice					
	Non - Profit Operations	Profit Operations	Direct Operations	Other Auspice	Auspice Consolidated
Adjusted Gross Expenditures - Community based Capital Projects					0
Adjusted Gross Expenditures - All Operating Expenditures	1,909,837	363,779		252,624	2,526,240
Total Adjusted Gross Expenditures	1,909,837	363,779	0	252,624	2,526,240

EXPENDITURES BY Setting				
	Centre Based	Home Based	Other	Auspice Consolidated
Adjusted Gross Expenditures	2,273,616	0	252,624	2,526,240

Niagara Region
Schedule of Revenues and Expenditures – Child Care Services - Fee Stabilization
For the year ended December 31, 2018
(Unaudited)

	Fee Stabilization Support
Total adjusted gross expenditures excluding administration expenditures	1,075,562
Total adjusted administration expenditures	119,507

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Niagara Region
Schedule of Revenues and Expenditures – Child Care Services - Journey Together
For the year ended December 31, 2018
(Unaudited)

	Community Based Capital	Journey Together	Adjusted Operating Expenses One Time	Adjusted Operating Expenses Ongoing	Total Adjusted administration expenditures
	Project Name	Project Type			Adjusted Community Based Capital expenditures
Journey Together Project 1	FENFC Early Years Program	Joint / Conjoint	79,232		1,117,500
Journey Together Project 2	Niagara Indigenous Child and Family Centre	Joint / Conjoint	170,980		660,000
Journey Together Project 3					
Journey Together Project 4					
Journey Together Project 5					
Journey Together Project 6					
Journey Together Project 7					
Journey Together Project 8					
Journey Together Project 9					
Journey Together Project 10					
Total			250,212	0	1,777,500

Niagara Region
Schedule of Revenues and Expenditures – EarlyON
For the year ended December 31, 2018
(Unaudited)

	Description	Expenditures
Operating		
Salaries and Benefits - Program Staff		
Salaries and Benefits - Non Program Staff		
Lease and Utilities - Operational		10,452
Other Expenses - Operational		3,364,758
Subtotal Operational Expenses		3,375,210
Professional Learning and Capacity Building		681,043
Child Care & Early Years Planning (CCYEP) and Data Analysis Services (DAS)		
Salaries and Benefits		154,531
Other Expenses		14,099
Subtotal		168,630
Administration		
Salaries and Benefits		
Other Expenses		43,665
Offsetting Revenue		
Subtotal		43,665
Offsetting Revenues		
Offsetting Revenue 1		
Offsetting Revenue 2		
Offsetting Revenue 3		
Subtotal		0
EarlyON Total Adjusted Gross Expenditures		4,268,548

Niagara Region
Schedule of Revenues and Expenditures – EarlyON Journey Together
For the year ended December 31, 2018
(Unaudited)

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

The Regional Municipality of Niagara

Child Care Services

Note to the schedules of revenue and expenses
December 31, 2018

1. Significant accounting policies

The Schedules include the revenue and eligible expenses in relation to the Regional Municipality of Niagara's Child Care Services Program for the year ended December 31, 2018. The Schedules have been prepared in accordance with the financial reporting requirements in the Child Care Transfer Payment Agreement dated January 1, 2018 and the 2018-2019 Ontario Early Years Child and Family Centre Amending Agreement dated March 29, 2018 between Ontario Ministry of Education ("the Ministry") and the Regional Municipality of Niagara.

Revenue recognition

Revenue is reported on the accrual basis of accounting.

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

Expenses

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

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

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

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Subject: Approval of the 2018 Healthy Babies, Healthy Children Program Schedule of Revenues and Expenses

Report to: Public Health and Social Services Committee

Report date: Tuesday, September 10, 2019

Recommendations

1. That the draft audited schedule of revenues and expenses for the Healthy Babies, Healthy Children Program for the calendar year ended December 31, 2018 (Appendix 1 to Report PHD 15-2019), **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statements as presented; and
3. That Report PHD 15-2019 **BE FORWARDED** to the Region's Audit Committee for information.

Key Facts

- The purpose of this report is to obtain approval of the audited schedule in accordance with the provincial funding requirements.
- The annual Healthy Babies, Healthy Children Program questionnaire along with a draft copy of the audited schedule were submitted to the Ministry before the July 31, 2019 deadline.
- Once approved and finalized, the audited schedule for the year ended December 31, 2018 will be submitted to the Ministry.
- In accordance with report AC-C 32-2018 dated June 18, 2018, respecting the Audit Committee Terms of Reference, "other audited financial statements, to include special purpose and compliance-based schedules, are approved by the standing committee with oversight of the program and then referred to Audit Committee for information".

Financial Considerations

The schedule has been prepared in compliance with legislation and in accordance with the requirements and policies stipulated by the Ministry.

A draft copy of the audited schedule for the year ended December 31, 2018 is attached as Appendix 1.

The schedule is prepared specifically for the purpose of meeting the requirements outlined in the service agreement with the Ministry.

The schedule for Healthy Babies, Healthy Children Program is a provincial requirement as noted in the audit report:

“The schedule is prepared to assist the Program in complying with the financial reporting provisions of the agreement dated January 1, 2018 between the Ontario Ministry of Children and Youth Services and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose.”

Analysis

The audited schedule was completed by the Region's external auditors, Deloitte. The auditors have indicated that, based on their review, nothing has come to their attention that causes them to believe that this information is not, in all material respects, in accordance with the Ministry requirements identified.

The approval of the audited schedule rests with the Committee to which the department responsible for the funding reports. In this case, approval by Committee and Council satisfies the Ministry requirement of having approval from the Niagara Region's Board of Health. Upon approval by the Committee, these schedules are referred to Audit Committee for information. Then the department's Commissioner and Treasurer will be authorized to sign the auditor's representation letter to obtain the auditors signed report.

As of December 31, 2018 the Healthy Babies, Healthy Children Program was not in a grant repayable position as all of the funding from the Ministry was spent during 2018.

The schedule is subject to minor wording changes once schedules are finalized.

Alternatives Reviewed

The audited schedule is a Ministry requirement and therefore no alternative is 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
Corporate Services

Recommended by:

M. Mustafa Hirji, MD MPH FRCPC
Medical Officer of Health &
Commissioner (Acting)
Public Health

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Noah Bruce, Program Financial Specialist.

Appendices

Appendix 1 Healthy Babies, Healthy Children – Audited Schedule of Revenues and
Expenses

Schedule of revenue and expenses

**The Regional Municipality of
Niagara Public Health Department**
Healthy Babies, Healthy Children Program

December 31, 2018

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The Regional Municipality of Niagara

Public Health Department

Healthy Babies, Healthy Children Program

December 31, 2018

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Schedule of revenue and expenses	3
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Independent Auditor's Report

To the Members of Council of the Regional Municipality of Niagara and Ontario Ministry of Children and Youth Services

Opinion

We have audited the accompanying schedule of revenue and expenses of the Regional Municipality of Niagara Public Health Department – Healthy Babies, Healthy Children Program (the “Program”) for the year ended December 31, 2018 notes to the schedule (collectively referred to as the “schedule”).

In our opinion, the accompanying schedule of the Program for the year-ended December 31, 2018 is prepared, in all material respects, in accordance with the financial reporting provisions of the agreement dated January 1, 2018 between the Ontario Ministry of Children and Youth Services and the Regional Municipality of Niagara.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedule* section of our report. We are independent of the Program in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the Program in complying with the financial reporting provisions of the agreement dated January 1, 2018 between the Ontario Ministry of Children and Youth Services and the Regional Municipality of Niagara. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

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

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

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

Auditor's Responsibilities for the Audit of the Schedule

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

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Program's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Program's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the schedule or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Program to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
May 16, 2019

The Regional Municipality of Niagara

Public Health Department

Healthy Babies, Healthy Children Program

Schedule of revenue and expenses
year ended December 31, 2018

	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$
Revenue			
Ministry of Youth and Child Services funding	2,365,130	2,365,130	2,402,555
Other revenue	-	388	-
	2,365,130	2,365,518	2,402,555
Expenses			
Salaries and wages: unionized			
Public health nurses	1,189,394	1,118,187	1,117,703
Employee benefits	388,273	357,011	383,435
Lay home visitors	294,714	319,076	315,456
Clerical	96,785	99,946	104,839
WSIB	-	417	7,432
Health promoter	-	-	22,859
Salaries and wages: non-unionized			
Management	202,748	210,352	203,301
Administration ISCIS	57,637	60,764	53,499
Employee benefits	58,721	58,737	56,491
	2,288,272	2,224,490	2,265,015
Operating costs			
Administration costs (Note 3)	168,170	151,290	128,702
Travel - mileage	50,000	57,863	58,843
Professional development	6,985	39,835	18,010
Program supplies/resources	3,375	18,325	40,770
Telephone and communication	8,000	11,431	8,418
Office supplies	2,300	7,289	2,435
Audit fees	5,698	5,795	8,614
Cleaning allowance	500	490	450
	245,028	292,318	266,242
Total expenses	2,533,300	2,516,808	2,531,257
Deficiency of revenue over eligible expenses	(168,170)	(151,290)	(128,702)

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

The Regional Municipality of Niagara

Public Health Department

Healthy Babies, Healthy Children Program

Notes to the schedule of revenue and expenses

December 31, 2018

1. Summary of significant accounting policies

Basis of accounting

This schedule has been prepared for the Ontario Ministry of Children and Youth Services. The agreement requires the schedule to be prepared in a manner consistent with generally accepted accounting principles ("GAAP"). Management of The Regional Municipality of Niagara has interpreted GAAP to be recognition and measurement principles in accordance with Canadian Public Sector Accounting Standards, except that it does not provide for employee future benefits and does not capitalize and amortize tangible capital assets. Management has further interpreted that GAAP does not include the presentation principles or the presentation of all financial statements and note disclosures required by GAAP for a complete set of financial statements.

Revenue and expenses

Revenue is reported on the accrual basis of accounting.

Expenses are recorded if they are eligible for the program and incurred in the period except for employee future benefits.

Capital assets

Tangible capital assets acquired are reported as expenses and amortization is not recorded.

Employee future benefits

Employee future benefits are provided which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board ("WSIB") Act, and life insurance, extended health and dental benefits for early retirees. These benefits are recorded on a cash basis.

Use of estimates

Since precise determination of many assets and liabilities is dependent upon future events, the preparation of a periodic schedule involves the use of estimates and approximations. These have been made using careful judgments.

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

2. Grant receivable/repayable

The grant receivable/repayable to the Province of Ontario is subject to audit verification by the Ontario Ministry of Children and Youth Services. The grant receivable/repayable is non-interest bearing and is normally recovered in the subsequent year. The surplus repayable to the Province of Ontario for the year ended December 31, 2018 is \$nil (2017 - \$nil).

	2018	2017
	\$	\$
Grant receivable, beginning of year	-	-
Deficiency of revenue over eligible expenses	151,290	128,702
Expenses not recoverable	(151,290)	(128,702)
Grant receivable, end of year	-	-

The Regional Municipality of Niagara

Public Health Department

Healthy Babies, Healthy Children Program

Notes to the schedule of revenue and expenses

December 31, 2018

3. Administration costs

	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$
Accounting services	4,378	2,644	2,605
Payroll services	39,156	42,599	32,748
Human resources services	24,928	16,592	21,214
IT program support services	71,877	61,034	60,765
Legal services	-	-	256
Insurance costs	1,182	1,126	1,110
Printing costs	2,524	3,569	2,578
Capital financing allocation	24,125	23,726	7,426
	168,170	151,290	128,702

4. Budget data

The budget data presented in the schedule is based on the budget data submitted to the Ontario Ministry of Children and Youth Services.

DRAFT

Subject: Niagara Ontario Health Team – Full Application

Report to: Public Health and Social Services Committee

Report date: Tuesday, September 10, 2019

Recommendations

That Council **ENDORSE** Niagara Region's participation in the Niagara Ontario Health Team Full Application submission and support Niagara Region as a member of the Niagara Ontario Health Team (NOHT).

Key Facts

- Many health and service providers (see Appendix 1) across Niagara collaborated to submit an Ontario Health Team Readiness Assessment in response to the Ministry of Health's invitation for submission.
- The Ministry of Health received 157 submissions from across the province and the Niagara Ontario Health Team submission was one of 31 teams invited to submit a Full Application.
- The Niagara Ontario Health Team, as required, has identified a target population for year 1 (patients with complex needs) and is completing a Full Application focused on meeting year 1 targets and establishing a high-level vision for future state.
- The Full Application submission requires Board Chair level approval of each participating organization by the submission deadline of October 9, 2019.

Financial Considerations

Current Ministry of Health (Ministry) health care restructuring includes the introduction of Ontario Health Teams and the elimination of the Local Health Integration Networks (LHINs). Niagara Region services currently funded through the LHIN, including community programs, mental health, community paramedicine and long-term care, will continue to be funded as per established Multi-Sector Accountability Agreements (MSAA's) and Long-Term Care Accountability Agreements (LSAA's) until Ontario Health Teams are approved and have moved through a number of developmental stages to maturity. It is proposed that at maturity all providers that are part of an Ontario Health Team will be funded through an integrated funding envelope issued by Ontario Health (the Super Agency) to Ontario Health Teams.

Analysis

The Ministry invited health and service providers across the province to participate in the modernization of the full continuum of health care services with a goal of building an integrated public health care system centered around patients, beginning with a readiness assessment.

A group of 35 partners across Niagara collaborated to submit an Ontario Health Team Readiness Assessment to the Ministry of Health. Through this process the team collectively assessed its ability to meet the minimum readiness criteria to become an Ontario Health Team.

The Ministry of Health received a total of 157 submissions. Submissions were evaluated by the Ministry and moved on to one of three categories defined as follows:

In Discovery: These are health care providers who have demonstrated support for the model and willingness to participate in the transformation.

In Development: These are teams with participants who represent a continuum of care, and who have demonstrated a commitment to the OHT model and a strong degree of readiness to implement.

Full Application: These are teams that have participants across a continuum of care. They are highly aligned with the OHT model, have a very strong level of readiness, and are ready to complete the full application.

Of the 157 submissions 31 teams have been invited to submit a *Full Application* and 43 have been identified as *In Development*. The remaining 83 have been identified as *In Discovery*. The Niagara Ontario Health Team applicant group was invited to submit a Full Application and noted to be an early adopter in terms of modernization.

The partners in Niagara have pursued a collaborative approach and determined that they are committed to completing the Full Application. The Full Application builds off of the Self-Assessment and is aligned with the eight components of the Ontario Health Team Model¹. Through the Full Application, the team is required to outline a plan to meet the year 1 expectations with evidence to support why the plan is attainable (past partnerships / integration successes, past outcomes). The team is also required to map out a broader “plan to plan” that speaks to the process that will be used to develop the overall vision for the future of health and services in Niagara.

¹ Eight Components of Ontario Health Team Model: 1. Patient / Resident Care and Experience, 2. Patient / Resident Partnership and Community Engagement, 3. Defined Patient Population, 4. In-Scope Services, 5. Leadership, Accountability and Governance, 6. Performance Measurement, Quality Improvement and Continuous Learning, 7. Funding and Incentive Structure, 8. Digital Health

The Full Application consists of seven sections and two appendices as follows:

1. About your population.
2. About your team.
3. How will you transform care?
4. How will your team work together?
5. How will your team learn and improve?
6. Implementation planning and risk analysis.
7. Membership approval.

Appendix A: Home and Community Care.

Appendix B: Digital Health.

As part of the readiness assessment the Niagara team was required to identify a year 1 target population. The year 1 target population that the Niagara team identified are patients with complex needs including but not limited to (total population number in parentheses):

- Patients living with 4+ chronic conditions (29,960)
- Top 5% cohort (i.e. the highest users of the health care system) (4,698)
- Clinical/cognitive assessment (e.g. unstable conditions, declining health, Social Determinants of Health).

Health and service providers across Niagara have been focused on this priority population over the past few years through a HealthLinks² model. Through year 1 of the Niagara Ontario Health Team, work plans will build on prior experience in coordinated/integrated care, including using bundling care/funding models, shared digital technologies and Coordinated Care Plans³ to support a truly integrated care experience for patients, families and caregivers.

The Ministry has outlined the year 1 expectations that the Ontario Health Teams will be striving to meet for the target population. The expectations are as follows:

- Care has been re-designed for year 1 patients
- Improved performance against access, transition, coordination of care, and integration targets determined in consultation with the Ministry
- Every year 1 patient who received care across multiple providers or settings experienced coordinated care; zero cold handoffs

² HealthLinks – a “wrap around” model of patient care that provides a coordinated, interprofessional team of health service providers, based on patient needs and assigns a patient lead coordinator to ensure seamless, system navigation. HealthLinks is being used to support Coordinated Care Plans for patients with complex needs to increase access to integrated quality services, provide meaningful patient input into their care plan and ensure on-going care coordination among partners providing health and community service supports.

³ Coordinated Care Plans (CCP) – a patient-specific care plan that documents patient goals, action and agencies involved in their care. It is a fluid and dynamic document used to enhance ongoing communication (patient and service provider) to provide optimal care, guide the care planning process and is intended to evolve as the patient's goals and activities change.

- Any year 1 patient can access 24/7 coordination and system navigation services from their Ontario Health Team (e.g. someone with access to their health information who can help with system navigation, when something goes wrong with their care, or when they have a complaint)
- The majority of year 1 patients who received a self-management plan and/or access to health literacy supports understood that plan, as appropriate, and/or used those supports
- Ten to fifteen percent of year 1 patients who received care from the Ontario Health Team digitally accessed their health information
- Expanded virtual care offerings from baseline, and 2 to 5% of year 1 patients who received care from the Ontario Health Team had a virtual encounter in year 1
- Information about Ontario Health Team's service offerings is readily available and accessible to the public (e.g., through a website).

The team will continue in the collaborative effort to complete the Full Application. Each organization who is a member of the Ontario Health Team will be required to provide Board Chair equivalent level sign off on the final submission.

The full application has a submission deadline of October 9, 2019 and will require Regional Chair sign-off.

Next Steps

Full application submissions will be evaluated by third-party reviewers and the Ministry according to standard criteria that reflect the readiness and ability of teams to successfully implement the model and year 1 expectations for Ontario Health Team Candidates.

Following evaluation of the Full Application there are two possible outcomes. Teams will either be

1. Invited to move to the final stage of evaluation or;
2. Continue to work towards readiness as a team *In Development*.

Those teams evaluated as most ready to move to the final stage of evaluation may also be invited to participate in community visits, which will then further inform the final selection of the first cohort of Ontario Health Team Candidates.

Alternatives Reviewed

N/A

Relationship to Council Strategic Priorities

N/A

Other Pertinent Reports

COM-C 1-2019 Ministry of Health and Long-Term Care Announcement: 'New Plan for Health Care Reform'

COM 21-2019 Ontario Health Teams

Prepared by:

Henri Koning
Director Seniors Services
Community Services

Recommended by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Recommended by:

M. Mustafa Hirji, MD MPH FRCPC
Medical Officer of Health &
Commissioner (Acting)
Public Health & Emergency Services

Submitted by:

Ron Tripp, P. Eng
Acting Chief Administrative Officer

Appendices

Appendix 1 Niagara Ontario Health Team Partners and Associated Partners

APPENDIX 1 – Niagara Ontario Health Team Partners and Associated Partners

Committed Partners	Associated Partners
<p>Alzheimer Society of Niagara Region ARID Recovery Homes Benevolent Society “Heidehof” for the Care of the Aged Bridges Community Health Centre Brock University – Faculty of Health Sciences Canadian Mental Health Association, Niagara Community Addiction Services of Niagara (CASON) Community Support Services of Niagara Consumer/Survivor Initiative of Niagara Contact Niagara for Children’s and Developmental Services Foyer Richelieu Gateway Residential and Community Support Services of Niagara Inc. Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) Hospice Niagara Hotel Dieu Shaver Health and Rehabilitation Centre (HDS) McMaster University - Niagara Regional Campus - Michael G. DeGroote School of Medicine Niagara College – Faculty of Community & Health Studies Niagara Emergency Medical Services Niagara Falls Community Health Centre Niagara Health (Douglas Memorial site, Greater Niagara General site, Port Colborne site, St. Catharines site, Welland site) and its partner St. Joseph’s Health System Niagara Ina Grafton Gage Village Niagara Region -</p> <ul style="list-style-type: none"> Public Health & Emergency Services <ul style="list-style-type: none"> • Emergency Medical Services • Public Health • Mental Health Services Community Services <ul style="list-style-type: none"> • Seniors Services (Long-Term Care and Community Programs) <p>Oak Centre Pathstone Mental Health Positive Living Niagara Quest Community Health Centre Radiant Care – Pleasant Manor/Tabor Manor United Mennonite Home</p>	<p><i>Associated Partners include any organization that has agreed to be listed on the submission without a formal commitment (at this time), with many contributing to the Self Assessment Form. Associated Members have expressed interest to continue to work with the Niagara-OHT through the Full Application process and implementation and/or continued service partnerships, community support and/or advocacy. Niagara-OHT has agreed to maintain an ‘open-door’ for new, existing and associated partners.</i></p> <p>Entité² de planification des services de santé en français - French Language Health Planning Entity Niagara Medical Group Family Health Team Niagara North Family Health Team Portage Medical Family Health Team Wayside Niagara Welland McMaster Family Health Team</p>

Subject: Seniors Services Quality Improvement Report April to June 2019**Report to:** Public Health and Social Services Committee**Report date:** Tuesday, September 10, 2019

Recommendations

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

Key Facts

The purpose of this report is to provide Committee and Council with highlights of quality initiatives and outcomes in Seniors Services from April to June 2019. Areas of focus in this quality update include:

- Indicator Analysis – Skin and Wound Care
- Innovation – Implementation of scheduling software Vocantas
- Road to Zero - Lost Time Claims Update

Financial Considerations

The activities highlighted in this report were funded within the 2019 approved operating budgets. The Ministry of Health and Long-Term Care (MOHLTC) and the Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) are the primary sources of funding for the Seniors Services division. Other funding sources include user fees and levy.

Analysis

Indicator Analysis – Skin and Wound Care

Seniors Services has transitioned to the full use of an electronic health record (EHR) by all members of the interdisciplinary team. All regulated health care providers including registered nurses, registered practical nurses, physicians and dieticians document assessments and progress notes in the EHR. The program that is used to support the EHR (Point Click Care) has various applications available, and in November 2018, Seniors Services launched a pilot program to implement the Skin and Wound Care application at The Woodlands of Sunset. In early 2019 the application was implemented in the other seven long-term care (LTC) homes.

The Skin and Wound application allows care providers to capture an image of a wound, which is uploaded to the resident's chart via an iPad. The application measures the area and allows for easy calculation of change in skin and wound status. This allows the

health care team to collaborate and identify required treatments through the sharing of diagnostic information. The image can be reviewed on the electronic medical record by a physician or nurse practitioner without having to disturb a resident's wound dressing. A wound is a breakdown of tissue below the skin's surface, which causes damage to the underlying tissue. Common causes of skin and wound issues are from pressure, cuts, friction and some skin cancers.

As indicated in Appendix 1, Seniors Services' average for worsened stage 2-4 pressure ulcers is 3.7% and the provincial average is 2.6%. To continue in our efforts to improve wound care and reduce this rate, nursing staff completed wound care training in collaboration with York University and consistent protocols have been implemented across the homes. The LTC homes will continue to monitor and analyze wound metrics to evaluate the effectiveness of quality improvement efforts.

Innovation – Implementation of scheduling software Vocantas

Seniors Services, in collaboration with Niagara Regional Police Service, issued a Request for Proposal for a staff call-out solution. The successful bidder was a company called Vocantas. The system is an automatic shift call out system that integrates with the current Kronos payroll system.

The system automates scheduling processes to provide call outs to employees in accordance with collective agreement language, seniority and business rules. Employees are provided with shift offers by text, phone and email and they then respond to these indicating if they have an interest in available shifts. Staff are then notified through the automated system if they have been successful in being awarded the shift.

Vocantas was launched successfully in June 2019 and has helped automate LTC scheduling. The scheduling department provides a centralized scheduling service for the nursing departments of the eight LTC homes. It also has a robust reporting system to track shifts, time of calls and responses. This system prevents the need for repetitive phone calls offering shifts one at a time to staff members and reduces the potential for error.

Road to Zero - Lost Time Claims Update

The 'Road to Zero' program was implemented in 2009 to decrease workplace incidents that result in lost time claims. A strong commitment to a safety culture was established and has been sustained. Training, safety talks, safety walks, investment in equipment (e.g. resident lifts and high-low beds) have contributed to a significant decrease in lost time claims since 2010. The majority of claims submitted are due to musculoskeletal disorders (MSDs), slips, trips, falls and responsive behaviours. In 2009, there were 90 lost time claims and in 2018, there were 20. At the end of Q2 2019, there were eight lost time claims.

Table 1, provided by the Corporate Health & Safety Advisor, shows a summary for 2018 and cumulative Q1 and Q2 results for 2019. As illustrated in the chart below, Seniors Services has continued to see improved outcomes, as has been the trend year over year.

Table 1:
2019 Seniors Services Road to Zero

KPI	2018	YTD (Q2) 2019	2019 Target
WSIB Claims	102	30	86
Lost Time Claims	20	8	13
Health Care Claims	82	22	73

In 2019 a focus on the prevention of the top three types of injuries (MSDs, slip, trip, falls and responsive behaviours), will continue. Strategies for continued success includes a strong emphasis on training and awareness.

Alternatives Reviewed

Not applicable.

Relationship to Council Strategic Priorities

Not applicable (pending the development of Council's new Strategic Priorities).

Other Pertinent Reports

Not applicable.

Prepared by:

Kim Eros
Associate Director Clinical & Support
Services, 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 prepared in consultation with Jordan Gamble, Program Financial Specialist and reviewed by Henri Koning, Director, Seniors Services.

Appendices

Appendix 1 Seniors Services Report Card 2019

Appendix 1 Seniors Services Report Card 2019

Measures	Definition	2019 Q1	2019 Q2	2019 Q3	2019 Q4
Seniors Long Term Care Home Metrics					
Cognitive Impairment	This metric provides a percentage of residents whose diagnosis includes dementia, other than Alzheimer's or related neurologic diseases after the resident assessment has been completed. (Q2 2018 results: 67.2)	66.7	66.1		
Resident Satisfaction Survey	This metric provides a measure of the resident's perception of the services and overall rating of a great place to live. The resident satisfaction survey is issued annually. The 2017 MBN median for upper-tier municipalities was 95%. In 2017 for all 8 Niagara Region LTC was 95%.	95			
Pressure Ulcers	This is a measure of the # of worsened stage 2-4 pressure ulcers documented on their target assessment and the stage of pressure ulcer is greater on their target assessment than on their prior assessment (Prov. Avg. 2.6%). (Q2 2018 results: 3.66)	3.7	3.73		
Outbreaks	The resident home area may be declared in outbreak by Public Health if two or more residents residing in the same resident home area have two or more consistent infectious symptoms (2018 total was 15) (Q2 2018 results: 4)	15	4		
% of Resident who have fallen in the last 30 days	This is a measure of the % of residents who sustained a fall in the last 30 days recorded on their target assessment. (Prov. Aver. 16.25%). (Q2 2018 results: 15.76)	17.05	18.25		
% of Residents with New Fractures	This is a measure of the % of residents who sustained a fracture during this quarter on their most recent assessment. This total includes any fracture that may occur. The goal is to minimize all fractures. (Prov. Aver. 2.1%) (Q2 2018 results: 1.66)	1.74	0.79		

Seniors Community Programs					
Number of unique individuals served in 2018	Individual is counted once in a calendar year regardless of the number of services one individual may be accessing. (Q2 2018 results: 1695)	1682	1698		
% satisfied with overall services	Average across all SCP programs. (2018 results 97%.)	97			
# of complex case consultations	Multi-agency collaboration is required to support the diverse needs of the individual in developing a community plan of support/care. (Q2 2018 results: 28)	10	23		

Subject: Mental Health and Addictions Collaborative Work – Niagara Region’s Involvement

Report to: Public Health & Social Services Committee

Report date: Tuesday, September 10, 2019

Recommendations

That Report PHD 17-2019, respecting Mental Health and Addictions Collaborative Work – Niagara Region’s Involvement, **BE RECEIVED** for information.

Key Facts

- This report provides information as requested by Public Health & Social Services Committee in April 2019 respecting collaborative work that NRPS, NEMS, Fire Departments, and Public Health are involved in around mental health and addictions.
- Niagara Region does not have jurisdiction over mental health and addictions in Niagara, and this report is not intending to portray Niagara Region as claiming credit for the hard work the community leads have done.
- This report describes collaborative initiatives only. It does not include the extensive programs, services, and initiatives these departments are involved in or delivering.
- All of these agencies have been involved either directly or indirectly on
 - the HNHB LHIN Niagara Sub Region Anchor Table and two Action Tables,
 - Integrated Care Lead training and Coordinated Care Planning,
 - Niagara Addiction and Mental Health Network (NAMHN),
 - Overdose Prevention and Education Network of Niagara (OPENN),
 - Niagara Suicide Prevention Coalition (NSPC), and
 - the Niagara Mental Health and Addictions Complex Care Resolution Table.These projects are all collaborative approaches to optimizing service and efficiency, and minimizing gaps.
- Some specific collaborative work across the named organizations are Mobile Crisis Rapid Response Team (MCRRT), Mental Health and Addictions Response Team (MHART), Consumption and Treatment Site, Naloxone distribution, Needle Exchange Program.

Financial Considerations

There are no financial considerations to this report’s recommendations.

Analysis

NRPS, NEMS, Niagara Region Mental Health program, and Public Health are pleased to be involved in a number of collaborations related to mental health and addictions in Niagara. We are part of a very large array of programs, services, and interventions across Niagara region. We do not desire to take credit for this collaborative work, which can include upwards of 20 or more partners for any given initiative. The LHIN is the main lead for much of this work, given their role as funder, planner and integrators for health care.

This report is not a list of all the programs, services, and initiatives of NRPS, NEMS, Public Health, and Fire Departments. Such a list would be very extensive and would include items like Road to Mental Readiness (R2MR) and other training of staff, individual and partnered service improvements to improve client response in some way, and partnerships, programs and referral sources utilized by each department.

It is useful to think of the collaborations described in this report as being either at the overarching, cross systems initiative level, or at the more localized level, with learnings from more localized initiatives being shared with the overarching systems tables.

Overarching Initiatives

These are some of the organized attempts in Niagara to improve services and efficiency around mental health and addictions. Those listed are the ones in which NRPS, NEMS, Public Health, and Fire are either directly or indirectly involved.

1. Niagara Anchor Table (evolving now to Ontario Health Team application table)

A group of senior leaders in health, community and social services, and education sectors. Sponsored by the LHIN (soon to be Ontario Health), this group met regularly to discuss opportunities and solutions based on priorities identified by the LHIN and the Ontario government. These priorities are mental health and addictions, and coordinated care planning for all types of health issues. As of the date of writing this report, this table has been “evolved” into the new Ontario Health Team application table.

2. Health Links Coordinated Care Planning

An approach to integrating care for patients living with complex conditions that optimizes sustainable and person-centered care, and serves as a model for sub-regions. The Niagara Region Mental Health program facilitates hundreds of referrals each year to and from other providers in Niagara.

3. Niagara Addiction and Mental Health Network (NAMHN)

A group of senior leaders from 16 organizations who provide LHIN-funded services. This group meets regularly to update and plan mental health and addiction services in Niagara. The LHIN has funded a review of the MHAA system in Niagara, and Niagara Region Public Health hosts the project manager for that review.

NAMHN Organizations:

- ARID Recovery Homes
- Bridges Community Health Centre
- Canadian Mental Health Association Niagara
- Centre de Santé Communautaire Hamilton/Niagara
- Community Addiction Services of Niagara
- Consumer Survivor Initiative
- Distress Centre/Niagara Mental Health and Addictions Access Line
- Gateway Residential and Support Services
- Niagara Falls Community Health Centre
- Niagara Health
- Niagara Region Mental Health
- Oak Centre
- Positive Living Niagara
- Quest Community Health Centre
- Wayside House
- West Niagara Mental Health

4. Overdose Prevention Education Network of Niagara (OPENN)

Public Health co-chairs the OPENN which has membership from agencies across prevention, harm reduction, treatment (including mental health treatment) and enforcement, in response to the opioid crisis. OPENN aims to provide a unified community response to substance issues, while sharing information and connecting services. OPENN is raising public awareness around the health impacts of substance use from a harm reduction viewpoint.

5. Niagara Mental Health and Addictions Complex Care Resolution Table

Strives to enhance the care of individual clients with complex mental health and addiction needs, to better understand Niagara's system of care, and to identify potential gaps and opportunities for further development. Most of the complex cases for review come from first response/emergency services.

6. Niagara Suicide Prevention Coalition

Public Health supports the Niagara Suicide Prevention Coalition, bringing a public health perspective and collaborating with members around specific community trainings. As part of a framework to prevent suicide in Niagara, Public Health staff are committed to training 1,000 community members in SafeTALK, and 250 community members in Applied Suicide Intervention Skills training over the course of 2020-2021. In addition, the Niagara Region Mental Health program is introducing a standardized suicide risk assessment for staff to utilize with their clients. Staff will be sharing learnings with other organizations who have the readiness to adopt the same assessment tool.

7. Needle Exchange Program

While funding is provided for infectious disease prevention via safe needle provision, there is no funding to deal with “discards”, that is, safe collection bins or pickup of discards from the ground. Currently, the municipalities are responsible for any litter cleanup. Streetworks, through Positive Living Niagara (PLN), administers the Needle Exchange Program, where over 1.6 million clean, safe needles help those in need to protect themselves and others from diseases such as Hepatitis C, and help reduce health care costs.

NRPH, PLN/Streetworks, and the municipalities work together to determine sites that may benefit from permanent needle boxes (sharps boxes). These boxes cost over \$2,000, and there are currently three in St. Catharines and one in Niagara Falls. The transient nature of discard locations makes box placement challenging. In addition, community partners including John Howard Society are working to assist with community/volunteer patrols to pick up discarded needles.

NRPH is working on reviewing data to see if it can help determine placement of boxes or help municipalities and partners with their pickup patrols

Related Learnings and Initiatives

These are the initiatives that have a more limited scope or geographic reach with regard to mental health and addictions activity. Each of these, however, is connected to the above named overarching initiatives through knowledge sharing.

1. Mobile Crisis Rapid Response Team (MCRRT)

This program is a collaboration between the NRPS and CMHA. It involves an NRPS officer and a CMHA worker being paired up. The NRPS officer will be in uniform and the CMHA worker in civilian clothing. The pair will be in a marked

NRPS vehicle working from noon to midnight seven days a week. They work in #1 District which covers St. Catharines and Thorold. The NRPS officer assigned to this pairing is considered authorized personnel strength (active duty) for the shift. The pair can respond to most calls for service that any other officer would, however their emphasis will be dealing with people having some form of mental health or addiction issue. The CMHA worker on occasion will, by phone, offer assistance to NRPS personnel from other districts in the region when required. This program has proven to be very effective in allowing the NRPS officer and the CMHA worker utilizing their respective areas of expertise in assisting persons with an emotional crisis.

2. Mental Health and Addictions Response Team (MHART)

Launched July 2018, the MHART responds in real time to low acuity 911 calls for mental health related complaints and addictions and is staffed by a Paramedic and a Mental Health nurse from 9 a.m. to 9 p.m., 7 days a week, 365 days a year. The nurses that staff this unit are donated from community partners: Niagara Health System, Welland McMaster Family Health Team, and Quest Community Health Center. When not responding to low acuity calls for mental health and addictions, MHART responds alongside ambulances to calls for opioid overdose to provide harm reduction which may include replacing naloxone kits, and referring patients or caregivers to existing community health and social supports. When not responding to active 911 calls, MHART provides proactive outreach to the community which may include distribution of naloxone kits, education or referrals to anyone asking for help and requiring connections to existing community supports, and following up on opioid overdose referrals from Paramedic crews and providing patient advocacy.

3. Consumption and Treatment Site (CTS)

As of December 2018, Paramedics working within the MHART team also staff the Consumption and Treatment Site to provide medical oversight to clients visiting that site. This work is in collaboration with staff working at Positive Living Niagara. Currently the site is open from 9 a.m. to 9 p.m. every day. This site utilizes partnerships with many care providers, including Niagara Health, Welland McMaster Family Health Team, and Quest Community Health Center, among others.

4. Crisis Outreach and Support Team (COAST)

This program is also a collaboration between the NRPS and the Canadian Mental Health Association (CMHA). The program offers assistance to people in

the Niagara region who are in crisis and have a mental health concern that is not an emergency. The NRPS has two officers dedicated to this program providing coverage 7 days a week. The officer's shifts are scheduled to commence at 10 a.m. and conclude at 10 p.m., except for Sundays where an officer will commence work at noon and conclude their shift at 8 p.m. The officer is usually not in uniform and the officer does not perform any front line duties that an MCRRT officer would, allowing the officer to solely commit to the COAST function. An officer in this program is specially trained in mental health and will work in partnership with a CMHA worker to develop a plan for the individual. Follow-ups are conducted by phone and in some cases with a personal visit to the person having a mental health concern. Generally speaking, COAST is not a rapid response service such as the MCRRT program, but more of a follow-up program.

5. Naloxone Distribution

In 2016, Naloxone was issued to NRPS units that could come into contact with opioids. Although risk to people is minimal from contact with (as opposed to consumption of) opioids, this measure was taken out of an abundance of precaution and ensuring safety. These kits were made available to members who would be handling prisoners, handling illicit drugs, and specialty units that could receive exposure to opioids during the course of their duties. In 2018, front line uniform officers who would likely encounter opioids in the course of their duties were issued personal carry Naloxone kits (each kit containing two doses). These kits were issued to NRPS members to help reverse opioid overdoses encountered as NRPS officers are frequently responding to and quite often being the initial first responder arriving on scene. They also provide a level of protection to the officers who may accidentally come into contact with an opioid in their duties. These kits have proven to be an effective tool in dealing with persons who have had some form of opioid ingestion. The Ministry of Health and Long-Term Care (MOHLTC) is funding and supplying the Naloxone kits to the NRPS through Niagara Region Public Health and Emergency Services, Clinical Services Division.

Fire Departments are aware of the opportunity to be trained to deliver and carry Naloxone for suspected opioid overdose, and thus far, St. Catharines fire is trained, while at least one more has begun the process.

Alternatives Reviewed

This report is sharing information on current initiatives.

Relationship to Council Strategic Priorities

This work helps support Council's plan through Council Strategic Priority Area 2 – Healthy and Vibrant Community.

Other Pertinent Reports

- PHD 08-2019 Increasing Capacity for Suicide Prevention Efforts in Niagara
- PHD 13-2019 Increasing Capacity for Mental Health Services Using External Funding

Prepared by:

Andrea Feller, MD MS FAAP FACPM
Associate Medical Officer of Health
Public Health & Emergency Services

Recommended by:

M. Mustafa Hirji, MD MPH FRCPC
Medical Officer of Health &
Commissioner (Acting)
Public Health & Emergency Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Angela Alfieri-Maiolo, Director Clinical Services (PH&ES); Renata Faber, Manager Chronic Disease & Injury Prevention (PH&ES); Karen Lutz, Commander/Manager Quality Management & Professional Standards (EMS); Bryan MacCulloch, Chief of Police (NRPS); Dave Masotti, Inspector (NRPS); Lisa Panetta, Manager Mental Health (PH&ES), Mike Cain, Regional Fire Coordinator and Fire Chief (Grimsby Fire Department); and Carolyn Dyer, Health Links Transformation Lead (Niagara Health)

Appendices

None

MEMORANDUM

PHD-C 05-2019

Subject: Staff Turnover in Mental Health Program

Date: August 6, 2019

To: Public Health & Social Services Committee

From: M. Mustafa Hirji, Medical Officer of Health & Commissioner (Acting)

At the June 11, 2019 meeting of Public Health & Social Services Committee, during the debate around the year-end financial audit of the Mental Health program, an information request was made regarding the annual rate of turnover of staff in Mental Health.

The term “staff turnover rate” refers to the percentage of employees who leave an organization during a set period of time. Typically, a turnover calculation includes voluntary resignations, involuntary dismissals, retirements, and other permanent departures from the organization. Staff turnover rates normally do not include staff movement within an organization, such as promotions, transfers, and maternity/parental leaves.

For this information request, we focused on permanent departures from the corporation, and looked at the number of employees who left the Mental Health Program between January 1, 2018 and December 31, 2018 and divided it by the average number of employees employed over the course of the year. Mental Health employs approximately 60 staff in total.

This calculation for the 2018 calendar year for the Mental Health Program indicates a 9.92% turnover rate. In comparison, the corporate turnover rate for the same time period was 8.5% and the Public Health turnover rate was 6.9%. These differences in turnover rate are equivalent to less than 1 Mental Health employee as compared to the corporation, and less than 2 Mental Health employees as compared to Public Health.

Staff turnover and/or staff movement within the organization often lead to budget surpluses when positions are temporarily vacant while time elapses to replace the staff. Additionally, if more tenured staff vacate their position, they are often replaced with less tenured staff at a reduced rate of pay which also lends to a budget surplus.

Respectfully submitted and signed by

M. Mustafa Hirji, MD MPH FRCPC
Medical Officer of Health & Commissioner (Acting)

Minute Item No. 5.1

CSD 55-2019

Municipal Law Enforcement Appointments

That Report CSD 55-2019, dated September 11, 2019, respecting Municipal Law Enforcement Appointments, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the following Regional staff **BE APPOINTED** as Municipal By-Law Enforcement Officers for the purpose of enforcing Regional Business Licensing By-laws and other designated legislation:
 - Angelo Apfelbaum, Badge #600
 - Gino Pasquariello, Badge #601
 - Justin Andersen, Badge #602
 - Michael Langelaan, Badge #603
 - Lyn Nottingham, Badge #604
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Minute Item No. 5.2

CSD 61-2019

Committee Delegation Additional Information - 1070 Vansickle Road North, St. Catharines

That Report CSD 61-2019, dated September 11, 2019, respecting Committee Delegation Additional Information - 1070 Vansickle Road North, St. Catharines, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the eligibility period for the Regional Development Charge Demolition credit for a destroyed building located at 1070 Vansickle Road N., St. Catharines **BE EXTENDED** to December 31, 2019.

Minute Item No. 5.3

CSD 62-2019

Airport Project Update - Terms of Transfer Negotiations

That Report CSD 62-2019, dated September 11, 2019, respecting Airport Project Update – Terms of Transfer Negotiations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** the transition to sole ownership of Niagara District Airport (NDA) based on the Terms of Transfer in Appendix 1 of Report CSD 62-2019, to be amended to include governance structure, master plans and a proposed transfer date of January 1, 2021 with consideration of Regional staff additions, and subject to 2021 budget approval;

2. That Regional Council **APPROVE** the transition to sole ownership of Niagara Central Dorothy Rungeling Airport (NCDRA) based on the Terms of Transfer in Appendix 1 of Report CSD 62-2019, to be amended to include governance structure, master plans and a proposed transfer date of January 1, 2021 with consideration of Regional staff additions, and subject to 2021 budget approval;
3. That Airport Operations **BE REFERRED** for consideration as part of the 2021 budget process; and
4. That, pending approval of recommendations 1 and 2, staff will conduct the necessary due diligence to inform a formal transfer of assets and the results will **BE REFERRED** to Council for information.

Minute Item No. 5.4

CSD 64-2019

Microsoft Software Enterprise Agreement

That Report CSD 64-2019, dated September 11, 2019, respecting Microsoft Software Enterprise Agreement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the renewal of the Microsoft Enterprise Agreement (EA) contract for software and support services **BE APPROVED** at an annual cost of \$1,024,869 (including 13% HST) for a period of 3 years; and
2. That the Regional Clerk and the Chair **BE AUTHORIZED** to execute the agreement with Microsoft to be prepared in a form satisfactory to the Director of Legal and Court Services.

Minute Item No. 5.5

CSD 66-2019

Development Charges Deferral - 7000 Oakwood Drive, Niagara Falls

That Report CSD 66-2019, dated September 11, 2019, respecting Development Charges Deferral - 7000 Oakwood Drive, Niagara Falls, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Commissioner, Corporate Services/Treasurer **BE AUTHORIZED** to execute a Regional Development Charge Deferral agreement with the owners of 7000 Oakwood Drive, Niagara Falls, in the amount of \$55,479.88, to December 1, 2022, in a form satisfactory to the Director, Legal & Court Services.

Minute Item No. 5.6

CLK 13-2019

2020 Legislative Schedule of Regular Meetings

That Report CLK 13-2019, dated September 11, 2019, respecting 2020 Legislative Schedule of Regular Meetings, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the 2020 Legislative Schedule of Regular Meetings, attached as Appendix 1 to Report CLK 13-2019, **BE ADOPTED**.

Minute Item No. 6.1

CSD 63-2019

Q2 2019 Financial Update

That Report CSD 63-2019, dated September 11, 2019, respecting Q2 2019 Financial Update, **BE RECEIVED** for information.

Minute Item No. 9.1

Confidential CSD 59-2019

A Matter of Advice that is Subject to Solicitor Client Privilege and Respecting Litigation – Summary of Civil Lawsuits Commenced Against The Regional Municipality of Niagara (Niagara Region), Niagara Regional Police Service (NRPS) and Niagara Regional Housing (NRH)

That Report CSD 59-2019, dated September 11, 2019, respecting A Matter of Advice that is Subject to Solicitor Client Privilege and Respecting Litigation – Summary of Civil Lawsuits Commenced Against The Regional Municipality of Niagara (Niagara Region), Niagara Regional Police Service (NRPS) and Niagara Regional Housing (NRH), **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**THE REGIONAL MUNICIPALITY OF NIAGARA
CORPORATE SERVICES COMMITTEE
OPEN SESSION**

**CSC 09-2019
Wednesday, September 11, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Campion, Diodati, Easton, Edgar, Fertich, Foster (Committee Chair), Heit, Ip, Redekop, Rigby, Whalen (Committee Vice-Chair)

Other Councillors: Greenwood, Sendzik, Zalepa

Absent/Regrets: Gale

Staff: A. Apfelbaum, Manager, Business Licensing, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, K. DeLong, Manager, Internal Control and Organizational Performance, R. Fleming, Senior Tax & Revenue Analyst, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, S. Hendrie, Chief Information Officer, A. Jugley, Commissioner, Community Services/ Acting Chief Administrative Officer, K. Lotimer, Legislative Coordinator, B. Menage, Director, Procurement & Strategic Acquisitions, A.-M. Norio, Regional Clerk, H. Talbot, Financial & Special Projects Consultant

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.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 CSD 55-2019

Municipal Law Enforcement Appointments

Moved by Councillor Heit

Seconded by Councillor Edgar

That Report CSD 55-2019, dated September 11, 2019, respecting Municipal Law Enforcement Appointments, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the following Regional staff **BE APPOINTED** as Municipal By-Law Enforcement Officers for the purpose of enforcing Regional Business Licensing By-laws and other designated legislation:

- Angelo Apfelbaum, Badge #600
- Gino Pasquariello, Badge #601
- Justin Andersen, Badge #602
- Michael Langelaan, Badge #603
- Lyn Nottingham, Badge #604

2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Carried

5.2 CSD 61-2019

Committee Delegation Additional Information - 1070 Vansickle Road North, St. Catharines

Moved by Councillor Ip

Seconded by Councillor Edgar

That Report CSD 61-2019, dated September 11, 2019, respecting Committee Delegation Additional Information - 1070 Vansickle Road North, St. Catharines, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the eligibility period for the Regional Development Charge Demolition credit for a destroyed building located at 1070 Vansickle Road N., St. Catharines **BE EXTENDED** to December 31, 2019.

Carried

5.3 CSD 62-2019

Airport Project Update - Terms of Transfer Negotiations

Moved by Councillor Rigby

Seconded by Councillor Whalen

That Report CSD 62-2019, dated September 11, 2019, respecting Airport Project Update - Terms of Transfer Negotiations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** adopting sole ownership of Niagara District Airport (NDA) based on the Terms of Transfer in Appendix 1 of Report CSD 62-2019, with consideration of Regional staff additions, and subject to 2020 budget approval;
2. That Regional Council **APPROVE** adopting sole ownership of Niagara Central Dorothy Rungeling Airport (NCDRA) based on the Terms of Transfer in Appendix 1 of Report CSD 62-2019, with consideration of Regional staff additions, and subject to 2020 budget approval;
3. That Airport Operations **BE REFERRED** for consideration as part of the 2020 budget process; and
4. That, pending approval of recommendations 1 and 2, staff will conduct the necessary due diligence to inform a formal transfer of assets and the results will **BE REFERRED** to Council for information.

Moved by Councillor Whalen

Seconded by Councillor Fertich

That Report CSD 62-2019, respecting Airport Project Update - Terms of Transfer Negotiations, **BE DEFERRED** to the Corporate Services Committee meeting being held on Wednesday, November 6, 2019.

Defeated

The meeting recessed at 10:40 a.m.

The meeting resumed at 10:52 a.m.

Moved by Councillor Rigby
Seconded by Councillor Whalen

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

1. That Regional Council **APPROVE** adopting *the transition to* sole ownership of Niagara District Airport (NDA) based on the Terms of Transfer in Appendix 1 of Report CSD 62-2019, ***to be amended to include governance structure, master plans and a proposed transfer date of January 1, 2021*** with consideration of Regional staff additions, and subject to ~~2020~~ **2021** budget approval;
2. That Regional Council **APPROVE** adopting *the transition to* sole ownership of Niagara Central Dorothy Rungeling Airport (NCDRA) based on the Terms of Transfer in Appendix 1 of Report CSD 62-2019, ***to be amended to include governance structure, master plans and a proposed transfer date of January 1, 2021*** with consideration of Regional staff additions, and subject to ~~2020~~ **2021** budget approval;
3. That Airport Operations **BE REFERRED** for consideration as part of the ~~2020~~ **2021** budget process.
4. That, pending approval of recommendations 1 and 2, staff will conduct the necessary due diligence to inform a formal transfer of assets and the results will **BE REFERRED** to Council for information.

Recorded Vote:

Yes (10): Butters, Diodati, Easton, Edgar, Fertich, Foster, Heit, Redekop, Rigby, Whalen.

No (2): Campion, Ip.

Carried

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

That Report CSD 62-2019, dated September 11, 2019, respecting Airport Project Update – Terms of Transfer Negotiations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** the transition to sole ownership of Niagara District Airport (NDA) based on the Terms of Transfer in Appendix 1 of Report CSD 62-2019, to be amended to include governance structure, master plans and a proposed transfer date of January 1, 2021 with consideration of Regional staff additions, and subject to 2021 budget approval;

2. That Regional Council **APPROVE** the transition to sole ownership of Niagara Central Dorothy Rungeling Airport (NCDRA) based on the Terms of Transfer in Appendix 1 of Report CSD 62-2019, to be amended to include governance structure, master plans and a proposed transfer date of January 1, 2021 with consideration of Regional staff additions, and subject to 2021 budget approval;
3. That Airport Operations **BE REFERRED** for consideration as part of the 2021 budget process; and
4. That, pending approval of recommendations 1 and 2, staff will conduct the necessary due diligence to inform a formal transfer of assets and the results will **BE REFERRED** to Council for information.

Recorded Vote:

Yes (7): Butters, Campion, Diodati, Easton, Edgar, Fertich, Rigby.

No (5): Foster, Heit, Ip, Redekop, Whalen.

Carried

Councillor Information Request(s):

Consider assigning a dedicated individual to oversee the Airport Project.
Councillor Easton.

5.4 CSD 64-2019

Microsoft Software Enterprise Agreement

Moved by Councillor Heit

Seconded by Councillor Ip

That Report CSD 64-2019, dated September 11, 2019, respecting Microsoft Software Enterprise Agreement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the renewal of the Microsoft Enterprise Agreement (EA) contract for software and support services **BE APPROVED** at an annual cost of \$1,024,869 (including 13% HST) for a period of 3 years; and
2. That the Regional Clerk and the Chair **BE AUTHORIZED** to execute the agreement with Microsoft to be prepared in a form satisfactory to the Director of Legal and Court Services.

Carried

5.5 CSD 66-2019

Development Charges Deferral - 7000 Oakwood Drive, Niagara Falls

Moved by Councillor Diodati

Seconded by Councillor Campion

That Report CSD 66-2019, dated September 11, 2019, respecting Development Charges Deferral - 7000 Oakwood Drive, Niagara Falls, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Commissioner, Corporate Services/Treasurer **BE AUTHORIZED** to execute a Regional Development Charge Deferral agreement with the owners of 7000 Oakwood Drive, Niagara Falls, in the amount of \$55,479.88, to December 1, 2022, in a form satisfactory to the Director, Legal & Court Services.

Carried

5.6 CLK 13-2019

2020 Legislative Schedule of Regular Meetings

Moved by Councillor Edgar

Seconded by Councillor Easton

That Report CLK 13-2019, dated September 11, 2019, respecting 2020 Legislative Schedule of Regular Meetings, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the 2020 Legislative Schedule of Regular Meetings, attached as Appendix 1 to Report CLK 13-2019, **BE ADOPTED**.

Carried

6. **CONSENT ITEMS FOR INFORMATION**

6.1 CSD 63-2019

Q2 2019 Financial Update

Beth Brens, Associate Director, Reporting & Analysis, provided information respecting Q2 2019 Financial Results. Topics of the presentation included:

- Deliverables
- Q2 Forecasts - Levy
- Q2 Forecasts - Rate
- Q2 Capital Results

Moved by Councillor Redekop
Seconded by Councillor Rigby

That Report CSD 63-2019, dated September 11, 2019, respecting Q2 2019 Financial Update, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

7.1 Human Resources People Strategy

Councillor Easton requested information respecting human resources performance indicators and the importance placed on the principles of "right, tight and bright", and any pertinent policies that could assist Council during the budget process. Todd Harrison, Commissioner, Corporate Services/Treasurer, advised that the sustainability review currently being conducted by KPMG includes metrics related to staffing efficiencies. He advised the next update for the sustainability review is expected to be in front of Council this fall. In addition, he indicated that he would investigate with the CAO on opportunities to report on the Niagara Region's people strategy.

8. CLOSED SESSION

Committee did not resolve into closed session.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

9.1 Confidential CSD 59-2019

A Matter of Advice that is Subject to Solicitor Client Privilege and Respecting Litigation – Summary of Civil Lawsuits Commenced Against The Regional Municipality of Niagara (Niagara Region), Niagara Regional Police Service (NRPS) and Niagara Regional Housing (NRH).

Moved by Councillor Ip
Seconded by Councillor Whalen

That Report CSD 59-2019, dated September 11, 2019, respecting A Matter of Advice that is Subject to Solicitor Client Privilege and Respecting Litigation – Summary of Civil Lawsuits Commenced Against The Regional Municipality of Niagara (Niagara Region), Niagara Regional Police Service (NRPS) and Niagara Regional Housing (NRH), **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

10. NEXT MEETING

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

11. ADJOURNMENT

There being no further business, the meeting adjourned at 11:26 a.m.

Councillor Foster
Committee Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Municipal By-Law Enforcement Officer Appointments

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2019

Recommendations

1. That the following Regional staff **BE APPOINTED** as Municipal By-Law Enforcement Officers for the purpose of enforcing Regional Business Licensing By-laws and other designated legislation:
 - Angelo Apfelbaum, Badge #600
 - Gino Pasquariello, Badge #601
 - Justin Andersen, Badge #602
 - Michael Langelaan, Badge #603
 - Lyn Nottingham, Badge #604
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Key Facts

- On June 1, 2019 the responsibility for business licensing was transferred from Niagara Regional Police back to Niagara Region.
- Niagara Region may appoint Municipal By-Law Enforcement Officers pursuant to the *Police Services Act, R.S.O. 1990, c. P.15, subsection 15(1)* and when appointed are deemed Peace Officers pursuant to subsection 15(2) of the same Act. Those appointees are further designated as Provincial Offences Officers under the *Provincial Offences Act, R.S.O. 1990, c. P.33, subsection 1(1)(d)*.
- The appointments allow staff to escalate enforcement options when deemed necessary.

Financial Considerations

The 2019 Operating Budget for the Business Licensing Division includes funds for staff wages and benefits and business operations. Revenue received from the issuance of business licences will offset the costs of the operation.

Analysis

The Region's Vehicle for Hire and Business Licensing By-law 2018-75 came into force and effect on June 01, 2019 and allows the Region to license, govern, inspect and provide enforcement for the vehicle for hire industries, second-hand industry, salvage and auto wrecking industries and tow truck industry throughout the Niagara Region.

The Region's Adult Entertainment By-law 2018-76 also came into force and effect on June 01, 2019 and allows the Region to license, govern, inspect and provide enforcement for the adult entertainment industry in Niagara-on-the-Lake, Fort Erie and Welland.

The Cities of St. Catharines and Niagara Falls gave delegated authority to the Region to administer and enforce their local by-laws pertaining to adult entertainment and body-rub industries.

The City of Thorold gave the Region delegated authority to administer and enforce the local adult entertainment by-laws.

The appointments allow Business Licensing and Enforcement staff to enforce Regional By-laws and designated local municipal by-laws and use enforcement provisions contained in the *Provincial Offences Act, R.S.O. 1990, c. P.33* and the *Municipal Act, 2001, S.O. 2001, c.25*.

Enforcement provisions shall only be used when all other methods of regulatory compliance have been exhausted.

The Region's Business Licensing Division is located at 5853 Peer Street, 2nd floor, Niagara Falls, and provides licensing services Monday to Friday and inspection and enforcement services 7 days a week.

Alternatives Reviewed

N/A

Relationship to Council Strategic Priorities

The Region's Business Licensing Division fosters innovation by doing business differently and advancing organizational excellence in public service.

Other Pertinent Reports

N/A

Prepared by:

Angelo Apfelbaum
Manager, Business Licensing
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Appendices

None

Subject: Development Charge Demolition Credit Extension – 1070 Vansickle Rd. N., St. Catharines

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2019

Recommendations

That the eligibility period for the Regional Development Charge Demolition credit for a destroyed building located at 1070 Vansickle Road N., St. Catharines **BE EXTENDED** to December 31, 2019.

Key Facts

- At the August 7, 2019 Corporate Services Committee meeting, Committee members received a delegation from the owner of 1070 Vansickle Road North, St. Catharines regarding Regional Development Charges (RDC) payable totaling \$33,682.
- The delegate requested an extension of the RDC demolition credit for the property which would reduce the RDC payable for the project to \$16,841.
- Upon receiving the delegation Committee members passed a motion requesting more information regarding the proposed development which is the subject of this report.

Financial Considerations

The proposed development to occur on site is a semi-detached structure (2 units) which would incur RDC payable of \$33,682 (January to August 31, 2019 rates). If the RDC demolition credit 5 year timeframe had not expired, the net RDC payable for the project would be \$16,841 after the demolition credit is applied.

Analysis

At the August 7, 2019 Corporate Services Committee meeting, Committee members received a delegation from the owner of 1070 Vansickle Road North, St. Catharines regarding Regional Development Charges (RDC) payable totaling \$33,682 for a proposed semi-detached residential development. Upon receiving the delegation Committee members passed the following motion:

*That the Development Charges exemption request for 1070 Vansickle Road North, St. Catharines, **BE REFERRED** to staff for additional information and a recommendation detailing a proposed process to rebate the development charges on the second unit of the development.*

In accordance with the above motion, staff compiled additional information regarding the property which has been presented below for Council's information and consideration:

- **May 4, 2013** – House razed by fire. On December 2, 2013, St. Catharines Council approved a 357 Tax Adjustment Application with an effective date of May 4, 2013 to reduce the property taxes payable for the property as a result of the previous structure being razed by fire.
- **December 5, 2016** – St. Catharines Council passes an interim control by-law (ICB) on all properties zoned low density residential which applied to most properties within the City's lower density neighbourhoods (including the 1070 Vansickle Rd. N. property). This ICB placed a moratorium on new vacant lot creations and multi-unit development.
- **June 12, 2017** – St. Catharines ICB and moratorium on new vacant lot creations and multi-unit development rescinded.
- **May 4, 2018** – RDC Demolition credit expired. The RDC bylaw specifies that, *"...if an application is made for a building permit in respect of a parcel of land upon which a premise existed within five years prior to the date of such application, but which premise has been demolished or destroyed before the date of such application, then the amount of development charges payable upon issuance of the said building permit shall be reduced by the current development charge rates that would be payable as development charges in respect of the demolished or destroyed premise..."*
- **November 20, 2018** – The owner submitted an application to St. Catharines Design Review Panel (DRP) for consideration of a proposed severance of 1070 Vansickle Rd. N. to create a two unit semi-detached dwelling structure. The DRP identified the need for a variance at this time and requested further changes to the proposed design to be consider at their December 18, 2018 meeting.
- **February 27, 2019** – St. Catharines Committee of Adjustment approved the proposed development of two semi-detached dwelling units. At this time, the Committee also reviewed two variance application for the proposed development (one for lot severance and the second for maximum lot coverage and minimum frontage/setbacks).
- **April 7, 2019** – The property owner contacted the Region via email regarding the lapsed RDC demolition credit for the property. At this time, the Region advised the owner of the 5 year timeframe for RDC demolition credits as per the Council approved RDC bylaw.
- **August 7, 2019** – Property owner made a delegation to Corporate Services Committee requesting an extension of the 5 year RDC demolition credit timeframe.
- **Current** – As of the date of writing this report, St. Catharines has advised that a building permit application has not been submitted for the proposed semi-detached development by the owner.

As discussed, the proposed development to occur on site is a semi-detached structure (2 units) which would incur RDC payable of \$33,682 (January to August 31, 2019 rates).

If the RDC demolition credit 5 year timeframe had not expired, the net RDC payable for the project would be \$16,841 after the demolition credit is applied.

Based on the above, staff would recommend that the credit be extended for a period ending December 31, 2019. This alternative would provide the property owner with net RDC payable for the proposed development of \$16,841 (gross RDC payable of 33,682 less RDC Demolition credit) as requested. The December 31, 2019 would also ensure that the development is completed in a timely manner (i.e., application for permit by end of year). The rationale for the extension of the RDC demolition credit would be: the former structure being razed by fire (and therefore there was no active plan for redevelopment of property at time of demolition) and the moratorium period from December 5, 2016 to June 12, 2017 which delayed the owner from proceeding with the re-development for a period of approximately 6 months.

Alternatives Reviewed

Council may elect to not provide the extension as recommended. If this alternative is selected, the full RDCs will remain payable by the property owner in the amount of \$33,682 (January 1 to August 31, 2019 rates).

Relationship to Council Strategic Priorities

Not Applicable.

Other Pertinent Reports

Not Applicable.

Prepared by:

Rob Fleming, MBA
Senior Tax & Revenue Analyst
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

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

This report was reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer.

Appendices

None.

Subject: Airport Project Update – Terms of Transfer Negotiations

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2019

Recommendations

1. That Regional Council **APPROVE** adopting sole ownership of Niagara District Airport (NDA) based on the Terms of Transfer in Appendix 1 with consideration of Regional staff additions, and subject to 2020 budget approval.
2. That Regional Council **APPROVE** adopting sole ownership of Niagara Central Dorothy Rungeling Airport (NCDRA) based on the Terms of Transfer in Appendix 1 with consideration of Regional staff additions, and subject to 2020 budget approval.
3. That Airport Operations **BE REFERRED** for consideration as part of the 2020 budget process.
4. That, pending approval of recommendations 1 and 2, staff will conduct the necessary due diligence to inform a formal transfer of assets and the results will **BE REFERRED** to Council for information.

Key Facts

- The purpose of this report is to seek Regional Council's resolution regarding the sole ownership of both the NDA and NCDRA airports by the Niagara Region, under the terms of transfer presented by the CAO taskforce, as directed through an approval in principal by Regional Council on September 22, 2016.
- The proposed terms of transfer outlined by the CAO taskforce include an immediate transfer date of January 1, 2020, at which time all assets and liabilities associated with each Airport would be assumed by the Niagara Region, excluding the airport lands owned by the Town of Niagara on the Lake. The Governance structure would be determined after all funding obligations are transferred. If Council approves moving forward with sole ownership of both airports, the appropriate legal transfer documents will be created based on the terms of transfer in this report.
- The total operating and capital funding requirements are outlined under the analysis section of this report and estimate the total general levy impact under sole Regional ownership at 0.8% with a minimum 2020 budget consideration of 0.15% to fund baseline operations only as the local area municipalities have requested immediate upload and elimination of their funding contributions. A multi-year funding strategy to phase in the 0.8% increase for the Airport's existing capital backlog plus the 10 year capital requirements is being proposed. The capital backlog and 10 Year capital

forecast for both Airports is estimated at \$25 million and would increase the Region's 2019 capital funding gap of \$480 million by 5%.

- Should Council accept these terms of transfer, or approve a modified version of the terms, these approved terms of transfer will need be brought forward to each current owner municipal Council for approval before a formal transfer could occur.
- This transfer of ownership refers to a transfer of assets and the ongoing future operations of those assets, it is not a purchase. All financial costs outlined in this document entail future capital and operational funding requirements plus previously incurred debt at NCDRA, there are no costs for the actual transfer of assets. All owner municipalities have agreed to this, exclusive of the airport lands owned by the Town of Niagara on the Lake (NOTL). It is the understanding of staff that NOTL may wish to retain ownership of the lands, and the Region would pursue a long term lease agreement with the Town of NOTL for a nominal fee to utilize the lands, unfettered, for airport purposes. Should the Region wish to obtain ownership of those lands, the Region would have to negotiate separately the lands, likely as a purchase.

Financial Considerations

The Region's approved budget does not currently incorporate funding related to the governance or operations of an airport. Should the Region assume such a role, there will be a direct financial impact to annual operating and capital funding commitments, as well as the associated risks.

Airports rely on ongoing investment to meet compliance requirements, as such, the existing needs of the airports will result in a 5% increase to the Region's 10 Year capital funding gap of \$480 million (as reported in the 2019 Budget process). The additional investments which would be necessary to leverage future development opportunities would result in incremental pressures on the existing capital funding gap beyond the initial 5%.

Graph 1: Incremental Airport Impact to Existing 10 Year Capital Funding Gap

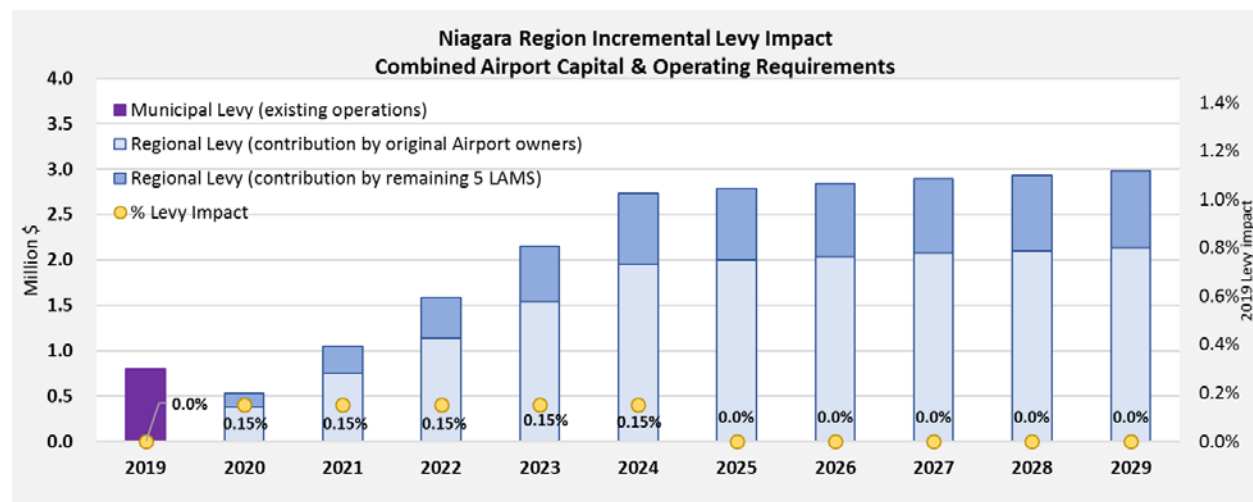


The cost of operations for the airports was identified through report CAO 04-2019 which estimated a required 2020 levy impact of 0.6% in order to achieve optimal operating and capital financing levels. However, this estimate was based on existing owners contributing to both operating and capital during the transition year of 2020. The new terms of transfer do not contain this assumption and therefore the total general levy impact from the upload of both airports has been revised upwards to 0.8%.

The existing capital backlog for both airports is estimated at \$10 Million and consists of \$3.0 Million at NDA and \$7.0 Million at NCDRA. Under the presented terms of transfer, all existing capital backlog would be uploaded to the Region as of January 1, 2020 and as such should be referred for future budget consideration as part of all other Capital needs.

The revised funding strategy under the presented terms of transfer for sole ownership of both Airports recommends a 0.15% general tax levy increase each year over a 5-years. In year 1, 2020, the \$0.53 Million in operating costs are uploaded to the Region, years 2-5 incrementally fund the existing and future capital requirements.

Graph 2: Incremental Levy Impact associated with Niagara Region Airport Operations



In order to realize future opportunities for growth beyond the existing airport operations, capital investments beyond the expenditures considered within this report would need to be evaluated against the potential economic impact and revenue generation. Revenue generated through fuel sales or new hangar leases may help offset required capital investments and would further increase the tax assessment benefiting the Region, the Town of Niagara-on-the-Lake (NOTL) and the Town of Pelham.

A 10-year review of the operating and capital funding requirements identified for the airports is outlined within the Analysis section of this report and in Appendix 2. The analysis is based on existing operations and does not assume any additional

expenditures or revenues associated with growth or expansion. Any additional investments necessary to leverage future development opportunities would be accompanied by detailed business cases and be referred for future budget consideration as part of all other Capital needs.

The financial implications of this report should be considered along with the following budget items. Budget pressures have been outlined by staff in the following table to illustrate the levy increase impact expected for the 2020 budget. These increases are being referred for consideration as part of the 2020 budget process.

Table 1: Previously Identified 2020 Budget Considerations

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
Niagara Airports	CSD 62-2019	0.530	0.15%
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 Project - Station Operations	CSD 17-2019	1.410	0.39%
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Total of previously identified reports		18.448	5.05%

Analysis

Project Overview

In 2016, Niagara Regional Council approved in principle to adopt sole responsibility of both the Niagara District Airport (NDA) and the Niagara Central Dorothy Rungeling Airport (NCDRA) subject to the completion of a Phase 2 Environmental Assessment (EA) on each airport. In 2018 the results of the Phase 2 EA indicated that there were no soil or groundwater impacts identified requiring further action or remediation. In May 2019, current Regional Council was given an update on the project, and made a motion to move forward with a terms of a transfer of ownership to the Region and a full cost assessment that could be considered by Council. These terms were identified by a representation of CAOs from current owner and non-owner municipalities and were provided to Regional staff to present to Council. Appendix 1 of this report provides the

terms of transfer as a unified position of the CAO Taskforce. Regional staff have made minor additions to clarify and further inform Council in Appendix 1 of this report. It is anticipated that Council will review the Terms in Appendix 1, as well as staff's additions. Should the Region approve adopting sole ownership of the airports, the formal transfer documents would be based on these outlined terms and the additions / clarifications of staff.

It is anticipated that through this report, Council will review the terms of transfer, as well as the financial implications to inform a decision regarding whether Regional Council would like to move forward under the proposed terms and refer for consideration as part of the 2020 budget process.

The Economic Development division has retained a consultant to conduct a review of the potential and future opportunities for both airports. The final impacts contained in this report are the minimum requirements to ensure optimal funding for existing Airport operations. The results of the consultant report, anticipated in November, will speak to incremental items including infrastructure assessments, an economic profile as it relates to development concepts to bring the airports to their potential, and possible revenue generation opportunities, among others. The consultants have had conversations with business leaders in Niagara, such as in the tourism and hospitality sector, to identify opportunities for future connections, the results of which will be shared by the consultants in their report back to Council.

Terms of Transfer

A CAO Taskforce was made up of equal representation from airport owners and non-airport owners, along with the Region's acting CAO to outline the terms of negotiation that have been presented in Appendix 1, for Council's consideration. These terms capture the transfer of operations, airport assets and liabilities, current or future, associated with the airports.

This transfer of ownership refers to a transfer of assets and the ongoing future operations of those assets, it is not a purchase. All financial costs outlined in this document entail future capital and operational funding requirements plus previously incurred debt at NCDRA, there are no costs for the actual transfer of assets. All owner municipalities have agreed to this, exclusive of the airport lands owned by the Town of Niagara on the Lake (NOTL).

It is the understanding of staff that NOTL wishes to retain ownership of the lands, and the Region would pursue a long term lease agreement with the Town of NOTL for a nominal fee to utilize the lands, unfettered, for airport purposes. Should the Region wish to obtain ownership of those lands, the Region would have to negotiate separately the lands, likely as a purchase. It is important to note that NOTL purchased the lands for \$1 from the federal government, and are restricted in use to airport operations.

Should the terms of transfer as outlined in Appendix 1 be accepted as-is, or with the recommended additions by staff, they would not be binding, but would inform the development of the proper legal transfer of ownership documents and would be subject to final 2020 budget approval. A formal transfer of assets would be conditional upon a full review of any documentation that has not yet been provided to the Region for review, and time would be required for this due diligence. Meeting the suggested January 1, 2020 transfer date proposed by the local area CAOs would be contingent on receiving budget approval and all requested legal and financial documentation in a timely manner.

Operating and Capital Costs

Costs associated with operations of the airport are outlined below, for the Region-only ownership model, at the transition date suggested by the existing local area municipal owners of January 1, 2020. The airports operate at a net loss, requiring contributions by the local municipal owners.

Regional staff have prepared a 5-year capital funding transition to increase the current funding levels to support the airports' current capital needs. The total levy impact of this model is 0.8%. At the current state, existing municipal owners contribute \$0.88M annually, which creates a funding gap of \$1.65M and in accumulation, has created a backlog of capital projects at both airports. The true annual funding required to bring the airports up to full operations, exclusive of growth, is estimated at \$2.53M.

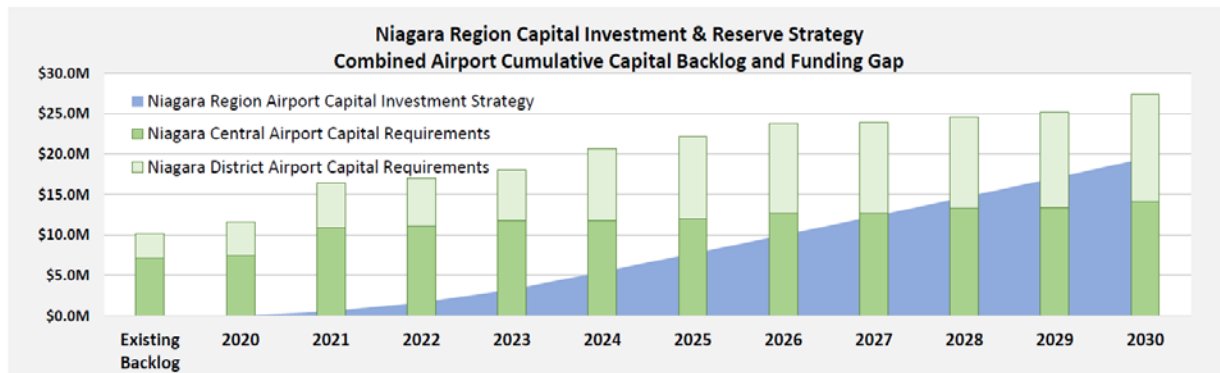
Regional staff has created a 5-year transition with the first year funding existing operations and capital financing requirements evenly distributed across the remaining 4 years. The financial strategy is outlined in Table 2 and depicted in Graph 3 below.

Table 3: 10 Year Capital and Operating Forecast: Baseline Operations

Airport Commission (combined airports)		5-year capital phase-in									
Required Level of Funding		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
million \$	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Net Operating Cost	\$0.46	\$0.50	\$0.51	\$0.52	\$0.53	\$0.54	\$0.55	\$0.56	\$0.57	\$0.58	\$0.59
Municipal debt financing	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.00	\$0.00
Capital Financing Cost	\$0.36	\$0.00	\$0.51	\$1.04	\$1.59	\$2.16	\$2.21	\$2.25	\$2.30	\$2.34	\$2.39
Total Operating and Capital Investment	\$0.84	\$0.53	\$1.05	\$1.59	\$2.15	\$2.73	\$2.79	\$2.84	\$2.90	\$2.93	\$2.98

Assumption: backlog of \$10.4M; and a 3-year capital reserve target strategy

Graph 3: 10 Year Capital Investment Strategy



**A more fulsome overview of this financial model is included in Appendix 2 of this report.*

Currently, Regional staff are utilizing consultant reports prepared in 2016 to identify the financial estimates for the capital backlog at each airport. From the 2016 consultant reports, NCDRA's capital forecast identifies \$10.0M in capital required by 2022 (including backlog), while NDA's capital forecast identifies \$3.4M to-date in capital backlog. The total 10 year capital forecast, including the existing capital backlog is estimated at \$25 million and would increase the existing 2019 10 year capital funding gap of \$480 million by 5% (see appendix 2 for full financial analysis).

Revenues

The current financial analysis assumes current baseline operations and revenue, any opportunities to increase revenue in relation to incremental capital investments would be assessed through detailed business cases. Should the Region take ownership, an airport master plan would be developed to inform economic opportunities and would be considered as part of future capital budget approvals. With increased investments in capital assets, it would stand to assume that there would be increases in tax revenues for both the Region and the Town of NOTL.

An example of this type of revenue for NDA is based on 190,000 square feet x \$100 = \$19.0 million in construction costs. With typically 75-80% assessable the Region would see CVA of \$15.2 million and commercial taxes for Region at .0098 = \$149,327 per year for Region. As NOTL owns the land at NDA, their portion would include commercial at .00369 and Storm Water at .00019 = \$58,998 per year.

In addition to increased tax assessment revenue, there also exists the potential opportunities for hangar lease revenue and fuel sales, which may help mitigate existing or incremental capital and operational funding requirements of the airports.

At this time, in the absence of sufficient information, staff are not able to quantify expected revenues or increased offsets to costs, including any difference in revenue potential between each NDA and NCDRA, which is expected. These would be assessed

as part of a long range airport plan should the Region take ownership of the airports. This would include a review and of investments compared to the benefits of the airports on an individual basis. The consultant report that the Economic Development division has commissioned will help to answer some of these questions.

Next Steps

Should Council approve adopting sole ownership of one or both airports, staff will proceed with the following items:

A formal transfer agreement with legal considerations will be made. Staff will follow parameters for evaluating all necessary documentation and information to be received by the airports, to inform this formal transfer, and will conduct a full review. Once all required legal or other documentation is received from the airports, and reviewed by staff, staff will proceed with creating the formal transfer agreement which will be brought back to Council.

Staff will also work to determine the appropriate governance model and administrative model to operate the airport(s) that would best suit the needs of Niagara and the Region as the new owner / operator.

Alternatives Reviewed

Should Regional Council decide not to move forward with a transfer of ownership from the existing municipal owners of one or both the NDA and the NDCRA to the Niagara Region, ownership would remain with the current owner / operator.

Relationship to Council Strategic Priorities

This report aligns with Council's 2019-2022 Strategic Priority 1: Supporting Businesses and Economic Growth, and Priority 3: Responsible Growth and Infrastructure Planning.

Other Pertinent Reports

- CAO 04-2019
- TSC-C 12-2016
- TSC-C 13-2016
- PWC-C 22-2016
- PWC-C 23-2016

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This report was prepared with financial input from Heather Talbot, Financial and Special Projects Consultant, and reviewed by Helen Chamberlain, Director of Financial Management, and Sterling Wood, Legal Counsel.

Appendices

Appendix 1	CAO Taskforce - Terms of Transfer	10
Appendix 2	Full Financial Analysis	12

Appendix 1: CAO Taskforce - Terms of Transfer

Item	Unified Position of CAO Taskforce: Itemized Terms of Transfer	Regional Staff Commentary	Additional Considerations for Council (prepared by Regional Staff)
1 Transfer Date	<p>The transfer of operations of the NDA and the NCDRA from existing municipal ownership to the Niagara Region will occur immediately on January 1, 2020 (the specific date of transfer is referred to as the "transfer date").</p> <p>a) On the transfer date, and thereafter, the Niagara Region will assume all capital expenses</p> <p>b) On the transfer date, and thereafter, the Niagara Region will assume all operating expenses</p>	<ul style="list-style-type: none"> An immediate transfer date of January 1, 2020 would be dependent on access to the necessary legal documents and agreements such as tenant leases, financial asset documentation, and other information required to assess the current state of each airport. The Region is currently awaiting access to these documents. 	N/A
2 Airport Assets	<p>The following assets associated with the NDA and NCDRA will be transferred from the existing municipal ownership to the Niagara Region on the transfer date:</p> <p>a) All existing capital assets, exclusive of land of the NDA</p> <p>b) All existing tenant leases</p> <p>c) All existing reserves</p> <p>d) All other financial assets</p>	<ul style="list-style-type: none"> In order for the Region to bring the NDA to its economic potential, the Niagara Region would need control over the use of the land. If a transfer of ownership from the Town of Niagara-on-the-Lake is not agreeable, a long-term lease agreement which allows control over the use of the land would be required A long term lease would be required that allows the Region unfettered access to the land, and ensures the Town will not withhold permits, etc. 	<p><i>Minimum Requirement:</i></p> <p>e) The Town of NOTL will engage in a minimum requirement of a long term lease (of minimal value) which allows the Region unfettered access to the airport land</p>

3 Airport Liabilities	Any liabilities with the NDA and NCDRA (including but not limited to any debt issued previous to the transfer date to cover the funding requirements of the NDA and NCDRA) will be assumed by the Niagara Region on the transfer date	<ul style="list-style-type: none"> • The Niagara Region will assume upload of the airports as-disclosed, including financial liabilities and financial assets. • Both NDA and NCDRA incurred debt over the last 3 years; only the debt of NCDRA is being requested to transfer with the airport operations 	N/A
4 Sale	<p>The sale of any major assets belonging to the NDA or the NCDRA by the Niagara Region to a party other than municipal ownership will result in the Niagara Region distributing a portion of the sale price (<i>to be determined</i>) to municipal ownership.</p> <p>a) The distribution of the sale price must take place within 6 months of the sale date.</p> <p>b) The enforcement of this clause is limited to the 10 years immediately following the transfer date.</p>	<ul style="list-style-type: none"> • Any sale of an asset would be utilized to support further investment into the airports, and in that case, there would be no distribution of sale price. • The current owner municipalities would have first right of refusal on any major assets belonging to the NDA or the NCDRA 	<p><i>Modification:</i></p> <p>In the event of a sale of any major assets (assets preceding transfer of ownership) belonging to the NDA or the NCDRA by the Niagara Region to a party other than municipal ownership, the proceeds of the sale that are in excess of the Region's capital and operating investment and not re-invested into the airports will distributed (<i>to be determined</i>) to the original municipal owners.</p> <p>a) The distribution of sale revenue not re-invested must take place within 6 months of the sale date.</p> <p>b) The enforcement of this clause is limited to the 10 years immediately following the transfer date.</p>

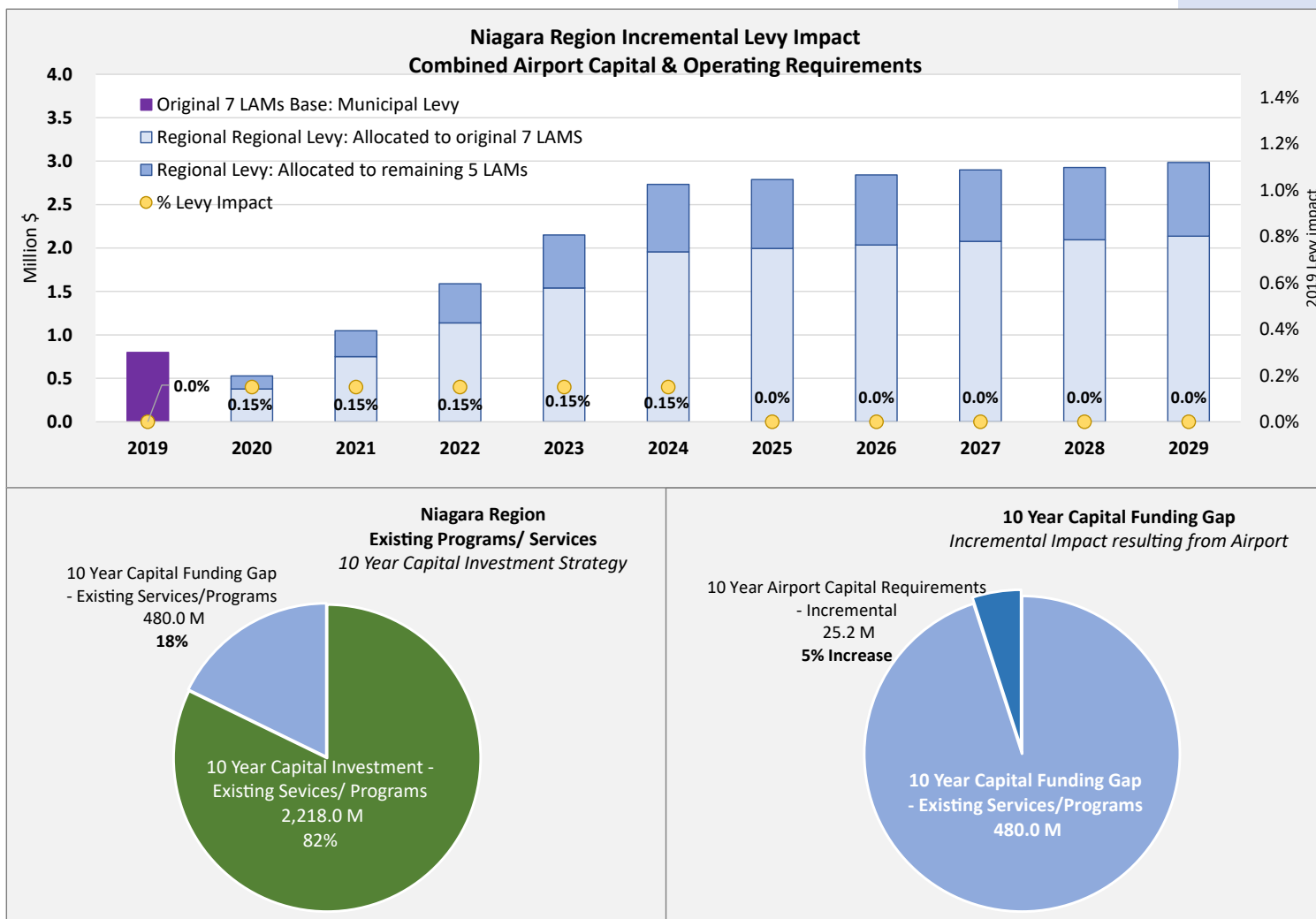
Assumptions

1. 5-Year capital funding transition @ an even inclining rates for Niagara Region over remaining council term; 2020 full upload of Airport operating costs; Total Levy Impact is 0.8%
2. Existing capital backlog for both Airports will be uploaded to the Region for future budget consideration as part of all other Capital needs
3. Total Capital Backlog plus 10 year capital forecast is \$25M; Niagara Central capital forecast recommends \$10.0M in capital by 2022 including backlog
4. Current analysis does not address NOTL "PIL"; Dan investigating decision regarding continuation by Commission but won't impact operating analysis
5. Additional land purchases from Seaway/Transport Canada to be completed in conjunction with the formation of Commission; deadline March 2020
6. Commission costs have included previous debt servicing, that was issued for NCA in 2017
7. Airport Opportunites which result in increased tax revenue were based on 190,000 square feet x \$100 = \$19.0 million in construction costs. With typically 75-80% assessable we get CVA of \$15.2 million and commercial taxes for Region at .0098 = \$149,327 per year for Region and NOTL commercial of .00369 and Storm Water of .00019 = \$58,998 per year for NOTL
8. Existing owner Municipalities refers to taxpayer inclusive of Regional and Local tax levy

Key Results

1. LAMS existing contribution is \$0.88M but should be \$2.53M therefore an annual funding gap of \$1.65M
2. The 3-year average annual capital expenditure at NDA was \$0.29M and at NCA \$0.25M was invested in 2017 through a 10 year debenture; Existing capital backlog assumed by Niagara Region is \$3.03 at NDA and \$7.4 at NCA for a total of \$10.42M
3. Tax payers in existing owner Municipalities except for NOTL will pay more than today but less than if they funded their Airport on their own

[NDAC 2019 Budget Presentation](#)



**Niagara District Airport
Required Level of Funding**

		5-year capital phase-in									
million \$	2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Year 6 2025	Year 7 2026	Year 8 2027	Year 9 2028	Year 10 2029
Net Operating Cost	\$0.40	\$0.41	\$0.42	\$0.43	\$0.43	\$0.44	\$0.45	\$0.46	\$0.47	\$0.48	\$0.49
Capital Financing Cost	\$0.33	\$0.00	\$0.31	\$0.62	\$0.96	\$1.30	\$1.32	\$1.35	\$1.38	\$1.41	\$1.43
Total Operating and Capital Investment	\$0.73	\$0.41	\$0.72	\$1.05	\$1.39	\$1.74	\$1.78	\$1.81	\$1.85	\$1.89	\$1.92

Assumption: capital backlog of \$3.03M assumed by the Region; Airport reserve strategy to defer backlog until sufficient capital reserves accumulation for re-investment

**Niagara Central Airport
Required Level of Funding**

		5-year capital phase-in									
million \$	2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Year 6 2025	Year 7 2026	Year 8 2027	Year 9 2028	Year 10 2029
Net Operating Cost	\$0.09	\$0.09	\$0.09	\$0.09	\$0.09	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.11
Municipal debt financing	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.00	\$0.00
Capital Financing Cost	\$0.03	\$0.00	\$0.20	\$0.42	\$0.64	\$0.87	\$0.88	\$0.90	\$0.92	\$0.94	\$0.96
Total Operating and Capital Investment	\$0.15	\$0.12	\$0.32	\$0.54	\$0.76	\$0.99	\$1.01	\$1.03	\$1.05	\$1.04	\$1.06

Assumption: backlog of \$7.4M to be assumed by the Region, Airport reserve strategy to defer backlog until sufficient capital reserves accumulation for re-investment

**Airport Commission (combined airports)
Required Level of Funding**

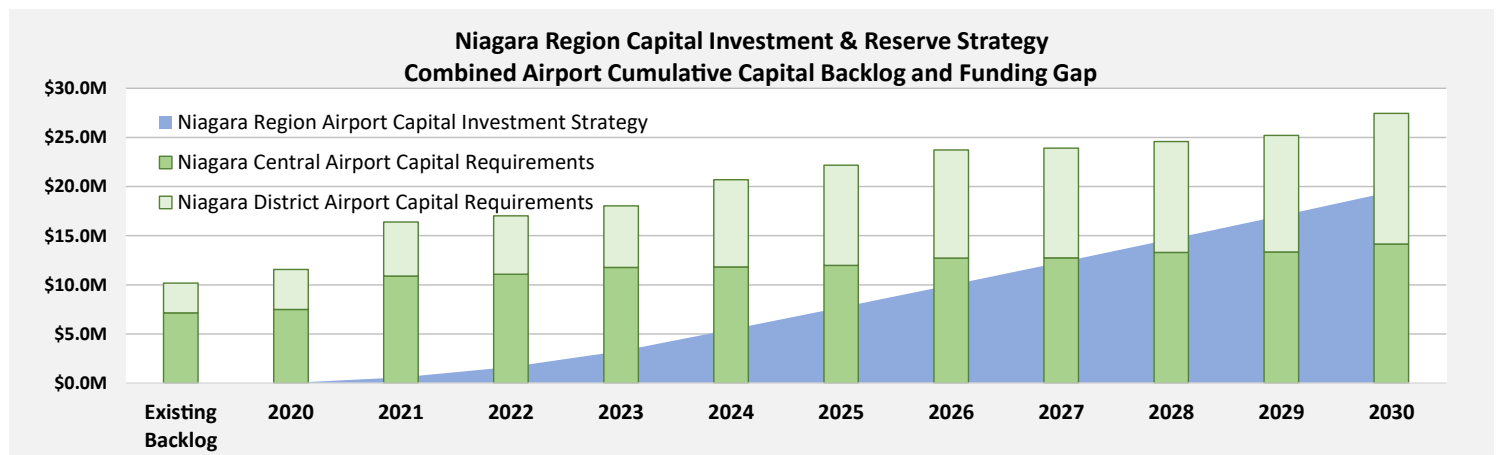
		5-year capital phase-in									
million \$	2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Year 6 2025	Year 7 2026	Year 8 2027	Year 9 2028	Year 10 2029
Net Operating Cost	\$0.46	\$0.50	\$0.51	\$0.52	\$0.53	\$0.54	\$0.55	\$0.56	\$0.57	\$0.58	\$0.59
Municipal debt financing	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.00	\$0.00
Capital Financing Cost	\$0.36	\$0.00	\$0.51	\$1.04	\$1.59	\$2.16	\$2.21	\$2.25	\$2.30	\$2.34	\$2.39
Total Operating and Capital Investment	\$0.84	\$0.53	\$1.05	\$1.59	\$2.15	\$2.73	\$2.79	\$2.84	\$2.90	\$2.93	\$2.98

Assumption: backlog of \$10.4M; and a 3-year capital reserve target strategy

Airport Commission Regional Levy Outlook: 4 year capital reserve target strategy

Airport Commission Regional Levy		5-year capital phase-in									
million \$	2019	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Year 6 2025	Year 7 2026	Year 8 2027	Year 9 2028	Year 10 2029
St. Catharines	\$0.00	\$0.13	\$0.27	\$0.40	\$0.55	\$0.69	\$0.71	\$0.72	\$0.74	\$0.74	\$0.76
Niagara Falls	\$0.00	\$0.10	\$0.20	\$0.31	\$0.42	\$0.53	\$0.54	\$0.55	\$0.57	\$0.57	\$0.58
NOTL	\$0.00	\$0.05	\$0.09	\$0.14	\$0.19	\$0.25	\$0.25	\$0.26	\$0.26	\$0.26	\$0.27
Welland	\$0.00	\$0.04	\$0.08	\$0.13	\$0.17	\$0.22	\$0.22	\$0.23	\$0.23	\$0.24	\$0.24
Port Colborne	\$0.00	\$0.02	\$0.03	\$0.05	\$0.07	\$0.09	\$0.09	\$0.09	\$0.09	\$0.09	\$0.10
Pelham	\$0.00	\$0.02	\$0.05	\$0.07	\$0.10	\$0.13	\$0.13	\$0.13	\$0.13	\$0.13	\$0.14
Wainfleet	\$0.00	\$0.01	\$0.02	\$0.03	\$0.04	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05	\$0.06
Thorold	\$0.00	\$0.02	\$0.04	\$0.06	\$0.09	\$0.11	\$0.11	\$0.11	\$0.12	\$0.12	\$0.12
Fort Erie	\$0.00	\$0.03	\$0.07	\$0.10	\$0.14	\$0.18	\$0.18	\$0.18	\$0.19	\$0.19	\$0.19
Grimsby	\$0.00	\$0.04	\$0.08	\$0.12	\$0.17	\$0.21	\$0.22	\$0.22	\$0.23	\$0.23	\$0.23
Lincoln	\$0.00	\$0.03	\$0.07	\$0.10	\$0.14	\$0.18	\$0.18	\$0.18	\$0.19	\$0.19	\$0.19
West Lincoln	\$0.00	\$0.02	\$0.04	\$0.06	\$0.08	\$0.10	\$0.10	\$0.11	\$0.11	\$0.11	\$0.11
Total Annual Levy	\$0.00	\$0.53	\$1.05	\$1.59	\$2.15	\$2.73	\$2.79	\$2.84	\$2.90	\$2.93	\$2.98

Assumes a 5 year capital financing phase in period



Subject: Microsoft Enterprise Agreement Contract Renewal

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2019

Recommendations

1. That the renewal of the Microsoft Enterprise Agreement (EA) contract for software and support services **BE APPROVED** at an annual cost of \$1,024,869 (including 13% HST) for a period of 3 years; and
2. That the Regional Clerk and the Chair **BE AUTHORIZED** to execute the agreement with Microsoft to be prepared in a form satisfactory to the Director of Legal and Court Services.

Key Facts

- The purpose of this report is to provide information on the Microsoft Enterprise Agreement contract and to obtain Council approval to proceed with a single source contract directly with Microsoft in accordance with Section 18 (a) (i) of Procurement By-law 02-2016 as amended on February 28, 2019.
- Niagara Region utilizes a significant amount of Microsoft software and services to support the Region's services. Products include Microsoft Office, MS Project (PM Software), MS Visio (process mapping), Exchange (email), SharePoint (document management and collaboration), SQL Server (databases), SSRS and PowerBI (reporting and analytics), Visual Studio (application development), Files Server (file storage), remote access and security products.
- Microsoft Office was removed from the previous EA renewal in 2016 to help reduce overall support costs. The Region was able to run already existing software and still remain compliant but would no longer have access to new releases through the EA.
- Any software that is part of the Microsoft EA can be upgraded at anytime to the latest versions ensuring we always have access to the most stable and secure versions of the software.
- Should there be a change in reporting structure related to Public Health and EMS the 2019 EA renewal has a special clause inserted that will allow a onetime reduction in the number of licences during the life of the contract.

- Procurement By-law 02-2016 as amended on February 28, 2019, specifically Section 18(a)(i) permits single source purchases where “the compatibility of a purchase with existing equipment, product standards, facilities or service is a paramount consideration”.
- Procurement By-law requires Council approval for single source contract awards in excess of \$1M.
- In addition to receiving the discounted government pricing averaging 12%, Niagara Region would also receive an additional average 4% discount by entering into a direct agreement with Microsoft as opposed to procuring through a reseller. This direct B2B purchasing option with Microsoft is a unique first time offer that was not available in previous renewals.

Financial Considerations

The annual cost of the proposed 3 year Microsoft EA is \$906,964 with a total 3 year cost of \$2,720,892 (excluding taxes). Products and services list can be found in Appendix 1.

Various cost scenarios with Microsoft Office included and not included:

	3YR Cost
2016 Contract (expires September 30, 2019)	\$1,626,422
Quote to renew “as is” (does not include MS Office or Cloud Apps)	\$2,099,520
Quote to renew “as is” and purchase MS Office during 3yr contract	\$3,465,120
Recommended EA that includes Office365 and Cloud Services	\$2,720,892

The annual cost of \$922,929 for the recommended MS Enterprise Agreement including 1.76% non-refundable HST represents a budget pressure of \$371,247 over the expiring contract annual cost of \$551,682. This pressure was identified in the multi-year budget forecast for 2020 provided during 2019 budget deliberations and is included in the proposed 2020 IT Solutions operating budget.

In addition to receiving the discounted government pricing averaging 12%, Niagara Region would also receive an additional average 4% discount by entering into a direct agreement with Microsoft as opposed to procuring through a reseller. This direct B2B purchasing option with Microsoft is a unique first time offer that was not available in previous renewals.

Analysis

Niagara Region utilizes a significant amount of Microsoft software and services to support the Region's services. Products include Microsoft Office, MS Project (PM Software), MS Visio (process mapping), Exchange (email), SharePoint (document management and collaboration), SQL Server (databases/ERP), SSRS and PowerBI (reporting and analytics), Visual Studio (application development), Files Server (file storage and backup), remote access software, security products and network access licences.

Microsoft, like many software providers, are significantly changing their licencing models to better align with their cloud offerings. As a result, true "like for like" comparisons become more complicated with perpetual licences being replaced with ongoing subscription based models. Taking one product as an example, a perpetual MS Office Professional 2019 licence has a list cost of \$569, can only be installed on one machine and does not include upgrades to future versions. A MS Office365 E3 licence has a monthly subscription cost of approximately \$22 (\$264/year) but allows the product to be installed on up to 5 computers, 5 tablets and 5 smart phones for a single user and also provides access to web versions of the applications. The subscription also includes Cloud versions of Exchange (email), SharePoint (collaboration, document storage), OneDrive (file server), Teams (enhanced collaboration and conferencing) plus additional productivity tools. Additionally, the subscription model provides us the option to tier the level of service we subscribe to based on user needs. An MS Office365 E3 licence includes the items noted above however there is also the option to procure an E1 licence that has less features at a lower cost. This flexibility allows us to procure a combination of licences that balances cost, staff needs and security (the distribution of licences can be found in Appendix 1).

The Region is heavily reliant on a large portfolio of Microsoft products and services and having ongoing access to current software via the EA ensures that the Region is able to run the most stable and secure versions of the software. The Office365 option also allows for the migration of key applications such as Microsoft Exchange and SharePoint to the cloud and ultimately reduce future capital expenditures related to hardware and software acquisitions.

Given the uncertainty of our organizational structure related to Public Health and EMS, the proposed 2019 EA renewal has a special clause inserted that will allow a onetime reduction in the number of licences during the life of the contract. If we were to buy perpetual licences this option would not be available to us.

A Microsoft EA agreement offers the best value and flexibility to allow Niagara Region to move forward with cloud services and/or on-premises software while managing licenses under one agreement.

Committing to a three year licensing agreement, we are able to lock in the current pricing and spread the payments over the three years.

The renewal of the Microsoft software licenses is required to allow the Region of Niagara employees the ability to continue using these products as per Microsoft licensing agreement. Every employee at the Niagara Region requires a Microsoft license.

Alternatives Reviewed

- Use of Microsoft software without valid licensing – This would put the Region out of compliance and would result in significant fines and additional costs to put us back in licence compliance.
- Migrating away from Microsoft technology – This would represent significant time and resources for both the business and IT, increase risk to the organization (change) and increase support costs (training and response times).
- Renewing the license annually rather than for a three-year period – This would result in an increase in the licensing and administrative costs. Since the Region plans to continue using Microsoft products for the foreseeable future, negotiating annual renewals does not offer any benefits.
- Procure the Microsoft Enterprise Agreement on the open market – Microsoft have indicated they would not compete with resellers on an open procurement and as a result we would not be receive the additional direct discount.

Relationship to Council Strategic Priorities

The renewal of the Microsoft Enterprise agreement aligns with Council's strategic priority of a "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.

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IT Solutions

Recommended by:

Todd Harrison, CMA, CPA
Commissioner/Treasurer
Corporate Services

Submitted by:

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

This report was prepared in consultation with Julie Max, Associate Director, Infrastructure & Operations, and Tom Jamieson, Associate Director, Application & Information Services.

Appendices

Appendix 1 Licence Renewal Details

Page 6

Appendix 1 – Licence Renewal Details

Enterprise Products	Qty
Microsoft Enterprise Mobility and Security	2,400
O365 E3 Subscription	900
O365 E1 Subscription	1,500
Additional Products	
Azure DevOps Server w Software Assurance	1
Azure DevOps Server Client Access License – User CAL	7
Biztalk Server Standard w Software Assurance - Core License	2
Project Standard w Software Assurance	62
Project Pro w Software Assurance Client Access License	5
Project Online Professional Server	1
Power BI Pro Subscription	60
Power BI PremP1 Shared Server Subscription	1
SQL Server Ent Core w Software Assurance	34
SQL Server Standard Core w Software Assurance	8
Visio Pro w Software Assurance	5
Visio Standard w Software Assurance	135
Visio OnlineP2 Subscription	1
Visio Studio Enterprise (MSDN) w Software Assurance Subscription	7
Windows Remote Desktop Device Access License w Software Assurance	400
Windows Virtual Desktop Access Per Device Subscription	257
SCE Products	
Windows Server Data Center License with Software Assurance	26
Windows Server Standard License with Software Assurance	11

Subject: Development Charges Deferral – 7000 Oakwood Drive, Niagara Falls

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2019

Recommendations

That the Commissioner, Corporate Services/Treasurer **BE AUTHORIZED** to execute a Regional Development Charge Deferral agreement with the owners of 7000 Oakwood Drive, Niagara Falls, in the amount of \$55,479.88, to December 1, 2022, in a form satisfactory to the Director, Legal & Court Services.

Key Facts

- On May 7, 2019 a Change of Use application was made by the owners of 7000 Oakwood Drive, Niagara Falls to convert the building from an industrial to a commercial use.
- The Region's Development Charges By-Law 2017-98 states that the conversion of a premise from one use to another use, will require the payment of development charges equal to the difference between the first rate and the second rate. This has resulted in the outstanding RDC payable of \$55,479.88.
- The property owner of 7000 Oakwood Drive, has requested a Regional Development Charges deferral agreement that would have the RDCs calculated and collected under the Niagara Region Development Charges By-Law in affect at the time of collection.
- The Region's Development Charges By-Law 2017-98 does not provide staff with criteria to exercise the use of delegated authority to enter into a development charge deferral agreement and the circumstances of this request differ from previous instances where deferral agreements have been authorized and as such this matter is being brought forward for Committee approval.
- Niagara Region staff will review its current Development Charge By-Law in the future and take into consideration transitional and other policy changes that may be required.

Financial Considerations

Under the Regional Development Charge (RDC) By-Law 2017-98, the conversion of the former industrial building located at 7000 Oakwood Drive, Niagara Falls to a commercial use has incurred development charges payable of \$55,479.88. The RDC payable have been calculated and include a net conversion credit provided for the former industrial use of the facility (i.e., Gross RDC payable of \$95,025.63 less conversion credit of \$39,545.75).

Deferring the collection of development charges until September 1, 2022 would result in a reduction of \$55,479.88 in the total development charges collected in 2019.

Analysis

Danceworks dance studio has operated for over twenty-two (22) years in the city of Niagara Falls. Danceworks provides a venue for children of all ages to learn new skills and contributes to the positive development of children across Niagara region.

It was brought to the attention of staff at Niagara Region that on May 7, 2019 the owners of Danceworks applied to the City of Niagara Falls for a Building Permit to facilitate the change of use of the building. They had moved their dance studio into a former industrial building and the resulting change of use from industrial to commercial moved the building into a different category of RDC. The RDC By-Law specifies that every development (which includes redevelopment or change in use) that requires a permit under the Building Code Act is required to pay RDC prior to building permits issuance. The RDC payable had been calculated net of a conversion credit provided for the former industrial use of the facility (i.e., Gross RDC payable of \$95,025.63 less conversion credit of \$39,545.75).

At the time of application, the business owner was informed that the City of Niagara Falls development charges were being reduced to zero due to a clause within the City's current Development Charge By-Law. The City of Niagara Falls By-Law states "...if an existing building and/or structure is converted from an existing use to another use but no new gross floor area is created, then the development charge shall be zero...". The intent of the City of Niagara Falls By-Law is not to place undue financial burden on businesses that are investing in the local community, and support the creation of new jobs, and repurposing of vacant, under utilized, industrial buildings to new uses. At this time Niagara Region's Development Charge By-Law provides no such clause.

As a result of the change from an industrial to a commercial use, the City of Niagara Falls required the payment of the outstanding RDC totaling \$55,479.88. The City was informed by the owners that they were not in a fiscal position to provide payment of the outstanding development charges. If payment was required they would have no choice but to close their business.

On Thursday, August 8, 2019 staff from Niagara Region, the City of Niagara Falls, as well as a Niagara Falls Regional Councillor met with the owners of Danceworks, to discuss the RDC outstanding for their project. The purpose of this meeting was to review the building permit process, outstanding development charges, and the existing policies and by-laws at the City of Niagara Falls and Niagara Region.

The existing Regional Development Charges By-Law does not take into account the repurposing of vacant buildings to new and different employment or commercial uses; the creation of new business that will have little to no increased demand on Regional

services; or the impact that the payment of regional development charges have on the viability of small businesses and the community benefit that they provide.

The incentive review currently underway is not considering an incentive program that would exempt this type of development from RDC. Finance staff are developing a RDC Deferral Policy that will be presented to committee at a later date for consideration. However, under the proposed policy, developments in a similar circumstance as 7000 Oakwood Drive would not meet the draft criteria for a RDC deferral.

It is important to not that providing a deferral agreement for this project may increase occurrences of other property owners requesting deferrals that are in similar circumstances and set a precedent that may be utilized by other commercial enterprises. Council should also be aware in considering this matter that pursuant to section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly providing assistance to a commercial enterprise through the granting of bonuses such as giving a total or partial exemption from any levy, charge or fee.

Staff have reviewed and considered three alternatives for Committee's consideration which have been presented below.

Alternatives Reviewed

Staff have reviewed all options that are currently available, including the recommendation of a deferral, in relation to the development charges associated with 7000 Oakwood Drive:

1. Provide a Deferral Agreement – Enter into a deferral agreement for three (3) years to allow the payment of currently outstanding development charges at a later date.
2. Provide a Payment Plan – The balance outstanding would be subject to a 1.25% (15% per year) interest charge as identified under section 345 of the Municipal Act and would be collected in the same manner as property taxes.
3. Enforce the RDC By-law as Approved - If Regional Council elects to not provide a RDC deferral, Regional staff will pursue the collection of RDC as authorized under the RDC By-law.

Relationship to Council Strategic Priorities

Niagara Region Council identified supporting business and economic growth as one of four strategic priorities. This report recommends a collaborative approach with the City of Niagara Falls to support business growth and retention.

Other Pertinent Reports

By-Law 2017-98 - A By-Law to Establish Development Charges for Niagara Region

Prepared by:

Ken Scholtens
Manager, Business Development &
Expedited Services
Economic Development

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

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

This report was prepared in consultation with Rob Fleming, Senior Tax & Revenue Analyst.

Subject: 2020 Legislative Schedule of Regular Meetings

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2019

Recommendations

That the 2020 Legislative Schedule of Regular Meetings, attached as Appendix 1 to Report CLK 13-2019, **BE ADOPTED.**

Key Facts

- The legislative schedule for the following calendar year is typically adopted in the later months of the previous year.
- The proposed schedule continues the cycle of monthly meetings for both Council and Standing Committees that was the preference of Council and staff when the 2019 calendar was adopted.
- Section 5.1 of the Region's Procedural By-law provides that "All meetings of Council and Committee of the Whole shall be held...according to the schedule to be set annually and approved by Council or at such other time or place as may be designated by Council from time to time."
- Section 5.2 of the Region's Procedural By-law provides that "Regular meetings of Council shall be held on a Thursday, commencing at 6:30 p.m. in Open Session or at such other time as may be designated by the Regional Chair from time to time."
- Section 22.2 of the Region's Procedural By-law provides that "Standing Committees shall meet on the days and times according to the schedule set annually and approved by Council."

Financial Considerations

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

Analysis

Staff has prepared a draft 2020 Legislative Meeting schedule for Council's consideration (attached as Appendix 1). The schedule was prepared in accordance with the Region's Procedural By-law and the established monthly cycle of Council and Standing Committees.

The proposed meeting schedule results in 24 days of Standing Committee meetings, 12 Regional Council meetings, and five (5) Committee of the Whole meetings.

The schedule includes the dates of known conferences such as those hosted by the Federation of Canadian Municipalities (FCM) and Association of Municipalities of Ontario (AMO).

Alternatives Reviewed

Not applicable.

Relationship to Council Strategic Priorities

Not applicable.

Other Pertinent Reports

None.

Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk
Administration

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Appendices

Appendix 1	Draft 2020 Legislative Schedule of Regular Meetings	3
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DRAFT 2020 LEGISLATIVE SCHEDULE OF REGULAR MEETINGS

REGIONAL COUNCIL, BUDGET REVIEW COMMITTEE OF THE WHOLE,
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						
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23	24	25	26	27	28	29

MARCH						
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15	16	17	18	19	20	21
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29	30	31				

APRIL						
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MAY						
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JUNE						
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14	15	16	17	18	19	20
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28	29	30				

JULY						
S	M	T	W	T	F	S
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AUGUST						
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30	31					

SEPTEMBER						
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20	21	22	23	24	25	26
27	28	29	30			

OCTOBER						
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25	26	27	28	29	30	31

NOVEMBER						
S	M	T	W	T	F	S
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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
 Workshop	 Budget Review Committee of the Whole	

AMO - August 16-19, Ottawa, ON

FCM Conference - June 4 - June 7, Toronto

Meeting Times

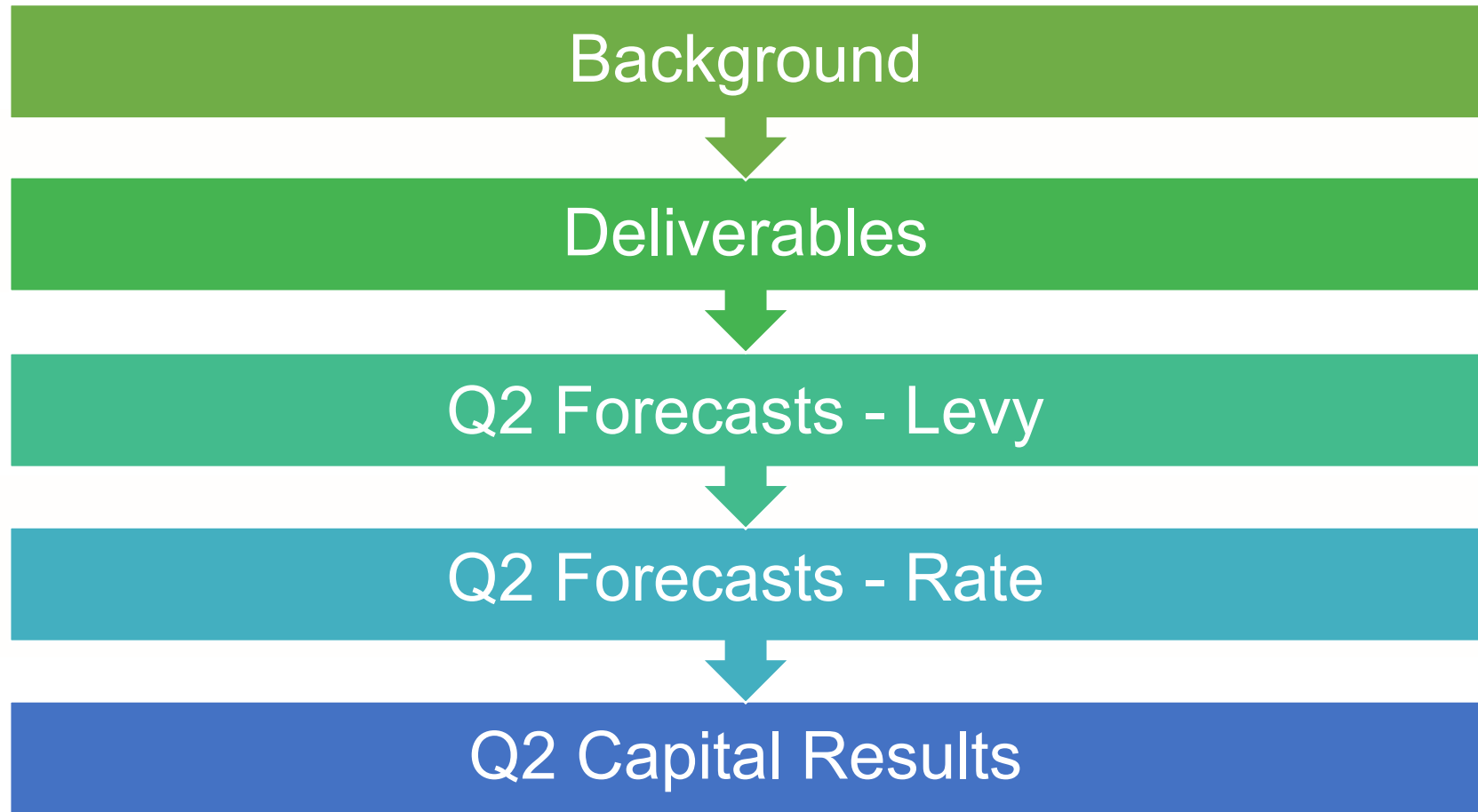
Council
Committee of the Whole (includes Budget Review)
Public Works Committee
Public Health and Social Services Committee
Corporate Services Committee
Planning & Development Committee

Thursdays at 6:30pm
Thursdays at 6:30pm
Tuesdays at 9:30am
Tuesdays at 2:00pm
Wednesdays at 9:30am
Wednesdays at 1:00pm

2019 Q2 Financial Results

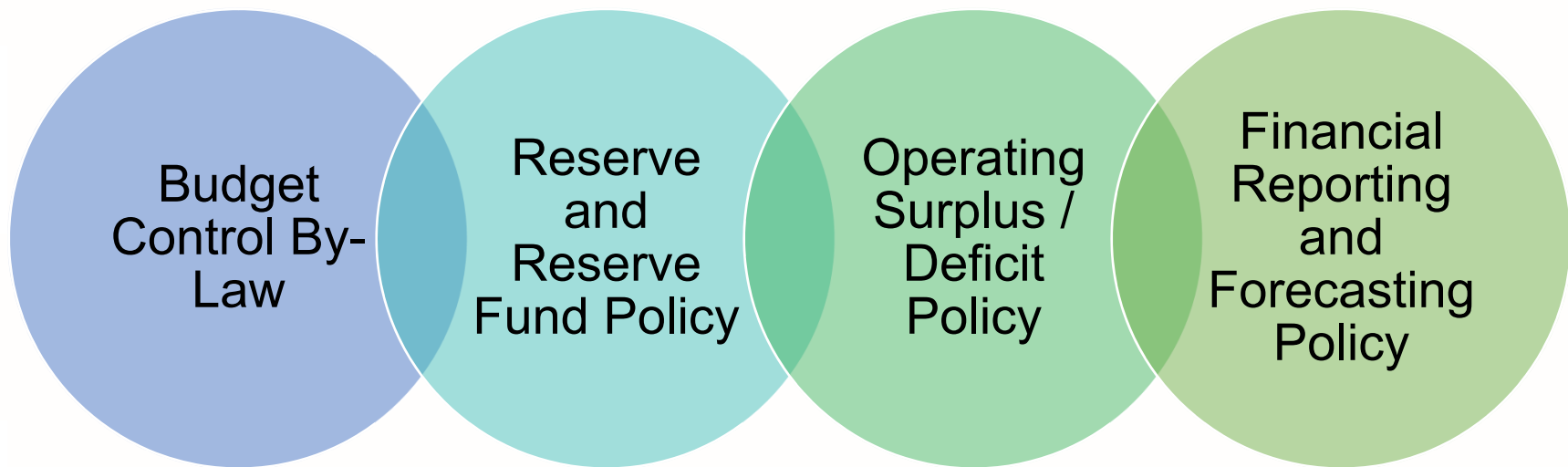
Corporate Services Committee
September 11, 2019

Agenda



Background

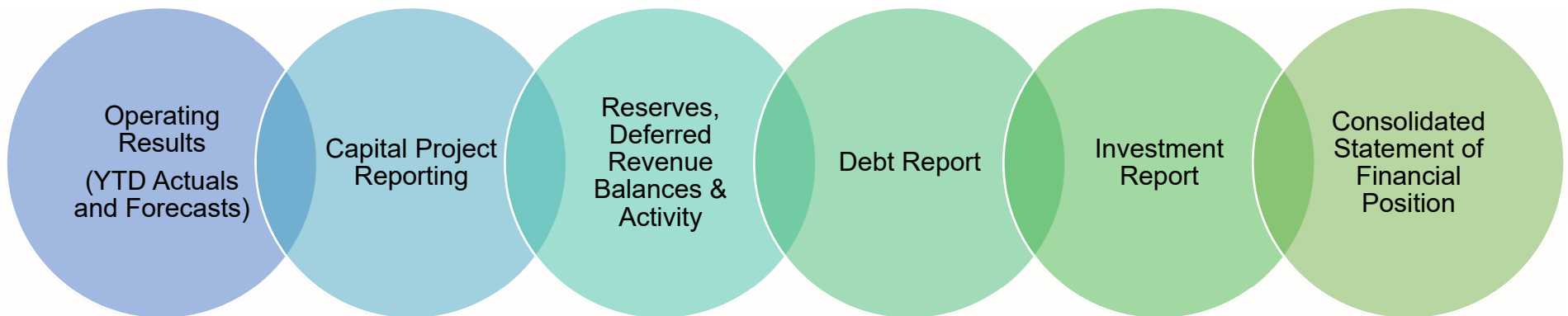
Policies & By-Laws that guide our financial reporting requirements:



Deliverables

2019 Q2 Financial Update is available on the Niagara Region's external website

The report contains information on:



Q2 Summary Results

Forecasted surplus in levy supported programs of \$0.9M at year-end

(in thousands)		Forecasted Surplus / (Deficit) (after indirect allocations)	Percentage of Gross Budget
Regional Departments and General Government	\$	(747)	0.15%
ABCs	\$	1,663	0.70%
Total Levy Supported	\$	916	0.12%

Forecasted deficit in rate supported programs of \$2.0M at year-end

(in thousands)		Forecasted Surplus / (Deficit) (after indirect allocations)	Percentage of Gross Budget
Water and Wastewater	\$	(737)	0.85%
Waste Management	\$	(1,259)	2.48%
Total Rate Supported	\$	(1,996)	1.45%

Q2 Results By Department

(in thousands)	Annual Forecast (After Indirect Allocations)			
	Annual Budget	Annual Forecast	Annual Variance	% of Budgeted Expenditures
Regional Departments				
Corporate Administration	\$ 5,736	\$ 5,172	\$ 564	
Corporate Services	\$ 1,783	\$ 1,664	\$ 119	
ERMS	\$ -	\$ -	\$ -	
Community Services	\$ 43,829	\$ 43,949	\$ (120)	
PW - Transportation	\$ 72,966	\$ 73,161	\$ (195)	
Governance	\$ 2,413	\$ 2,290	\$ 123	
Planning & Development	\$ 4,400	\$ 4,211	\$ 189	
Public Health	\$ 38,675	\$ 39,806	\$ (1,131)	
Subtotal - Regional Departments	\$ 169,802	\$ 170,253	\$ (451)	
General Government	\$ (370,336)	\$ (370,040)	\$ (296)	
Total Regional Depts. & Gen. Government	\$ (200,534)	\$ (199,787)	\$ (747)	0.15%
Agencies, Boards and Commissions (ABCs)				
Court Services	\$ (605)	\$ (968)	\$ 363	
NRH	\$ 35,405	\$ 33,670	\$ 1,735	
NRPS	\$ 161,528	\$ 161,966	\$ (438)	
NPCA	\$ 4,206	\$ 4,203	\$ 3	
Subtotal - ABCs	\$ 200,534	\$ 198,871	\$ 1,663	0.70%
Total Levy Supported Programs	\$ -	\$ (916)	\$ 916	0.12%
Rate Supported Departments				
Water & Wastewater	\$ -	\$ 737	\$ (737)	0.85%
Waste Management	\$ -	\$ 1,259	\$ (1,259)	2.48%
Total Rate Supported	\$ -	\$ 1,996	\$ (1,996)	1.45%

Levy - Regional Departments

(in thousands)	Annual Forecast (After Indirect Allocations)			
	Annual Budget	Annual Forecast	Annual Variance	% of Budgeted Expenditures
Regional Departments	\$ 169,802	\$ 170,253	\$ (451)	
General Government	\$ (370,336)	\$ (370,040)	\$ (296)	
Regional Departments & Gen. Government	\$ (200,534)	\$ (199,787)	\$ (747)	0.15%
ABCs	\$ 200,534	\$ 198,871	\$ 1,663	0.70%
Total Levy Supported Programs	\$ -	\$ (916)	\$ 916	0.12%

Factors impacting Regional Dept.'s and Gen. Government (Deficit of \$747):

- Workplace Safety Insurance Board costs (\$854)
- Social Assistance Ontario Works Admin funding (\$455)
- Development Charge exemptions (\$4,917)
- Utilities (\$1,232)
- Supplemental tax revenue (\$2,309)
- Salary Gapping (\$1,216)

Factors driving 2019 results will be incorporated into 2020 budget

Levy - ABCs

(in thousands)	Annual Forecast (After Indirect Allocations)			
	Annual Budget	Annual Forecast	Annual Variance	% of Budgeted Expenditures
Regional Departments	\$ 169,802	\$ 170,253	\$ (451)	
General Government	\$ (370,336)	\$ (370,040)	\$ (296)	
Regional Departments & Gen. Government	\$ (200,534)	\$ (199,787)	\$ (747)	0.15%
ABCs	\$ 200,534	\$ 198,871	\$ 1,663	0.70%
Total Levy Supported Programs	\$ -	\$ (916)	\$ 916	0.12%

Factors impacting ABCs (Surplus of \$1,663):

- NRH – Subsidy payments to non-profit and co-op providers (\$1,372)
- Court Services – Collection enforcement activity/larger fine payments (\$196)
- NRPS – Savings in benefit premium costs, uniform salaries, offset by increased sick-leave payment (\$571) and forecasted shortfall in provincial grant funding (\$357), higher than budgeted self-insurance claim payouts (\$925)

Factors driving 2019 results will be incorporated into 2020 budget

Rate – Water & Wastewater

(in thousands)	Annual Forecast (After Indirect Allocations)			
	Annual Budget	Annual Forecast	Annual Variance	% of Budget
Water & Wastewater	\$ -	\$ 737	\$ (737)	0.85%
Waste Management	\$ -	\$ 1,259	\$ (1,259)	2.48%
Total Rate Supported Programs	\$ -	\$ 1,996	\$ (1,996)	1.45%

Factors Impacting Water & Wastewater (Deficit of \$737):

- Water sales (\$603)
- R&M (inclusive of emergency watermain repairs) (\$939)
- Utilities (\$1,554)
- Salary Gapping (\$470)

Factors driving 2019 results will be incorporated into 2020 budget

Rate - Waste Management

(in thousands)	Annual Forecast (After Indirect Allocations)			
	Annual Budget	Annual Forecast	Annual Variance	% of Budget
Water & Wastewater	\$ -	\$ 737	\$ (737)	0.85%
Waste Management	\$ -	\$ 1,259	\$ (1,259)	2.48%
Total Rate Supported Programs	\$ -	\$ 1,996	\$ (1,996)	1.45%

Factors Impacting Waste Management (Deficit of \$1,259):

- Decrease in net recycling sales as a result of lower commodity prices (\$2,203)
- Tipping fees (\$373)
- Issuance of liquidated damages (\$281)

Factors driving 2019 results will be incorporated into 2020 budget

Recommendations to Address Deficits

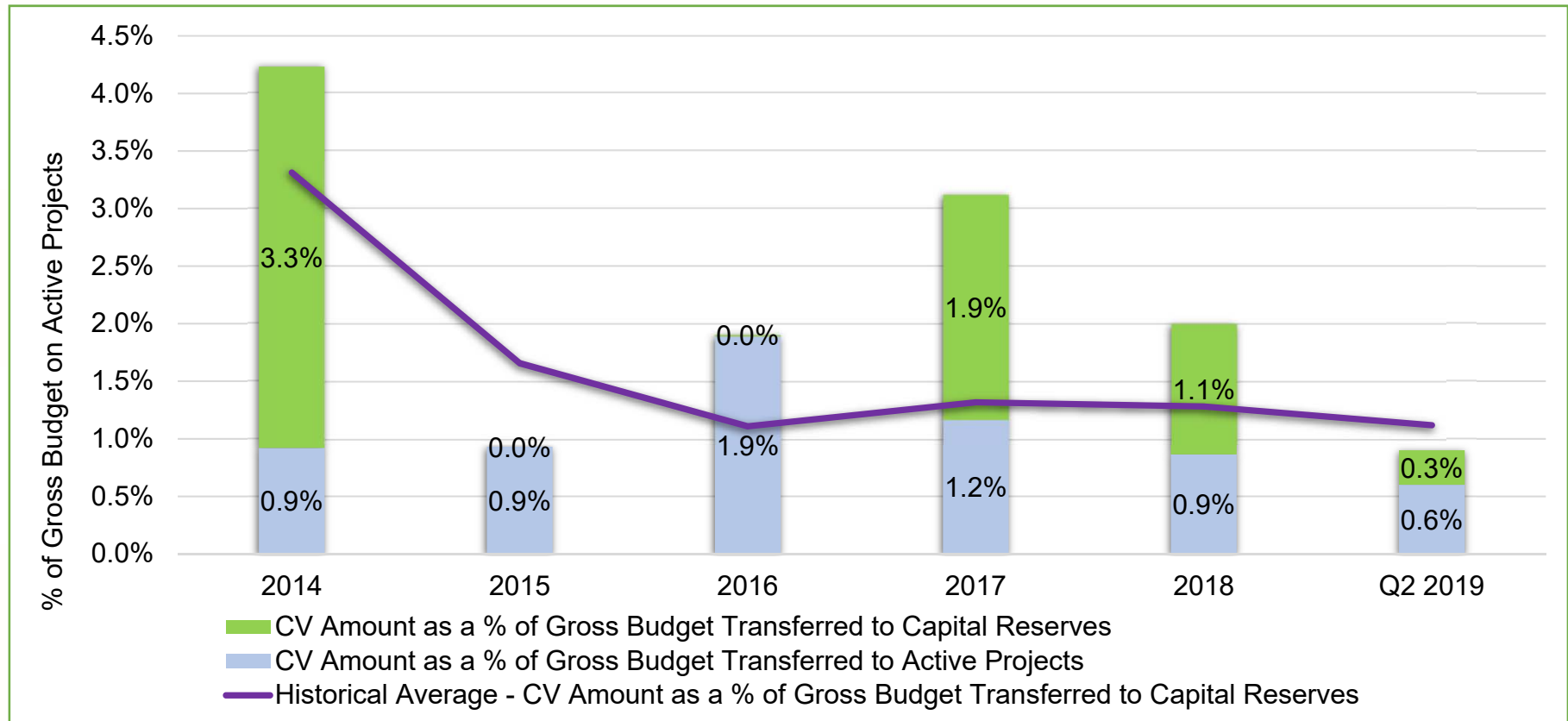
Levy Supported Programs

- In-year mitigation strategies
- Fund deficit as a result of DC exemptions from DC reserve payback

Rate Supported Programs

- In-year mitigation strategies
- Fund deficit(s) from stabilization reserves

Capital Variance Projects (CVP)



More funding has been returned to capital reserves over the past five years than to funding of active capital project variances.

CV Levy Balance as of June 30, 2019 is \$4.79M, of which \$4M is committed to the 2020 Capital Budget

Questions?

Beth Brens
Acting Associate Director, Reporting & Analysis

Subject: Q2 Financial Update

Report to: Corporate Services Committee

Report date: Wednesday, September 11, 2019

Recommendations

That the June 30, 2019 (Q2) Quarterly Financial Update of the Regional Municipality of Niagara ("the Region") **BE RECEIVED** for information.

Key Facts

- Quarterly updates are provided as of June, September and December each year and include; forecasted operating results; capital project reporting; reserves and deferred revenue; investments; debt; consolidated statement of financial position and accounts receivable.
- Departments prepare forecasts using assumptions and estimates based on information available at the time of writing the quarterly financial update. Forecasts contain certain inherent risks and as such actual results may differ.
- Operating results will be reported for the remainder of 2019 based on the reporting structure in place prior to the reorganization of Corporate Services, the revised Corporate Services structure will be reported on from a financial perspective beginning with the 2020 budget.
- The Regional Departments and General Government are projecting a deficit of \$747 (0.15% of budget) at year end.
- Levy supported programs (Regional Departments consolidated with the ABCs (Niagara Regional Police (NPRS), Niagara Regional Housing (NRH), Niagara Peninsula Conservations Authority (NPCA) and Court Services)) are projecting a surplus of \$916 (0.12% of budget) at year end.
- Rate supported programs (Water and Wastewater Services and Waste Management) are projecting a deficit of \$1,996 (1.45% of budget) at year end.
- Staff have implemented a number of measures to mitigate projected deficits, as outlined in CSD 49-2019 - Q1 Financial Update, and will continue to pursue other strategies as appropriate.
- Sustainable variances identified through the quarterly reporting exercise will be considered in the development of the 2020 budget.

Financial Considerations

Full analysis and explanation of the levy and rate supported programs can be found in the Q2 2019 Quarterly Financial Update Report on the Region's website –

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

The Quarterly Financial Update Report is compliant under the Accessibility for Ontarians with Disability Act. Hard copies of the report can be made available upon request.

Levy Supported Programs

	Surplus / (Deficit), after indirect allocations (in thousands)	Percentage of Budget
Regional Departments and General Government	(\$747)	0.15%
NRPS	(438)	0.26%
NRH	1,735	2.98%
Court Services	363	6.50%
NPCA	3	0.05%
Total Levy Supported	\$916	0.12%

A high level analysis of the financial results for Levy supported programs is provided in the analysis section below, for further details please refer to the Q2 2019 Financial Update Report “Consolidated Statement of Operations – levy” section.

Rate Supported Programs

	Surplus / (Deficit), after indirect allocations (in thousands)	Percentage of Budget
Water and Wastewater	(\$737)	0.85%
Waste Management	(1,259)	2.48%
Total Rate Supported	(\$1,996)	1.45%

A high level analysis of the financial results for Rate supported programs is provided in the analysis section below, for further details please refer to the Q2 2019 Financial Update Report “Consolidated Statement of Operations – Water and Wastewater and Waste Management” sections.

Analysis

Levy Supported Programs (all amounts in thousands of dollars):

Regional Departments and General Government has a forecasted year-end deficit of \$747 (0.15% of budget). The forecasted deficit is driven by development charge (DC)

exemptions being higher than budget, reduction to Social Assistance (Ontario Works) admin funding as well as increased Workplace Safety Insurance Board (WSIB) costs. These pressures are offset by savings in compensation as a result of staff vacancies throughout the corporation, higher than anticipated supplemental tax revenue and forecasted savings in utilities.

This deficit is offset by the net surplus forecasted in the ABCs of \$1,663 (0.70% of budget) at year end. The forecasted surplus in the ABCs is primarily a result of the surplus in Niagara Regional Housing (NRH) due to lower than budgeted subsidy payments to providers, in addition to increased collection enforcement activity and larger fine payments within Court Services.

Recommendations to address deficits will be brought forward to Council as part of the Year-End Transfer report.

Rate Supported Programs (all amounts in thousands):

Water and Wastewater

Water and Wastewater Services has a projected net deficit at year end of \$737 (0.85% of budget) which is comprised of a forecasted surplus in the water division of \$272, reduced by a forecasted deficit of \$1,009 in the wastewater division.

The forecasted net deficit in Water and Wastewater Services is due to lower than budgeted water sales as a result of cool weather in the first half of 2019, higher than anticipated equipment repairs, higher than anticipated grounds and building repairs and unanticipated costs for emergency sewer repairs. The deficit has been partially mitigated by forecasted savings in utilities and compensation as a result of staff vacancies.

Recommendations to address deficits will be brought forward to Council as part of the Year-End Transfer report.

Waste Management

Waste Management Services has a projected deficit of \$1,259 (2.48% of budget). The forecasted deficit is primarily due to declining market revenues received from the sale of recyclable commodities which has been partially offset by lower than anticipated costs of purchasing commodities under contracts with Waterloo, Haldimand and commercial businesses.

Recommendations to address deficits will be brought forward to Council as part of the Year-End Transfer report.

Comparison of Q1 to Q2 Forecasted Results:

The following table shows the changes in the forecasted surpluses/deficits between Q1 and Q2.

	Forecasted Surplus / (Deficit) After Indirect Allocations (in thousands)		Change from Q1
	Q1	Q2	
Regional Departments and General Government	(\$4,802)	(\$747)	\$4,055
ABCs	\$135	\$1,663	\$1,528
Total Levy Supported	(\$4,667)	\$916	\$5,583
Water and Wastewater	(\$1,071)	(\$737)	\$334
Waste Management	(\$1,795)	(\$1,259)	\$536
Total Rate Supported	(\$2,866)	(\$1,996)	\$870

See CSD 49-2019 for more details on the Q1 pressures driving forecasted deficits.

Levy Supported Programs

The change in the forecasted results for Regional Departments and General Government are due to higher than anticipated supplemental tax revenue, unanticipated utility savings and salary gapping.

In CSD 49-2019 one of the mitigation strategies to address the forecasted deficit was to utilize the DC reserve payback to fund the DC exemption variance (estimated at \$5,000 in Q1). At Q2, the forecasted DC exemption variance was estimated at \$4,917. As of Q2, there are now surpluses forecasted in other levy supported programs that can be used to offset the DC exemption variance. As such, the transfer from the DC reserve payback is now anticipated to be \$747 at year end.

The change in the forecasted surplus in the ABCs is a result of lower than budgeted subsidy payments to non-profit and co-op providers in NRH, increased fines and collections in Court Service offset by a higher than budgeted self-insurance claim payouts in NRPS.

Rate Supported Programs

The change in the Water and Wastewater forecast is a result of lower than budgeted utility expenses offset by lower than anticipated water sales due to the cool and wet weather as well as higher than anticipated repair and maintenance costs, including emergency watermain repairs.

The change in the Waste Management forecast is a result of issuance of liquidated damages and increased tipping fees.

Alternatives Reviewed

Forecasts for the year are based on the best information and estimates based on circumstances knowns at the time of the financial update.

Relationship to Council Strategic Priorities

Forecasting financial results and providing formal reporting to Council and the public supports Sustainable and Engaging Government.

Other Pertinent Reports

CSD 49-2019 Q1 Financial Update

Prepared by:

Beth Brens, CPA, CA
Acting Associate Director, Reporting &
Analysis
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner
Corporate Services

Submitted by:

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

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

Appendices

Appendix 1 Q2 2019 Quarterly Financial Update



Niagara  Region

2019

Q2 FINANCIAL UPDATE | JUNE

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Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2019 Q2 financial update.

Niagara is a culturally rich and historically significant region that offers its residents a mix of urban and rural living within 12 area municipalities. The Region boasts a diverse economy that includes manufacturing, tourism, agriculture and emerging sectors such as new media, green technology and bioscience.

Regional government operations are overseen by Niagara Regional Council which is composed of 32 elected representatives from 12 area municipalities and the Regional Chair. The current Regional Council was elected in November 2018 and the 32 members will serve a four year term to November 14, 2022.

As of June 30, 2019 Niagara Region is forecasting a funding deficit of \$747 thousand related to the levy programs, \$737 thousand deficit related to Water and Wastewater programs, and a \$1.26 million deficit related to the Waste Management Program.

Affordability and sustainability are two key elements of Niagara Region's budget strategy. Achieving a balance between providing the programs and services residents have come to rely upon, ensuring they can afford to pay for them and ensuring that we have money to fund future infrastructure and program needs is critical. We would appreciate your feedback at www.niagararegion.ca.

We hope you will find the information provided in this report of interest and welcome any suggestions for its improvement going forward.

Helen Chamberlain, Director of Financial Management & Planning, Deputy Treasurer

Certain assumptions and estimates are required when forecasting results. The assumptions and estimates made have been done so with information available at the time of writing this financial update. The following is an unaudited report which has been prepared and reviewed by the Financial Management & Planning teams in Enterprise Resource Management Services.

Consolidated Operating Funding Surplus/(Deficit) Review (in thousands of dollars)

Water & Wastewater

Water and Wastewater Services has a projected net deficit of \$737. The water division has a forecasted surplus of \$272 and the wastewater division has a forecasted deficit of \$1,009.

The forecasted net deficit in Water and Wastewater is due to lower than budgeted water sales as a result of cool and wet weather in the first half of 2019, higher than anticipated equipment repairs and unanticipated costs of emergency sewer repairs. The deficit has been partially mitigated by forecasted savings in compensation as a result of vacancies and higher than budgeted revenues for hauled sewage and tower telecom rental revenue.

It is recommended that at year-end the projected funding surplus of \$272 for water be transferred to the water capital reserve and the project deficit of \$1,009 for wastewater be transferred from the Wastewater Stabilization Reserve.

Forecasted Deficit Including Indirect Allocations

Total Deficit	\$(737)
% of total budget	0.85%
% of rate revenue	0.63%

Waste Management

Waste Management Services has a projected deficit of \$1,259 which is primarily due to declining market revenues received from the sale of recyclable commodities which has been partially offset by lower than anticipated costs of purchasing commodities under contracts with Waterloo, Haldimand and commercial businesses.

It is recommended that at year-end the deficit of \$1,259 be transferred from the Waste Management Stabilization Reserve.

Forecasted Deficit Including Indirect Allocations

Total Deficit	\$(1,259)
% of total budget	2.48%
% of rate revenue	3.56%

Levy

Regional Departments and General Government has a forecasted year-end deficit of \$747. The forecasted deficit is driven by \$4,917 in development charge (DC) exemptions as well as increased Workplace Safety Insurance Board (WSIB) costs in the Emergency Medical Services (EMS) division. This is offset by savings in compensation as a result of vacancies throughout the corporation, higher than anticipated supplemental tax revenue and forecasted savings for utilities.

A surplus is forecasted in Agencies & Boards of \$1,663 is primarily from Niagara Regional Housing (NRH) due to lower than budgeted subsidy payments to providers, in addition to increased collection enforcement activity and larger fine payments within Court Services. These forecasted surplus have been reduced by lower than budgeted Provincial grant funding and an increase in self-insurance claim payouts in Niagara Regional Police Services (NRPS).

Forecasted Surplus/ (Deficit) Forecasted Including Indirect Allocations

Regional Departments and General Government	\$(747)
Niagara Regional Police Service	\$(438)
Court Services	\$363
Niagara Regional Housing	\$1,735
Niagara Peninsula Conservation Authority	\$3
Total Surplus	\$916
% of total budget	0.12%
% of levy revenue	0.24%

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

	Annual Adjusted Net Budget	Annual Net Forecast	Q2 Projected Funding Surplus/(Deficit) including allocations
LEVY SUPPORTED DEPARTMENTS			
Regional Departments			
Corporate Administration	\$5,736	\$5,172	\$564
Corporate Services	\$1,783	\$1,664	\$119
Enterprise Resource Management Services	\$0	\$0	\$0
Community Services	\$43,829	\$43,949	-\$120
Public Works - Transportation	\$72,966	\$73,161	-\$194
Governance	\$2,413	\$2,290	\$123
Planning & Development	\$4,400	\$4,211	\$189
Public Health	\$38,675	\$39,806	-\$1,131
Sub-Total - Regional Departments	\$169,802	\$170,253	-\$451
General Government	-\$370,336	-\$370,040	-\$296
Subtotal - General Government	-\$370,336	-\$370,040	-\$296
Total Levy Supported Departments	-\$200,534	-\$199,787	-\$747
Agencies, Boards & Commissions			
Court Services	-\$605	-\$968	\$363
Niagara Regional Housing	\$35,405	\$33,670	\$1,735
Niagara Regional Police	\$161,528	\$161,966	-\$438
Niagara Peninsula Conservation Authority	\$4,206	\$4,203	\$3
Subtotal Agencies, Boards & Commissions	\$200,534	\$198,871	\$1,663
Total Levy Supported Programs	\$0	-\$916	\$916
RATE SUPPORTED DEPARTMENTS			
Public Works - Water & Wastewater	\$0	\$737	-\$737
Public Works - Waste Management	\$0	\$1,259	-\$1,259
Total Rate Supported Departments	\$0	\$1,996	-\$1,996
TOTAL	\$0	\$1,080	-\$1,080

Water & Wastewater Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$11,848	\$11,298	\$549	4.6%	\$23,724	\$23,254	\$470	2.0%
Administrative	\$1,009	\$995	\$13	1.3%	\$2,017	\$2,313	-\$295	-14.6%
Operational & Supply	\$6,355	\$5,230	\$1,124	17.7%	\$12,709	\$12,903	-\$194	-1.5%
Occupancy & Infrastructure	\$9,495	\$9,216	\$279	2.9%	\$17,950	\$18,135	-\$184	-1.0%
Equipment, Vehicles, Technology	\$3,071	\$3,024	\$47	1.5%	\$6,143	\$6,661	-\$518	-8.4%
Community Assistance	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Partnership, Rebate, Exemption	\$16,219	\$3,376	\$12,843	79.2%	\$18,227	\$18,198	\$29	0.2%
Financial Expenditures	\$0	\$31	-\$31	0.0%	\$0	\$31	-\$31	0.0%
Total Expenses	\$47,996	\$33,172	\$14,824	30.9%	\$80,771	\$81,496	-\$725	-0.9%
Taxation	-\$58,459	-\$57,276	-\$1,183	2.0%	-\$116,919	-\$116,316	-\$603	-0.5%
By-Law Charges & Sales	-\$679	-\$770	\$91	-13.4%	-\$1,358	-\$1,489	\$131	9.6%
Other Revenue	-\$5,793	-\$1,275	-\$4,519	78.0%	-\$7,034	-\$7,294	\$260	3.7%
Total Revenues	-\$64,932	-\$59,321	-\$5,611	8.6%	-\$125,311	-\$125,099	-\$212	-0.2%
Intercompany Charges	\$912	\$828	\$84	9.2%	\$1,824	\$1,743	\$81	4.4%
Total Intercompany Charges	\$912	\$828	\$84	9.2%	\$1,824	\$1,743	\$81	4.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$16,024	-\$25,321	\$9,297	-58.0%	-\$42,716	-\$41,859	-\$857	-2.0%
Transfers From Funds	-\$9,659	-\$2,530	-\$7,129	73.8%	-\$9,659	-\$9,659	\$0	0.0%
Transfers To Funds	\$18,519	\$19,519	-\$1,000	-5.4%	\$37,038	\$37,038	\$0	0.0%
Total Transfers	\$8,860	\$16,989	-\$8,129	-91.7%	\$27,379	\$27,379	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$7,164	-\$8,332	\$1,168	-16.3%	-\$15,338	-\$14,481	-\$857	-5.6%
Indirect Allocations & Debt	\$7,525	\$7,400	\$125	1.7%	\$15,338	\$15,218	\$120	0.8%
Total Indirect Allocations & Debt	\$7,525	\$7,400	\$125	1.7%	\$15,338	\$15,218	\$120	0.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$362	-\$932	\$1,293	357.7%	\$0	\$737	-\$737	N/A

Water & Wastewater - Continued

Variance Analysis (in thousands of dollars)

Water & Wastewater services is operating at a surplus after indirect allocations of \$1,293, with a forecasted deficit of \$737 for year end, due to the following factors:

Compensation - The favourable year-to-date and forecasted variances of \$549 and \$470 are due to temporary staffing vacancies, which are anticipated to be filled by September.

Administration – There is a favourable year-to-date variance of \$13, with a forecasted unfavourable variance of \$295 at year-end. The year-to-date variance is primarily due to lower than expected consulting expenses of \$348 due to timing, which are partially offset by higher costs for energy efficiency consulting of \$124, legal expenses of \$92 and \$44 in staff development due to increased training required to meet legislation. The unfavourable forecasted variance is a result of higher than anticipated costs for energy efficiency consulting of \$220, legal expenses of \$92 and staff development of \$53.

Operational & Supply – There is a favourable year-to-date variance of \$1,124, with a forecasted unfavourable variance of \$194. The year-to-date variance is primarily due to the timing of actual sludge management expenses and chemicals compared to the budget, which represent a favourable variance of \$1,075 and \$106 respectively. Wet weather to date has delayed sludge management land application, however, as the expenses are incurred in the last half of the year, this favourable variance is expected to decrease to \$88 by the end of the year. The cost of chemicals are expected to be higher than anticipated by \$136 for the year, as a result of new contract pricing for phosphate removal chemicals.

Occupancy & Infrastructure – There is a favourable year-to-date variance of \$279, with a forecasted unfavourable variance of \$184. The year-to-date variance is due to lower than expected electricity costs of \$1,056, with total forecasted savings for 2019 of \$1,544. Also contributing to the favourable variance is the timing of property tax expenses compared to budget of \$355, which are expected to be incurred by the end of the year, and watermain repairs, which are lower than anticipated by \$168. These savings are partially offset by higher than expected costs for grounds maintenance of \$163, which are forecasted to increase to \$294, and unanticipated costs of emergency sewer repairs for Dain City of \$1,113. There are also additional building repairs and maintenance of \$340 forecasted in the second half of the year.

Equipment, Vehicles, Technology –There is a favourable year-to-date variance of \$47, with a forecasted unfavourable variance of \$518. The year-to-date favourable variance is due to the timing of IT licenses and support costs compared to budget of \$173, which are expected to be incurred in the second half of the year. These year-to date savings are partially offset by a higher than expected costs for equipment repairs of \$72, which are forecasted to increase to \$474 maintenance costs.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$12,843 is due to CSO funds committed to local area municipalities but not yet paid. All CSO funding not spent will be encumbered into future year budgets.

Taxation - The unfavourable year-to-date and forecasted variances of \$1,183 and \$603 are a result of decreased water sales due to cool and wet weather in the first half of 2019, with the anticipation of higher sales in the second half of the year as the summer weather has been drier and warmer.

By-Law Charges & Sales Costs - The favourable year-to-date and forecasted variances of \$91 and \$131 are due to increased hauled sewage revenue.

Other Revenue – There is an unfavourable year-to-date variance of \$4,519, with a forecasted favourable variance of \$260. The year-to-date variance is mainly driven by the timing of development charge revenue recognition to fund the CSO program of \$4,686, which will be encumbered into the 2020 budget. This year-to-date variance is partially offset by higher than budgeted water tower telecom rental revenue of \$53, which is forecasted to be \$109 by the end of the year and a pre-billing for CSO work of \$150 to Grimsby, West Lincoln and Lincoln.

Water & Wastewater - Continued

Transfers - The unfavourable year-to-date variance of \$8,129 is due to previously encumbered CSO funds committed to local municipalities but not yet paid. The forecasted variance is \$0 as any remaining balance will be encumbered into the 2020 wastewater budget.

Community Impacts & Achievements

- The Water and Wastewater Operations Divisions treated 58.49 billion liters of water in 2018 through six water treatment plants and 316 km of water mains, as well as 76.14 billion liters of wastewater through eleven plants and one biosolids storage facility, with collection through 123 pump stations and 283 km of forcemains and gravity sewers.
- The new AD of Asset Management and Energy PM have been hired and will start in September.
- The Children’s Water Festival was a success in May of 2019, with over 3,600 students, 170 teachers and approximately 400 parents attending over 4 days. In addition, the sponsorship program was re-developed in 2019, which resulted in additional funding for the festival along with a grant from the TD Friends of the Environment Fund.
- The new water wagon was unveiled in 2019 enhancing the existing wagon program.
- Construction is continuing for the Rosehill Water Treatment Plant Upgrade.
- The NOTL WWTP has successfully completed water commissioning and a 30-day sewage start up. The biosolids process 30-day commissioning will commence in Q3.
- Phase 1 of the Dain City forcemain break repairs have been awarded. Design for the rest of the forcemain is underway for installation in 2020.
- The project for the new South Niagara Falls Wastewater Treatment Plant is now underway. The Environmental Assessment commenced in 2018 and is anticipated to be completed by Fall 2020.

Waste Management Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,827	\$1,662	\$166	9.1%	\$3,686	\$3,550	\$136	3.7%
Administrative	\$701	\$350	\$351	50.0%	\$1,994	\$1,702	\$292	14.6%
Operational & Supply	\$20,110	\$18,661	\$1,450	7.2%	\$40,864	\$38,995	\$1,869	4.6%
Occupancy & Infrastructure	\$747	\$666	\$81	10.8%	\$1,438	\$1,426	\$12	0.9%
Equipment, Vehicles, Technology	\$527	\$638	-\$111	-21.1%	\$1,053	\$1,196	-\$142	-13.5%
Partnership, Rebate, Exemption	\$98	\$84	\$14	13.8%	\$196	\$182	\$14	6.9%
Financial Expenditures	\$0	-\$1	\$1	0.0%	\$0	-\$1	\$1	0.0%
Total Expenses	\$24,011	\$22,061	\$1,950	8.1%	\$49,231	\$47,051	\$2,180	4.4%
Taxation	-\$17,301	-\$17,301	\$0	0.0%	-\$35,328	-\$35,328	\$0	0.0%
By-Law Charges & Sales	-\$6,964	-\$5,691	-\$1,272	18.3%	-\$14,588	-\$11,129	-\$3,459	-23.7%
Other Revenue	-\$2,195	-\$2,206	\$11	-0.5%	-\$4,431	-\$4,458	\$27	0.6%
Total Revenues	-\$26,460	-\$25,199	-\$1,261	4.8%	-\$54,347	-\$50,915	-\$3,432	-6.3%
Intercompany Charges	\$64	\$63	\$2	2.5%	\$129	\$128	\$1	0.7%
Total Intercompany Charges	\$64	\$63	\$2	2.5%	\$129	\$128	\$1	0.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$2,385	-\$3,075	\$691	-29.0%	-\$4,988	-\$3,736	-\$1,251	-25.1%
Transfers From Funds	-\$1,221	-\$1,221	\$0	0.0%	-\$1,511	-\$1,511	\$0	0.0%
Transfers To Funds	\$2,068	\$2,068	\$0	0.0%	\$4,136	\$4,136	\$0	0.0%
Total Transfers	\$846	\$846	\$0	0.0%	\$2,624	\$2,624	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,538	-\$2,229	\$691	-44.9%	-\$2,364	-\$1,112	-\$1,251	-52.9%
Indirect Allocations & Debt	\$1,580	\$1,591	-\$10	-0.6%	\$2,363	\$2,371	-\$8	-0.3%
Total Indirect Allocations & Debt	\$1,580	\$1,591	-\$10	-0.6%	\$2,363	\$2,371	-\$8	-0.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$42	-\$638	\$680	N/A	\$0	\$1,259	-\$1,259	N/A

Waste Management Services - Continued

Variance Analysis (in thousands of dollars)

Waste Management Services is operating at a year-to-date surplus after indirect allocations of \$680, with a forecasted deficit of \$1,259, due to the following factors:

Compensation – The favourable year-to-date and forecasted variances of \$166 and \$136 are due primarily to salary gapping and position vacancy management.

Administration – The favourable year-to-date and forecasted variances of \$351 and \$292 are primarily due to the deferral of consulting related to the Long-Term Strategic Plan (LTSP) Study, the Material Recovery Facility (MRF) Opportunity Review – Phase 4, the service level change campaign, and completion of the Asset Inventory & Condition Assessment (AICA), until the fourth quarter of 2019, as well as reduced consulting expenditures for 2019. Lower promotional and educational costs are also contributing to the surplus, resulting from the utilization of existing communication pieces and Region services, as well as the reprioritization of planned promotion and education campaigns.

Operational & Supply – The favourable year-to-date and forecasted variances of \$1,450 and \$1,869 are primarily due to lower than anticipated commodity prices for the purchase of recyclable materials under contracts with Waterloo, Haldimand and commercial businesses (forecasted annual variance of \$1,618) which are offset by related decreases to recycling processing revenues. The other main contributor to the surplus is the issuance of liquidated damages under contract 2009-RFP-44 to date for breaches of contractual performance standards (\$187).

Occupancy & Infrastructure – The favourable year-to-date variance of \$81 is due to the timing of property tax expenses, as well as utility and maintenance costs.

Equipment, Vehicles, Technology – The unfavourable year-to-date and forecasted variances of \$111 and \$142 are due to higher than anticipated equipment repairs required at the various sites.

By-Law Charges & Sales Costs – The unfavourable year-to-date and forecasted variances of \$1,272 and \$3,459 are primarily due to lower than anticipated and continually decreasing market revenues received from the sale of recyclable commodities (i.e. forecasted annual unfavourable variance for fibres, including boxboard, newsprint and cardboard, of \$3,295, from containers such as PET plastic, aluminum, and steel of \$434, and from other recyclables, such as bulky rigid plastics and fine paper, of \$95). These decreases are partially offset by increased garbage tag sales of \$35 and tipping fee revenues of \$373 from the additional landfill tonnages received at the landfill sites.

Community Impacts & Achievements

Waste Management Services (WMS) is responsible for the operation of various facilities, including landfill sites, HHW depots and the Recycling Centre (a net revenue generator). WMS is also responsible for the delivery of curbside waste, recycling and organics collection and diversion programs, the management of long-term organics processing and disposal contracts, the operations and maintenance contracts at open and closed landfill sites, the recycling processing contract, policy development, capital program delivery and supporting outreach and communications programs.

- Negotiations with Emterra Environmental to ensure performance and adherence to the terms and conditions of Contract 2009-RFP-44, which included removing work from their Contract. The tender for Waste Collection Services for the Lincoln and West Lincoln area was awarded to Canadian Waste Management Inc., with a start date of January 2, 2019.
- Completion of targeted and broad-based consultation and engagement for the proposed service level collection options, which are included for pricing in the next collection contract.
- Development of the Negotiated RFP for the next waste collection contract on an accelerated schedule for release in Q3 2019.
- Continue to market recyclable materials despite restrictive global market conditions.
- Recycling Centre Opportunity Review (identification of options considering the potential impact of the new extended producer responsibility legislation):

Waste Management Services - Continued

- Phase One – complete – MRF market appraisal of buildings and land complete;
 - Phase Two – complete – MRF processing lines and systems, rolling stock and equipment state of repair assessment and valuation;
 - Phase Three – complete - MRF business valuation, strategic option evaluation and market analysis;
 - Phase Four – in progress – retained Fairness Advisor, and RFP finalized to engage project consultant and transaction advisory services
- Continue to investigate, assess and mitigate any environmental impacts related to the two open and twelve closed landfill sites.
- Issued, awarded and started work on Waste Management's Condition Assessment and Asset Management project, which includes all 14 landfill sites. This work will help the Region plan for the funding necessary to maintain its capital assets, and allow for effective decision making and a proactive approach to managing the assets.
- Construction of Cell 4 at the Niagara Road 12 Landfill Site in West Lincoln will be completed in July 2019. This cell will provide waste disposal capacity at the NR-12 Landfill for approximately 9-10 years.
- Tendered, awarded and in the process of constructing Phase 1 of the Humberstone Landfill Infrastructure Upgrades required for the landfill expansion. Construction work continues and is expected to be completed in the third quarter 2019.
- Tendered, awarded and constructed the Passive Venting System along the east side of the Glenridge Quarry Naturalization Site to prevent migration of gas beyond the eastern property boundary.
- Recipient of three awards:
 - Gold award received from the Municipal Waste Association in the print tool category for the 'Recycle your textiles' door hanger used to promote the Textile Diversion Pilot program.
 - Bronze award received from the Municipal Waste Association in the campaign category for the 'Let's Talk Waste Niagara' campaign as part of the extensive public consultation with various stakeholder groups to obtain input on the proposed waste collection service options being considered for the next curbside waste collection contract.
 - Engineering Award of Merit for the Niagara Road 12 Landfill Cell 4 Construction and Manhole Rehabilitation

Levy Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$195,568	\$192,515	\$3,052	1.6%	\$394,132	\$393,770	\$362	0.1%
Administrative	\$16,605	\$12,745	\$3,859	23.2%	\$30,996	\$30,097	\$899	2.9%
Operational & Supply	\$21,705	\$18,020	\$3,685	17.0%	\$41,011	\$40,703	\$308	0.8%
Occupancy & Infrastructure	\$13,774	\$13,322	\$452	3.3%	\$27,466	\$26,429	\$1,036	3.8%
Equipment, Vehicles, Technology	\$7,712	\$7,632	\$81	1.0%	\$15,332	\$16,113	-\$781	-5.1%
Community Assistance	\$98,984	\$94,412	\$4,572	4.6%	\$203,291	\$198,997	\$4,294	2.1%
Partnership, Rebate, Exemption	\$13,136	\$9,460	\$3,675	28.0%	\$22,019	\$26,845	-\$4,826	-21.9%
Financial Expenditures	\$17,197	\$14,803	\$2,394	13.9%	\$68,609	\$69,077	-\$467	-0.7%
Total Expenses	\$384,681	\$362,910	\$21,770	5.7%	\$802,856	\$802,032	\$824	0.1%
Taxation	-\$173,974	-\$172,284	-\$1,690	1.0%	-\$380,993	-\$383,302	\$2,309	0.6%
Federal & Provincial Grants	-\$154,370	-\$150,703	-\$3,667	2.4%	-\$324,308	-\$321,293	-\$3,016	-0.9%
By-Law Charges & Sales	-\$9,399	-\$8,389	-\$1,010	10.7%	-\$19,285	-\$18,304	-\$981	-5.1%
Other Revenue	-\$31,946	-\$33,141	\$1,195	-3.7%	-\$65,698	-\$69,285	\$3,587	5.5%
Total Revenues	-\$369,688	-\$364,516	-\$5,172	1.4%	-\$790,284	-\$792,185	\$1,901	0.2%
Intercompany Charges	-\$976	-\$891	-\$85	8.7%	-\$1,952	-\$1,871	-\$81	-4.2%
Total Intercompany Charges	-\$976	-\$891	-\$85	8.7%	-\$1,952	-\$1,871	-\$81	-4.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$14,016	-\$2,497	\$16,513	117.8%	\$10,620	\$7,976	\$2,644	24.9%
Transfers From Funds	-\$14,738	-\$12,914	-\$1,824	12.4%	-\$23,308	-\$23,284	-\$24	-0.1%
Transfers To Funds	\$25,904	\$26,231	-\$327	-1.3%	\$30,530	\$32,063	-\$1,533	5.0%
Expense Allocations To Capital	-\$70	-\$40	-\$30	43.5%	-\$140	-\$82	-\$58	-41.4%
Total Transfers	\$11,096	\$13,277	-\$2,182	-19.7%	\$7,082	\$8,697	-\$1,615	-22.8%
Net Expenditure (Revenue) Before Indirect Allocations	\$25,111	\$10,780	\$14,331	57.1%	\$17,701	\$16,673	\$1,028	5.8%
Indirect Allocations & Debt	-\$9,106	-\$8,991	-\$115	1.3%	-\$17,701	-\$17,589	-\$112	-0.6%
Total Indirect Allocations & Debt	-\$9,106	-\$8,991	-\$115	1.3%	-\$17,701	-\$17,589	-\$112	-0.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$16,006	\$1,789	\$14,216	88.8%	\$0	-\$916	\$916	N/A

Variance Analysis (in thousands of dollars)

Levy is operating a year-to-date surplus before indirect allocations of \$14,331 and a forecasted surplus before indirect allocations of \$1,028. This is due to the following factors:

Compensation - The favourable year-to-date and forecasted variances of \$3,052 and \$362 respectively are mainly driven by vacancies across the corporation. These savings have been offset by unfavourable year-to-date and forecasted variances related to increased compensation costs in the Senior Services and Childrens Services divisions of Community Services as a result of increased funding (\$2,034), increased Workplace Safety Insurance Board (WSIB) costs (\$784) in the Emergency Medical Services (EMS) division and an unfavourable variance in labour relations costs.

Administration – The favourable year-to-date variance of \$3,859 is primarily a result of the timing delay of consulting work throughout the corporation (such as the new Regional official plan; one-time consulting spends to develop stormwater management and hydrogeological studies; trade and investment and strategic marketing and government relation activities), as well as a decrease of the estimated claims accrual (net of claim payouts greater than budget). The forecasted favourable variance of \$899 continues to be driven by a decrease of the estimated claims accrual (net of claim payouts greater than budget) and is offset by increased consulting costs forecasted for the remainder of the year.

Operational & Supply – The favourable year-to-date variance of \$3,685 is primarily due to the transfer of a portion of the 2018 year end surplus to the 2019 budget for new housing initiatives in Niagara Regional Housing (NRH) (\$1,224), lower than budgeted expenditures for Niagara Regional Transit (NRT) services due to rollout of increased service in the second half of the year (\$1,474) and timing differences for hired equipment expected to occur in the second half of the year (\$797). The forecasted favourable variance of \$308 is a result of sustained savings in NRT (\$250). A portion of the 2018 year end surplus transferred to the 2019 budget for new housing initiatives (\$924) is forecasted to be transferred to reserve which is shown under transfer section below.

Occupancy & Infrastructure - The favourable year-to-date and forecasted variances of \$452 and \$1,036 are due to lower than expected utility costs (\$744 and \$1,022, respectively), as well as a reduction in property taxes on buildings with that have been repurposed for Regional department use. Also contributing to the favourable variance is lower than expected repairs and maintenance costs (\$488 and \$752, respectively) which are partially offset by higher than expected costs for snow removal (\$580 and \$580, respectively).

Equipment, Vehicles, Technology – the forecasted unfavourable variance of \$781 is a result of higher than budgeted repairs and maintenance costs and furniture and fridge replacements in Public Health. These higher than anticipated forecasted costs have been partially offset by increased fuel savings (\$344).

Community Assistance – The favourable year-to-date and forecasted variances of \$4,572 and \$4,294 respectively are a result of lower than budgeted Ontario Works (OW) caseload resulting in a reduced number of benefit issuances fully funded by the Province, timing of expansion funding payments to childcare provided, lower than budgeted subsidy payments to non-profit and co-op providers in NRH and timing of spending for Ministry-funded programs within (NRH). The favourable variances largely relate to Ministry funded programs, as such, result in less Ministry funding being received which is described further in the Federal & Provincial Grants section.

Partnership, Rebate, Exemption – The favourable year-to-date variance of \$3,675 is primarily due to timing of Planning grants amounting to \$3,974 (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG) and Public Realm Incentive Program (PRIP)) as well as \$302 relating to the Gateway TIG which has been partially offset by unfavourable variances of \$604 in mandatory and non-mandatory exemptions as per the adopted Development Charges By-law 2017-88. The unfavourable forecasted variance of \$4,826 is due to forecasted Development Charge exemptions (\$4,917) and Commercial Vacancy Rebates (\$473), partially offset by forecasting savings of in Planning Grants (SNIP, TIG and PRIP) (\$415).

Levy - Continued

Financial Expenditures – The favourable year-to-date variance of \$2,394 is mainly due to timing differences of \$2,578 in tax write offs offset by unrealized foreign exchange losses on US currency of \$119. The unfavourable forecasted variance of \$467 is primarily due to tax write offs (\$259) and foreign exchange losses on US currency (\$119).

Taxation - The unfavourable year-to-date variance of \$1,690 is due to timing differences for the collection of payment-in-lieu (PIL) taxes (\$593) and timing of receipt of supplemental taxes accrued at the end of 2018 (\$1,098). The favourable forecasted variance of \$2,309 is due to forecasted increases in supplemental tax revenue attributable to growth mainly in St. Catharine’s, Niagara Falls and Niagara on the Lake.

Federal & Provincial Grants - The unfavourable year-to-date and forecasted variances of \$3,667 and \$3,016 respectively are a result of timing in Ministry-funded programs within NRH, lower than budgeted Ministry funding reflective of the reduction in Community Assistance expenditures in Social Assistance and Employment Opportunities (SAEO) and Childrens Services and OW program administration funding received from the Ministry at an amount less than budgeted (\$455).

By-Law Charges & Sales - The unfavourable year-to-date and forecasted variances of \$1,010 and \$981 are due to lower than expected signal maintenance and signs revenues (\$403 and \$476 respectively), reduced NRT fare revenue on fewer trips (\$204 and \$149 respectively); and timing differences associated with various by-law charges and other sales. Also contributing to the unfavourable variance is lower than anticipated application volumes within development planning and lower than anticipated Regional share of business licensing fees. These overages are offset by increases in childcare parent fees which have been used to offset the increase in staffing costs at the directly operated childcare centres (\$372 and \$658, respectively).

Other Revenue – The favourable year-to-date and forecasted variances of \$1,195 and \$3,587 respectively are related to an increase in collection enforcement activity and larger fine payments in Court Services division (\$341 and \$391), higher than anticipated provincially established accommodation fees within the long term care (LTC) homes (\$458 and \$736), unbudgeted revenues for EMS services at the St. Catharines Consumption Treatment site (\$277 and \$532), higher than budgeted union billings throughout the Region for employees’ time spent on union business as well as unbudgeted proceeds from sale of assets forecasted for the second half of the year (\$684). Proceeds from sale of assets are transferred to the capital levy reserve, as noted below.

Transfers - The unfavourable year-to-date and forecasted variances of \$2,182 is primarily due to timing of reserve transfer to NRH relating to the 2018 year-end surplus transfer to the 2019 budget for new housing initiatives (\$1,224) (noted in Operational & Supply above), timing differences on reserve funding for Planning Grants (\$596). The unfavourable forecasted variance of \$1,615 is a result of unbudgeted proceeds from sale of assets being transferred to capital levy reserve (\$684) as well as the portion of the 2018 surplus transfer that is being transferred to reserves to partially fund a new multi-residential build in Niagara Falls, which staff are recommended in the 2020 capital budget.

Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$954	\$860	\$94	9.8%	\$1,910	\$1,820	\$90	4.7%
Administrative	\$110	\$63	\$47	42.9%	\$220	\$172	\$47	21.5%
Operational & Supply	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$1	\$0	\$1	57.8%	\$2	\$2	\$1	28.9%
Partnership, Rebate, Exemption	\$1	\$0	\$1	100.0%	\$2	\$1	\$1	50.0%
Total Expenses	\$1,067	\$924	\$143	13.4%	\$2,134	\$1,996	\$139	6.5%
Other Revenue	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Intercompany Charges	\$1	\$1	\$0	25.9%	\$2	\$1	\$0	12.9%
Total Intercompany Charges	\$1	\$1	\$0	25.9%	\$2	\$1	\$0	12.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,067	\$924	\$143	13.4%	\$2,136	\$1,997	\$139	6.5%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,067	\$924	\$143	13.4%	\$2,136	\$1,997	\$139	6.5%
Indirect Allocations & Debt	\$139	\$154	-\$14	-10.3%	\$277	\$293	-\$16	-5.7%
Total Indirect Allocations & Debt	\$139	\$154	-\$14	-10.3%	\$277	\$293	-\$16	-5.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,207	\$1,078	\$129	10.7%	\$2,413	\$2,290	\$123	5.1%

Governance - Continued

Variance Analysis (in thousands of dollars)

Governance is operating a year-to-date surplus before indirect allocations of \$143 with a forecasted surplus of \$139 before indirect allocations for year end. The following factors have contributed to this surplus.

Compensation - The favourable year-to-date and forecasted variance of \$94 and \$90 are due to vacancies within the Chair's Office and deferred or declined salary increases.

Administration - The favourable year-to-date and forecasted variance of \$47 is due to lower than anticipated advertising and travel costs.

Community Impacts & Achievements

Governance consists of the Members of Council and the Office of the Regional Chair who provide the overall political leadership of the organization.

Project Updates/Accomplishments

- Continued work on the Region's Official Plan
- Stabilized the composition of the NPCA Board of Directors
- Successfully passed the Region's 2019 operating and capital budget that provided more appropriate levels of funding for many critical programs, projects and services
- Approved the 2018 – 2022 Council Business Plan, including the organization's strategic priorities for the next four years
- Continued to support the successful delivery of the 2021 Canada Summer Games, including advocacy to senior levels of government
- Support the proposed long-term care campus model and redevelopment project
- Continued to provide active support for the expansion of GO train commuter service to Niagara Region
- Began work on the 2020 Regional budget that will ensure affordability for Niagara's tax payers while providing responsible funding for vital public services and infrastructure

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Administrative	\$3,121	\$1,906	\$1,216	38.9%	\$6,243	\$3,811	\$2,432	39.0%
Operational & Supply	\$114	\$0	\$114	100.0%	\$228	\$228	\$0	0.0%
Occupancy & Infrastructure	\$47	\$28	\$19	39.8%	\$95	\$98	-\$4	-4.0%
Partnership, Rebate, Exemption	\$9,718	\$6,218	\$3,499	36.0%	\$15,414	\$20,353	-\$4,939	-32.0%
Financial Expenditures	\$16,029	\$13,563	\$2,466	15.4%	\$66,273	\$66,644	-\$371	-0.6%
Total Expenses	\$29,030	\$21,716	\$7,314	25.2%	\$88,252	\$91,134	-\$2,882	-3.3%
Taxation	-\$173,974	-\$172,284	-\$1,690	-1.0%	-\$380,993	-\$383,302	\$2,309	0.6%
By-Law Charges & Sales	-\$27	-\$16	-\$11	-40.3%	-\$55	-\$33	-\$22	-40.3%
Other Revenue	-\$7,037	-\$7,167	\$130	1.9%	-\$15,771	-\$16,758	\$988	6.3%
Total Revenues	-\$181,038	-\$179,467	-\$1,571	-0.9%	-\$396,818	-\$400,093	\$3,275	0.8%
Intercompany Charges	-\$314	-\$293	-\$20	-6.4%	-\$367	-\$216	-\$151	-41.0%
Total Intercompany Charges	-\$314	-\$293	-\$20	-6.4%	-\$367	-\$216	-\$151	-41.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$152,322	-\$158,045	\$5,723	3.8%	-\$308,933	-\$309,175	\$242	0.1%
Transfers From Funds	-\$5,174	-\$4,574	-\$600	-11.6%	-\$11,234	-\$11,234	\$0	0.0%
Transfers To Funds	\$20,065	\$20,060	\$4	0.0%	\$21,031	\$21,569	-\$539	-2.6%
Total Transfers	\$14,890	\$15,486	-\$596	-4.0%	\$9,797	\$10,335	-\$539	-5.5%
Net Expenditure (Revenue) Before Indirect Allocations	-\$137,432	-\$142,559	\$5,127	-3.7%	-\$299,136	-\$298,840	-\$296	-0.1%
Indirect Allocations & Debt	-\$30,821	-\$30,821	\$0	0.0%	-\$71,200	-\$71,200	\$0	0.0%
Total Indirect Allocations & Debt	-\$30,821	-\$30,821	\$0	0.0%	-\$71,200	-\$71,200	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$168,252	-\$173,380	\$5,127	3.0%	-\$370,336	-\$370,040	-\$296	-0.1%

General Government - Continued

Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date surplus before indirect allocations of \$5,127 and is forecasting an overall deficit before indirect allocations of \$296 at the end of the year due to the following factors:

Administration - The favourable year-to-date and forecasted variances of \$1,216 and \$2,432 are primarily due to a reduction in the estimated claims accrual related to insured, uninsured and construction contract claims against the Region. This favourable variance has been partially offset by actual claim payouts greater than budget, which are recorded in the ERMS operating statement.

Operational and Supply – The favourable year-to-date and forecasted variances of \$114 and \$0 relate to timing differences on expenditures incurred for the new Council’s strategic priorities.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$3,499 is mainly due to the timing of payments of Planning grants amounting to \$3,974 (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), and Public Realm Incentive Program (PRIP)) as well as \$302 relating to the Gateway tax increment grants. This is offset by unfavourable variances of \$604 in mandatory and non-mandatory exemptions as per the adopted Development Charges By-law 2017-88 in addition to \$150 in Commercial Vacancy Rebates.

The unfavourable forecasted variance of \$4,939 is primarily the result of \$4,917 in Development Charges exemptions as well as \$473 in Commercial Vacancy Rebates as a result of vacancies that have occurred in previous years that are not subject to the reduced rebate percentage, as approved by Council through CSD 3-2019 Vacancy Program Revisions to the Ministry of Finance. This is offset by savings of \$415 in Planning grants (SNIP, TIG and PRIP).

Financial Expenditures – The favourable year-to-date variance of \$2,466 is primarily due to timing differences of \$2,578 in tax write offs offset by unrealized foreign exchange losses on USD of \$119.

The unfavourable forecasted variance of \$371 is mainly due to tax write offs of \$259 and unrealized foreign exchange losses on USD of \$119.

Taxation – The unfavourable year-to-date variance of \$1,690 is due to \$593 in timing differences on the collection of payment-in-lieu of taxes (PIL) and \$1,098 in supplemental taxes accrued at the end of 2018 which were not received by June 30th. These supplemental taxes are forecasted to be collected by the end of the year.

The favourable forecasted variance of \$2,309 is due to forecasted increases in supplemental tax revenue attributable to growth.

Other Revenue – The favourable year-to-date and forecasted variances of \$130 and \$988 relates to investment income of \$31 and \$106 as well as favourable proceeds from billboard sign rentals, telecom tower rentals and VISA rebates of \$92 and \$185. Net proceeds from the sale of surplus properties is favourably forecasted at \$684 which is fully offset by transfers to the General Capital Levy reserve identified in transfers below.

Intercompany Charges – The unfavourable forecasted variance of \$151 is mainly due to a change in the budgeted funding source from provincial funding to capital variance (CV) project for the roof replacement at Peer Street, Niagara Falls. Provincial funding was expected to be received to fund this capital project, however the application for funding was denied after the budget was finalized. The roof replacement has been funded from surplus funds available from other completed capital projects (CV project).

Transfers – The unfavourable year-to-date variance of \$596 is due to timing differences on the transfer from reserve funds for Planning grants. The unfavourable forecasted variance of \$539 mainly relates to the transfer to reserve funds, from the sale of surplus properties to the General Capital Levy as identified above.

General Government - Continued

Community Impacts & Achievements

The General Government department consists of taxation revenue and costs associated with property assessment services which are provided by the Municipal Property Assessment Corporation (MPAC), investment income on investments held with different institutions (see investment report for further details), economic incentives and other support grants such as contributions to the Niagara Health System’s new cancer centre as well as grants related to development charges, the Youth Retention Program, the Smarter Niagara Incentive Program and Canada Summer Games. General Government is also responsible for managing the Region’s capital financing sources such as capital levy reserve contributions and debt charges.

- Successfully funded 56 Capital projects for 2019 through a \$14 million reserve contribution to the Capital Levy reserve.
- Successfully funded 85 Capital projects with \$6.7 million of Development Charges reserves by utilizing a more streamlined and efficient funding process.
- Delivered grant programs partnering with the Local Area Municipalities and Non for Profit Organizations to promote culture, public realm and economic growth.
- Continued work to finalize the outcomes of the grants and incentives review resulting from the internal audit of current programs.
- Funding of \$0.2 million related to the ‘Connect to Innovate’ program which seeks to improve the digital infrastructure by bringing broadband internet to rural and remote communities across the Region.
- Funding of \$0.1 million to Niagara College for in support of the Region’s agri-business sector through targeted investments in new laboratories, specialized teaching and applied research infrastructure, and agri-business incubation space.
- Contribution of \$0.5 million towards activities involved in hosting the 2021 Canada Summer Games (CSG) which is expected to attract over 4,600 athletes across 17 sporting disciplines. In addition to welcoming over 30,000 visitors to the Region, the CSG is anticipated to generate an economic impact of \$200 million and 1,100 jobs for the Region.
- Successfully invested over \$110 million of Regional idle funds with an overall portfolio rate of 3.13%.
- Debentures successfully issued for \$63.4 million in the Capital markets at a rate of 2.371%, one of the lowest cost of borrowing achieved to date.

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$2,252	\$2,064	\$188	8.3%	\$4,507	\$4,237	\$270	6.0%
Administrative	\$1,099	\$418	\$680	61.9%	\$1,943	\$1,698	\$244	12.6%
Operational & Supply	\$8	\$2	\$7	79.3%	\$17	\$10	\$7	39.6%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$6	\$9	-\$3	-57.4%	\$12	\$16	-\$4	-32.9%
Partnership, Rebate, Exemption	\$414	\$520	-\$106	-25.5%	\$628	\$570	\$58	9.2%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$3,779	\$3,013	\$766	20.3%	\$7,106	\$6,532	\$574	8.1%
Federal & Provincial Grants	-\$100	-\$44	-\$56	-55.6%	-\$200	-\$74	-\$126	-62.8%
Other Revenue	\$0	-\$69	\$69	0.0%	\$0	-\$131	\$131	0.0%
Total Revenues	-\$100	-\$113	\$13	13.3%	-\$200	-\$205	\$5	2.5%
Intercompany Charges	\$6	\$4	\$2	28.7%	\$11	\$10	\$2	14.4%
Total Intercompany Charges	\$6	\$4	\$2	28.7%	\$11	\$10	\$2	14.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,685	\$2,904	\$781	21.2%	\$6,917	\$6,336	\$581	8.4%
Transfers From Funds	-\$421	-\$421	\$0	0.0%	-\$421	-\$421	\$0	0.0%
Transfers To Funds	\$0	\$13	-\$13	0.0%	\$0	\$0	\$0	0.0%
Total Transfers	-\$421	-\$408	-\$13	-3.0%	-\$421	-\$421	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$3,264	\$2,496	\$768	23.5%	\$6,496	\$5,915	\$581	8.9%
Indirect Allocations & Debt	-\$372	-\$404	\$32	8.7%	-\$761	-\$743	-\$17	-2.3%
Total Indirect Allocations & Debt	-\$372	-\$404	\$32	8.7%	-\$761	-\$743	-\$17	-2.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,892	\$2,092	\$800	27.7%	\$5,736	\$5,172	\$564	9.8%

Corporate Administration - Continued

Variance Analysis (in thousands of dollars)

Corporate Administration is operating a year-to-date surplus before indirect allocations of \$768 with a forecasted surplus of \$581 before indirect allocations for year end. The following factors have contributed to this surplus.

Compensation - The favourable year-to-date and forecasted variance of \$188 and \$270 is due to staffing vacancies throughout the divisions of Corporate Administration. The variance is lowered due to a seconded position at the Niagara District Airports, which is offset by increased revenues.

Administration - The favourable year-to-date and forecasted variance of \$680 and \$244 is due to timing of consulting expenditures related to trade and investment and strategic marketing; government relations activities; and internal project management work. The deferred spend is directly linked to the staffing vacancies throughout the department.

Partnership, Rebate, Exemption - The unfavourable year-to-date variance of \$106 is due to the timing of grant program awards and the forecasted favourable variance of \$58 is due to anticipated decreased grant funding issued by Economic Development.

Federal & Provincial Grants - The unfavourable year-to-date and forecasted variance of \$56 and \$126 is due to decreased funding available for Economic Development activities.

Other Revenue - The favourable year-to-date and forecasted variance of \$69 and \$131 is due to revenue received for an employee seconded to the Niagara District Airports.

Community Impacts & Achievements

Corporate Administration includes the Chief Administrative Officer's Office, Internal Control & Organizational Performance and Strategic Communications & Public Affairs whose main focus is the general management/support of the other Regional departments. Economic Development is also a part of Corporate Administration and supports the Niagara Region and business communities to compete successfully in Niagara, Ontario and on a global scale.

Strategic Communications and Public Affairs

Advanced corporate communications priorities and campaigns, including:

- Completed resident telephone survey and focus groups on communications preferences and customer engagement.
- Public engagement on Industrial and Commercial excess land policies
- Internal and external communications related to Alternative Service Delivery in long-term Care and affordable housing
- Public engagement for “Point in Time Count” to ensure excellent homelessness data
- Managing communications for inter-municipal transit and GO transit related project
- Provide ongoing communications support for Long-term Care redevelopment project including development of branding, public engagement, media opportunities, project external landing page and newsletter updates.
- Supporting Children’s Services through promotional materials such as benefits of licenced childcare, EarlyON Centres, tuition and child care financial support.
- Ongoing strategic communications support for Senior Services Community programming, including Adult Day and Niagara Gatekeepers program brochures, Respite care video and brand refresh.
- Provide communications support for transportation related infrastructure projects including the launch of new branding (Moving Roads Forward) and web components
- Provided support and advice regarding the engagement and roll out of the Region’s updated development charges program
- Provide ongoing communications support on Region’s Official Plan process, including the development of branding, media and public engagement strategy
- Provide ongoing support related to corporate-wide sustainability review
- Providing key support & counsel for 2 major Economic Development projects: 100-minutes of promotional videos, 4 new websites, branding and print products
- Ongoing communications support to Waste Management regarding collection delays including customer service messaging on social media feeds
- Collaborated with all departments to create a fulsome Council orientation package

Corporate Administration - Continued

- Creation of sponsor kit which included a video for Niagara Children’s Water Festival which generated \$27,750 in sponsorships. Coordinated media engagement and organized the main sponsor event

Internal Control & Organizational Performance

- Made major progress towards the 2019 Internal Audit Plan; specifically: Homelessness Service Providers Contract Compliance Review, Waste Management Contract Compliance Audit (Phase 1 RFP Review), and Employee Benefits Audit. ICOP has provided recommendations to assist program staff to improve operations and their respective internal controls environments
- Designed a risk-based 2019 Annual Audit Plan and received approval from Audit Committee to proceed with eight new audit projects
- Completed the second and third phase of ‘Shape Niagara’ (a broad public engagement initiative to inform Council’s strategic plan). Held a strategic planning workshop with Council on May 11, 2019 where Council identified their draft strategic priorities, and identified a new mission, vision and values statements. These were presented back in a report to Council on June 20, 2019 and approved unanimously
- Acting as project manager, ICOP worked with the Business Licensing division, successfully launched the Business Licensing & Enforcement program to the public effective June 4, 2019. ICOP was project manager for the transition of the business unit from NRPS back to Niagara Region until operationalized.
- Continued work as Project Manager for NRH Alternate Service Delivery project including developing a future state organizational structure, reporting to NRH Board of Directors and developing a business case for full integration to be presented to Regional Council on August 15, 2019
- Completed lean process reviews in 3 business areas: Court Services Administration (documentation), Niagara Specialized Transit (measuring performance) and Seniors Recruitment (capacity). Currently managing projects in multiple other business units to improve operations, identify efficiencies and/or reduce waste using Lean & Six Sigma methodology
- Continued work as Project Manager/Facilitator for Airport Project including a report to update Regional Council on April 18, 2019 and organizing/facilitating negotiations to build a business case to present back to Regional Council for approval in the fall
- The Project Management Office (PMO) delivered a PM methodology and toolkit to project managers across the organization based on best-in-class principles from global Project Management Institute. In addition, the PMO team was deployed to work on two major cross-functional projects: Bill 142 Compliance and NOTL W/WW Plant project documentation

Economic Development

Project Updates/Accomplishments

- Niagara Economic Development entered into an MOU to become a referral partner in the Global Skills Strategy program which expedites the approval process for highly skilled foreign workers
- Issued an RFP for Niagara’s Airports’ Feasibility and Future Business Modelling.
- Niagara Gateway Information Centre Q1 2019: 6519 visitors to kiosk and 120 buses signed in with guests
- Agriculture Policy Brief developed and released in partnership with Niagara Community Observatory
- Annual Niagara Economic Update developed and presented to PEDC in May
- NFTZ seminars held in St. Catharines, May 29th and Niagara Falls, June 26th
- The second meeting of the NFTZ Taskforce was held on April 19th
- Meetings with overseas consulates (Poland, Hungary, Germany, Netherlands and British) in Toronto held in April
- Three Industrial Development Charge applications approved supporting \$3.4 million investment and 18 new jobs
- Participated in Niagara Region draft Employment Lands Strategy Background Report
- Total of 52 meetings held with potential investors: 12 in UK, 21 in Europe & 19 in US
- Launched the Niagara Economic Development e-newsletter in May
- Launched the Niagara Ambassador Program in May, 45 sign ups in first month
- Supported Public Work’s Expression of Interest to the National Trade Corridors Fund

Enterprise Resource Mgmt. Serv. Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$4,987	\$4,485	\$501	10.1%	\$9,984	\$9,223	\$761	7.6%
Administrative	\$1,843	\$1,871	-\$28	-1.5%	\$3,548	\$4,542	-\$994	-28.0%
Operational & Supply	\$22	\$25	-\$3	-14.3%	\$42	\$56	-\$14	-34.2%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$4	-\$1	\$5	121.3%	\$8	\$8	\$0	5.4%
Financial Expenditures	\$0	\$5	-\$5	0.0%	\$0	\$5	-\$5	0.0%
Total Expenses	\$6,856	\$6,386	\$470	6.9%	\$13,583	\$13,834	-\$251	-1.9%
Federal & Provincial Grants	-\$34	-\$34	\$0	0.0%	-\$67	-\$67	\$0	0.0%
By-Law Charges & Sales	-\$5	-\$5	\$0	0.7%	-\$10	-\$5	-\$5	-49.7%
Other Revenue	-\$10	-\$40	\$30	299.4%	-\$20	-\$40	\$20	99.7%
Total Revenues	-\$49	-\$79	\$30	61.8%	-\$97	-\$112	\$15	15.4%
Intercompany Charges	\$11	\$10	\$1	9.6%	\$23	\$21	\$1	4.8%
Total Intercompany Charges	\$11	\$10	\$1	9.6%	\$23	\$21	\$1	4.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$6,819	\$6,318	\$501	7.4%	\$13,508	\$13,744	-\$235	-1.7%
Transfers From Funds	-\$580	-\$580	\$0	0.0%	-\$580	-\$580	\$0	0.0%
Transfers To Funds	\$0	\$290	-\$290	0.0%	\$0	\$94	-\$94	0.0%
Total Transfers	-\$580	-\$290	-\$290	50.0%	-\$580	-\$485	-\$94	-16.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$6,239	\$6,028	\$211	3.4%	\$12,928	\$13,258	-\$330	-2.6%
Indirect Allocations & Debt	-\$6,234	-\$6,028	-\$206	-3.3%	-\$12,928	-\$13,258	\$330	2.6%
Total Indirect Allocations & Debt	-\$6,234	-\$6,028	-\$206	-3.3%	-\$12,928	-\$13,258	\$330	2.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$5	\$0	\$5	100.0%	\$0	\$0	\$0	N/A

Enterprise Resource Management Services - Continued

Variance Analysis (in thousands of dollars)

Enterprise Resource Management Services is operating a year-to-date surplus before indirect allocations of \$211 with a forecasted \$330 deficit, due to the following factors:

Compensation - The favourable year-to-date and forecasted variances of \$501 and \$761 respectively are due to temporary staffing vacancies in Financial Management and Planning, Procurement and Strategic Acquisitions, Legal Services and the Asset Management Office.

Administration - The unfavourable year-to-date and forecasted variances of \$28 and \$994 are due to higher than budgeted claim payouts offset by timing of corporate sustainability review expenses which were encumbered at 2018 year-end.

Other Revenues – The favourable year-to-date and forecasted variances of \$30 and \$20 are due to legal costs recovered related to claims management.

Transfers – The unfavourable year-to-date and forecasted variances of \$290 and \$94 relate to unspent reserve funding for the corporate sustainability review, which will be transferred back to reserves at year end.

Community Impacts & Achievements

Financial Management and Planning

- 2018 Financial Statement audit completed with unmodified opinion and no management letter points.
- Asset Management Plan governance strategy completed and approved by Council in January 2019.
- Public engagement completed for change in tax policy regarding proposed vacancy rebates and vacancy rebate changes subsequently approved by Council in January 2019.
- Successfully completed additional development charge training to the Local Area Municipalities including Planning, Building and Finance staff.
- Collaborated with Social Assistance and Employment Opportunities and the Regional Enterprise Resource Planning teams to create a SAMS daily load interface which greatly reduced time required to reconcile bank statements
- Supported major cross functional corporate initiatives such as Niagara Regional Housing Governance, Canada Summer Games, GO implementation, Airport study, impacts of Bill 108, and reporting on Provincial budget implications.

Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$8,578	\$8,005	\$573	6.7%	\$17,212	\$17,167	\$44	0.3%
Administrative	\$1,990	\$1,772	\$218	11.0%	\$3,618	\$3,640	-\$22	-0.6%
Operational & Supply	\$161	\$154	\$7	4.4%	\$322	\$366	-\$44	-13.8%
Occupancy & Infrastructure	\$3,589	\$3,254	\$335	9.3%	\$7,223	\$6,715	\$508	7.0%
Equipment, Vehicles, Technology	\$1,251	\$1,309	-\$57	-4.6%	\$2,639	\$2,896	-\$257	-9.7%
Partnership, Rebate, Exemption	\$2	\$2	\$0	17.8%	\$5	\$4	\$0	8.9%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$15,571	\$14,495	\$1,076	6.9%	\$31,018	\$30,789	\$229	0.7%
By-Law Charges & Sales	-\$472	-\$128	-\$343	-72.8%	-\$943	-\$263	-\$681	-72.2%
Other Revenue	-\$246	-\$343	\$97	39.3%	-\$492	-\$918	\$426	86.5%
Total Revenues	-\$718	-\$471	-\$247	-34.4%	-\$1,436	-\$1,181	-\$255	-17.7%
Intercompany Charges	\$141	\$87	\$54	38.2%	\$168	\$175	-\$7	-4.2%
Total Intercompany Charges	\$141	\$87	\$54	38.2%	\$168	\$175	-\$7	-4.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$14,995	\$14,111	\$884	5.9%	\$29,750	\$29,783	-\$33	-0.1%
Transfers From Funds	-\$314	-\$314	\$0	0.0%	-\$389	-\$389	\$0	0.0%
Transfers To Funds	\$0	\$29	-\$29	0.0%	\$0	\$0	\$0	0.0%
Total Transfers	-\$314	-\$285	-\$29	-9.2%	-\$389	-\$389	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$14,681	\$13,826	\$855	5.8%	\$29,361	\$29,394	-\$33	-0.1%
Indirect Allocations & Debt	-\$13,640	-\$12,893	-\$748	-5.5%	-\$27,578	-\$27,730	\$152	0.6%
Total Indirect Allocations & Debt	-\$13,640	-\$12,893	-\$748	-5.5%	-\$27,578	-\$27,730	\$152	0.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,041	\$934	\$107	10.3%	\$1,783	\$1,664	\$119	6.7%

Corporate Services - Continued

Variance Analysis (in thousands of dollars)

Corporate Services is operating a year-to-date surplus before indirect allocations of \$855 with a forecasted \$33 deficit, due to the following factors:

Compensation – The favourable year-to-date and forecasted variances of \$573 and \$44 are due to vacancies in the General Manager’s Office, Human Resources, Clerks Administration, IT Solutions, Construction, Energy and Facilities Management and Business Licensing Admin partially offset by an unfavourable variance in labour relations.

Administration - The favourable year-to-date variance of \$218 is mainly due to lower than anticipated consulting services, partially offset by higher than anticipated external legal fees and payroll processing fees. The unfavourable forecasted variance of \$22 is mainly due to upgrading the payroll processing system, offset by lower than anticipated consulting services and training costs.

Occupancy & Infrastructure - The favourable year-to-date and forecasted variances of \$335 and \$508 are due to lower than anticipated costs for electricity and natural gas utilities as well as a reduction in property taxes on buildings with that have been repurposed for Regional department use.

Equipment, Vehicles, Technology - The unfavourable year-to-date and forecasted variances of \$57 and \$257 are due to an increase in software license costs and one-time cost of Business Licensing administration vehicles.

Revenues - The unfavourable year-to-date and forecasted variances of \$247 and \$255 are due primarily to the timing of business licensing fee revenue between the Region and the NRPS.

Community Impacts & Achievements

Business Licensing

- Responsibility for licensing, governance and enforcement of all business licenses was successfully transferred back to the Niagara Region from Niagara Regional Police on June 1, 2019.

Construction, Energy and Facilities Management

- Ground breaking ceremony held on June 4, 2019 for the new 1 District Niagara Regional Police Station in St. Catharines.
- New Public Health building in Niagara Falls nearing substantial completion in August 2019.
- Approval of Energy Conservation and Demand Management Plan for Region on June 12, 2019.

Community Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$50,204	\$50,770	-\$567	-1.1%	\$101,567	\$103,601	-\$2,034	-2.0%
Administrative	\$882	\$870	\$12	1.4%	\$1,617	\$1,736	-\$120	-7.4%
Operational & Supply	\$4,483	\$4,702	-\$219	-4.9%	\$8,951	\$9,319	-\$368	-4.1%
Occupancy & Infrastructure	\$1,896	\$1,651	\$245	12.9%	\$3,691	\$3,456	\$235	6.4%
Equipment, Vehicles, Technology	\$620	\$611	\$9	1.5%	\$1,158	\$1,205	-\$47	-4.0%
Community Assistance	\$83,194	\$80,222	\$2,972	3.6%	\$171,611	\$169,350	\$2,262	1.3%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$141,278	\$138,827	\$2,452	1.7%	\$288,595	\$288,668	-\$73	0.0%
Federal & Provincial Grants	-\$110,303	-\$108,324	-\$1,979	-1.8%	-\$236,626	-\$234,785	-\$1,840	-0.8%
By-Law Charges & Sales	-\$1,765	-\$2,137	\$372	21.1%	-\$3,530	-\$4,188	\$658	18.6%
Other Revenue	-\$11,519	-\$11,976	\$458	4.0%	-\$23,038	-\$23,773	\$736	3.2%
Total Revenues	-\$123,587	-\$122,438	-\$1,149	-0.9%	-\$263,193	-\$262,747	-\$446	-0.2%
Intercompany Charges	\$314	\$350	-\$36	-11.4%	\$484	\$337	\$147	30.3%
Total Intercompany Charges	\$314	\$350	-\$36	-11.4%	\$484	\$337	\$147	30.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$18,005	\$16,739	\$1,267	7.0%	\$25,885	\$26,258	-\$373	-1.4%
Transfers From Funds	-\$36	-\$36	\$0	0.0%	-\$36	-\$36	\$0	0.0%
Transfers To Funds	\$914	\$914	\$0	0.0%	\$1,829	\$1,829	\$0	0.0%
Total Transfers	\$878	\$878	\$0	0.0%	\$1,793	\$1,793	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$18,884	\$17,617	\$1,267	6.7%	\$27,678	\$28,050	-\$373	-1.3%
Indirect Allocations & Debt	\$7,889	\$7,118	\$771	9.8%	\$16,151	\$15,899	\$252	1.6%
Total Indirect Allocations & Debt	\$7,889	\$7,118	\$771	9.8%	\$16,151	\$15,899	\$252	1.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$26,773	\$24,734	\$2,038	7.6%	\$43,829	\$43,949	-\$120	-0.3%

Community Services - Continued

Variance Analysis (in thousands of dollars)

Community Services' year-to-date operating surplus of \$1,267 is primarily the result of deferred spending as a result of delayed provincial funding announcements received in-year. Community Services is forecasting a year-end operating deficit before indirect allocations of \$373 (1.3 per cent of the net budget) primarily related to lower than anticipated ministry funding in Social Assistance & Employment Opportunities (SAEO). The following factors contribute to these variances:

Compensation - The unfavourable year-to-date and forecasted variances of \$567 and \$2,034 are primarily due to one to one staffing for residents with high intensity needs in long-term care (LTC) which are substantially funded by the Ministry (95%) (\$1,522) as well as an increase in directly operated childcare staff which is offset by an increase in parent fees (\$474).

Administration - The unfavourable forecasted variance of \$120 is primarily due to higher than anticipated expenditures associated with staff training in response to system level changes (clinical capacity building i.e. enhanced wound care, responsive behaviours and safety, LTC performance assessment i.e. level of care documentation)

Operational & Supply – The unfavourable year-to-date and forecasted variances of \$219 and \$368 are primarily due to higher than anticipated medical supplies and transportation expenditures for high intensity needs residents in LTC, which are substantially funded by the Ministry (95%).

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances of \$245 and \$235 are primarily due to lower than anticipated utility costs at the LTC homes.

Community Assistance - The favourable year-to-date variance of \$2,972 is primarily due to: a lower than budgeted Ontario Works caseload resulting in a reduced number of benefit issuances fully funded by the Province (\$1,103); the timing of expansion funding payments to childcare providers (\$2,531); offset by the timing of employment and discretionary benefit issuances to social assistance recipients (\$601). The lower than budgeted Ontario Works (OW) benefit issuances are anticipated to continue to year-end resulting in a forecasted favourable variance of \$2,262.

Federal & Provincial Grants – The unfavourable forecasted variance of \$1,840 is primarily due to lower than budgeted Ministry funding reflective of the reduction in Community Assistance expenditures in SAEO and lower than anticipated OW program administration funding received from the Ministry, offset by a nominal increase to funding in Seniors Services and funding related specifically to HIN expenditures.

By-Law Charges & Sales - The favourable year-to-date and forecasted variances of \$372 and \$658 are primarily due to increase in childcare parent fees to offset the increase in staffing costs at the directly operated childcare centres.

Other Revenue - The favourable year-to-date and forecasted variances of \$458 and \$736 are primarily due to higher than anticipated provincially established accommodation fees within LTC.

Community Impacts & Achievements

Children Services

- Continuing to provide child care fee subsidy without a waitlist.
- Provide additional funding to service providers to sustain a local level expansion plan and ministry target of 584 and to maintain affordable rates for childcare.
- Five Community capital builds are progressing with 230 new spaces to be open by December 2020.

Community Services - Continued

Senior Services

- Annual satisfaction survey issued to residents and families showed an overall satisfaction rate of 95% which is consistent with the last three years.
- Niagara Region Long-Term Care homes have received Best Practices Spotlight Organization (BPSO) designation with the Registered Nurses Association of Ontario (RNAO). This designation is awarded to organizations who, upon successful application and completion of a competitive three-year program, leverage best practices, strive for continuous improvement and provide the highest level of care for residents.
- Through a holistic master plan and site design exercise, Seniors Services has finalized its proposed master plans to support Niagara Region’s vision of a long-term care home and campus in Fort Erie and St. Catharines. Each campus will provide outreach, wellness and long-term care services for an aging population, attract new investment and provide housing for families and long-time community members alike.

Homelessness and Community Engagement

- Launched a youth shelter diversion pilot.
- Conducted a survey of vulnerable persons in downtown St. Catharines to better understand breadth of needs, to inform future outreach efforts.
- Application submitted to become a member of Built For Zero – Canada, subsequently successful.
- Supported the data gathering efforts of the Affordable Housing Steering Committee in partnership with CANCEA to better understand the depth of core housing need in Niagara.

Social Assistance and Employment Opportunities

- OW caseload tracking less than the projected two per cent caseload increase.
- Number of new job starts are on track to meet and surpass 2019 targets; 866 new job starts captured year-to-date (2019 target - 1,350) with 576 unique local employers (2019 target – 650).
- Over 12,500 employment assessments have been completed with OW clients in BENN system which is designed to match clients with jobs and training.

Public Health & Emergency Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$39,811	\$40,169	-\$357	-0.9%	\$79,509	\$80,625	-\$1,116	-1.4%
Administrative	\$1,330	\$1,490	-\$160	-12.0%	\$2,309	\$2,582	-\$273	-11.8%
Operational & Supply	\$2,199	\$2,052	\$147	6.7%	\$4,150	\$4,123	\$28	0.7%
Occupancy & Infrastructure	\$334	\$323	\$11	3.2%	\$677	\$663	\$14	2.1%
Equipment, Vehicles, Technology	\$1,253	\$1,188	\$65	5.2%	\$2,442	\$2,629	-\$187	-7.7%
Community Assistance	\$0	\$2	-\$2	0.0%	\$0	-\$17	\$17	0.0%
Financial Expenditures	\$0	\$5	-\$5	0.0%	\$0	\$5	-\$5	0.0%
Total Expenses	\$44,927	\$45,229	-\$302	-0.7%	\$89,088	\$90,610	-\$1,522	-1.7%
Federal & Provincial Grants	-\$32,039	-\$31,200	-\$839	-2.6%	-\$63,627	-\$63,595	-\$33	-0.1%
By-Law Charges & Sales	-\$120	-\$89	-\$31	-25.5%	-\$240	-\$209	-\$31	-12.7%
Other Revenue	-\$149	-\$426	\$277	186.8%	-\$297	-\$829	\$532	179.3%
Total Revenues	-\$32,307	-\$31,716	-\$592	-1.8%	-\$64,164	-\$64,633	\$469	0.7%
Intercompany Charges	\$770	\$775	-\$5	-0.6%	\$1,540	\$1,545	-\$5	-0.3%
Total Intercompany Charges	\$770	\$775	-\$5	-0.6%	\$1,540	\$1,545	-\$5	-0.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$13,390	\$14,288	-\$898	-6.7%	\$26,463	\$27,521	-\$1,058	-4.0%
Transfers From Funds	-\$1,479	-\$1,479	\$0	0.0%	-\$1,641	-\$1,641	\$0	0.0%
Transfers To Funds	\$43	\$43	\$0	0.0%	\$85	\$85	\$0	0.0%
Total Transfers	-\$1,436	-\$1,436	\$0	0.0%	-\$1,555	-\$1,555	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$11,954	\$12,852	-\$898	-7.5%	\$24,908	\$25,966	-\$1,058	-4.2%
Indirect Allocations & Debt	\$6,137	\$5,987	\$149	2.4%	\$13,767	\$13,840	-\$73	-0.5%
Total Indirect Allocations & Debt	\$6,137	\$5,987	\$149	2.4%	\$13,767	\$13,840	-\$73	-0.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$18,091	\$18,839	-\$749	-4.1%	\$38,675	\$39,806	-\$1,131	-2.9%

Public Health & Emergency Services - Continued

Variance Analysis (in thousands of dollars)

Public Health (PH) & Emergency Medical Services (EMS) is operating a year-to-date unfavourable variance before indirect allocations of \$898 with a forecasted unfavourable variance of \$1,058, due to the following factors:

Compensation – The unfavourable year-to-date and forecasted variances of \$357 and \$1,116 are primarily due to Workplace Safety Insurance Board (WSIB) costs in EMS (\$350 YTD, \$784 forecasted), and paramedic salaries (\$256 YTD, \$551 forecasted). These unfavourable variances are partially offset by temporary staffing vacancies within various PH programs, as well as in Other Revenues (described below) as the majority of the paramedic salary variance is for EMS service provided at the St. Catharines Consumption Treatment site on a cost recovery basis.

Administrative – The unfavourable year-to-date variance of \$160 is a result of external consultant costs for a one-time Business Intelligence initiative funded 100% by the Ministry of Health & Long Term Care (MOHLTC). The forecasted unfavourable variance at year-end increases to \$273 due to the redirecting of compensation related vacancy savings to increased consulting services costs relating to current strategic health initiatives as well as unanticipated workspace redesign costs, within the Medical and Organizational and Foundational Standards divisions of PH.

Operational & Supply - The favourable year-to-date and forecasted variances of \$147 and \$28 are primarily due to lower than anticipated PH by-law related product sales to the public (vaccines, contraception, etc.) and therefore fewer purchased goods for resale. The forecasted favourable variance is offset by lower related by-law sales.

Equipment, Vehicles, Technology – The forecasted unfavourable variance of \$187 is due primarily to furniture replacements in Mental Health (\$77) and the purchase of vaccine fridges in Clinical Services (\$85).

Federal & Provincial Grants – The unfavourable year-to-date variance of \$839 is due primarily to the timing of anticipated funding increases from the MOHLTC for Land Ambulance in EMS. This timing difference is expected to be eliminated by year-end once funding announcements for 2019 are made.

By-Law Charges & Sales – The unfavourable year-to-date and forecasted variances of \$31 and \$31 are the result of lower than anticipated PH by-law related product sales to the public (vaccines, contraception, etc.). This unfavourable variance is offset by lower Operational & Supply costs given reduced inventory required.

Other Revenue - The favourable year-to-date and forecasted variances of \$277 and \$532 are due mainly to unbudgeted revenue for EMS services provided at the St. Catharines Consumption Treatment site (\$160 YTD, \$415 forecasted).

Community Impacts & Achievements

Mandatory and Related Programs

- Vision screening completed in all regional schools for SK students in collaboration with Lions Club Volunteers.
- 26 community agencies have successfully on-boarded with the Ontario Naloxone Program and are training clients in the community on how to avoid, recognize and ultimately respond to an opioid overdose with free take home naloxone.
- Sexually transmitted infection (STI) Quick Screen testing offered by Sexual Health Outreach Nurses in collaboration with Brock University.
- Collaborated with Public Health Agency of Canada (PHAC) to secure funding for a Group A strep research study in marginalized populations that will inform public health intervention.
- Worked collaboratively with Niagara Health and West Lincoln hospitals to improve screening for risk to child development and appropriate follow-up – resulting in more than 95% uptake by families.

Public Health & Emergency Services - Continued

Mental Health

- Enhanced funding from the HNHB LHIN for Early Intervention in Psychosis.
- Enhanced capacity to our intake process to ensure our clients have access to the right service, at the right time, in the right place.
- Evaluation of outcomes for clients accessing Dialectical Behavioral Therapy and Prolonged Exposure treatment for trauma showed positive results.
- Trained staff on evidence-based treatments and protocols including suicide intervention, cognitive behavioural therapy, dialectical behaviour therapy and treatment for trauma.
- Collaboratively working across Public Health divisions to ensure messaging to our clients, staff and public is consistent and aligned with research.

Emergency Services

- Phase 1 of the EMS system transformation has been operational for 12 months
- Year end 2018 resulted in 2.6% volume increase compared to 6.6% yearly average from 2011-2017.
- YTD 2019 (Q1 & 2) has experienced 0.22% in volume increase
- Despite the increase in volumes, overall reduction in number of patients transported to hospital.
- New clinical response plan to be launched in Q3 will decrease the number of ambulance lights and siren responses and also reduce the response volumes for municipal fire services.
- New secondary nurse triage system to go-live in Q3 to further reduce ambulance response for low acuity patients.
- All of this will increase ambulance availability and response time reliability of paramedics to care for the most critically ill patients.

Public Works Transportation Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$7,950	\$7,143	\$807	10.2%	\$15,999	\$15,210	\$790	4.9%
Administrative	\$1,353	\$707	\$646	47.7%	\$2,606	\$2,946	-\$340	-13.0%
Operational & Supply	\$11,875	\$9,155	\$2,720	22.9%	\$22,809	\$22,606	\$203	0.9%
Occupancy & Infrastructure	\$458	\$273	\$184	40.3%	\$869	\$540	\$329	37.9%
Equipment, Vehicles, Technology	\$1,142	\$1,174	-\$32	-2.8%	\$2,283	\$2,417	-\$134	-5.9%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$183	-\$56	\$239	130.6%	\$367	\$308	\$58	15.9%
Financial Expenditures	\$0	-\$3	\$3	0.0%	\$0	-\$3	\$3	0.0%
Total Expenses	\$22,961	\$18,393	\$4,568	19.9%	\$44,933	\$44,024	\$909	2.0%
Federal & Provincial Grants	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
By-Law Charges & Sales	-\$2,665	-\$2,049	-\$616	-23.1%	-\$6,229	-\$5,628	-\$601	-9.6%
Other Revenue	-\$417	-\$233	-\$184	-44.2%	-\$834	-\$680	-\$155	-18.5%
Total Revenues	-\$3,082	-\$2,282	-\$800	-26.0%	-\$7,064	-\$6,308	-\$756	-10.7%
Intercompany Charges	-\$1,035	-\$892	-\$142	-13.8%	-\$2,069	-\$1,977	-\$92	-4.4%
Total Intercompany Charges	-\$1,035	-\$892	-\$142	-13.8%	-\$2,069	-\$1,977	-\$92	-4.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$18,844	\$15,219	\$3,625	19.2%	\$35,800	\$35,739	\$61	0.2%
Transfers From Funds	-\$2,610	-\$2,610	\$0	0.0%	-\$4,235	-\$4,235	\$0	0.0%
Transfers To Funds	\$2,179	\$2,179	\$0	0.0%	\$2,179	\$2,179	\$0	0.0%
Expense Allocations To Capital	-\$70	-\$40	-\$30	-43.5%	-\$140	-\$82	-\$58	-41.4%
Total Transfers	-\$501	-\$470	-\$30	-6.1%	-\$2,196	-\$2,138	-\$58	-2.6%
Net Expenditure (Revenue) Before Indirect Allocations	\$18,344	\$14,749	\$3,595	19.6%	\$33,604	\$33,601	\$3	0.0%
Indirect Allocations & Debt	\$18,526	\$18,533	-\$7	0.0%	\$39,362	\$39,560	-\$197	-0.5%
Total Indirect Allocations & Debt	\$18,526	\$18,533	-\$7	0.0%	\$39,362	\$39,560	-\$197	-0.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$36,870	\$33,282	\$3,588	9.7%	\$72,966	\$73,161	-\$194	-0.3%

Public Works Transportation - Continued

Variance Analysis (in thousands of dollars)

Public Works Levy is operating a year-to-date surplus before indirect allocations of \$3,595, and forecasting to come in on budget for year-end, due to the following factors:

Compensation – The favourable year-to-date and forecasted variances of \$807 and \$790 are primarily due to delays in filling vacant positions and decreased overtime costs.

Administration – The favourable year-to-date variance of \$646 is primarily due to timing differences in consulting (\$463) and other professional services. The unfavourable forecasted variance of \$340 is directly associated with increased consulting services in Transportation Engineering and Transportation Planning expected to occur in second half of the year.

Operational & Supply – The favourable year-to-date variance of \$2,720 is due to timing differences related to rollout of increased Niagara Regional Transit (NRT) services expected to occur in second half of year (\$1,434), hired equipment (\$797), signal maintenance, sign and pavement marking material (\$307) and other program specific supplies and material (\$182). The favourable forecasted variance of \$203 is primarily due to savings in NRT services (\$250).

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances of \$184 and \$329 are primarily due to lower than expected electricity costs related to delay in rollout of the Street Lighting program (\$230 and \$375, respectively).

Equipment, Vehicles, Technology – The unfavourable year-to-date and forecasted variances of \$32 and \$134 are due to higher than expected vehicle repairs on aging fleet vehicles offset by lower than expected fuel prices.

Partnership, Rebate, Exemption – The favourable year-to-date variance of \$239 is a result of timing differences related to external grant funding. The favourable forecasted variance is due to a reduction in grant funding to the city of Niagara Falls for Computer Aided Dispatch / Automated Vehicle Location (CAD/AVL) systems for the existing NRT fleet (\$58).

By-Law Charges & Sales Costs – The unfavourable year-to-date and forecasted variances of \$616 and \$601 are largely due to: lower than expected signal maintenance and signs revenues (\$403 and \$476 respectively), reduced NRT fare revenue on fewer trips (\$204 and \$149 respectively) and timing differences associated with various by-law charges and other sales.

Other Revenue – The unfavourable year-to-date and forecasted variances of \$184 and \$155 are primarily due to lower than expected development charges related to delays in consulting assignments that are development charge eligible.

Community Impacts & Achievements

The Regional Road Network consists of 1,732 total lane kms of road. As part of the Region’s Transportation Engineering capital program, 34.6 lane kms of roadways will be resurfaced or reconstructed in 2019 through annual Hot Mix Program-Phases I and II. To date, the Region’s Transportation Operations division has applied 10,690 tonnes of salt on regional roads as part of our winter maintenance program, 1,156 trees were removed as part of the Emerald Ash Borer tree removal program and 108 culverts have been repaired or replaced in 2019.

Martindale Road reconstruction (Phase 2) led by Transportation Services has commenced. This is the second phase of a two-phase program that will complete improvements on Martindale Road from the QEW to Fourth Avenue, including new signals, signal upgrades, illumination upgrades and geometric improvements. Active transportation has been an important part of this program as the Martindale Road corridor is a highly utilized active transportation route.

Reece Bridge reconstruction led by Transportation Services is a bridge reconstruction/re-alignment. This project will address severe horizontal alignment issues north and south

Public Works Transportation - Continued

of the bridge structure. Staff have taken a progressive approach of selecting an alignment that provides an added level of safety when crossing the structure as well as providing construction benefits. The new alignment allows for complete constructed in its final location, which maintains traffic on Regional Road 69. This innovative approach has allowed for a smooth construction process along with the long-term benefits of alignment improvements. The project is on track to be completed in September, three months ahead of schedule.

- Other achievements include:
 - Successful completion of the Hot Mix Phase 1 contract
 - Successful tender award of Montrose Road from McLeod to Charnwood
 - Successful conversion to two way traffic in downtown St. Catharines
 - Successful award and commencement of the 2019 Crack Sealing program
- Ongoing strategic projects out of the Transportation Master Plan (TMP) are underway such as the Casablanca Boulevard Environmental Assessment (EA), the St. Paul Street Bridge EA, the Thorold Stone Road Extension and Bridge Street EAs, that will help support efficient traffic, active transportation and GO Initiatives.
- Working towards implementation of Safety Initiatives towards Vision Zero, such as Red Light Cameras, Community Safety Zones and Automated Speed Enforcement in 2019.
- Weekday GO Train service started in January 2019, four years in advance of projected opening day, with one a.m. and one p.m. stop in St. Catharines and Niagara Falls.
- GO Rail Stations:
 - Niagara Falls and St. Catharines: Metrolinx initiated the station design work with the GO Implementation Office coordinating inputs from Local and Regional staff. An MOU for creation of a new local road connecting station to Ridley Rd is approved, and the right of way incorporated in the design. Niagara Falls, in coordination with the Region, has submitted an application for ICIP (Investing in Canada Infrastructure Program) funding to establish a transit hub at the station.
 - Grimsby: Following new direction from Metrolinx on funding of future stations based on market driven Transit Oriented Development (TOD) approach, options are being developed for potentially advancing the Grimsby station under an alternative delivery model.
- Transit Governance framework: critical studies related to transit governance are underway, including the specialized transit study and the transit governance study. The latter will develop a business case for selecting a consolidated transit model, with a decision point expected in Q2 2020.
- Since the unanimous approval of the Transit Memorandum of Understanding between Niagara Region, Niagara Falls, St. Catharines and Welland in December 2017, work is progressing rapidly towards implementation of recommendations in the Niagara Transit Service Delivery and Governance Strategy, 2017, including:
 - Three-year NRT Operating Agreement;
 - Customer service and operational improvements to integrate the rider experience such as uniform transit customer service policies, universal support person pass, and common trip planning app;
 - Development of fare harmonization strategy, upload of link routes and ongoing development of West Niagara transit opportunities.
- Completed the consolidation of the remaining duplicate routes and renegotiated U-Pass agreements to improve transit services.
- Renegotiation of an extension of the NST Service Delivery Agreement has resulted in a favourable change in cost per trip. This combined with a fixed cap on service delivery levels has stabilized the budget and provided consistency to the service.

Planning & Development Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$2,836	\$2,485	\$352	12.4%	\$5,673	\$5,118	\$556	9.8%
Administrative	\$1,413	\$379	\$1,034	73.2%	\$2,261	\$2,330	-\$69	-3.0%
Operational & Supply	\$12	\$5	\$6	55.4%	\$23	\$20	\$4	15.8%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$18	\$35	-\$16	-89.9%	\$36	\$39	-\$2	-6.4%
Partnership, Rebate, Exemption	\$75	\$34	\$41	54.4%	\$120	\$124	-\$4	-3.5%
Total Expenses	\$4,354	\$2,938	\$1,416	32.5%	\$8,114	\$7,630	\$484	6.0%
By-Law Charges & Sales	-\$870	-\$645	-\$225	-25.9%	-\$1,740	-\$1,440	-\$300	-17.2%
Other Revenue	-\$568	-\$210	-\$358	-63.1%	-\$1,136	-\$1,129	-\$7	-0.6%
Total Revenues	-\$1,438	-\$854	-\$583	-40.6%	-\$2,876	-\$2,569	-\$307	-10.7%
Intercompany Charges	-\$247	-\$247	-\$1	-0.3%	-\$494	-\$456	-\$38	-7.7%
Total Intercompany Charges	-\$247	-\$247	-\$1	-0.3%	-\$494	-\$456	-\$38	-7.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,669	\$1,837	\$832	31.2%	\$4,744	\$4,605	\$139	2.9%
Transfers From Funds	-\$1,882	-\$1,882	\$0	0.0%	-\$1,882	-\$1,882	\$0	0.0%
Total Transfers	-\$1,882	-\$1,882	\$0	0.0%	-\$1,882	-\$1,882	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$786	-\$46	\$832	105.8%	\$2,862	\$2,722	\$139	4.9%
Indirect Allocations & Debt	\$1,057	\$982	\$75	7.1%	\$1,539	\$1,489	\$50	3.3%
Total Indirect Allocations & Debt	\$1,057	\$982	\$75	7.1%	\$1,539	\$1,489	\$50	3.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,843	\$937	\$907	49.2%	\$4,400	\$4,211	\$189	4.3%

Planning & Development - Continued

Variance Analysis (in thousands of dollars)

Planning and Development is operating a year-to-date surplus before indirect allocations of \$832 with a forecasted surplus of \$139 before indirect allocations for year end. The following factors have contributed to this surplus.

Compensation - The favourable year-to-date and forecasted variance of \$352 and \$556 is due to vacancies and difficulty recruiting senior professional positions.

Administration - The favourable year-to-date variance of \$1,034 is due to the timing of consulting expenditures involving the new Regional official plan and one-time consulting spends to develop stormwater management and hydrogeological study guidelines. The unfavourable forecasted variance of \$69 is due to the ongoing outsourcing of the tree by-law enforcement which is offset by a compensation surplus.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$41 is due to timing of grant awards. The unfavourable forecasted variance of \$4 is due to timing of the completion of the 2018 Niagara in Culture program.

Revenue - The unfavourable year-to-date and forecasted variance of \$583 and \$307 is due to a lower transfer of development charge revenue, which is matched to expenditures to partially fund the Official Plan and lower than anticipated application volumes within development planning.

Community Impacts & Achievements

Planning & Development provides land use planning and development review including natural heritage, growth management policy and implementation services, capacity planning, water and wastewater master planning, development engineering, development agreements and growth infrastructure planning. The department also provides services related to Part 8 of the Ontario Building Code (private sewage systems) to nine of the twelve local area municipalities.

Project Updates/Accomplishments

The "Niagara 2041" growth strategy involves the following primary components:

- The Transportation Master Plan (TMP) and Water and Wastewater Master Servicing Plan (MSP), and the Municipal Comprehensive Review (MCR), which are complete.
- Initiated Regional Official Plan (ROP) attending all local councils and establishing frameworks, background studies and policy development.
- Supported full audit preparation for the grant and incentives review while continuing to deliver programs, future direction from Council will be required.

Other Initiatives

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

- Finalized GO Hub and Transit Stations Study, Expedited Process for Development, Global Attractiveness, Facilitating Development Solutions and Grant and Incentive Programs

Growing Niagara

- District & Secondary Plans: Brock Plan in implementation, Glendale Plan initiated and Prudhommes Plan complete
- Providing assistance with development of the Master Community Plan for Smithville
- Supporting major development initiatives and alignment with growth infrastructure

Building Great Communities - Urban Design (Public Realm Investment Program)

- Regional facilities and streetscapes in core areas
- Providing assistance to several communities with urban design solutions

Supporting Local Communities, Fostering Great Development

- 74% increase in development application revenues between 2015-2018
- 29% increase in pre-consultations between 2015-2018
- 95% of applications satisfied review timeline targets in 2018
- Updating Memorandum of Understanding with our Local Area Municipalities and the Niagara Peninsula Conservation Authority
- Leading Environmental Planning review function

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,012	\$804	\$208	20.5%	\$2,039	\$1,673	\$366	18.0%
Administrative	\$919	\$874	\$45	4.9%	\$1,834	\$1,795	\$39	2.1%
Operational & Supply	\$464	\$821	-\$357	-77.0%	\$929	\$1,319	-\$391	-42.1%
Equipment, Vehicles, Technology	\$0	\$0	\$0	N/A	\$1	\$0	\$0	23.9%
Financial Expenditures	\$54	\$135	-\$81	-149.9%	\$108	\$189	-\$81	-75.0%
Total Expenses	\$2,448	\$2,633	-\$185	-7.6%	\$4,910	\$4,976	-\$66	-1.3%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	-\$3,370	-\$3,711	\$341	10.1%	-\$6,740	-\$7,131	\$391	5.8%
Total Revenues	-\$3,370	-\$3,711	\$341	10.1%	-\$6,740	-\$7,131	\$391	5.8%
Intercompany Charges	-\$5	-\$2	-\$3	-64.2%	-\$9	-\$6	-\$3	-32.1%
Total Intercompany Charges	-\$5	-\$2	-\$3	-64.2%	-\$9	-\$6	-\$3	-32.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$926	-\$1,080	\$153	16.6%	-\$1,839	-\$2,161	\$322	17.5%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$926	-\$1,080	\$153	16.6%	-\$1,839	-\$2,161	\$322	17.5%
Indirect Allocations & Debt	\$446	\$445	\$1	0.1%	\$1,234	\$1,194	\$40	3.3%
Total Indirect Allocations & Debt	\$446	\$445	\$1	0.1%	\$1,234	\$1,194	\$40	3.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$481	-\$635	\$154	32.0%	-\$605	-\$968	\$363	60.0%

Court Services - Continued

Variance Analysis (in thousands of dollars)

Court Services is operating at a year-to-date surplus before indirect allocations of \$153 with a forecasted surplus of \$322 due to the following factors:

Distribution to Local Area Municipalities - The total year distribution to local area municipalities and Region is forecasted to be \$968 each, due in part to an increase in collection enforcement activity and fine payments received, as well as savings due to vacancy management. First and second quarter payments have been distributed based on the budgeted allocations. If the forecasted increases are realized at year-end, they will be distributed to local area municipalities in Q1 2020.

Compensation - The favourable year-to-date and forecasted variances of \$208 and \$366 are due to vacancy management.

Operational & Supply - The unfavourable year-to-date and forecasted variances of \$357 and \$391 are mainly due to the estimated increase in the net revenue distribution payment to the local area municipalities reflective of the overall net revenue for the year being more than budgeted.

Financial Expenditures – The unfavourable year-to-date and forecasted variance of \$81 is a result of higher collection charges paid to third party collection agencies as a result of increased delinquent fines recovered in the first half of the year.

Other Revenue - The favourable year-to-date and forecasted variances of \$341 and \$391 are due to an increase in collection enforcement activity and larger fine payments received in the first half of the year.

Community Impacts & Achievements

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

- The Prosecution team organized and presented a training session to the enforcement members at the Local Area Municipalities (LAMs). The session served as an informative event, providing information on how to prepare a file for trial, as well as a networking opportunity. The Prosecution team has also implemented a pre-consultation service with the LAMs, assisting with inquiries on a file prior to it appearing in Court.
- Court Services continues to leverage technology with our law enforcement agencies through e-ticketing. In tracking the filing of e-tickets by Niagara Regional Police compared to paper tickets, on average in the first half of the 2019, 95% of tickets issued were e-tickets. Court Services will continue to work with other law enforcement agencies to implement e-ticketing.
- Court Services is undergoing an internal strategic review to ensure that we are continually improving the access to justice services we provide. We are working closely with the LAMs and other stakeholders to ensure our two year strategic plan provides organizational excellence and exceptional service delivery, as well as internal process improvements through an engaged and empowered workforce.
- Court Services is working through vacancy management, but is utilizing this time to provide internal employees with acting positions to ensure that growth opportunities are provided to increase skills and exposure within Court Services.
- Court Services engaged with the City of Niagara Falls to add outstanding or delinquent fines to the tax roll. At present, all LAMs are participants of this initiative, which is a collaboration between the Niagara Region and the LAMs, and derives additional net revenue distributions for each.
- Court Services successfully prepared a report to Council to close the St. Catharines Courthouse, allowing for all Court matters to be streamlined to the Welland Courthouse as of October 31, 2019. The consolidation has been consistently supported by the primary stakeholders, including enforcement agencies and the Local Administrative Justice of the Peace. As a result of the concentration of judicial and administrative services, there will be an improved level of service to the public as well as a benefit to Court Services from operational efficiencies. Court Services is working closely with other departments in the Region to ensure a seamless transition.

Niagara Regional Housing Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$2,532	\$2,517	\$15	0.6%	\$5,105	\$5,041	\$64	1.3%
Administrative	\$611	\$337	\$274	44.9%	\$938	\$923	\$16	1.7%
Operational & Supply	\$1,241	\$43	\$1,198	96.5%	\$1,289	\$370	\$919	71.3%
Occupancy & Infrastructure	\$7,302	\$7,660	-\$358	-4.9%	\$14,613	\$14,658	-\$45	-0.3%
Equipment, Vehicles, Technology	\$210	\$122	\$89	42.1%	\$337	\$363	-\$26	-7.6%
Community Assistance	\$15,790	\$14,188	\$1,602	10.1%	\$31,679	\$29,664	\$2,015	6.4%
Financial Expenditures	\$1,112	\$1,094	\$18	1.6%	\$2,225	\$2,230	-\$5	-0.2%
Total Expenses	\$28,798	\$25,961	\$2,837	9.9%	\$56,186	\$53,249	\$2,937	5.2%
Federal & Provincial Grants	-\$6,890	-\$6,218	-\$672	-9.8%	-\$13,781	-\$13,120	-\$660	-4.8%
Other Revenue	-\$7,607	-\$7,764	\$156	2.1%	-\$15,324	-\$15,636	\$312	2.0%
Total Revenues	-\$14,498	-\$13,982	-\$516	-3.6%	-\$29,105	-\$28,757	-\$348	-1.2%
Intercompany Charges	\$29	\$30	-\$1	-4.2%	\$58	\$59	-\$1	-2.1%
Total Intercompany Charges	\$29	\$30	-\$1	-4.2%	\$58	\$59	-\$1	-2.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$14,329	\$12,009	\$2,321	16.2%	\$27,139	\$24,552	\$2,588	9.5%
Transfers From Funds	-\$1,600	-\$376	-\$1,224	-76.5%	-\$1,606	-\$1,582	-\$24	-1.5%
Transfers To Funds	\$1,128	\$1,128	\$0	0.0%	\$2,256	\$3,156	-\$900	-39.9%
Total Transfers	-\$472	\$752	-\$1,224	-259.2%	\$650	\$1,574	-\$924	-142.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$13,857	\$12,761	\$1,096	7.9%	\$27,789	\$26,125	\$1,664	6.0%
Indirect Allocations & Debt	\$1,916	\$1,863	\$52	2.7%	\$7,616	\$7,544	\$72	0.9%
Total Indirect Allocations & Debt	\$1,916	\$1,863	\$52	2.7%	\$7,616	\$7,544	\$72	0.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$15,773	\$14,624	\$1,149	7.3%	\$35,405	\$33,670	\$1,735	4.9%

Niagara Regional Housing - Continued

Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) is operating a favourable year-to-date and forecasted surplus before indirect allocations of \$1,096 and \$1,663. The year-to-date and forecasted surplus is due to the following factors:

Administration - The favourable year-to-date variance of \$274 is due to the timing of executive-office initiatives and building condition assessments for housing providers which was encumbered into the 2019 budget and expected to be completed by year-end.

Operational & Supply – The favourable year-to-date and forecasted variance of \$1,198 and \$919 is due to the inclusion of the 2018 year end surplus transfer of \$1,224 into the 2019 budget, with Council direction that it be utilized for new housing, new social housing and new community services housing initiatives. This budget has been identified as a partial funding source for a multi-residential build in Niagara Falls and is subject to 2020 budget approval. The favourable variance is offset in transfers as described below.

Occupancy & Infrastructure - The unfavourable year-to-date variance of \$358 is due to higher than budgeted utility costs in the first half of the year due to natural gas consumption in the winter months; preventative maintenance not included in the budget; and higher than budgeted ground maintenance due to snow removal in the first half of the year. The unfavourable forecasted variance of \$45 is a result of preventative maintenance not included in budget.

Equipment, Vehicles, Technology - The favourable year-to-date variance of \$89 is due to timing of housing provider software implementation, offset by higher than budgeted appliance repair and replacement costs in NRH-owned units. Phased completion of the software implementation expected in Q4 2019 in addition to the timing of appliance replacement costs continue to drive an unfavourable forecasted variance of \$26.

Community Assistance - The favourable year-to-date and forecasted variance of \$1,602 and \$2,015 are due to lower than budgeted subsidy payments to non-profit and co-op providers, in addition to the timing of spending for Ministry-funded programs. This variance is partially offset by the Federal & Provincial Grants as revenue is deferred to align with timing of Ministry-funded programs and related administrative costs.

Federal & Provincial Grants - The unfavourable year-to-date and forecasted variance of \$672 and \$660 is due to timing of Ministry-funded programs and related administrative costs as revenue is recognized based on actual expenses incurred.

Other Revenue - The favourable year-to-date and forecasted variance of \$156 and \$312 is due to higher than budgeted investment income as a result of the timing of transfers between Region and NRH bank accounts and rental revenues for NRH-owned units.

Transfers – The unfavourable year-to-date variance of \$1,224 is a result of the timing of the transfer from reserve related to the 2018 year-end surplus to the NRH 2019 budget for to new housing, new social housing and community services housing initiatives. The unfavourable forecasted variance of \$924 primarily relates to the portion of the 2018 surplus transfer that is being transferred to reserves to partially fund a new multi-residential build in Niagara Falls, subject to 2020 budget approval. These variances are offset by the favourable variance in operational and supply above.

Community Impacts & Achievements

Acting as Service Manager on behalf of Niagara Region, NRH is responsible for Community, Social, Public & Affordable Housing within the context of an ever-increasing wait list and clients struggling through negative effects of poverty. Accomplishments to date in 2019 include:

- *New Units:*
 - Completion and occupancy of the \$15.8 million, 85-unit Carlton Street development, addressing the need for affordable rental units in St. Catharines.
 - Construction continues on the 2018 Multi-residential intensification in Welland on Roach Street increasing by 8 net new owned units ready for occupancy in October 2019
 - Purchased two buildings in Thorold for intensification increasing owned units by 6 with an additional 4-5 to be constructed

Niagara Regional Housing - Continued

- *Home Repairs* – NRH received \$600,000 through the Investment in Affordable Housing-Extension (IAH-E) program for homeowner and secondary suite repairs and \$311,015 for multi-unit repairs, totaling \$911,015 for the 2019/2020 period. As of June 30, 2019, 35 homeowners had been approved for funding.
- *Homeownership* – NRH received \$180,000 through the Investment in Affordable Housing-Extension (IAH-E) program for the 2019/2020 period. As of June 30, 2019, down payment assistance was provided to 4 households to help purchase their first home.
- *Help For Survivors Of Domestic Violence* – Continue accepting applications for recommendation to the Province to provide Portable Rent Benefits and prevent at-risk households from unsafe situations or the move to shelters
- *Addressed Homeless* – Ongoing partnership with Community Services through the Housing First program to move those experiencing homelessness to their own homes with appropriate supports
- *Rent Supplement* - Advertisements for new rent supplement agreements in order to expand units available with subsidies in private buildings
- *Housing Providers:*
 - Semiannual provider forums to ensure continued engagement of housing providers
 - Provider Advisory Committee gathers regularly for consultation
 - NRH is working with service managers across the province to advocate for a funding solution that will ensure providers remain viable due to end of mortgages
 - Introduced Pilot Community Programs Coordinator to assist Housing Providers with eviction prevention
- *Improved Public Housing (NRH-owned) communities*
 - Partner with more than 40 agencies across Niagara to link vulnerable tenants with appropriate supports and provide community programs to build better communities
 - Began a new Social Enterprise Pilot with Niagara Resource Service for Youth (“RAFT”) to train at-risk youth to complete work needed for unit turnovers in NRH communities. This is the fourth NRH-RAFT partnership which employs tenants and RAFT youth in NRH communities.

Niagara Regional Police Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$74,452	\$73,213	\$1,239	1.7%	\$150,626	\$150,055	\$571	0.4%
Administrative	\$1,934	\$2,060	-\$126	-6.5%	\$3,860	\$3,922	-\$63	-1.6%
Operational & Supply	\$1,125	\$1,061	\$64	5.7%	\$2,251	\$2,286	-\$35	-1.6%
Occupancy & Infrastructure	\$149	\$132	\$17	11.2%	\$298	\$298	\$0	0.0%
Equipment, Vehicles, Technology	\$3,207	\$3,185	\$21	0.7%	\$6,414	\$6,539	-\$125	-2.0%
Financial Expenditures	\$2	\$2	-\$1	-38.2%	\$4	\$5	-\$1	-39.9%
Total Expenses	\$80,869	\$79,653	\$1,215	1.5%	\$163,453	\$163,105	\$347	0.2%
Federal & Provincial Grants	-\$5,004	-\$4,882	-\$122	-2.4%	-\$10,008	-\$9,651	-\$357	-3.6%
By-Law Charges & Sales	-\$3,475	-\$3,319	-\$156	-4.5%	-\$6,538	-\$6,539	\$1	0.0%
Other Revenue	-\$1,023	-\$1,202	\$179	17.5%	-\$2,046	-\$2,258	\$212	10.4%
Total Revenues	-\$9,502	-\$9,403	-\$99	-1.0%	-\$18,592	-\$18,448	-\$144	-0.8%
Intercompany Charges	-\$648	-\$714	\$66	10.1%	-\$1,297	-\$1,363	\$66	5.1%
Total Intercompany Charges	-\$648	-\$714	\$66	10.1%	-\$1,297	-\$1,363	\$66	5.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$70,718	\$69,537	\$1,182	1.7%	\$143,564	\$143,295	\$269	0.2%
Transfers To Funds	\$1,575	\$1,575	\$0	0.0%	\$3,150	\$3,150	\$0	0.0%
Total Transfers	\$1,575	\$1,575	\$0	0.0%	\$3,150	\$3,150	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$72,293	\$71,112	\$1,182	1.6%	\$146,714	\$146,445	\$269	0.2%
Indirect Allocations & Debt	\$5,848	\$6,072	-\$224	-3.8%	\$14,814	\$15,521	-\$708	-4.8%
Total Indirect Allocations & Debt	\$5,848	\$6,072	-\$224	-3.8%	\$14,814	\$15,521	-\$708	-4.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$78,141	\$77,183	\$958	1.2%	\$161,528	\$161,966	-\$438	-0.3%

Niagara Regional Police Services - Continued

Variance Analysis (in thousands of dollars)

For the period ending June 30 2019, the Service's financial result was a gross expenditure surplus of \$1,182. The Service is forecasting a \$269 surplus position before indirect allocation by end of this fiscal year. The forecast includes changes to Provincial grant applications which will result in a funding shortfall of \$357 for the 2019 year; however the Service is currently forecasting savings within Personnel Costs which may mitigate the impact.

Compensation – At June 30, 2019, there was a favourable variance in \$1,239 Personnel Costs (representing 1.5% of the total Personnel budget), which is primarily due to favourable benefit premium costs and savings in uniform salaries due to a lag in filling vacant positions from retirements; offset by increased pay-out for sick leave resulting from greater than budgeted retirements.

Despite this favorable position at year-to-date, the Service is forecasting personnel costs to be under budget by \$571 by year end. The forecast is based on the continued favorable trend in employee benefit premium costs and claims experience offset by the increase to sick leave payments. Although the Service is currently experiencing a favorable trend to uniform salaries, the forecast is anticipating an increased spending in overtime during the summer period due to staffing vacancies.

Other Operational Expenditures - Other Operational Expenditures are comprised of all other operating expenditures excluding Personnel Costs, Financial Expenditures and Interfunctional Transfer. For the period ending June 30, 2019, the Other Operational Expenditures resulted in a balanced budget position. This is mainly due to savings to fuel as a result of the lower than budgeted fuel rate during the first half of the year. Other savings in operational supplies is the result of timing between the planned and actual purchase of supplies.

The Service is forecasting other supply accounts due to result in a slight deficit of \$52 by year end.

Recoveries & Revenues – For the period ending June 30, 2019, Gross Revenues and Recoveries were \$29 above budget levels mainly due to other revenues from fleet services provided to other agencies such as CBSA, Welland Fire and Grimsby Fire.

The Service has forecasted a shortfall from provincial grant funding by \$357 as a result of the latest announcement by the Ministry of Community Safety and Correctional Services. The 2019 budget included \$2.2M (\$2.9M annualized) for 2019/20 Policing Effectiveness and Modernization (PEM) Grant however under the new Community Safety and Policing (CSP) Grant the Service's allotment for 2019 has been reduced to \$1.65M (\$2.2M annualized) to fund local priorities.

There is a potential to secure further funds of \$ 286 through the CSP Provincial Priorities funding stream however these funds will be disbursed to Services using a competitive application process. At this time, the Service is anticipating the approval of the project under the provincial priorities; this has been reflected in the forecast for grant revenues.

Conclusion

The detailed variance analysis has been prepared based on results of operations at June 30, 2019. At this time, the Service anticipates offsetting the funding shortfall with anticipated savings from employee benefits.

NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Partnership, Rebate, Exemption	\$2,742	\$2,742	\$0	0.0%	\$5,484	\$5,484	\$0	0.0%
Total Expenses	\$2,742	\$2,742	\$0	0.0%	\$5,484	\$5,484	\$0	0.0%
Other Revenue	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Intercompany Charges			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,742	\$2,742	\$0	0.0%	\$5,484	\$5,484	\$0	0.0%
Transfers From Funds	-\$642	-\$642	\$0	0.0%	-\$1,284	-\$1,284	\$0	0.0%
Total Transfers	-\$642	-\$642	\$0	0.0%	-\$1,284	-\$1,284	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,100	\$2,100	\$0	0.0%	\$4,200	\$4,200	\$0	0.0%
Indirect Allocations & Debt	\$3	\$0	\$3	100.0%	\$6	\$3	\$3	50.1%
Total Indirect Allocations & Debt	\$3	\$0	\$3	100.0%	\$6	\$3	\$3	50.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,103	\$2,100	\$3	0.1%	\$4,206	\$4,203	\$3	0.1%

Niagara Peninsula Conservation Authority - Continued

Niagara Peninsula Conservation Authority (NPCA) is a separate corporation and the Niagara Region levies the Niagara share of the NPCA levy on their behalf. The above summary shows the amount levied on behalf of the NPCA and not their operating results.

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

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

Original Budget Revenue & Expenditures	973,894	
Total Budget Amendment	-	
Corporate	19,494	To record the 2018 Encumbrance budget adjustment as detailed in the 2018 Year-End Results & Transfer report (CSD 21-2019).
General Government	600	To utilize 2018 surplus to fund the Smarter Niagara Incentive Program per Committee (CSC 3-2019).
Community Services	317	To record revenue and related expenditures due to additional annual funding received from the pharmaceutical industry.
Community Services	183	To record revenue and related expenditures from the Government of Canada's Reaching Home program (formerly Homelessness Partnering Strategy).
Community Services	83	To record revenue and related expenditures from the Local Health Integration Network (LHIN) for the Senior Services division.
Community Services	550	To record revenue and related expenditures related to increased fee subsidy for Children's Services.
Community Services	2,293	To record revenue and related expenditures related to in-year funding announcement from the Ministry of Education for Children's Services per report (COM 31-2019).
Planning and Development	480	To record the unused development charge funding and related expenditures for the Regional Official Plan in relation to the 2018 Year-End Results & Transfer report (CSD 21-2019).
Public Health and Emergency Services	106	To record revenue and related expenditures from the Local Health Integrated Network (LHIN) to support a Mental Health and Addictions Project Manager.
Public Health and Emergency Services	239	To record revenue and related expenditures from the Local Health Integrated Network (LHIN) to support the Community Paramedicine Program.
Wastewater	4,553	To record unused development charge funding and related expenditures for the Combined Sewer Overflow program from 2018 in relation to the 2018 Year-End Results & Transfer report (CSD 21-2019).
Transportation	250	To record revenue and related expenditures for the annual Crack Sealing program as a result of moving from capital budget to operating budget.
Niagara Regional Housing	1,224	To utilize 2018 Niagara Regional Housing surplus to fund 2019 housing programs per Committee (CSC 3-2019).
Niagara Regional Housing	55	To record revenue and related expenditures related on two newly purchased properties.
Niagara Regional Housing	100	To record budgeted revenue and expenditures related to the Niagara Home Ownership program.
Total Budget Adjustment	30,527	
December 31, 2019 Adjusted Budget	1,004,421	

Reserve Summary (in thousands of dollars)

Reserves are an important tool to assist in financial management and planning of a municipality. Prudent use of reserves help mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. Reserves are governed by the Region’s Reserve and Reserve Fund Policy C-F-013.

At June 30, 2019 the Region’s consolidated and uncommitted reserve balance was \$214,059 (\$295,018 at December 31, 2018). The ratio of debt to reserves is an important marker of fiscal sustainability. A ratio of less than 1 shows that if revenues were to decline, the Region would have other resources to meet its obligations. Conversely, if the ratio is greater than 1, it can indicate vulnerability to economic downturns. The Region’s debt to reserve ratio, including unissued debt is 2.35 (1.68 at December 31, 2018).

Description	Balances at December 31, 2018	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2019	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to uninitiated projects	Balances Available at December 31, 2019
Wastewater Capital	\$43,246	\$9,306	\$0	- \$24,443	\$357	\$28,466	\$9,306	\$0	\$357	- \$6,660	\$31,469
Water Capital	\$88,488	\$9,213	\$0	- \$31,828	\$772	\$66,645	\$9,213	\$0	\$772	- \$6,660	\$69,970
Waste Management	\$16,903	\$800	\$0	- \$3,665	\$155	\$14,193	\$800	\$0	\$155	- \$9,452	\$5,696
General Capital Levy	\$26,221	\$17,201	- \$1,134	- \$41,540	\$0	\$748	\$1,644	- \$1,114	\$0	- \$400	\$878
Infrastructure Deficit	\$241	\$3,468	\$0	- \$3,709	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Court Services Facility Renewal	\$1,650	\$0	\$0	\$0	\$0	\$1,650	\$0	\$0	\$0	\$0	\$1,650
Niagara Regional Housing	\$6,040	\$637	\$0	- \$410	\$0	\$6,267	\$637	\$0	\$0	\$0	\$6,904
NRH Owned Units	\$4,121	\$491	\$0	- \$796	\$0	\$3,815	\$1,391	\$0	\$0	\$0	\$5,207
NRPS Long-Term Accommodation (LTA) *	\$52	\$0	\$0	\$0	\$0	\$52	\$0	\$0	\$0	\$0	\$52
Ontario Police Video Training Alliance	\$61	\$0	\$0	\$0	\$0	\$61	\$0	\$0	\$0	\$0	\$61
Police Capital Levy	\$719	\$600	\$0	- \$1,389	\$0	- \$70	\$600	\$0	\$0	- \$250	\$280
Police Vehicle and Equipment Replacement	\$224	\$750	\$0	- \$1,700	\$0	- \$726	\$750	\$0	\$0	\$0	\$24
Total Capital Reserves	\$187,967	\$42,466	- \$1,134	-\$109,480	\$1,284	\$121,102	\$24,341	- \$1,114	\$1,283	- \$23,422	\$122,191
Wastewater Stabilization	\$2,982	\$0	\$0	\$0	\$30	\$3,012	\$0	\$0	\$30	\$0	\$3,042
Water Stabilization	\$3,442	\$0	\$0	\$0	\$34	\$3,477	\$0	\$0	\$34	\$0	\$3,510
Waste Management Stabilization	\$7,427	\$124	- \$290	\$0	\$73	\$7,334	\$124	- \$290	\$73	\$0	\$7,241
Encumbrance	\$21,322	\$1,333	- \$12,365	\$0	\$0	\$10,290	\$0	- \$10,167	\$0	\$0	\$123

Reserve Summary (in thousands of dollars) - continued

Description	Balances at December 31, 2018	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at June 30, 2019	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to uninitiated projects	Balances Available at December 31, 2019
Investment Income	\$19	\$0	- \$9	\$0	\$0	\$9	\$0	- \$9	\$0	\$0	\$1
Stabilization											
Taxpayer Relief	\$24,710	\$425	- \$2,324	\$0	\$0	\$22,811	\$425	- \$2,304	\$0	\$0	\$20,932
NRH Rent Supplements	\$278	\$0	- \$6	\$0	\$0	\$272	\$0	- \$6	\$0	\$0	\$266
Police Contingency	\$0	\$125	\$0	\$0	\$0	\$125	\$125	\$0	\$0	\$0	\$250
Police Services Board Contingency	\$153	\$0	\$0	\$0	\$0	\$153	\$0	\$0	\$0	\$0	\$153
Total Corporate Stabilization Reserves	\$60,334	\$2,007	- \$14,994	\$0	\$137	\$47,483	\$674	- \$12,776	\$137	\$0	\$35,518
Ambulance Communication	\$37	\$0	\$0	\$0	\$0	\$37	\$0	\$0	\$0	\$0	\$37
Circle Route Initiatives	\$1,383	\$0	\$0	\$0	\$0	\$1,383	\$0	\$0	\$0	\$0	\$1,383
Total Specified Contribution Reserves	\$1,420	\$0	\$0	\$0	\$0	\$1,420	\$0	\$0	\$0	\$0	\$1,420
Future Benefit Costs	\$24,845	\$0	- \$75	\$0	\$0	\$24,770	\$0	- \$75	\$0	\$0	\$24,695
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270
Smart Growth	\$201	\$0	\$0	\$0	\$0	\$201	\$0	\$0	\$0	\$0	\$201
Landfill Liability	\$8,288	\$1,144	\$0	- \$2,490	\$76	\$7,018	\$1,144	\$0	\$76	\$0	\$8,238
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$0	\$0	\$0	\$793
Police Accumulated Sick Leave	\$1,680	\$0	\$0	\$0	\$0	\$1,680	\$0	\$0	\$0	\$0	\$1,680
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152
Police WSIB	\$3,070	\$100	\$0	\$0	\$0	\$3,170	\$100	\$0	\$0	\$0	\$3,270
Total Future Liability Reserves	\$45,298	\$1,244	- \$75	- \$2,490	\$76	\$44,054	\$1,244	- \$75	\$76	\$0	\$45,299
Total (Excluding Deferred Revenues)	\$295,018	\$45,717	- \$16,203	- \$111,970	\$1,497	\$214,059	\$26,259	- \$13,965	\$1,497	- \$23,422	\$204,428

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2018	Year to Date Transfers from Revenues	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at June 30, 2019	Forecasted Transfers from Revenues	Forecasted interest	Capital Commitments *	Balance Available at December 31, 2019
Development Charges-General Government	\$1,265	\$141	\$28	-\$205	\$0	\$13	\$1,243	\$497	\$13	-\$1,141	\$612
Development Charges-Police Services	\$1,884	\$245	\$49	\$0	\$0	\$20	\$2,199	\$838	\$20	-\$38	\$3,019
Development Charges-Roads	\$50,883	\$4,077	\$816	\$0	-\$2,919	\$519	\$53,376	\$13,925	\$519	-\$57,364	\$10,455
Development Charges-Sewer	\$43,822	\$2,785	\$557	-\$867	-\$1,913	\$441	\$44,824	\$9,418	\$441	-\$10,857	\$43,826
Development Charges-Water	\$28,296	\$1,964	\$392	\$0	-\$1,927	\$285	\$29,010	\$6,613	\$285	-\$26,592	\$9,317
Development Charges-Emergency Medical	\$1,140	\$69	\$58	\$0	-\$1	\$12	\$1,277	\$260	\$12	-\$953	\$597
Development Charges-LT Care	\$3,076	\$279	\$783	\$0	\$0	\$36	\$4,175	\$1,481	\$36	\$0	\$5,692
Development Charges-POA	\$181	\$23	\$22	\$0	\$0	\$2	\$227	\$101	\$2	\$0	\$330
Development Charges-Health	\$415	\$61	\$45	\$0	\$0	\$5	\$525	\$239	\$5	\$0	\$769
Development Charges-Social Housing	\$2,609	\$144	\$707	\$0	-\$9	\$30	\$3,482	\$1,363	\$30	-\$2,241	\$2,635
Development Charges-Waste Division	\$959	\$58	\$320	\$0	\$76	\$12	\$1,424	\$460	\$12	-\$417	\$1,478
Subtotal Development Charges	\$134,530	\$9,846	\$3,777	-\$1,072	-\$6,694	\$1,376	\$141,762	\$35,194	\$1,376	-\$99,602	\$78,730
Federal Gas Tax	\$19,724	\$0	\$0	\$0	-\$4,713	\$174	\$15,186	\$27,326	\$174	-\$40,942	\$1,743
Provincial Gas Tax	\$508	\$761	\$0	-\$61	\$0	\$9	\$1,216	\$0	\$9	\$0	\$1,225
Subtotal Gas Tax	\$20,232	\$761	\$0	-\$61	-\$4,713	\$182	\$16,402	\$27,326	\$182	-\$40,942	\$2,967
Total	\$154,762	\$10,607	\$3,777	-\$1,133	-\$11,407	\$1,558	\$158,163	\$62,520	\$1,558	-\$140,545	\$81,697

Operating Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A requirement in the Reserve and Reserve Funds Policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds not approved in the initial annual budget.

Reserve Description	Year to Date Transfer (to)/from Reserves	July - December Forecast	Annual Forecast Transfer to Reserves	Transfer Description
Council approved net operating transfers, per 2019 budget	- \$41,793	- \$22,258	- \$64,051	Operating transfers to Reserves
<i>Additional operating reserve transfers (to)/from reserves:</i>				
All Rate Reserves	- \$255	- \$255	- \$509	Interest income allocation to reserve above budget - Per Reserve policy
Capital Levy	\$6	- \$690	- \$684	Proceeds on Sale of Surplus Properties
Capital Levy	\$0	\$145	\$145	Reduction in transfer to reserve to offset funding not received from Ministry for Peer Street roof replacement. Funding has been replaced by capital variance.
NRH Owned Units	\$0	- \$900	- \$900	Transfer back to reserve for 2020 Niagara Falls Multi Residential Intensification Capital Project. (NRH 9-2019)
2018 Encumbrance	\$12,365	\$7,129	\$19,494	2018 Encumbrances (CSD 21-2019)
Encumbrance	- \$333	\$238	- \$94	Timing delay related to the use of encumbrance funds
Encumbrance	- \$1,000	\$1,000	\$0	Timing delay related to CSO Program
Encumbrance	\$0	\$1,800	\$1,800	2018 Operating Surplus Transfer (CSD 21-2019)
Net operating transfers to reserves	- \$31,010	- \$13,790	- \$44,800	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A requirement in the Reserve and Reserve Funds Policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds.

Reserve Description	Year to Date Transfer (to)/from Reserves	July - December Forecast (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2019 Budget	\$112,110	\$21,777	\$133,887	Reserve Transfers to capital projects
Capital reserve transfer commitments from prior to 2019 Budget	\$175	\$1,645	\$1,820	
<i>Additional capital reserve transfers:</i>				
NRH Owned Units	- \$316	\$0	- \$316	Project close out - Funds returned to reserve
Net capital transfers	\$111,969	\$23,422	\$135,391	

Capital Summary (in thousands of dollars)

The Enterprise Resource Management Services (ERMS) department develops the Capital Financing Strategy and Capital Budget guidelines in co-ordination with department and board input and in alignment with Council objectives and corporate policies. The ERMS department is responsible for the following: preparing the consolidated capital budget and forecast based on the requests of departments and boards; coordinating capital initiations, financing, closure and budget reduction of capital projects approvals and reporting; supporting tangible capital asset accounting in accordance with the Capital Asset Management Policy; and reporting on the consolidated activity of the capital program.

The capital budget represents priority projects as determined by the departments and boards and approved by Council. Following capital budget approval, projects are initiated based on department requirements and timing to complete projects. Project managers within departments and boards administer the projects and maintain the related tangible capital asset information. Project managers are accountable for monitoring the capital projects within the capital program and taking corrective action, when necessary, including both reporting on significant variances as well as taking part in the capital closure and budget reduction of capital projects process.

Capital Budget Reconciliation

The capital budget managed by Niagara Region has increased by \$218,645 since Q4 2018. The reasons for the increase from Q4 2018 are broken down in the table below. Thirteen capital projects of the 553 capital sub-projects, with budgets totalling approximately \$69,819 (levy \$68,167 / rate \$1,645) remain uninitiated at Jun 30, 2019. A summary of the levy and rate impact of Niagara Regions total capital budget during the year is presented below:

Capital Budget Reconciliation	Levy Programs	Rate Programs	Adjusted Budget
2018 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2018	\$682,337	\$362,614	\$1,044,952
Council Approved 2019 Budget	\$151,936	\$122,348	\$274,284
Gross Budget Adjustment (including transfers from operating)	\$2,394	\$559	\$2,953
Transfer from Capital Variance	\$5,326	\$2,632	\$7,957
Budget Reductions on Active Capital Projects *	- \$7,309	- \$407	- \$7,716
Projects Closed	- \$53,064	- \$12,562	- \$65,626
Closed projects reactivated	\$0	\$200	\$200
Closed projects included in project summary reporting	\$0	\$0	\$0
2019 Total Adjusted Budget (excluding Capital Variance Projects) at July 24, 2019	\$788,213	\$475,384	\$1,257,004

* Budget reductions do not necessarily reflect surplus funding as not all project budgets are funded in advance.

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments (from external revenue sources), transfers from the capital variance project, budget reductions and transfer to operations during Q1 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Community Services	Annual - Machinery & Equipment - 2017	\$339			- \$30	CV - Levy	\$309
Community Services	Annual - Residential Care Equipment - 2017	\$727			- \$46	CV - Levy	\$680
Community Services	Annual - Roof Replacement - 2017	\$275			- \$1	CV - Levy	\$274
Community Services	St. Catharines Child Care Addition	\$1,275	\$400				\$1,675
Corporate Services	Long-term Accommodations - NRPS D1	\$15,861		\$2,896			\$18,757
Corporate Services	Niagara Region Police Welland Building Foundation	\$25		\$5			\$30
Corporate Services	SAEO Office Niagara Falls Building Renovations	\$0	\$190				\$190
Niagara Regional Housing	Social Housing Assistance Improvement Program - 2018	\$2,558	\$125				\$2,683
Planning	Regional Headquarters Landscape Master Plan	\$3,044		\$250			\$3,294
Public Works - Levy	Capacity Improvements - Charnwood/McLeod	\$5,380	\$970	\$850			\$7,200
Public Works - Levy	Capacity Improvements - RR54 Hwy 20/Merritt	\$8,600			- \$250	\$37.5K CV - Levy, \$212.5 DCs	\$8,350
Public Works - Levy	Roads Rehabilitation - RR87-Lakeport/Lake St	\$5,638	\$41	\$122			\$5,801
Public Works - Levy	Intersection Improvement - RR12 Christie/Olive	\$230			- \$230	CV - Levy	\$0
Public Works - Levy	Intersection Improvement - RR46 Geneva/St. Paul	\$7,000			- \$500	\$276K debt, \$224K DCs	\$6,500
Public Works - Levy	Intersection Improvement - RR50 Glenridge @John MacDonnell	\$0		\$230			\$230
Public Works - Levy	Intersection Improvement - RR57 Cardinal	\$150		\$150	- \$150	Funding correction from DCs to Levy	\$150
Public Works - Levy	Replacement of Burgoyne Bridge	\$89,111	\$641		- \$641	CV - Levy	\$89,111
Public Works - Levy	Roads Crack Sealing - 2019	\$250			- \$250	Transfer to operating	\$0
Public Works - Levy	Roads Reconstruction - RR38 QEW/Fourth	\$28,090	\$26		- \$4,960	\$733K CV - Levy , \$4.23M DCs	\$23,156
Public Works - Levy	Roads Resurfacing - 2013	\$2,823		\$616			\$3,439

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	Roads Resurfacing - 2016	\$7,791			- \$250	CV - Levy	\$7,541
Public Works - Levy	Structural Engineering - 2018	\$200		\$200			\$400
Public Works - Levy	Vehicle Extended Cargo Van 8600 Unit #588	\$50		\$7			\$57
All Levy Departments		\$179,417	\$2,394	\$5,326	- \$7,309		\$179,828
Waste Management	Humberstone - Infrastructure Upgrades	\$5,736		\$570			\$6,306
Wastewater	Pump Station Improvement Program - Cole Farm	\$200		\$65			\$265
Wastewater	Forcemain Replacement Beaverdams Sewage Pump Station	\$215	\$200	\$50			\$465
Wastewater	Forcemain Replacement St.Davids Sewage Pump Station	\$750		\$25			\$775
Wastewater	Pump Station Improvement Program - Old Orchard	\$2,050			- \$85	CV - Wastewater	\$1,965
Wastewater	Pump Station Improvement Program - Design	\$5,550			- \$80	CV - Wastewater	\$5,470
Wastewater	Sewer & Forcemain Program - Oaks Park Trunk	\$2,264			- \$118	CV - Wastewater	\$2,145
Wastewater	Sewer & Forcemain Program - Highway 406 Trunk	\$1,450	- \$176				\$1,274
Wastewater	Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake	\$47,132	\$343	\$420			\$47,895
Wastewater	Wastewater Treatment Plant Upgrade - Welland	\$21,166		\$655			\$21,821
Water Works	Elevated Tank Rehabilitation - Thorold South	\$2,365		\$627			\$2,992
Water Works	Miscellaneous Program - System Storage - Port Colborne	\$11,650		\$200			\$11,850
Water Works	Miscellaneous Program - Pressure Booster	\$1,158			- \$108	CV - Water	\$1,050
Water Works	Water Treatment Plant Upgrade - Welland	\$23,608	\$15		- \$15	Funding swap of from rate to external sources	\$23,608
Water Works	Watermain Program - Hwy406 Cross Trans	\$1,731	\$160	\$20			\$1,911
Water Works	Watermain Program - Hwy406 Cross Trans	\$1,895	\$16				\$1,911
All Rate Departments		\$128,921	\$559	\$2,632	- \$407		\$131,705
Corporate Services	Region Wide - Code & Legislation Compliance - 2018	\$270	- \$270				\$0

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Corporate Services	Niagara Regional Police Headquarters Compressor	\$0	\$30				\$30
Corporate Services	Niagara Region Police Welland Building Foundation	\$5	\$25				\$30
Corporate Services	Region Wide Building Condition Assessments	\$0	\$100				\$100
Corporate Services	Regional Headquarters Chair Lift	\$0	\$145				\$145
Corporate Services	Region Wide Code & Legislation Compliance - 2019	\$100	- \$30				\$70
Niagara Regional Police Services	Conducted Energy Weapon Replacement - 2018	\$24	- \$3				\$21
Niagara Regional Police Services	Conducted Energy Weapon Replacement - 2019	\$24	\$3				\$27
Niagara Regional Police Services	Vehicles - 2018	\$1,468	- \$14				\$1,454
Niagara Regional Police Services	Vehicles - 2019	\$1,400	\$14				\$1,414
Public Works - Levy	Fleet & Vehicle Replacement Program - 2019	\$800	- \$800				\$0
Public Works - Levy	Small Tools & Equipment Program - 2019	\$0	\$80				\$80
Public Works - Levy	Road Equipment Upgrade - 2018	\$200	- \$20				\$180
Public Works - Levy	Road Equipment Upgrade - 2018	\$0	\$20				\$20
Public Works - Levy	Vehicle Extended Cargo Van 8600 Unit #190	\$0	\$55				\$55
Public Works - Levy	Vehicle Extended Cargo Van 8600 Unit #191	\$0	\$55				\$55
Public Works - Levy	Vehicle Extended Cargo Van 8600 Unit #192	\$0	\$55				\$55
Public Works - Levy	Vehicle Extended Cab Pickup 4X4 Unit #193	\$0	\$35				\$35
Public Works - Levy	Vehicle Skid Steer Mower Unit #825	\$0	\$20				\$20
Public Works - Levy	Vehicle Vacuum Truck Unit #196	\$0	\$500				\$500
Wastewater	Miscellaneous Program - Chemical System Upgrades - 2019	\$900	- \$900				\$0
Wastewater	Miscellaneous Program - Chemical System Upgrades - 2017	\$500	\$900				\$1,400
Wastewater	Digester & Sludge Program - 2018	\$500	\$2,050				\$2,550
Wastewater	Digester & Sludge Program - 2019	\$2,050	- \$2,050				\$0

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Water Works	Watermain Program - St. Davids Rd Phase 1	\$775	- \$775				\$0
Water Works	Watermain Program - St. Davids Rd Phase 2	\$125	\$775				\$900
Water Works	Watermain Program - Welland Canal Extension	\$0	\$4,620				\$4,620
Water Works	Watermain Program - Welland East and West	\$10,820	- \$4,620				\$6,200
All Inter-Project Transfers		\$19,961	\$0	\$0	\$0		\$19,961
All Departments	Total	\$328,299	\$2,953	\$7,957	- \$7,716		\$331,494

Capital Project Closures (in thousands of dollars)

Projects are closed throughout the year. Projects are closed upon completion of the project and in line with the Capital Asset Management (CAM) Policy. The CAM Policy states that recurring capital projects will be recommended for closure 12 months after the year for which they were approved, and inactive projects will be closed when there have been no transactions within the project per a period of 24 months. When projects are closed, surplus funds are transferred to Capital Variance Projects that have been set up in various functional areas (levy supported and water / wastewater / waste management capital projects). For projects that are not funded from the general capital levy or rate reserves, any surpluses identified through the closeout report would be returned to the specific source reserve for future use, and reported as part of year-end transfer report. The following 60 projects were closed during January 1 to July 24, 2019.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Community Services	Annual - Machinery & Equipment - 2017	\$309	\$309	\$0	\$0	CV Levy	2
Community Services	Annual - Residential Care Equipment - 2017	\$680	\$680	\$0	\$0	CV Levy	2
Community Services	Annual - Roof Replacement - 2017	\$274	\$274	\$0	\$0	CV Levy	2
Community Services	Child Care Centres - Equipment & Renovations	\$260	\$246	\$14	- \$27	CV Levy	3
Community Services	Naturalized Playground Installation Port Colborne	\$160	\$147	\$13	\$0	CV Levy	2
Corporate Services	Aerial Photography	\$211	\$211	\$0	- \$127	CV Levy	2
Corporate Services	Child Care Centres - Building Exteriors	\$327	\$195	\$132	- \$132	CV Levy	2
Corporate Services	Court Facilities St.Catharines	\$13,210	\$0	\$13,210	\$0	CV Levy	Uninitiated
Corporate Services	Emergency Medical Services Building Systems - Niagara Falls Natural Gas Conversion	\$45	\$18	\$27	- \$27	CV Levy	3
Corporate Services	Emergency Medical Services Building Systems - Welland HVAC	\$12	\$0	\$12	- \$12	CV Levy	3
Corporate Services	Northland Pointe Siding Renovation	\$3,344	\$3,246	\$98	- \$98	CV Levy	5
Corporate Services	Procurement Electronic Bidding System	\$100	\$0	\$100	\$0	CV Levy	Uninitiated
Corporate Services	Public Health Facilities	\$860	\$0	\$860	\$0	CV Levy	Uninitiated
Corporate Services	Public Health Facilities - Fort Erie	\$286	\$147	\$140	- \$140	CV Levy	5
Corporate Services	Region Wide Roof Condition Assessments	\$75	\$27	\$48	- \$48	CV Levy	2
Corporate Services	Region Wide Uninterrupted Power Supply Replacement	\$50	\$36	\$14	- \$14	CV Levy	2
Corporate Services	Region Wide Building Equipment Replacement Program	\$79	\$76	\$3	- \$3	CV Levy	2
Corporate Services	SAEO Office Niagara Falls Roof Replacement	\$15	\$12	\$3	- \$3	CV Levy	2
Corporate Services	Support Services HVAC Upgrade	\$50	\$7	\$43	- \$43	CV Levy	5
Public Works - Levy	Annual - Development Projects - 2016	\$850	\$0	\$850	\$0	CV Levy	3
Public Works - Levy	Annual - Development Projects - 2017	\$840	\$0	\$840	\$0	CV Levy	Uninitiated
Public Works - Levy	Annual - Development Projects - 2018	\$800	\$0	\$800	\$0	CV Levy	2

Capital Project Closures (in thousands of dollars) – continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Annual - Engineering for Future Projects - 2016	\$200	\$156	\$44	- \$44	CV Levy	3
Public Works - Levy	Annual - Engineering for Future Projects - 2017	\$200	\$62	\$138	- \$138	CV Levy	2
Public Works - Levy	Annual - Guide Rail Program - 2017	\$350	\$13	\$337	- \$337	CV Levy	3
Public Works - Levy	Annual - Railway Crossing Improvements - 2017	\$100	\$100	\$0	\$0	CV Levy	3
Public Works - Levy	Annual - Railway Crossing Improvements - 2018	\$100	\$27	\$73	- \$73	CV Levy	2
Public Works - Levy	Annual - Traffic Signals Program - 2017	\$355	\$355	\$0	\$0	CV Levy	2
Public Works - Levy	Inter-Municipal Transit Capital Acquisition - 2016	\$450	\$0	\$450	\$0	CV Levy	Uninitiated
Public Works - Levy	Intersection Intelligent Transportation System - 2016	\$356	\$355	\$1	- \$1	CV Levy	3
Public Works - Levy	Intersection RR41 Woodlawn / Hwy406	\$810	\$0	\$810	\$0	CV Levy	6
Public Works - Levy	Intersection RR54 @ Broadway St - Welland	\$230	\$212	\$18	- \$18	CV Levy	3
Public Works - Levy	Intersection RR81 @ Nelles Rd - Grimsby	\$215	\$176	\$39	- \$39	CV Levy	3
Public Works - Levy	Intersection Signal Upgrade Program - 2016	\$314	\$305	\$9	- \$9	CV Levy	3
Public Works - Levy	Structural Rehabilitation - RR77 4th Ave Bridge / 9th to 11th	\$50	\$45	\$5	- \$5	CV Levy	7
Public Works - Levy	Structural Rehabilitation - RR89 Dick's Creek Bridge	\$50	\$37	\$13	- \$13	CV Levy	6
Public Works - Levy	Road Equipment Upgrade - 2016	\$200	\$33	\$167	- \$167	CV Levy	3
Public Works - Levy	Roads Rehabilitation - RR87-Lakeport/Lake St	\$5,801	\$5,584	\$217	\$0	CV Levy	7
Public Works - Levy	Roads Resurfacing - 2017	\$11,783	\$9,595	\$2,188	- \$2,192	CV Levy	2
Public Works - Levy	Vehicle Skid Steer Mower Unit #825	\$20	\$18	\$2	- \$2	CV Levy	1
Public Works - Levy	Vehicle GMC Savana 2500 Unit #589	\$50	\$50	\$0	\$0	CV Levy	1
Total Levy Projects Closed		\$44,472	\$22,755	\$21,716	- \$3,711	CV Levy	
Niagara Regional Housing	Annual - Emergency Capital Program - 2018	\$300	\$9	\$291	- \$291	Reserve	2
Niagara Regional Housing	Building Capital - 2017	\$1,828	\$1,814	\$13	- \$16	Reserve	2
Niagara Regional Housing	Unit Capital - 2017	\$4,465	\$4,457	\$8	- \$8	Reserve	2
Total Levy Reserve Projects Closed		\$6,593	\$6,280	\$313	- \$316	Reserve	
Corporate Services	Thorold EMS Construction (Removed from project listing, CV Levy Funds returned December 31, 2017)	\$2,000	\$1,671	\$329	\$0		
Total Levy Reporting Projects removed from Project Listing		\$2,000	\$1,671	\$329	\$0		
Total Levy and Levy Reserve Projects Closed and Removed from Project Listing		\$53,065	\$30,706	\$22,358	-\$4,027		
Waste Management	Annual - Property Acquisition - 2018	\$110	\$0	\$110	- \$110	CV WMT	2
Waste Management	Centre St - Groundwater Remediation	\$300	\$0	\$300	- \$300	CV WMT	3

Capital Project Closures (in thousands of dollars) – continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Waste Management	Maintenance Management System	\$700	\$0	\$700	\$0	CV WMT	Uninitiated
Waste Management	Quarry Rd - Stream C Remediation	\$75	\$0	\$75	- \$75	CV WMT	3
Total Waste Management Projects Closed and removed from Project Listing		\$1,185	\$0	\$1,185	- \$485		
Wastewater	Combined Sewer Overflow - Chippewa Sewer Relief Study	\$50	\$50	\$0	\$0	CV SEW	6
Wastewater	Combined Sewer Overflow - Michigan Ave	\$100	\$100	\$0	\$0	CV SEW	6
Wastewater	Miscellaneous Program - Hardware & Software Upgrades - 2018	\$140	\$39	\$101	- \$101	CV SEW	2
Wastewater	Sewer & Forcemain Program - Victoria Ave	\$3,750	\$3,696	\$54	- \$33	CV SEW	3
Wastewater	Pump Station Improvement Program - Old Orchard	\$1,965	\$1,940	\$25	- \$25	CV SEW	6
Wastewater	Pump Station Improvement Program - Carleton St	\$1,503	\$1,475	\$28	- \$28	CV SEW	6
Wastewater	Wastewater Treatment Plant Upgrade - Clarifier - Port Weller	\$120	\$0	\$120	- \$120	CV SEW	2
Total Wastewater Projects Closed and removed from Project Listing		\$7,628	\$7,300	\$328	- \$306		
Water Works	Elevated Tank Miscellaneous Program - Painting	\$2,780	\$233	\$2,547	- \$2,547	CV WAT	4
Water Works	Miscellaneous Program - Chemical System Upgrades - 2017	\$350	\$48	\$302	- \$302	CV WAT	2
Water Works	Miscellaneous Program - Hardware & Software Upgrades - 2018	\$140	\$12	\$128	- \$128	CV WAT	2
Water Works	Water Treatment Plant Upgrade - Grimsby	\$479	\$448	\$31	- \$31	CV WAT	6
Total Water Projects Closed and Removed from Project Listing		\$3,749	\$741	\$3,008	- \$3,008		
Total Rate Projects Closed and Removed from Project Listing		\$12,562	\$8,041	\$4,521	- \$3,799		
Total Projects Closed		\$65,626	\$38,747	\$26,879	- \$7,826		

Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set-up to manage the overall project. Illustrated below is the \$1,257,004 capital budget managed by Niagara Region, representing 553 sub-projects, total capital spending including commitments to date of \$719,109 and budget remaining of \$537,896, after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 165 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	\$1,026	\$454	\$571	44.3%
Corporate Services	\$154,536	\$131,489	\$23,047	85.1%
Enterprise Resource Management Services	\$1,750	\$0	\$1,750	0.0%
Niagara Regional Housing	\$40,530	\$32,797	\$7,732	80.9%
Niagara Regional Police Services Board	\$32,913	\$29,446	\$3,467	89.5%
Planning	\$3,294	\$3,288	\$6	99.8%
Public Health	\$6,608	\$4,333	\$2,276	65.6%
Public Works - Levy	\$412,327	\$273,763	\$138,564	66.4%
Waste Management	\$20,340	\$16,989	\$3,351	83.5%
Wastewater	\$221,104	\$121,680	\$99,423	55.0%
Water Works	\$178,243	\$57,358	\$120,885	32.2%
Active projects with budgets greater than \$1 million	\$1,072,670	\$671,598	\$401,072	
Uninitiated projects with budgets greater than \$1 million	\$68,569	\$0	\$68,569	
Total projects with budgets greater than \$1 million	\$1,141,239	\$671,598	\$469,641	58.8%
Active projects with budgets less than \$1 million	\$114,515	\$47,511	\$67,005	41.5%
Uninitiated projects with budgets less than \$1 million	\$1,250	\$0	\$1,250	
Total Capital Projects	\$1,257,004	\$719,109	\$537,896	

Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than \$1 million is presented below. There are a total of 165 projects totaling \$1,141,240 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$671,598, representing 58.8 per cent of the adjusted capital budget on these active and uninitiated sub-projects.

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Annual - Capital Improvement - 2018		\$1,026	\$454	\$571	\$250	\$134	\$22	\$0	2021
Total Community Services		\$1,026	\$454	\$571	\$250	\$134	\$22	\$0	
Asset Replacement - 2017		\$1,900	\$1,820	\$80	\$80	\$0	\$0	\$0	2019
Asset Replacement - 2018		\$3,147	\$2,335	\$811	\$1,021	\$0	\$0	\$0	2019
Asset Replacement - 2019		\$2,288	\$346	\$1,942	\$1,659	\$553	\$0	\$0	2020
St. Catharines Child Care Addition		\$1,675	\$133	\$1,542	\$1,100	\$485	\$0	\$0	2020
Court Facilities Welland		\$13,390	\$12,318	\$1,072	\$446	\$0	\$0	\$0	2019
Customer Service Strategic Priority		\$1,685	\$150	\$1,535	\$759	\$388	\$389	\$0	2021
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	\$0	\$3,895	\$0	\$0	2020
Emergency Medical Services Facility Welland		\$1,100	\$254	\$846	\$0	\$870	\$0	\$0	2020
Environmental Centre Expansion		\$2,000	\$144	\$1,856	\$1,000	\$5,000	\$17,053	\$0	2021
Environmental Centre Expansion	Uninitiated	\$21,177	\$0	\$21,177	\$0	\$0	\$0	\$0	2021
Financial Management System		\$12,640	\$12,429	\$211	\$202	\$50	\$0	\$0	2020
Health Facilities - Niagara Falls		\$7,019	\$5,521	\$1,497	\$2,307	\$0	\$0	\$0	2020
Information Technology Server Building		\$3,945	\$3,906	\$39	\$124	\$0	\$0	\$0	2019
Long-term Accommodations - NRPS D1		\$20,116	\$19,498	\$617	\$10,000	\$4,996	\$0	\$0	2020
Long-term Accommodations - NRPS Headquarters D2		\$66,007	\$65,521	\$486	\$0	\$660	\$0	\$0	2020
Long-term Care Home Redevelopment - 2015		\$15,635	\$7,047	\$8,588	\$4,639	\$5,000	\$0	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Regional Headquarters Generator Replacement		\$1,990	\$64	\$1,926	\$972	\$972	\$0	\$0	2020
Total Corporate Services		\$179,608	\$131,489	\$48,120	\$24,310	\$20,870	\$18,442	\$1,000	
2021 Canada Summer Games	Uninitiated	\$9,700	\$0	\$9,700	\$3,000	\$0	\$6,700	\$0	2021
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	\$0	\$1,750	\$0	\$0	2020
Total Enterprise Resource Management Services		\$11,450	\$0	\$11,450	\$3,000	\$1,750	\$6,700	\$0	
Building Capital - 2018		\$4,673	\$4,613	\$60	\$1,185	\$0	\$0	\$0	2019
Building Capital - 2019		\$5,536	\$2,203	\$3,333	\$3,763	\$1,500	\$0	\$0	2020
Expansion, Roach Avenue, Welland		\$2,758	\$2,620	\$138	\$1,121	\$0	\$0	\$0	2019
Expansion, Thorold		\$1,101	\$989	\$112	\$114	\$0	\$0	\$0	2019
Grounds Capital - 2017		\$1,053	\$1,047	\$6	\$17	\$0	\$0	\$0	2019
New Build, Carlton Street, St. Catharines		\$15,771	\$15,039	\$732	\$250	\$0	\$0	\$0	2019
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,459	\$224	\$648	\$0	\$0	\$0	2019
Unit Capital - 2018		\$1,600	\$1,226	\$374	\$1,229	\$0	\$0	\$0	2019
Unit Capital - 2019		\$5,355	\$2,602	\$2,753	\$3,707	\$1,500	\$0	\$0	2020
Total Niagara Regional Housing		\$40,530	\$32,797	\$7,732	\$12,033	\$3,000	\$0	\$0	
Communications Unit Back-up		\$1,000	\$0	\$1,000	\$0	\$1,000	\$0	\$0	2020
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	\$0	\$1,250	\$0	\$0	2020
Communications Unit Equipment		\$4,500	\$4,472	\$28	\$0	\$0	\$0	\$0	2019
Information Technology & Equipment Replacement		\$1,100	\$655	\$445	\$558	\$62	\$0	\$0	2020
Information Technology Continuity Plan		\$1,500	\$566	\$934	\$467	\$467	\$0	\$0	2020
S.P.I.R.I.T. (Supporting Police in Records Information Technology)		\$8,630	\$8,431	\$199	\$199	\$0	\$0	\$0	2020
Vehicles - 2018		\$1,454	\$1,414	\$40	\$40	\$0	\$0	\$0	2019

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Vehicles - 2019		\$1,414	\$785	\$630	\$863	\$0	\$0	\$0	2019
Voice Radio System		\$13,315	\$13,124	\$190	\$190	\$0	\$0	\$0	2019
Total Niagara Regional Police Services		\$34,163	\$29,446	\$4,717	\$2,318	\$2,779	\$0	\$0	
Regional Headquarters Landscape Master Plan		\$3,294	\$3,288	\$6	\$2,294	\$0	\$0	\$0	2019
Total Planning		\$3,294	\$3,288	\$6	\$2,294	\$0	\$0	\$0	
Ambulance & Equipment - 2017		\$1,812	\$1,802	\$10	\$0	\$0	\$0	\$0	2019
Ambulance & Equipment - 2018		\$2,595	\$2,235	\$360	\$300	\$409	\$0	\$0	2020
Ambulance & Equipment - 2019		\$2,201	\$296	\$1,905	\$1,500	\$603	\$0	\$0	2020
Total Public Health		\$6,608	\$4,333	\$2,276	\$1,800	\$1,012	\$0	\$0	
Annual - Storm Sewer & Culvert Program - 2017		\$1,750	\$1,254	\$496	\$516	\$0	\$0	\$0	2019
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$2	\$998	\$500	\$498	\$0	\$0	2020
Annual - Development Projects - 2019	Uninitiated	\$1,000	\$0	\$1,000	\$500	\$500	\$0	\$0	2020
Annual - Traffic Signals Program - 2019		\$2,100	\$2	\$2,098	\$798	\$1,100	\$200	\$0	2021
Capacity Improvements - Charnwood/McLeod		\$7,200	\$6,313	\$887	\$6,100	\$800	\$262	\$0	2021
Capacity Improvements - New Escarpment Crossing		\$2,200	\$691	\$1,509	\$1,000	\$1,509	\$0	\$0	2020
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	\$0	\$0	\$0	\$0	2020
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	\$0	\$0	\$733	\$0	2021
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$7,000	\$12	\$6,988	\$988	\$6,000	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$4,591	\$2,752	\$1,839	\$200	\$770	\$1,000	\$0	2021
Capacity Improvements - Reconstruct RR49 McLeod, Montrose to Stanley		\$7,838	\$7,757	\$81	\$81	\$0	\$0	\$0	2019
Capacity Improvements - RR10 Livingston/QEW-GR		\$11,750	\$1,211	\$10,539	\$2,000	\$8,884	\$0	\$0	2020
Capacity Improvements - RR54 Hwy 20/Merritt		\$8,350	\$6,772	\$1,578	\$3,796	\$0	\$0	\$0	2019
Interchange Sir Isaac Brock Way @ 406 Hwy		\$2,800	\$0	\$2,800	\$1,400	\$1,400	\$0	\$0	2020
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,898	\$2,679	\$218	\$130	\$153	\$0	\$0	2020
Intersection - RR20 Industrial Park to Townline Phase 2		\$3,600	\$0	\$3,600	\$0	\$3,600	\$0	\$0	2020
Intersection - RR20 Roundabout at S Grimsby Rd		\$3,800	\$160	\$3,640	\$1,000	\$2,695	\$0	\$0	2020
Intersection Improvement - RR46 Geneva/St. Paul		\$6,500	\$5,046	\$1,454	\$3,600	\$197	\$0	\$0	2020
Intersection - RR89 Jacobsen/Burleigh		\$6,500	\$5,492	\$1,008	\$741	\$0	\$0	\$0	2019
Replacement of Burgoyne Bridge		\$93,344	\$93,342	\$2	\$1,177	\$0	\$0	\$0	2019
Roads Facility Program - Patrol Yard Improvement - 2018		\$1,000	\$0	\$1,000	\$500	\$500	\$0	\$0	2020
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$0	\$1,000	\$0	\$1,000	\$0	\$0	2020
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,477	\$316	\$0	\$316	\$0	\$0	2020
Roads Reconstruction - RR38 QEW/Fourth		\$23,156	\$9,247	\$13,909	\$8,000	\$6,412	\$0	\$0	2020
Roads Reconstruction - RR50 Thorold/Riverbank		\$2,400	\$2,197	\$203	\$0	\$203	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Roads Reconstruction - St Davids Road East		\$6,934	\$561	\$6,373	\$1,300	\$4,900	\$500	\$52	2022
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$5,750	\$614	\$5,136	\$5,000	\$439	\$0	\$0	2020
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$295	\$2,740	\$1,780	\$950	\$50	\$0	2021
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$1,000	\$165	\$835	\$250	\$595	\$0	\$0	2020
Roads Rehabilitation - RR1 Albert/Lakeshore		\$2,165	\$570	\$1,595	\$13	\$1,595	\$0	\$0	2020
Roads Rehabilitation - RR1 Dominion Road, Burleigh/Buffalo		\$12,070	\$11,270	\$800	\$900	\$731	\$0	\$0	2020
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$404	\$1,371	\$200	\$1,261	\$0	\$0	2020
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$1,050	\$344	\$706	\$200	\$831	\$0	\$0	2020
Roads Rehabilitation - RR56 Glendale to St Davids		\$2,000	\$185	\$1,815	\$1,843	\$0	\$0	\$0	2019
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$19,300	\$8,519	\$10,781	\$200	\$551	\$10,000	\$0	2021
Roads Rehabilitation - RR57 Stanley Whirlpool/Valleyway		\$15,233	\$14,851	\$382	\$454	\$0	\$0	\$0	2019
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$9,118	\$8,078	\$1,040	\$5,000	\$2,580	\$0	\$0	2020
Roads Rehabilitation - RR87 Lake/Geneva		\$6,841	\$6,663	\$179	\$335	\$0	\$0	\$0	2019
Roads Rehabilitation - RR87 Third/Seventh		\$1,500	\$1,156	\$344	\$1,028	\$0	\$0	\$0	2019
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$8,500	\$5,203	\$3,297	\$2,680	\$1,000	\$0	\$0	2020
Roads Resurfacing - 2013		\$4,933	\$4,189	\$744	\$400	\$224	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Roads Resurfacing - 2016		\$7,541	\$7,262	\$280	\$282	\$0	\$0	\$0	2019
Roads Resurfacing - 2018		\$9,510	\$9,383	\$127	\$540	\$200	\$0	\$0	2020
Roads Resurfacing - 2019		\$8,844	\$4,412	\$4,432	\$6,732	\$1,000	\$0	\$0	2020
Stabilization RR14 Canboro Rd at Warner		\$5,339	\$5,315	\$24	\$272	\$0	\$0	\$0	2019
Structural Rehabilitation - 2016 Program		\$3,700	\$1,416	\$2,284	\$2,000	\$1,475	\$0	\$0	2020
Structural Rehabilitation - 2019 Program		\$1,000	\$0	\$1,000	\$0	\$1,000	\$0	\$0	2020
Structural Rehabilitation - Main Street Bridge		\$4,703	\$4,516	\$187	\$0	\$0	\$0	\$0	2019
Structural Rehabilitation - Mewburn @ CNR Tracks		\$2,500	\$0	\$2,500	\$1,250	\$1,250	\$0	\$0	2020
Structural Rehabilitation - Ontario Power Generation Bridges over Gibson Lake		\$8,100	\$8,006	\$94	\$50	\$61	\$0	\$0	2020
Structural Rehabilitation - Reece Bridge		\$9,983	\$9,815	\$168	\$2,400	\$50	\$0	\$0	2020
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$2,250	\$331	\$1,919	\$1,038	\$1,038	\$0	\$0	2020
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$366	\$4,654	\$350	\$3,000	\$1,500	\$136	2022
Transportation Infrastructure Means Protection		\$4,000	\$0	\$4,000	\$0	\$3,000	\$1,000	\$0	2021
Vehicles - 2016		\$3,465	\$3,464	\$1	\$0	\$0	\$0	\$0	2019
Public Works - Roads & Fleet		\$385,189	\$266,487	\$118,702	\$69,525	\$64,268	\$15,245	\$189	
GO Transit		\$10,598	\$5,593	\$5,005	\$3,300	\$1,818	\$0	\$0	2024
GO Transit	Uninitiated	\$29,402	\$0	\$29,402	\$0	\$10,932	\$7,250	\$11,220	2024
Total GO Transit		\$40,000	\$5,593	\$34,407	\$3,300	\$12,750	\$7,250	\$11,220	

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Inter-Municipal Transit Capital Acquisition - 2015		\$1,340	\$1,330	\$10	\$67	\$0	\$0	\$0	2019
Inter-Municipal Transit Capital Acquisition - 2017		\$17,200	\$353	\$16,847	\$13,900	\$3,018	\$0	\$0	2020
Total IMT Transit		\$18,540	\$1,684	\$16,856	\$13,967	\$3,018	\$0	\$0	
Total Public Works - Levy		\$443,729	\$273,763	\$169,966	\$86,792	\$80,036	\$22,495	\$11,408	
Bridge St - Public Drop Off Depot Improvement	Uninitiated	\$1,145	\$0	\$1,145	\$0	\$1,050	\$75	\$0	2022
Glenridge - Leachate Collection System		\$1,210	\$38	\$1,172	\$100	\$50	\$1,000	\$0	2022
Humberstone - Infrastructure Upgrades		\$6,306	\$6,229	\$77	\$2,500	\$400	\$0	\$0	2022
Humberstone - Passive Gas Collection		\$4,674	\$4,356	\$319	- \$11	\$0	\$0	\$0	2019
Line 5 - Lechate Collection System		\$1,020	\$1	\$1,019	\$100	\$100	\$800	\$0	2022
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation		\$3,930	\$3,783	\$147	\$1,000	\$100	\$0	\$0	2020
Niagara Road 12 & Park Road - Pump Station Upgrades		\$2,077	\$1,600	\$477	\$1,250	\$0	\$0	\$0	2020
Recycling Centre - Facility Improvements Groundwater		\$1,123	\$983	\$140	\$40	\$60	\$40	\$0	2021
Total Waste Management		\$21,485	\$16,989	\$4,496	\$4,979	\$1,760	\$1,915	\$0	
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	\$0	\$0	\$1,503	\$0	2021
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$12,700	\$413	\$12,287	\$200	\$600	\$4,000	\$7,564	2024
Lagoon Upgrade program - Stevensville/Douglastown		\$4,100	\$331	\$3,769	\$500	\$3,000	\$573	\$0	2021
Miscellaneous Program - Centrifuge Components		\$1,560	\$0	\$1,560	\$0	\$1,560	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Miscellaneous Program - Chemical System Upgrades - 2017		\$1,400	\$93	\$1,307	\$77	\$1,307	\$0	\$0	2021
Miscellaneous Program - Garner Road		\$5,242	\$4,688	\$554	\$2,500	\$574	\$0	\$0	2020
Miscellaneous Program - Motor Control Centres		\$2,000	\$174	\$1,826	\$250	\$1,826	\$0	\$0	2020
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$912	\$588	\$691	\$0	\$0	\$0	2019
Pump Station Improvement Program - Design		\$5,470	\$5,367	\$103	\$100	\$59	\$0	\$0	2020
Pump Station Improvement Program - Haulage Road		\$2,150	\$184	\$1,966	\$300	\$1,667	\$0	\$0	2020
Pump Station Improvement Program - Lakeside		\$2,500	\$278	\$2,222	\$100	\$2,250	\$0	\$0	2020
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,140	\$145	\$145	\$0	\$0	\$0	2019
Pump Station Improvement Program - Park Lane		\$1,400	\$215	\$1,185	\$800	\$500	\$0	\$0	2020
Pump Station Improvement Program - Riverview SPS		\$1,305	\$121	\$1,184	\$500	\$688	\$0	\$0	2020
Pump Station Improvement Program - South Side High Lift		\$6,651	\$6,515	\$136	\$100	\$181	\$0	\$0	2019
Pump Station Improvement Program - Wellandvale		\$2,146	\$1,406	\$740	\$0	\$250	\$534	\$0	2021
Pump Station Improvement Program - Woodsvie		\$5,420	\$476	\$4,944	\$250	\$600	\$4,289	\$0	2021
Sewer & Forcemain Program - Dain City		\$6,025	\$420	\$5,605	\$4,818	\$1,000	\$0	\$0	2020
Sewer & Forcemain Program - Highway 406 Trunk		\$1,274	\$1,273	\$0	\$0	\$0	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Sewer & Forcemain Program - Oaks Park Trunk		\$2,145	\$2,098	\$47	\$30	\$0	\$0	\$0	2019
Sewer & Forcemain Program - Stamford Centre		\$10,562	\$9,999	\$563	\$9,423	\$563	\$0	\$0	2019
Sewer & Forcemain Program - Tupper Dr Trunk		\$2,910	\$123	\$2,787	\$770	\$2,000	\$0	\$0	2020
Sewer Relining Program		\$1,453	\$1,336	\$118	\$120	\$0	\$0	\$0	2019
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,484	\$411	\$200	\$481	\$0	\$0	2020
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$4,900	\$2,120	\$2,780	\$3,000	\$1,452	\$0	\$0	2020
Wastewater Treatment Plant Digester/Sludge Management - 2013 Program		\$1,000	\$932	\$68	\$0	\$0	\$0	\$0	2019
Digester & Sludge Program - 2018		\$2,550	\$278	\$2,272	\$400	\$1,932	\$0	\$0	2019
Wastewater Treatment Plant Upgrade - Garner Road		\$4,500	\$170	\$4,330	\$1,000	\$2,000	\$1,348	\$0	2020
Wastewater Treatment Plant Upgrade - Niagara Falls		\$2,100	\$949	\$1,151	\$600	\$558	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Port Weller		\$9,900	\$514	\$9,386	\$50	\$2,000	\$500	\$6,881	2023
Wastewater Treatment Plant Upgrade - Port Weller 2017		\$1,310	\$1,285	\$25	\$154	\$0	\$0	\$0	2019
Wastewater Treatment Plant Upgrade - Welland		\$21,821	\$21,254	\$567	\$4,400	\$867	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$0	\$2,400	\$100	\$1,200	\$1,100	\$0	2021
Wastewater Treatment Plant Upgrade - Aeration - Seaway		\$1,236	\$1,132	\$103	\$796	\$0	\$0	\$0	2019
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$1,230	\$193	\$1,037	\$90	\$1,037	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$29,500	\$1,253	\$28,247	\$300	\$20,000	\$7,947	\$0	2024
Wastewater Treatment Plant Upgrade - Grit System - Grimsby		\$1,725	\$1,606	\$119	\$0	\$488	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Primary Digester #2 - Niagara Falls		\$1,000	\$0	\$1,000	\$500	\$500	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway		\$3,115	\$2,727	\$388	\$2,000	\$873	\$0	\$0	2020
Total Wastewater		\$221,104	\$121,680	\$99,423	\$35,265	\$52,014	\$21,795	\$14,445	
Elevated Tank - New - Pelham		\$1,620	\$180	\$1,440	\$85	\$62	\$1,440	\$0	2021
Elevated Tank Rehabilitation - Thorold South		\$2,992	\$2,714	\$278	\$2,647	\$278	\$0	\$0	2020
Meter Replacement Program		\$3,550	\$1,939	\$1,611	\$1,300	\$1,750	\$0	\$0	2020
Miscellaneous Program - Evaluation & Replacement		\$1,100	\$1,093	\$7	\$0	\$0	\$0	\$0	2019
Miscellaneous Program - Granular Activated Carbon Replacement		\$2,260	\$1,336	\$924	\$1,036	\$0	\$0	\$0	2019
Miscellaneous Program - Pressure Booster		\$1,050	\$1,030	\$20	\$59	\$0	\$0	\$0	2019
Miscellaneous Program - System Storage - Grimsby		\$26,889	\$902	\$25,987	\$7,000	\$18,000	\$1,226	\$0	2021
Miscellaneous Program - System Storage - Port Colborne		\$11,850	\$11,795	\$55	\$200	\$35	\$0	\$0	2020
Transmission Main over Welland River		\$4,080	\$5	\$4,075	\$40	\$100	\$50	\$3,885	2023
Water Treatment Plant Raw Water Intake - Niagara Falls		\$15,550	\$260	\$15,290	\$100	\$900	\$14,305	\$0	2021
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$1,180	\$144	\$1,036	\$30	\$1,038	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Estimated Year of Completion
Water Treatment Plant Upgrade - Decew Falls - 2016		\$22,250	\$996	\$21,254	\$100	\$16,000	\$4,254	\$1,000	2022
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$3,495	\$264	\$3,231	\$150	\$3,044	\$50	\$0	2021
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$10,115	\$215	\$9,900	\$2,000	\$7,906	\$0	\$0	2020
Water Treatment Plant Upgrade - Port Colborne		\$8,600	\$708	\$7,892	\$150	\$4,873	\$3,000	\$0	2021
Water Treatment Plant Upgrade - Rosehill		\$15,000	\$14,460	\$540	\$2,000	\$4,332	\$0	\$0	2020
Water Treatment Plant Upgrade - Rosehill - 2017		\$1,950	\$136	\$1,814	\$100	\$400	\$1,314	\$0	2021
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$1,419	\$3,581	\$782	\$3,975	\$0	\$0	2020
Watermain Program - Along CNR Grimsby		\$13,400	\$718	\$12,682	\$6,000	\$7,000	\$0	\$0	2020
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	\$0	\$960	\$1,000	\$0	2021
Watermain Program - Fort Erie, Dominion Road		\$10,615	\$10,413	\$202	\$875	\$102	\$0	\$0	2020
Watermain Program - Hwy406 Cross Trans		\$1,911	\$1,905	\$6	\$0	\$6	\$0	\$0	2020
Watermain Program - Lundy's Lane		\$1,000	\$0	\$1,000	\$10	\$490	\$500	\$0	2021
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	\$1,500	\$3,120	\$0	\$0	2020
Watermain Program - Welland East and West		\$6,200	\$4,725	\$1,475	\$100	\$1,867	\$0	\$0	2020
Total Water Works		\$178,243	\$57,358	\$120,885	\$26,264	\$76,241	\$27,139	\$4,885	
Total Projects with remaining budgets greater than \$1 million		\$1,141,240	\$671,598	\$469,642	\$199,306	\$239,596	\$98,508	\$31,738	

Capital Variance Project Summary (in thousands of dollars)

Capital projects sometimes require more or less than the approved budget. Throughout the year, project variances are managed though either requesting extra budget dollars from the Capital Variance (CV) project, or by transferring excess capital project budget dollars to the CV through a budget reduction.

Transfers to the CV do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balance of CVs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval.

The excess funds in the CV project have been identified as a funding source for the 2019 Capital Budget and will be transferred to the reserve at year end. The excess funds in the Waste Management, Wastewater and Water Works CV projects will be transferred to the respective capital reserves for use in the long-term capital affordability strategy. Approximately \$4,000 in the Levy Programs CV project has been committed for the forecasted 2020 Capital Budget or a priority project.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water Works	Total Programs
Balance at December 31, 2018	\$4,435	\$1,421	\$2,078	\$1,000	\$8,935
Transfer to Active Capital Projects	- \$5,326	- \$570	- \$1,215	- \$847	- \$7,957
Budget Reductions on Active Capital Projects	\$1,970	\$0	\$283	\$124	\$2,377
Transfers from Closed Capital Projects	\$3,712	\$485	\$306	\$3,007	\$7,511
Adjustments to Previously Closed Projects	- \$1	\$0	\$0	\$0	- \$1
Balance at July 24, 2019	\$4,791	\$1,336	\$1,453	\$3,284	\$10,865
Committed to future requests/budget	- \$4,000	\$0	\$0	\$0	- \$4,000
Uncommitted Balance at July 24, 2019	\$791	\$1,336	\$1,453	\$3,284	\$6,865

Investment Report (in thousands of dollars)

Investment income during Q2 on the primary portfolio amounted to \$4,726, which comprises investment portfolio income and interest on cash balances.

Investment Performance

Investment income before transfers to reserves:

Unfavorable year to date forecasted investment income of \$347, is a result of right-sizing a prior year investment transaction and also includes the unrealized exchange losses of \$88 explained below. Forecasted investment income before transfers for 2019 is favourable when compared to budget by \$25.

Budget vs Actual/Forecast before Reserve Transfers	YTD Actuals		Forecast		Total
	Q1	Q2	Q3	Q4	
Portfolio Return	2.88%	2.85%	n/a	n/a	
Budget	\$4,557	\$5,072	\$5,566	\$5,761	\$20,956
Actual	\$4,835	\$4,726	\$5,655	\$5,766	\$20,982
Variance	\$278	\$-347	\$89	\$5	\$25

Investment income after transfers to reserves:

The unfavourable variance is driven by the transfers to Development Charge/Rate Reserves being \$38 greater than budget, which is due to growth in the development charge reserve balances being higher than anticipated. Forecasted investment income after transfers compared to budget is unfavourable by \$13.

Budget vs Actual/Forecast after Reserve Transfers	YTD Actuals		Forecast		Total
	Q1	Q2	Q3	Q4	
Budget	\$4,557	\$5,072	\$5,566	\$5,761	\$20,956
Net Budget Transfers	\$-1,408	\$-1,408	\$-1,408	\$-1,408	\$-5,630
Budget (Net)	\$3,150	\$3,665	\$4,159	\$4,353	\$15,326
Actual	\$4,835	\$4,726	\$5,655	\$5,766	\$20,982
Net Actual Transfers	\$-1,050	\$-1,784	\$-1,417	\$-1,417	\$-5,668
Actual (Net)	\$3,785	\$2,942	\$4,238	\$4,349	\$15,314
Variance	\$635	\$-723	\$79	\$-4	\$-13

Note: Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities, unrealized exchange losses of \$88 are included in Q2 investment income. Amounts reflected in this report do not include the NRH investment portfolio.

Investment Term Holdings

Funds	Book Value	Weight
Cash	\$84,516	11.6%
Cash Equivalents < 1 Year	\$46,580	6.4%
2 Year	\$30,850	4.2%
3 Year	\$23,297	3.2%
4 Year	\$30,541	4.2%
5+ Year	\$495,138	68.1%
Sinking Fund (Incl. Cash)	\$15,909	2.2%
Total Portfolio	\$726,831	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$55,200	8.59%	15.00%
Bank of Nova Scotia	Corporate	\$86,500	13.47%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$25,000	3.89%	15.00%
HSBC Bank Canada	Corporate	\$7,300	1.14%	15.00%
National Bank of Canada	Corporate	\$51,500	8.02%	15.00%
Royal Bank of Canada	Corporate	\$58,500	9.11%	15.00%
Total	Corporate	\$284,000	44.22%	50.00%
City of Hamilton	Municipal	\$5,722	0.89%	5.00%
City of London	Municipal	\$1,000	0.16%	5.00%
City of Montreal	Municipal	\$3,066	0.48%	5.00%
City of Ottawa	Municipal	\$5,657	0.88%	5.00%
City of Quebec	Municipal	\$2,295	0.36%	5.00%
City of Saskatoon	Municipal	\$3,332	0.52%	5.00%
City of Toronto	Municipal	\$11,605	1.81%	5.00%
County of Wellington	Municipal	\$852	0.13%	5.00%
District of Mun of Muskoka	Municipal	\$0	0.00%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,028	0.78%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$5,505	0.86%	5.00%
Region of Halton	Municipal	\$1,519	0.24%	5.00%
Region of Peel	Municipal	\$3,518	0.55%	5.00%
Region of Waterloo	Municipal	\$15,092	2.35%	5.00%
Region of York	Municipal	\$9,670	1.51%	5.00%
York Region District School Board	Municipal	\$4,310	0.67%	5.00%
York Sinking Fund Debenture	Municipal	\$1,797	0.28%	5.00%
Total	Municipal	\$79,966	12.45%	25.00%
Newfoundland and Labrador Hydro	Provincial	\$720	0.11%	25.00%
Ontario Hydro	Provincial	\$21,581	3.36%	25.00%
Province of Alberta	Provincial	\$1,302	0.20%	25.00%
Province of British Columbia	Provincial	\$6,937	1.08%	25.00%
Province of Manitoba	Provincial	\$35,235	5.49%	25.00%
Province of New Brunswick	Provincial	\$1,796	0.28%	25.00%
Province of Newfoundland	Provincial	\$51,420	8.01%	25.00%
Province of Nova Scotia	Provincial	\$16,753	2.61%	25.00%
Province of Ontario	Provincial	\$51,334	7.99%	25.00%
Province of Prince Edward Island	Provincial	\$2,742	0.43%	25.00%
Province of Quebec	Provincial	\$63,487	9.88%	25.00%
Province of Saskatchewan	Provincial	\$5,197	0.81%	25.00%
Quebec Hydro	Provincial	\$13,818	2.15%	25.00%
Total	Provincial	\$272,320	42.40%	75.00%
Region of Niagara Debentures	Municipal	\$5,969	0.93%	100.00%
TOTAL excluding Cash	All	\$642,255	100.00%	100.00%
General Chequing **	Cash	\$19,757		
Savings	Cash	\$64,759		
Sinking Fund	Cash	\$60		
Total		\$84,575		
TOTAL including Cash		\$726,831		

* Note: Holdings by security percentages exclude cash balances.

**Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits. Balances include USD funds converted at quarter-end spot rate of 1.3087.

Debt Report (in thousands of dollars)

S&P (Standard & Poor's) has had Niagara rated AA with a stable outlook since April 5, 2001 when S&P and CBRS (Canadian Bond Rating Service) merged their ratings. S&P affirmed Niagara’s AA rating with stable outlook on October 10, 2018. The ratings reflect S&P's opinion of Niagara's exceptional liquidity, very strong budgetary performance, strong financial management, and moderate debt burden. The stable outlook reflects S&P's expectations that Niagara will post near-balanced after-capital budgetary results; its tax-supported debt will be about 77% of consolidated operating revenues, and its liquidity will remain exceptional in the next two years. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

Key Rating Factors	Standard & Poor's Assessment	Key Rating Factors	Standard & Poor's Assessment
Institutional Framework Economy Financial Management Budgetary Flexibility	Very Predictable and well-balanced Average Strong Average	Budgetary Performance Liquidity Debt Burden Contingent Liabilities	Very Strong Exceptional Moderate Very Low

Department	Total Debt as at December 31, 2018 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2019 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt As at December 31, 2019	Annual Repayment Limits
General Government Total	\$23,098	\$0	- \$523	- \$40	\$22,535	- \$1,856	\$6,350	\$27,029	
Police	\$82,982	\$0	- \$908	- \$151	\$81,923	- \$3,753	\$11,080	\$89,250	
Roads	\$121,568	\$0	- \$762	- \$174	\$120,631	- \$15,042	\$69,096	\$174,686	
Public Health	\$14,318	\$0	- \$36	\$0	\$14,282	- \$2,265	\$5,677	\$17,694	
Community Services	\$22,049	\$0	- \$759	\$0	\$21,290	- \$1,752	\$15,335	\$34,873	
NRH	\$24,205	\$0	- \$483	\$0	\$23,722	- \$2,536	\$15,171	\$36,357	
Planning	\$63	\$0	- \$31	\$0	\$32	\$0	\$0	\$32	
Total Levy	\$288,283	\$0	- \$3,501	- \$366	\$284,415	- \$27,204	\$122,709	\$379,920	
Wastewater	\$55,898	\$0	- \$2,013	- \$773	\$53,111	- \$108	\$36,376	\$89,380	
Water	\$11,245	\$0	- \$276	- \$192	\$10,776	- \$71	\$22,729	\$33,434	
Waste Management	\$1,558	\$0	- \$763	\$0	\$795	\$0	\$0	\$795	
Total Rate	\$68,700	\$0	- \$3,052	- \$966	\$64,682	- \$179	\$59,105	\$123,609	
Total Niagara Region	\$356,983	\$0	- \$6,554	- \$1,332	\$349,097	- \$27,383	\$181,814	\$503,530	7.03%

Department	Total Debt as at December 31, 2018 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at June 30, 2019 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt As at December 31, 2019	Annual Repayment Limits
Fort Erie	\$7,383	\$0	- \$205	\$0	\$7,178	- \$844	\$0	\$6,333	2.52%
Grimsby**	\$3,485	\$0	- \$172	\$0	\$3,314	- \$174	\$0	\$3,140	1.69%
Lincoln**	\$4,485	\$0	- \$34	\$0	\$4,451	- \$436	\$0	\$4,015	2.75%
NOTL	\$2,225	\$0	- \$253	\$0	\$1,972	- \$168	\$0	\$1,804	1.51%
Niagara Falls**	\$48,219	\$0	- \$1,610	\$0	\$46,608	- \$2,148	\$0	\$44,460	3.02%
Pelham	\$30,089	\$0	- \$221	\$0	\$29,868	- \$1,634	\$0	\$28,234	13.40%
Port Colborne**	\$28,749	\$0	- \$658	\$0	\$28,091	- \$846	\$0	\$27,246	8.32%
St. Catharines	\$113,948	\$0	- \$1,397	- \$190	\$112,362	- \$10,405	\$0	\$101,957	7.72%
Thorold	\$1,065	\$0	- \$57	\$0	\$1,008	- \$58	\$0	\$950	0.55%
Wainfleet**	\$266	\$0	- \$5	\$0	\$261	- \$48	\$0	\$213	0.81%
Welland**	\$50,046	\$0	- \$1,502	\$0	\$48,544	- \$4,532	\$0	\$44,011	9.34%
West Lincoln**	\$15,025	\$0	- \$264	\$0	\$14,761	- \$264	\$0	\$14,496	5.71%
NPCA	\$700	\$0	- \$208	\$0	\$492	- \$276	\$0	\$216	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$305,684	\$0	- \$6,585	- \$190	\$298,909	- \$21,835	\$0	\$277,075	
Total Niagara Region & External	\$662,667	\$0	- \$13,139	- \$1,521	\$648,006	- \$49,218	\$181,814	\$780,604	

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

Calculated with 2018 FIR data (2017 used where 2018 not available) and 2019 debt servicing charges.

Accounts Receivable Aging Report (in thousands of dollars)

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than \$25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q2 Financial Update.

Customer Name	Over 120	Explanation of Account	Status
Bell Canada	\$375	2017 Project Cost Sharing for Burgoyne Bridge. Public Works entered into discussions with customer regarding costs, which were revised in July to \$213.	Collection to continue
City of Niagara Falls	\$60	2018 RDC invoice in dispute with developer, applied for NFP grant, which was denied. Collection to continue which may include collecting through property tax.	Collection to continue
City of Welland	\$113	2013-T-123 Project Cost Sharing for East Main Street. Original invoice issued in May 2017 and revised September 2018. City has advised that a report is being brought forward to Council in August and payment should follow by end of month.	Collection to continue
Merritton Mills Redevelopment Corp	\$500	2007 Landfill tipping fees related to three redevelopment sites. Niagara Region will offset these with the Tax Increment Grants (TIG) as the agreements between the City of St. Catharines and the developer are signed. The Niagara Region has a Letter of Credit (LOC) for \$472 related to the receivable for one site and the other two sites now have active tax increment grants starting in 2017 for 2016 tax year.	Pending 2018 TIG agreements
Seniors Resident 12006	\$25	Resident still active. Public Guardian and Trustee have taken over financial responsibility for current and future charges. Many attempts have been made to the family to collect. On-going efforts to mitigate risk.	Collection to continue
Seniors Resident 11338	\$52	Resident still active. Many attempts have been made to the family to collect. On-going efforts to mitigate risk.	Collection to continue
Town of Grimsby	\$843	2018 RDC invoice in dispute with developer, Grimsby to collect additional amounts outstanding through property tax (with Grimsby legal).	Collection to continue
Trisura Guarantee Insurance Company	\$30	This 2018 invoice is requesting payment for work completed by our Completion Contractor in accordance with our contract with them and the payment terms with the Bonding Co. In-house legal department working with staff and Insurance Company to negotiate final settlement.	Collection to continue
Total	\$1,998		

Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards (“PSAS”). This includes all unfunded liabilities, impacts of amortization and capital fund activity. The Consolidated Statement of Financial Positon for June 30, 2019 is prepared with information as at August 8, 2019.

	June 30, 2019	Dec. 31, 2018
FINANCIAL ASSETS		
Cash	\$ 83,121	\$ 106,902
Investments	632,743	585,420
Accounts receivable	48,287	80,713
Other current assets	381	329
Tangible capital assets held for sale	756	756
Debt Recoverable from others	298,909	305,684
	1,064,197	1,079,804
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	106,972	114,195
Employee future benefits and post-employment liabilities	104,421	104,421
Deferred revenue	181,857	178,320
Landfill closure and post-closure liability	61,397	61,397
Long-term liabilities	648,411	662,658
	1,103,058	1,120,991
Net debt	(38,861)	(41,187)
NON-FINANCIAL ASSETS		
Tangible capital assets	1,764,681	1,755,117
Inventory	8,013	7,360
Prepaid expenses	19,934	20,836
	1,792,628	1,783,313
Accumulated surplus	\$ 1,753,767	\$ 1,742,126

Accumulated surplus reconciliation:

	June 30, 2019	Dec. 31, 2018
Operating surplus (deficit)	(\$ 219)	(\$ 5,458)
Invested in tangible capital assets	1,415,178	1,398,144
Capital fund – unexpended capital financing	301,757	226,159
Operating fund	(12,499)	(7,228)
Unfunded landfill closure & post-closure liability	(61,397)	(61,397)
Unfunded employee future benefits & post-employment liabilities	(103,112)	(103,112)
Total surplus	1,539,708	1,447,108
Total reserves and reserves funds (page 48)	214,059	295,018
Total accumulated surplus	\$ 1,753,767	\$ 1,742,126

Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region’s financial activity as of June 30, 2019. These statements have been compiled by Enterprise Resource Management Services and the departments have validated the information and provided commentary.

These statements present the net funding position of Niagara Region’s operating budget and do not include Public Sector Accounting (PSA) adjustments for amortization, employee future benefits and landfill liability.

Approved and/or expected unbudgeted transfers to/from reserves can offset other variances and impact net surplus/deficit reported by departments. These statements do not include capital activity. Capital activity is summarized by project in the capital reports section.

Definition of Column Headings

Year to date Budget - the portion of the annual budget expected to be realized from January through September.

Year to date Actual - actual costs incurred and revenues earned from January to September. Departments have accrued for goods or services received but not yet paid for and revenues earned but not yet received.

Year to date Budget vs Actual Variance Favourable/(Unfavourable) - the difference between the year to date budget and the year to date actual. An unfavourable variance (i.e. actual expenditures are greater than budgeted or actual revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. actual expenditures are less than budgeted or actual revenues are greater than budgeted) is shown as a positive.

Annual Budget - the annual budget approved by council with budget adjustments as explained on the Operating Budget Amendments & Adjustment Summary.

Annual Forecast - the year to date actual plus the year to go forecast for October to December. It is intended to project expected organization results at the end of the current year based on information available at September 30, 2018. As noted, actual operating results may vary from the forecasted information presented.

Annual Budget vs Forecast Variance Favourable/(Unfavourable) - the difference between the annual budget and the annual forecast. An unfavourable variance (i.e. forecasted expenditures are greater than budgeted or forecasted revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. forecasted expenditures are less than budgeted or forecasted revenues are greater than budgeted) is shown as a positive.

Definition of Report Rows – Expenditures

Compensation - salaries, benefits and personnel related allowances (meals, clothing, training, etc).

Administration - costs for audit, advertising, consulting, insurance, contracted services, Court Services expenses, allowances (car, mileage, etc.), telephone, training and related expenses, office supplies, memberships and other miscellaneous expenses.

Operational & Supply – program specific costs including: chemical, medical, waste management supplies and purchased services.

Occupancy & Infrastructure– costs to repair or maintain property and infrastructure, property tax, leases and all utilities.

Equipment, Vehicles, Technology – costs to repair or maintain equipment and vehicles, minor equipment purchases, computer licenses and support.

Community Assistance - Ontario Works allowances and benefits program costs, rent supplements and the use of all housing related subsidies.

Financial Expenditures - interest charges, principal debt payments, tax write-offs, and bad debt expense. The debt related charges included in this section are allocated to departments though indirect allocations & debt.

Partnership, Rebate, Exemption – grants, rebates and exemptions provided to local area municipalities and/or other organizations to support projects within the region.

Explanation of Statement of Operations - Continued

Definition of Report Rows – Revenues

Taxation - revenues received from local area municipalities including payment-in-lieu, supplemental and power dams revenue; as well as funds received to support waste management, water and wastewater operations.

Federal & Provincial Grants - funds received from the provincial and federal governments.

By-law Charges & Sales - shared services revenue (without shared services agreement), licenses, permits and approvals, and fees and service charges on the User Fee By-Law such as child care fees, health fees, police fees (i.e. accident reports, etc), seniors homes fees (i.e. long term care accommodations fees), road fees and other miscellaneous fees (i.e. zoning).

Other Revenue - shared services revenue (with shared services agreement), investment income, Court Services revenue, recycling revenue, housing revenue and other miscellaneous revenue.

Definition of Report Rows – Intercompany Charges

Intercompany Charges - direct rate-based costs that are allocated to the beneficial recipient by the department providing the service or goods and calculated based on a pre-established rate (i.e. fleet, fuel, photocopiers, and print shop). The pre-established rate is intended to recover the costs incurred by the service providing department (time and material).

Definition of Report Rows – Transfers

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

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

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

Definition of Report Rows – Indirect Allocation & Debt

Indirect Allocation – costs that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications). Indirect costs are common resources shared by several programs and services that require an allocation to determine full cost of the program or service.

Capital Financial Allocation – allocations of all debt charges incurred to programs and services based on projects the debt is issued to fund.



Q2 FINANCIAL UPDATE | JUNE 2019

Niagara  **Region**

1815 SIR ISAAC BROCK WAY THOROLD, ON L2V 4T7

Minute Item No. 5.1

PDS 30-2019

Regional Official Plan Amendment 15 (ROPA 15) - Recommendation Report

That Report PDS 30-2019, dated September 11, 2019, respecting Regional Official Plan Amendment 15 (ROPA 15) - Recommendation Report, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Official Plan Amendment No. 15 - exemption policies **BE APPROVED** (attached as Appendix 1 to Report PDS 30-2019);
2. That all parties **BE NOTIFIED** of Regional Council's decision in accordance with *Planning Act, 1990* requirements;
3. That staff **ISSUE** a declaration of final approval of the Official Plan Amendment 20 days after notice of Council's decision has been given, provided that no appeals have been filed against the decision;
4. That the new exemption by-law **BE APPROVED** (attached as Appendix 3 to Report PDS 30-2019); and
5. That existing By-law 129-2001 and By-law 43-2002 **BE REPEALED**.

Minute Item No. 5.2

ED 10-2019

Five Scenic Trails Mapping Request

That Report ED 10-2019, dated September 11, 2019, respecting the Five Scenic Trails Mapping Request, **BE RECEIVED** for information.

Minute Item 6

Consent Items for Information

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

PDS 29-2019

2018 Reserve Water and Wastewater Treatment Capacities

PDS 33-2019

Growth Management Program Update for New Official Plan

**THE REGIONAL MUNICIPALITY OF NIAGARA
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE
MINUTES**

**PEDC 9-2019
Wednesday, September 11, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Bylsma, Campion, Darte (Committee Vice-Chair), Easton, Foster, Greenwood, Heit, Huson (Committee Chair), Redekop, Rigby, Sendzik, Ugulini

Absent/Regrets: Bellows, Junkin, Witteveen, Zalepa

Staff: E. Acs, Manager, Community Planning, I. Banach, Manager, Long Range Planning, P. Busnello, Manager, Development Planning, M. Evely, Legislative Coordinator, D. Giles, Director, Community & Long Range Planning, D. Heyworth, Official Plan Policy Consultant, V. Kuhns, Acting Director, Economic Development, K. McCauley, Senior Planner, Secondary Plans, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, K. Provost, Economic Development Officer, I. Stetic, Project Manager, Water & Wastewater Development Planning

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

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 PDS 30-2019

Regional Official Plan Amendment 15 (ROPA 15) - Recommendation Report

Moved by Councillor Foster

Seconded by Councillor Easton

That Report PDS 30-2019, dated September 11, 2019, respecting Regional Official Plan Amendment 15 (ROPA 15) - Recommendation Report, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Official Plan Amendment No. 15 - exemption policies **BE APPROVED** (attached as Appendix 1 to Report PDS 30-2019);
2. That all parties **BE NOTIFIED** of Regional Council's decision in accordance with *Planning Act, 1990* requirements;
3. That staff **ISSUE** a declaration of final approval of the Official Plan Amendment 20 days after notice of Council's decision has been given, provided that no appeals have been filed against the decision;
4. That the new exemption by-law **BE APPROVED** (attached as Appendix 3 to Report PDS 30-2019); and
5. That existing By-law 129-2001 and By-law 43-2002 **BE REPEALED**.

Carried

5.2 ED 10-2019

Five Scenic Trails Mapping Request

Moved by Councillor Ugulini

Seconded by Councillor Bylsma

That Report ED 10-2019, dated September 11, 2019, respecting the Five Scenic Trails Mapping Request, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the funding request of \$50,000 for the design and implementation of the five scenic trails mapping **BE REFERRED** for consideration as part of the 2020 budget process.

Moved by Councillor Ugulini
Seconded by Councillor Butters

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

1. That the funding request of \$50,000 for the design and implementation of the five scenic trails mapping **BE REFERRED *with a staff report*** for consideration as part of the 2020 budget process.

Defeated

Committee Chair Huson called the vote on the motion as follows:

That Report ED 10-2019, dated September 11, 2019, respecting the Five Scenic Trails Mapping Request, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the funding request of \$50,000 for the design and implementation of the five scenic trails mapping **BE REFERRED** for consideration as part of the 2020 budget process.

Defeated

Moved by Councillor Sendzik
Seconded by Councillor Campion

That Report ED 10-2019, dated September 11, 2019, respecting the Five Scenic Trails Mapping Request, **BE RECEIVED** for information.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Heit
Seconded by Councillor Rigby

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

PDS 29-2019
2018 Reserve Water and Wastewater Treatment Capacities
PDS 33-2019
Growth Management Program Update for New Official Plan

Carried

7. OTHER BUSINESS

7.1 Niagara Region's Role in Tourism Sector

Committee members requested information respecting Niagara Region's role in the tourism sector. Valerie Kuhns, Acting Director, Economic Development, advised that she would bring a report to a future Planning and Economic Development Committee meeting.

7.2 Use of Regional Road 20 (Lundy's Lane) as an Alternative Tourism Route in Niagara Region

Committee Chair Huson requested information identifying existing and proposed Regional projects that would contribute to the use of Regional Road 20 as an alternative tourism route within Niagara Region.

8. CLOSED SESSION

There were no closed session items.

9. NEXT MEETING

The next meeting will be held on Wednesday, October 9, 2019 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

10. ADJOURNMENT

There being no further business, the meeting adjourned at 1:46 p.m.

—
Councillor Huson
Committee Chair

—
Mark Evely
Legislative Coordinator

—
Ann-Marie Norio
Regional Clerk

Subject: Regional Official Plan Amendment 15 (ROPA 15) – Recommendation Report

Report to: Planning and Economic Development Committee

Report date: Wednesday, September 11, 2019

Recommendations

1. That Regional Official Plan Amendment No. 15 – exemption policies **BE APPROVED** (attached as Appendix 1 to Report PDS 30-2019);
2. That all parties **BE NOTIFIED** of Regional Council's decision in accordance with *Planning Act, 1990* requirements;
3. That staff **ISSUE** a declaration of final approval of the Official Plan Amendment 20 days after notice of Council's decision has been given, provided that no appeals have been filed against the decision;
4. That the new exemption by-law **BE APPROVED** (attached as Appendix 3 to Report PDS 30-2019); and
5. That existing By-law 129-2001 and By-law 43-2002 **BE REPEALED**.

Key Facts

- The purpose of this report is to present Regional Official Plan Amendment No. 15 (ROPA 15) – for approval.
- The Region has undertaken a review of the existing exemption policies in Section 14.E.6-14.E.9 of the Regional Official Plan. The exemption policies identify the process and circumstances where the Region will exempt local Official Plan Amendments from Regional approval.
- The ROPA 15 policies provide more clarity and certainty to the exemption process for the Region's local area municipalities.
- A statutory public meeting for the draft Regional Official Plan Amendment was held on March 20, 2019 in accordance with *Planning Act, 1990* requirements. All comments received via circulation and the public meeting have been reviewed and considered in the final ROPA 15.
- Regional Official Plan Amendment No. 15 represents good planning.

- The update to the exemption by-law will implement the intent of ROPA 15.

Financial Considerations

There are no direct financial implications arising from this report. The costs to process and circulate this amendment can be accommodated within the Planning and Development Services base Operating Budget.

Analysis

Background and existing policy

The Region initiated ROPA 15 to clarify the Local Official Plan Amendment (LOPA) exemption policies and process. The existing Regional Official Plan (ROP) policies (s. 14.E.6-4.E.9) are unnecessarily wordy and confusing according to the feedback received from our local area partners. The uncertain direction of the existing policies can limit the opportunity for the Region to collaborate with the local area municipality. In addition, some of the information is out of date.

Regional staff have condensed and simplified the exemption process and wording through ROPA 15. Policy 14.E.6, review timeframes, has been removed in its entirety. Guidance for the review process of LOPAs is detailed in the Memorandum of Understanding and the *Planning Act, 1990* and therefore unneeded in policy.

Existing Policy 14.E.9 is inherent in the planning review process. This policy has also been deleted in its entirety.

New Policy

The new ROPA policy 14.E.6 outlines the exemption authority and provides two part direction as to when the LOPA may be exempt:

- Part A is for amendments that are minor, site specific with no issues/concerns related to Regional and Provincial interest. In this case, the exemption can be determined and issued at the pre-consultation stage.
- Part B is for more comprehensive LOPAs (i.e. Secondary Plans) that require more collaboration between the Region and the local area municipality (LAM). The Region will work with the LAM to identify and address any matters of Regional and Provincial interest. This process will also require the review of the draft LOPA or Secondary Plan document to determine that the matters have been satisfactorily addressed. If the Region is satisfied with the policies (or other steps taken to address the issue), the Region can issue the exemption.

ROPA 15 continues to contain a list of criteria in new policy 14.E.7 to outline where the amendment may not be exempt. It combines, summarizes and condenses the list in the previous 14.E.7 and 14.E.8. The intent of this policy is to provide a clear Regional mandate and detailed direction on matters of Regional and Provincial interest.

The Region will retain approval authority if there is disagreement on one or more of the criteria listed. However, where a resolution can be reached to satisfactorily address the matter through policy or other means (i.e. zoning, conditions of draft plan approval), Part B of Policy 14.E.6 would apply. The listed criteria will continue to be a helpful tool for interested external parties in understanding the Region's exemption process.

Planning Policy Review:

The proposed Regional Official Plan Amendment has been reviewed for alignment with the *Planning Act*, 1990, Provincial Policy Statement and Provincial Plans.

Planning Act, 1990

As per the *Planning Act*, 1990, the upper tier municipality is the approval authority for any and all local Official Plan Amendments (LOPAs). However, section 17(10) of the *Act* allows a municipality, with approval from the Minister, to pass a by-law exempting LOPAs from Regional approval. Niagara Region received approval authority from the Minister to pass a by-law to exempt any or all LOPAs per Ontario Regulation 699/98 and passed exemption by-law 129-2001 in 2001.

Provincial Policy Statement (PPS), 2014

The PPS supports improved land use planning and management, contributing to an effective and efficient land use planning system. Policy 1.2.1 requires a coordinated, integrated and comprehensive approach when dealing with planning matters within municipalities, across lower, single and/or upper-tier municipal boundaries, and with other orders of government, agencies and boards.

Through ROPA 15, the Region has streamlined the exemption policy wording and will continue to collaborate with our local municipal partners through the review of local Official Plan Amendments. ROPA 15 is consistent with the PPS.

Provincial Plans, 2017

The Growth Plan for the Greater Golden Horseshoe, the Greenbelt Plan and the Niagara Escarpment Plan are all considered through the Region's One Window review approach to planning applications. Any local Official Plan Amendment would need to be reviewed in the context of these Provincial plans, where they are applicable. The ROPA

covers the Provincial interest by ensuring that if Regional or Provincial interest is present, there is ongoing collaboration to satisfactorily address any issues or concerns. If this cannot be addressed, the Region would retain the approval authority. ROPA 15 conforms to the Provincial plans.

Input on the ROPA:

Statutory Public Meeting

The *Planning Act, 1990*, requires that a statutory public meeting be held for all amendments to municipal Official Plans. A public meeting was held on March 20, 2019 to present a draft of ROPA 15 to Planning and Economic Development Committee and receive comments from the public. The Notice of Public Meeting was advertised on February 27, 2019 in Niagara This Week newspapers having general circulation across the Region. No comments were received from the public before or at the Public Meeting.

The Notice of Public Meeting and a request for comments was also sent to the list of prescribed bodies and agencies having interest on February 20, 2019. All comments received have been reviewed and considered prior to finalizing ROPA 15. Generally, ROPA 15 has been well received.

Agency Comments

The draft ROPA 15 policy was presented at the Area Planners meeting on January 25, 2019. Feedback was received from our local partners and refinements made to clarify the intent of the policy. Following the formal circulation of the draft ROPA 15 policy on February 20, 2019, Grimsby, Lincoln, Niagara Falls and Welland have provided correspondence indicating no objections.

The Town of Fort Erie, Niagara Escarpment Commission and two Regional departments provided comments on the draft policies. These comments were reviewed and changes made where appropriate. A table of all comments and staff's response has been included as Appendix 3.

The Ministry of Municipal Affairs and Housing provided comments related to employment conversion. At the time the comments were provided, the Growth Plan was proposed for amendment, which has now come in to force. The Ministry suggested the Region consider the potential implications of employment conversions as they were not specifically mentioned in policy 14.E.7. Staff have reviewed the ROPA 15 policy, the policies of the Regional Official Plan and the policies of the now updated 2019 Growth Plan related to employment conversion. Staff opine that employment areas are captured and adequately protected based on the definition of *employment area* in the Official Plan. Any proposed conversion within employment areas will require action by

the Region in a collaborative process with the local municipality. ROPA 15 does not change the need to meet Regional policy and Growth Plan requirements when considering an employment conversion.

Exemption by-law

In order to properly align ROPA 15, the existing exemption By-law 129-2001 and 43-2002 will be repealed and replaced. The new exemption by-law combines the two previous by-laws and reflects both ROPA 15 policy direction and Memorandum of Understanding.

Conclusion

The new exemption policies better reflect the working relationship between the Region and the local area municipalities. It continues to support strong collaboration and an improved working relationship. It provides more clarity on the Regional mandate and consistency to the Regional review process for local Official Plan Amendments. ROPA 15 is good planning.

Alternatives Reviewed

Alternative 1 – Council could choose not to adopt the Regional Official Plan Amendment. This course of action is not favourable as the ROPA supports a better working relationship with our local area partners and provides more clarity and certainty to the exemption process.

Alternative 2 – Council could choose to modify and approve the Regional Official Plan Amendment. The modification would need to demonstrate consistency and conformity with the Regional and Provincial policy.

Relationship to Council Strategic Priorities

This report supports Council's strategic areas for fostering innovation, investment, and entrepreneurship and doing business differently.

Other Pertinent Reports

- Statutory Public Meeting for Draft Regional Official Plan Amendment 15 – Exemption Policies – PDS 5-2019

Prepared by:

Kirsten McCauley, MCIP, RPP
Senior Planner – Secondary Plans
Planning and Development 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 Isaiah Banach, Manager of Long Range Planning.

Appendices

Appendix 1	Regional Official Plan Amendment No. 15	Page 7
Appendix 2	Comment Table on ROPA 15	Page 12
Appendix 3	Updated Exemption By-law	Page 14

Bill <>

Authorization Reference:

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO PROVIDE FOR THE ADOPTION OF AMENDMENT 15
TO THE OFFICIAL PLAN FOR THE NIAGARA PLANNING AREA
TO IMPLEMENT THE REVISED EXEMPTION
POLICIES AFFECTING ALL LOCAL MUNICIPALITIES

WHEREAS subsection 22 of the *Planning Act, 1990* states when the requirements of subsections (15) to (21), as appropriate, have been met and Council is satisfied that the plan as prepared is suitable for adoption,

WHEREAS it is deemed appropriate to further amend the Official Plan as adopted by Regional Council for the Niagara Planning Area,

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

1. That the text attached hereto is hereby approved as Amendment 15 to the Official Plan for the Niagara Planning Area.
2. That the Regional Clerk is hereby authorized and directed to give notice of Council's adoption in accordance with Section 17(23) of the *Planning Act, 1990*.
3. That this By-law shall come into force and take effect on the day after the last day of appeal provided no appeals have been received.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Bill <>

Authorization Reference:

Passed: <date>

**Amendment No. 15
To The Official Plan
for the Niagara Planning Area**

PART “A” – THE PREAMBLE

The preamble provides an explanation of the Amendment including the purpose, location, background, and basis of the policies and implementation, but does not form part of this Amendment.

- Title and Components
- Purpose of the Amendment
- Location of the Amendment
- Background
- Basis for the Amendment
- Implementation

PART “B” – THE AMENDMENT

The Amendment describes the modifications to the text of Official Plan for the Niagara Planning Area, which constitute Official Plan Amendment No. 15.

PART “C” – THE APPENDICES

The Appendices provide information regarding public participation and agency comments relevant to the Amendment, but do not form part of this Amendment.

Bill <>

Authorization Reference:

PART “A” – THE PREAMBLE

TITLE AND COMPONENTS:

This document, when approved in accordance with Section 17 of the *Planning Act, 1990*, shall be known as Amendment 15 to the Official Plan of the Niagara Planning Area. Part “A” – The Preamble, contains background information and does not constitute part of this Amendment. Part “B” – The Amendment constitutes Amendment 15 to the Official Plan of the Niagara Planning Area. Part “C” – The Appendices, does not constitute part of the Amendment. These Appendices contain information related to public involvement and agency comments associated with the Amendment.

PURPOSE OF THE AMENDMENT:

The purpose of this Amendment is to amend the exemption policies within the Niagara Region Official Plan to provide clarity to the exemption process for our local municipal partners.

LOCATION OF THE AMENDMENT:

The amendment affects all local municipalities.

BACKGROUND

As per the Planning Act, 1990, the upper tier municipality is the approval authority for any and all local Official Plan Amendments (LOPAs). However, section 17(10) of the Act allows a municipality, with approval from the Minister, to pass a by-law exempting LOPAs from Regional approval. Niagara Region received approval authority from the Minister to pass a by-law to exempt any or all LOPAs per Ontario Regulation 699/98.

The Region is now updating both Regional policy and the exemption by-law to better reflect the process for exemption, allow enhanced collaboration and clarify the Regional and Provincial interest in the local Official Plan Amendment process.

BASIS FOR THE AMENDMENT:

- a) The Amendment was the subject of a Public Meeting held under the *Planning Act, 1990* on March 20, 2019. Public and agency comments were addressed as part of the preparation of this Amendment.

Bill <>

Authorization Reference:

- b) The Amendment will support continued collaboration between stakeholders as well as enhance clarity to the exemption process.
- c) Based on the Region's review of the *Planning Act, 1990*, the Provincial Policy Statement, the Provincial plans, the Regional Official Plan, and public and agency consultation, Regional staff is of the opinion that the Amendment is consistent with Provincial and Regional policies and plans and, therefore, represents good planning.

IMPLEMENTATION:

Section 14, Implementation of the Official Plan for the Niagara Planning Area, shall apply where applicable.

Bill <>

Authorization Reference:

PART “B” – THE AMENDMENT

Amendment 15 To The Official Plan for the Niagara Planning Area

Text Changes

The Official Plan for the Niagara Planning Area is amended as follows:

Part I – Modifications to Existing Policies

1. Policy 14.E.6, 14.E.7, 14.E.8 and 14.E.9 are deleted and replaced with the following:

“14.E.6 The Commissioner of Planning and Development Services, or his/her designate, shall determine and issue an exemption from Regional approval for a local Official Plan Amendment (OPA) where:

- a) It is determined through pre-consultation that the draft OPA is of local significance, is consistent, conforms to, or does not conflict with Provincial Policy and Plans, as applicable, and is in conformity with the Regional Official Plan; or,
- b) Matters of Regional and Provincial interest are present and, through a collaborative process between the Region and the local municipality, it is determined that the OPA has identified and satisfactorily addressed these matters. In the case of a Secondary Plan, the Region shall review the draft Secondary Plan policy set and mapping prior to determining exemption.

14.E.7 A local OPA shall not be exempt from Regional approval if any of the following cannot be addressed to the Region’s satisfaction:

- i. conformity with the Regional Official Plan;
- ii. consistency with the Provincial Policy Statement and/or conformity with Provincial Plans;
- iii. significant impacts relating to the Regional Master Servicing Plan and/or Transportation Master Plan;
- iv. directly affects Regional capital forecasts; or
- v. cross-boundary impacts or impacts on any adjacent municipality.”

Origin of comment	Comment	Response
City of Welland	No objection to the revisions	Noted
City of Niagara Falls	No objections	Noted
Town of Grimsby	No objection to the revisions	Noted
Town of Lincoln	Supportive of the revisions	Noted
Enbridge Gas Inc.	No objections	Noted
Niagara Escarpment Commission (NEC)	Requested Policy 14.E.6 a) and b) add consultation with the Niagara Escarpment Commission or applicable provincial planning authority.	Change not made. If lands are within the Niagara Escarpment Plan area, the application will be circulated to the NEC for review and comment per the requirements of the <i>Planning Act</i> . The Region would also recognize the Provincial interest and work collaboratively with the local municipality prior to determining if exemption can be issued.
Niagara Region – Development Services	Minor wording suggestions	Changes made
Town of Fort Erie	Notes concern with the Policy 14.E.7 in relation to Secondary Plans.	Policy 14.E.7 represents the list of Regional and Provincial interest. The policy enables continued collaboration to address any of these matters to the Region's satisfaction. Where a resolution can be reached which will satisfactorily address the matter through policy or other means (for example holding provisions for an associated zoning amendment or conditions of draft plan approval for an associated draft plan of subdivision), exemption could be issued. Policy 14.E.6 b) indicates that the Region would

		work collaboratively with the local municipality for comprehensive amendments such as Secondary Plans.
Niagara Region - Enterprise Resource Mgmt Services	Request for clarification on the criterion in 14.E.7 which speaks to directly affecting Regional capital and confirmation that other Departments are reviewing prior to issuing exemption.	This criterion relates to comprehensive local Official Plan Amendments such as Secondary Plans or large scale developments. As part of these applications, the consultant/applicant would prepare and submit traffic studies and servicing/infrastructure studies that would be reviewed by our Development Engineering and Transportation staff to assess if it aligns with the Region's Master Servicing Plan and Transportation Master Plan, as well as if any required upgrades have been identified in the capital budget. Staff would identify any major issues through review of these studies to discuss further with the local municipality and applicant to make adjustments, where required.
Ministry of Municipal Affairs	Generally supportive of the exemption policies. MMA notes consideration to the impact of Amendment 1 of the Growth Plan on the proposed changes to the process for employment conversion. The comments reference triggering a Regional Official Plan Amendment.	As noted in the report, an employment conversion would follow the collaborative review process. Employment areas which fits the definition in the Official Plan would need to meet the Region's requirements and the 2019 Growth Plan requirements to be considered for conversion.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE THE EXEMPTION OF LOCAL OFFICIAL PLAN
AMENDMENTS AND TO DELEGATE THE EXEMPTION OF LOCAL OFFICIAL PLAN
AMENDMENTS AND TO REPEAL BY-LAW 129-2001 AND BY-LAW 43-2002

WHEREAS The Minister of Municipal Affairs and Housing pursuant to Ontario Regulation 699/98 has authorized the Regional Municipality of Niagara to pass a by-law exempting any or all proposed Official Plan Amendments from Regional approval;

WHEREAS The Council of the Regional Municipality of Niagara may pass a by-law under Section 17(10) and 17(11) of The Planning Act, R.S.O. 1990, c. P.13, as amended, allowing Council to exempt any or all local Official Plan Amendments from Regional approval; and

WHEREAS The Council of the Regional Municipality of Niagara may pass a by-law under Section 17.1(1) to delegate the authority to approve amendments to Official Plans to the Commissioner of Planning and Development Services or his/her delegate.

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

1. That Regional Council may exempt any or all local Official Plan Amendments from Regional approval as set out in the Regional Official Plan and in accordance with the Memorandum of Understanding between the Region and the local area municipalities, as amended from time to time.
2. That the authority of Regional Council to exempt any or all local Official Plan Amendments from Regional approval is hereby delegated to the Commissioner of Planning and Development Services for the Regional Municipality of Niagara or his/her delegate, as set out in the Regional Official Plan and in accordance with the Memorandum of Understanding between the Region and the local area municipalities, as amended from time to time.
3. That By-law 129-2001 and By-law 43-2002 are hereby repealed.
4. That this by-law shall come into force and effect on the day upon which it is passed.

Bill <>

Authorization Reference:

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <date>

Subject: Five Scenic Trails Mapping Request

Report to: Planning and Economic Development Committee

Report date: Wednesday, September 11, 2019

Recommendations

That Report ED 10-2019 respecting the presentation by the Niagara West Tourism Association to PEDC on August 7, 2019 on the 5 scenic trails mapping development and implementation **BE RECEIVED** for information.

That the funding request of \$50,000 for the design and implementation of the 5 scenic trails mapping **BE REFERRED** for consideration as part of the 2020 budget process.

Key Facts

- The Economic Development department plays an active role in tourism by advancing investment attraction, transportation initiatives to support the tourism sector, producing tourism research to support the sector's activities and planning efforts, as well as supporting sport tourism bids and efforts where directed.
- Economic Development does not have a separate line item in the budget specifically for tourism projects/initiatives.
- Economic Development invests \$15,000 annually for cost of the lease of the Niagara Gateway Information Centre, which is in the second year of a 5 year contract. This arrangement is in partnership with the Tourism Partnership of Niagara and the Niagara West Tourism Association.
- In the past, Economic Development did have a formal role in Tourism marketing and product development when the department was external under Niagara Economic Development Corporation through Tourism Niagara. Tourism Niagara ceased to exist after March 2012.
- The Tourism Partnership of Niagara (TPN) was established in 2010 as one of Ontario's 13 Regional Tourism Offices (RTOs). Representing all of the municipalities within the Regional Municipality of Niagara, the TPN is an independent, industry-led, not-for-profit organization responsible for working with tourism partners to enhance and grow Niagara's tourism products and marketing activities.

Financial Considerations

The Niagara West Tourism Association has requested one-time funding of \$50,000 for Economic Development staff to facilitate the development of the 5 scenic trails mapping.

Budget pressures have been outlined by staff in the following table as presented to Budget Review Committee 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 Project - Station Operations	CSD 17-2019	1.410	0.39%
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Total of previously identified reports		20.158	5.51%
Five Scenic Trails Mapping	ED 10-2019	0.050	0.01%
Potential request to-date		\$20.208	5.52%

Analysis

From an Economic Development perspective, the Region's role in Tourism was crafted at the 2016 Tourism Summit and adopted by council resolution as follows: "to ensure tourism is part of the Region's Economic Development Strategy by facilitating discussions on transportation access initiatives, developing a Regional Wayfinding plan, promoting five scenic routes and supporting event bids; to advocate on behalf of industry stakeholders; and to undertake investment attraction initiatives which contribute to tourism outcomes for Niagara."

Through the Economic Development Officer's role, the department supports the Tourism sector through the following efforts:

- Marketing and development support at the Niagara District Airport;
- Assisting with the 2020 Bid for the Brier (Men's Curling Championship) preparation;

- Promoting Niagara 2021 Canada Summer Games business development opportunities;
- Facilitating Metrolinx GO promotion and partnership advancements;
- Managing the lease negotiations and annual business planning of the Niagara Gateway Information Centre;
- Participating as a member of the Tourism Partnership of Niagara's Sub Regional Partners committee;
- Engaging in investment attraction initiatives that would benefit the tourism sector;
- Preparing the Niagara Tourism Profile 2019 research paper and promoting it through outreach to tourism stakeholders.

Economic Development does not have a line item in their budget specifically dedicated to tourism activities. The annual committed funds in this department's budget for tourism activity is \$15,000 for the lease of the Niagara Gateway Information Centre.

Activities funded by Economic Development above the Gateway lease are evaluated based on decisions around the potential economic impact of the project.

Examples of previously funded projects include expenses for the bid preparation of the 2020 Brier bid, a Future Business Modelling and Feasibility study for the Niagara airports, expenses to host the Southern Ontario Airport Network meeting in partnership with Toronto Pearson and Niagara District Airport, etc.

Each year Economic Development receives requests to fund additional tourism-related activities and they are not always able to be accommodated within the base budget. These requests would therefore come as a request to Council for additional funding. This has been the case in most financial requests for sport tourism bids as well as activities like the 5 scenic trails mapping.

Corporate Implications

The 5 scenic trails mapping, if implemented as requested, has an impact on Public Works and the Transportation Master Plan for several elements of tourism transportation, wayfinding signage and on the inclusion of the five scenic trails.

Governmental Partners

The 5 scenic trails mapping, if implemented as proposed within this report, has impact on the local municipal members of the Team Niagara Economic Development group, the Tourism Partnership of Niagara, and the 5 Destination Marketing Organizations (DMOs) across the Region.

The 5 scenic trails project would benefit from additional information and analysis from other Departments within the Region, local municipalities and their tourism strategy, and DMOs regarding future benefits/costs, and potential interest in advancement.

Alternatives Reviewed

The alternative reviewed is for Niagara Region not to take an active role in developing and implementing the 5 scenic drives. In this instance, the initiative could be advanced by the Destination Marketing Organizations (DMOs) or a private sector tourism group.

Other Pertinent Reports

- ED-1-2015 - Grimsby Gateway Centre and Future Tourism Opportunities
- ED-4-2015 - Tourism Industry Analysis and Options Study – Summary
- ED 5-2016 - Tourism Strategy Business Case and Budget Initiation
- ED 4-2017 – Niagara Tourism Strategy – Tourism Summit Follow Up Report

Prepared by:

Valerie Kuhns
Acting Director
Economic Development

Submitted by:

Ron Tripp, P.Eng
Acting Chief Administrative Officer

This report was prepared in consultation with Kelly Provost, EDO and reviewed by Valerie Kuhns, Acting Director.

Appendices

None

Subject: 2018 Reserve Water and Wastewater Treatment Capacities

Report to: Planning and Economic Development Committee

Report date: Wednesday, September 11, 2019

Recommendations

1. That this report **BE RECEIVED** and **CIRCULATED** to the Ministry of the Environment, Conservation and Parks and Niagara Area Municipalities for their information and future reference.

Key Facts

- The purpose of this report is to inform Council of the reserve treatment capacities at Niagara's Water and Wastewater Treatment facilities. This reporting is required by the Ministry of Environment, Conservation and Parks (MECP).
- The data contained in this report assists in commenting on new development proposals and related servicing as well as planning for future treatment capacity.
- All of Niagara Water Treatment Plants (WTPs) and Wastewater Treatment Plants (WWTPs) are positioned to accept growth beyond the minimum 10 year horizon.

Financial Considerations

This report provides Council with historical and projected treatment capacity and flow data. There are no direct financial implications in receiving this report.

The reserve treatment capacities at the water and wastewater (W&WW) facilities are considered in commenting on new development proposals and related servicing and, as a result, could result in a financial impact related to specific future applications.

Analysis

The Infrastructure Planning and Development Engineering section of Planning and Development Services Department annually reports on an assessment of the average daily W&WW flows based on the previous five years, as recorded at our various facilities compared to MECP rated capacities for the facilities. Included in the analysis are the 10-year growth projections in accordance with Niagara 2041 (*How we Grow, Flow and Go*).

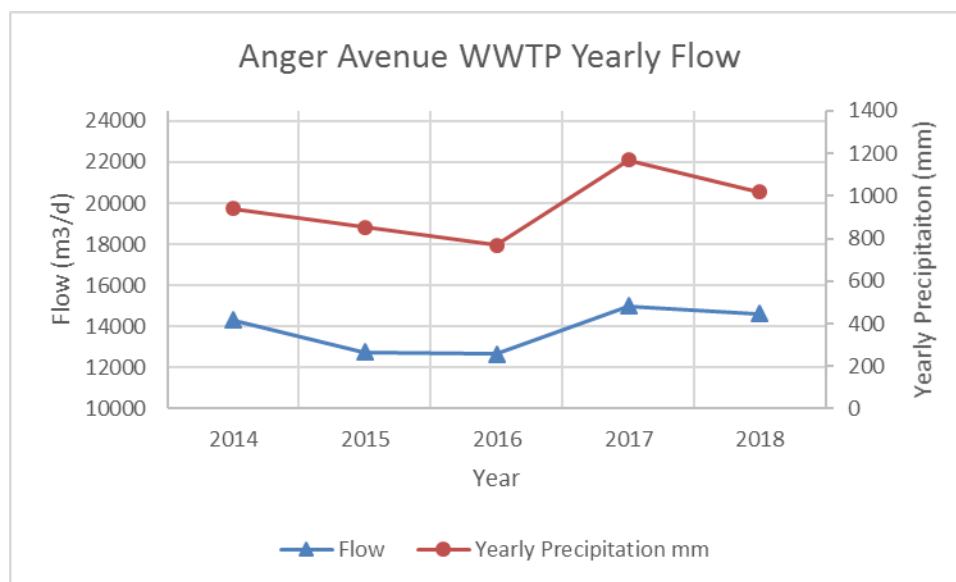
A key objective of this report is to highlight potential capacity constraints and allow sufficient lead time to plan for future capacity increases through the W&WW capital programs so that development may continue unencumbered. This is a 'desktop'

exercise, which compares five-year (annual) average flows to the respective MECP Environmental Compliance Approval(s), formerly known as Certificate of Approval(s) for each facility, then incorporates 10-year growth forecasts into the calculation. Ongoing phasing and staging strategy works with our local municipal partners will further refine this assessment for understanding development capacity.

This assessment does not reflect specific compliance, quality, sustainability, risk, or operational deficiencies at the treatment plants or trunk conveyance/transmission systems, which may affect the Region's ability to approve new development or permit servicing extensions.

For municipal wastewater treatment, weather is the key factor that results in peak wet weather flows, which impacts the collection and trunk sewers in both local and regional systems through "Rainfall Derived Inflow and Infiltration" (RDI&I). Even though, it is expected to record higher flows due to population growth, the annual average daily flows to the WWTPs are higher due to the wet weather flows entering the systems. Just for an example, Figure 1 illustrates a direct correlation of wastewater plant flows and yearly precipitation at Anger Avenue WWTP, located in Fort Erie.

Figure 1: Correlation of Wastewater Flows with Precipitation



Wet weather flows can have substantial impact on available WWTP capacities and a direct impact on the limitations of available servicing capacity for future growth.

Appendix 1 and 2 provide the annual average daily flows and five year average from 2014 to 2018 for the W&WW treatment plants, respectively. Appendices 3 and 4 provide a summary of Niagara's six water treatment facilities and eleven wastewater treatment facilities presenting their respective reserve capacities.

All of Niagara's WTPs and WWTPs are positioned to accept growth beyond the minimum 10-year period (Appendix 3 and Appendix 4).

Wet Weather Management

In order to accommodate the anticipated growth from Niagara 2041, the 2016 W&WW Master Servicing Plan (MSP) investigated capacity upgrades (upgrades to trunk sewers, pumping station capacities, etc.), upstream management (storage, peak shaving, diversion), and peak flow management (flow reduction, Inflow & infiltration (I&I) reduction projects) for every wastewater system. Based on this review, there are wet weather projects listed with identified areas for targeted I&I removal to offset the requirement to upgrade and expand more expensive infrastructure all the way to the WWTPs. It is crucial to achieve the I&I reductions in order to offset the capacity needs from growth, to protect the environment, and mitigate potential basement flooding.

Niagara Region and Area Municipalities are continuing to work collaboratively to facilitate ongoing development throughout the region and provide the requisite servicing and capacity allocation in a responsible way to service the communities. In addition, the Region has been supporting Area Municipalities by funding the CSO Control program under the Wet Weather Management Program to support various I&I related projects and programs on the municipal side. This program has been reducing the impacts of I&I and has been a benefit to both, the Region and the Area Municipalities.

The Wet Weather Management team is working with the Development Industry including Public Works Officials, Building Officials, Developers, Consultants and Contractors to raise awareness on the wet weather management issues and potential upcoming changes to address this.

Alternatives Reviewed

No alternatives were studied.

Relationship to Council Strategic Priorities

The report highlights all Regional Water and Wastewater Systems reserve capacities to support Growth Management Strategy providing surplus population that could be serviced over a 10-year forecasted period.

The report also provides MECP and local municipal partners operational summary and reserve capacity projections for Region's Water and Wastewater Treatment facilities.

Other Pertinent Reports

- PDS 33-2018, September 5, 2018, 2017 Reserve Water and Wastewater Treatment Capacities
- PW 22-2017, May 30, 2017, 2016 Water and Wastewater Master Servicing Plan Update

Prepared by:

Ilija Stetic
W/WW Development Planning Project
Manager
Planning & Economic Development
Services

Recommended by:

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

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Phill Lambert, Director Planning and Development Services, Mike Janas, AD Water Operations and Staff Development, Jason Oatley, Manager WW Quality & Compliance.

Appendices

Appendix 1	Annual Average Daily Flow 2014 to 2018 WTP	Page 5
Appendix 2	Annual Average Daily Flow 2014 to 2018 WWTP	Page 6
Appendix 3	Water Reserve Capacity Calculations for 2018	Page 7
Appendix 4	Wastewater Reserve Capacity Calculations for 2018	Page 8

APPENDIX 1

**ANNUAL AVERAGE DAILY FLOW 2014 TO 2018
WATER TREATMENT PLANTS**

Water Treatment Facility Location	Rated Capacity (m ³ /d)	Average Daily Flow (m ³ /d) 2014	Average Daily Flow (m ³ /d) 2015	Average Daily Flow (m ³ /d) 2016	Average Daily Flow (m ³ /d) 2017	Average Daily Flow (m ³ /d) 2018	5 Year Average Daily Flow (m ³ /d) 2014 to 2018
Decew Falls WTP	227,300	52,358	53,723	54,903	54,321	56,090	54,279
Grimsby WTP	44,000	15,079	16,652	15,699	14,020	14,866	15,263
Niagara Falls WTP	145,584	43,731	45,186	47,350	45,192	44,780	45,248
Port Colborne WTP	36,000	8,570	8,908	7,719	8,735	8,864	8,559
Rosehill WTP	50,026	12,831	13,182	13,148	12,388	12,862	12,882
Welland WTP	102,300	20,714	20,164	21,858	21,590	22,538	21,373

APPENDIX 2

**ANNUAL AVERAGE DAILY FLOW 2014 TO 2018
WASTEWATER TREATMENT PLANTS**

Wastewater Treatment Facility Location	Rated Capacity (m ³ /d)	Average Daily Flow (m ³ /d) 2014	Average Daily Flow (m ³ /d) 2015	Average Daily Flow (m ³ /d) 2016	Average Daily Flow (m ³ /d) 2017	Average Daily Flow (m ³ /d) 2018	5 year Average Daily Flow (m ³ /d) 2014 to 2018
Anger Avenue WWTP	24,500	14,306	12,755	12,661	15,000	14,624	13,869
Baker Road WWTP	31,280	20,482	17,549	16,999	20,897	19,975	19,180
Crystal Beach WWTP	9,100	5,755	5,005	4,676	5,915	5,874	5,445
Niagara Falls WWTP	68,300	36,657	40,782	35,880	44,684	41,489	39,898
NOTL WWTP	8,000	5,046	3,911	4,021	4,561	4,687	4,445
Port Dalhousie WWTP	61,350	34,785	30,091	29,616	34,823	35,095	32,882
Port Weller WWTP	56,180	35,148	30,856	29,650	32,090	36,881	32,925
Queenston WWTP	500	230	234	278	234	198	235
Seaway WWTP	19,600	12,000	11,064	9,103	12,082	12,580	11,366
Stevensville/Douglastown Lagoon	2,289	1,234	1,192	1,314	1,635	1,670	1,409
Welland WWTP	54,550	35,886	32,164	29,728	35,407	34,643	33,566

APPENDIX 3

Regional Water Treatment Facilities Reserve Capacity Calculation for 2018

Treatment Facility	Permit To Take Water (1) (ML/D)	Rated Treatment Capacity (ML/D)	Peaking Factor (2)	Theoretical Average Day Capacity (ML/D)	90% of Average Day Capacity (3) (ML/D)	5-Year Average Day Flow (ML/D)	% of Total Capacity Used	Reserve Treatment Capacity (Based on 90%) (ML/D)	Design Flow Rate (275 l/c/d)	Reserve Serviceable Population (Equivalents)	10-Year Forecast For Population (Residential & Employment)	Surplus Population Over 10-Year Projection
DeCew Falls WTP	227.0	227.3	1.561	145.6	131.0	54.3	37%	76.8	275	279,273	30,398	248,875
Grimsby WTP	44.0	44.0	1.676	26.3	23.7	15.3	58%	8.4	275	30,545	14,771	15,774
Niagara Falls WTP	145.5	145.5	1.569	92.7	83.4	45.2	49%	38.2	275	138,909	23,782	115,127
Port Colborne WTP	45.5	36.0	1.564	23.0	20.7	8.6	37%	12.1	275	44,000	1,552	42,448
Rosehill WTP	78.0	50.0	1.526	32.8	29.5	12.9	39%	16.6	275	60,364	6,375	53,989
Welland WTP	110.0	102.3	1.517	67.4	60.7	21.4	32%	39.3	275	142,909	12,292	130,617

(1) Original MOE approved quantity of raw water permitted (Permit To Take Water).

(2) The peaking factors used are based on an average of actual flow rates of maximum day versus average day flows over the past three years at each facility.

(3) Region's W&WW MSP (GM BluePlan, 2017) requires planning process for expansion when plant capacity exceeds 80%, and expansion should be completed when capacity exceeds 90%.

APPENDIX 4

Regional Wastewater Treatment Facilities Reserve Capacity Calculation for 2018

Treatment Facility	MOE Plant Rated Capacity (m ³ /day)	90 % of Plant Capacity (1) (m ³ /day)	5-Year Average Daily Flow (m ³ /day)	% of Total Capacity Used	Reserve Treatment Capacity (Based on 90%) (m ³ /day)	Design Flow Rate (4) (365 L/c/d)	Reserve Serviceable Population (Equivalents)	10-Year Forecast For Population (Residential & Employment)	Surplus Population Over 10-Year Projection
Anger Avenue (Fort Erie) WWTP	24,500	22,050	13,869	57%	8,181	365	22,413	4,277	18,136
Baker Road (Grimsby) WWTP	31,280	28,152	19,180	61%	8,972	365	24,580	16,791	7,789
Crystal Beach (Fort Erie) WWTP	9,100	8,190	5,445	60%	2,745	365	7,521	1,443	6,078
Niagara Falls WWTP	68,300	61,470	39,898	58%	21,572	365	59,100	19,980	39,120
NOTL WWTP (3)	8,000	7,200	4,445	56%	2,755	365	7,548	2,644	4,904
Port Dalhousie (St. Catharines) WWTP	61,350	55,215	32,882	54%	22,333	365	61,187	15,005	46,182
Port Weller (St. Catharines) WWTP	56,180	50,562	32,925	59%	17,637	365	48,321	10,052	38,269
Queenston (NOTL) WWTP (3)	500	450	235	47%	215	365	589	99	490
Seaway (Port Colborne) WWTP	19,600	17,640	11,366	58%	6,274	365	17,190	1,622	15,568
Stevensville/Douglastown Lagoon	2,289	2,060	1,409	62%	651	365	1,783	795	988
Welland WWTP	54,550	49,095	33,566	62%	15,529	365	42,546	12,912	29,634

(1) Region's W&WW MSP (GM BluePlan, 2017) requires planning process for expansion when plant capacity exceeds 80%, and expansion should be completed when capacity exceeds 90%.

(2) The Niagara Falls WWTP assessment includes the sewage flows from the St. David's area of Niagara-on-the-Lake.

(3) The Queenston WWTP in Niagara-on-the-Lake has a unique capacity commitment of 226 m³/d for the following properties: Niagara Parks Commission (75 m³/d), Niagara Falls Bridge Commission (63 m³/d), Shalamar Campground (38 m³/d) and Ontario Power Generation (50 m³/d). Due to these commitments and limited UAB, limited residential growth is expected within the next 10 year period within the tributary area.

(4) Design Flow Rate incorporated 90 L/c/d of extraneous flow allowance

Subject: Growth Management Program Update for New Official Plan

Report to: Planning and Economic Development Committee

Report date: Wednesday, September 11, 2019

Recommendations

1. That Report PDS 33-2019 **BE RECEIVED** for information; and
2. That Report PDS 33-2019 **BE CIRCULATED** to the Local Area Municipalities and Ministry of Municipal Affairs and Housing.

Key Facts

- This Report provides an update on the status of the Growth Management Program (GMP) for the new Regional Official Plan. No specific approvals are sought at this time.
- The last GMP update was provided to the previous Council through PDS 21-2018.
- In PDS 21-2018, Council was informed of interrelated background studies (Urban Structure, Employment Strategy, and Housing Strategy) to inform the Regional land needs assessment and the local municipal growth allocations.
- Since then, the Province amended the *Planning Act*, released a new *Growth Plan*, and proposes changes to the Provincial Policy Statement. The Region has modified its GMP to reflect this new Provincial direction, but has maintained the same core program of completing the above-noted studies for the new Official Plan.
- The attached report, Growing Region – Summer 2019 Status Report, sets out the work performed to date on these studies.
- Most of the information identified in this Report and the attached Status Report has been shared in meetings with local planning staff and, separately, with local Councils as part of the Region's Official Plan presentations in Spring 2019.
- The Region is hosting four Official Plan open houses in November 2019. Key information in the Status Report will be shared at those open houses.

Financial Considerations

The studies set out in this Report are critical to the development of the new Regional Official Plan. Costs associated with the GMP can be accommodated within the Council approved Regional Official Plan project budget.

Analysis

Background: Niagara 2041 Growth Strategy

Growth must be proactively planned, strategically positioned and actively managed to create exceptional communities and positive market conditions for a competitive Region.

In 2015, the Niagara 2041 Growth Strategy was endorsed by Regional Council. It outlined the components of the Municipal Comprehensive Review, Transportation Master Plan and Water/Wastewater Master Servicing Plan – a coordinated response to plan for Niagara’s forecasted growth based on integrated land use planning and infrastructure investments (see PDS 34-2015).

Niagara 2041 provides an urban vision that positions Niagara competitively in the Greater Toronto/Hamilton Area by supporting communities that optimize current and future infrastructure investment. These communities would be efficient and sustainable in terms of compactness, transit supportiveness and energy use.

Current Growth Management Program

The GMP must implement Provincial policies, including those of the revised *Growth Plan for the Greater Golden Horseshoe, 2019* (Growth Plan).

The Growth Plan forecasts that Niagara Region will grow to 610,000 people and 265,000 jobs by 2041. This is an increase of 150,000 people and 74,000 jobs between 2016 (the last Census year) and 2041. The Growth Plan, and Niagara 2041, identify that the majority of this growth will be urban, and in a more compact, dense, and mixed-use form than has historically occurred in Niagara.

The GMP advances the strategic growth vision set out in Niagara 2041; the Region seeks to allocate population and employment growth to areas of market demand, with consideration to the supply of developable land in different areas.

To do so, and to conform to or be consistent with the Growth Plan and other provincial policies, the Region is preparing a series interrelated background studies. These studies will inform the land needs assessment that allocates population and

employment growth to the local municipalities. Details on this work program was outlined in PDS 3-2018, PDS 21-2018, PDS-C 7-2018.

The studies include:

- *Urban Structure*, to illustrate how the Region will focus growth into Strategic Growth Areas that maximize the Region's investments in public transit, infrastructure and community services.
- *Employment Lands Strategy*, to identify and protect the Region's Employment Areas, ensuring a sufficient, marketable supply of industrially designated land to support current and future economic activity.
- *Housing Strategy*, to determine what type of housing is required to meet the needs of Niagara's current and future residents.

The attached Status Report sets out the work performed to date on these studies, each of which remain in draft form. Key highlights of this material will form the basis of information shared at the November Official Plan open houses.

Consultation & Engagement

The GMP includes significant consultation and co-operation with local municipalities. The background studies identified above will reflect that consultation.

Over the summer of 2019, Regional staff met, individually, with senior planning staff of the local municipalities to outline the status of these studies and to discuss draft population and employment allocations for the land needs assessment.

Next Steps

Regional staff will continue to work on the growth management program through the balance of 2019 and into 2020. Regional staff intend to bring forward the results of the background studies and the land needs assessment for Council's endorsement.

Alternatives Reviewed

The work being undertaken is required by Provincial policy and is critical to the development of the Region's new Official Plan.

Niagara's growth would be unmanaged if it had no urban structure, employment strategy, housing strategy, and land needs assessment. Additionally, these studies are needed to ensure a co-ordinated approach with the Region's investment in infrastructure, community services, and transit, amongst other things.

Relationship to Council Strategic Priorities

A new Regional Official Plan will assist in implementing Council's Strategic Priority of Innovation, Investment and Entrepreneurship. The three background studies informing and in support of the GMP are critical to the development of the new Regional Official Plan.

Other Pertinent Reports

PDS 34-2015 Niagara 2041: Establishing a Growth Strategy
PDS 37-2016 Niagara 2041 Growth Strategy: Local Municipal Growth Allocations
PDS 40-2016 Regional Official Plan Update
PDS 41-2016 Co-ordinated Policy Review Proposed Revisions
PDS 41-2017 High Level Official Plan Process Framework
PDS-C 7-2018 Update on the Ministry of Municipal Affairs Proposed Methodology for Land Needs Assessment
PDS 9-2018 Official Plan Consultation Strategy
PDS 21-2018 MCR Update: New Regional Official Plan and Growth Management Program

Prepared by:

Isaiah Banach
Manager, Long Range Planning
Planning and Development 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 Brian Dick, MCIP, RPP, Senior Planner and Dave Heyworth, MCIP, RPP, Official Plan Consultant.

Appendices

Appendix 1

Growing Region – Summer 2019 Status Report

5



NIAGARA OFFICIAL PLAN

Growing Region: Summer 2019 Status Report

August 2019

GROWING REGION

NIAGARA 2041 GROWTH STRATEGY

Growth must be proactively planned to achieve the desired outcome.

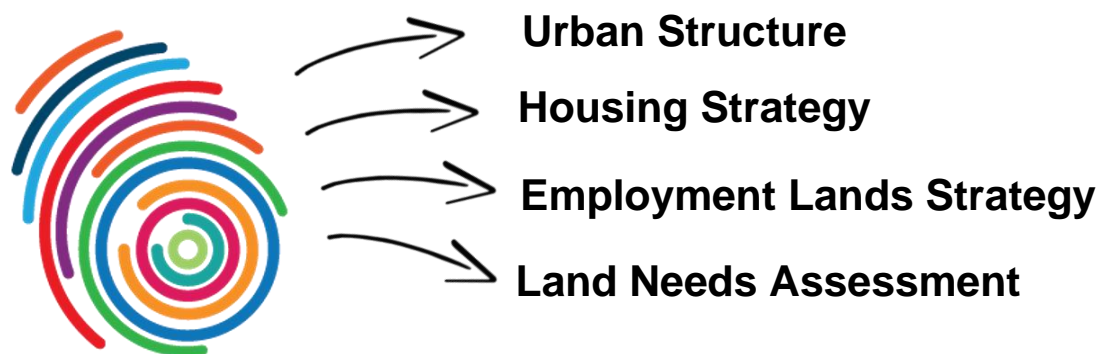
The Region has been working to do that – including significant background work for its new Official Plan.

In 2015, the Region developed the Niagara 2041 Growth Strategy. This Strategy positions Niagara competitively with the Greater Golden Horseshoe (GGH) by directing growth to areas that optimize infrastructure investment and are efficient and sustainable.

The current Official Plan work builds on Niagara 2041, with consideration to the recently revised *Growth Plan for the Greater Golden Horseshoe, 2019* (Growth Plan) and other Provincial policies.

To meet Growth Plan objectives, residential growth will look different than the past. Provincial policies direct development to occur in a more compact, dense, and mixed-use form, supported by public transit.

This Discussion Paper highlights the status of the work undertaken by the Growth Management group, as of August 2019. Specifically, it provides background on the following studies which are being prepared to inform the growth management work of the new Official Plan:



URBAN STRUCTURE

Project Overview

The Urban Structure directs where growth should go. It helps maximize the Region's current and future investments in public transit, infrastructure and community services. The Urban Structure informs other parts of the Region's work, such as investment in new roads and sewers.


The draft Urban Structure directs growth to Strategic Growth Areas – nodes and corridors in settlement areas that are planned for higher densities and compact built form served by public transit. Strategic Growth Areas are envisioned to become the focus of commerce, business, cultural and entertainment activities for communities.


The development of Strategic Growth Areas is how the Region will meet, or exceed, the 50% intensification target set in the Growth Plan. This means that a minimum 50% of all new annual development must occur within the built boundary of the Region's urban areas.

Aligning growth to Strategic Growth Areas aims to satisfy several objectives: it focuses growth away from natural heritage features and agricultural land where development is not directed; it contributes to place-making, such as improved walkability; and, it improves the Region's economic competitiveness by providing identified areas for development at specific scales.

Project Status

The Region's proposed Urban Structure is composed of the following Strategic Growth Areas. These were developed in consultation with local municipal planners and the Planning Advisory Committee, with consideration of Provincial Plans including the Growth Plan (Figure 1):

 The Downtown St. Catharines
Urban Growth Centre

 Other Strategic Growth Areas
(District Plan Areas)

 Regional Urban Centres

 Local Centres

 GO Transit Station Areas

 Local Corridors

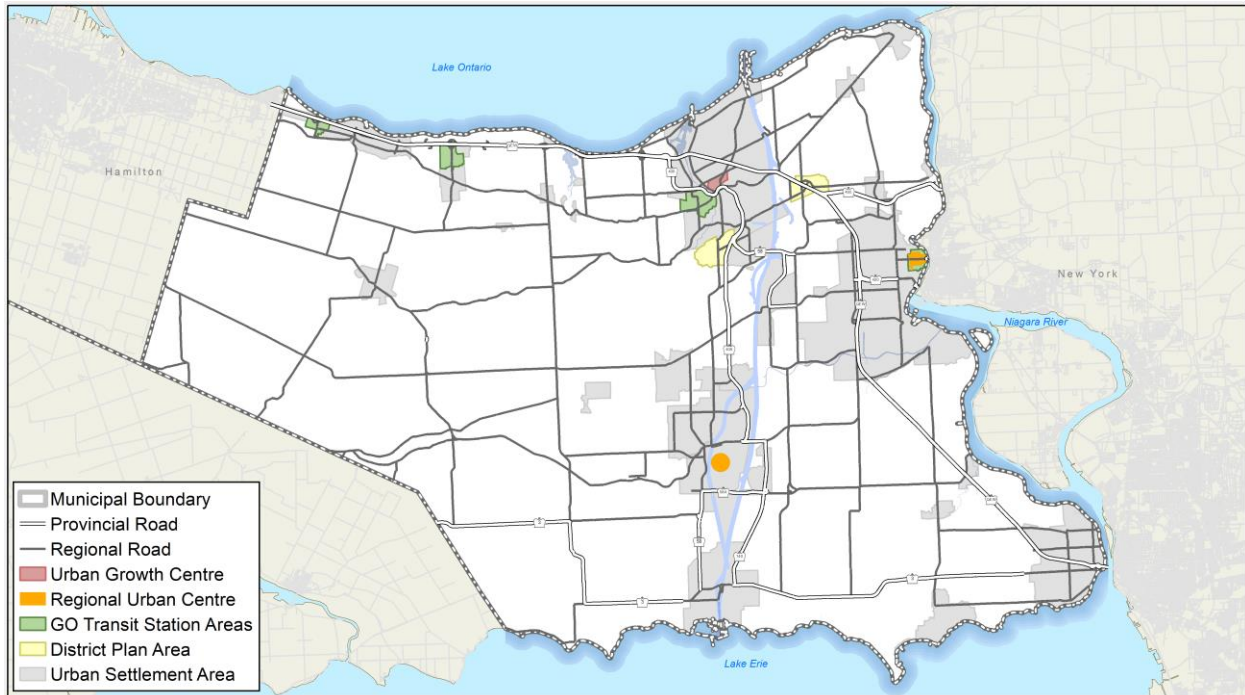


Figure 1: Niagara Region's Draft Urban Structure

Downtown St. Catharines Urban Growth Centre

The Growth Plan identifies Downtown St. Catharines as an Urban Growth Centre (UGC). This area will accommodate significant population and employment growth with the highest density and the broadest range of uses.

The Growth Plan requires the UGC be planned for a minimum density target of 150 residents and jobs combined per hectare by 2031. Through the Regional Official Plan process, the Region is working with St. Catharines to determine any increase in size or density target of the UGC.

Regional Urban Centres

Regional Urban Centres include Downtown Welland and Downtown Niagara Falls (which includes the Niagara Falls Major Transit Station Area). Similar to the UGC, these are areas that are regional focal points for accommodating significant population and employment growth.

GO Transit Station Areas

With increased GO train service, the areas around existing or proposed stations fit the provincial definition of Major Transit Station Areas (MTSAs). Niagara's MTSAs were planned in collaboration with the local municipalities of Grimsby, Lincoln, St. Catharines, and Niagara Falls, respectively.

The MTSA boundaries were delineated in the local Official Plans through secondary plans approved by Regional Council in 2018. They are planned for significant growth in alignment with Provincial policies.

Other Strategic Growth Areas (District Plan Areas)

Other Strategic Growth Areas are those areas that are planned for intensification which do not fit the categories previously described. Other Strategic Growth Areas include areas covered by District Plans. District Plans processes have been used in two cases to date: Brock and Glendale.

District Plans set proactive strategies for more complex areas or those that span multiple planning jurisdictions. These strategies set out a high-level framework for land-use planning, design and development of more complete communities.

BROCK DISTRICT PLAN

The Brock District is a strategic growth area that straddles the City of St. Catharines and the City of Thorold. It consists of a vibrant university community set within a UNESCO World Biosphere Reserve. The Brock District Plan is implemented by a number of public and private entities including Niagara Region, City of Thorold, City of St. Catharines, Brock University, Niagara Escarpment Commission, and Hotel Dieu Shaver.

GLENDALE DISTRICT PLAN

The Glendale Niagara District Plan is currently being drafted. The area is adjacent to natural areas and prime agricultural lands, and includes a College, Regional-serving outlet mall, hotel and conference centre, amongst other uses. Glendale is proximate to major good movement corridors and facilities like the QEW and Niagara District Airport. The area has potential to accommodate significant growth in existing sites and underutilized greenfield areas.

Local Centres and Corridors

Local centres and corridors are implemented primarily by local municipalities.

Local centres and corridors vary in size, nature and characteristics. These areas may include traditional downtown areas, main streets or other mixed use areas. They may be centres for residential, employment, social and cultural services and preferred areas for public and private investment. Most will have existing or planned public transit.

Unlike other elements of the Urban Structure, Local Centres and Local Corridors will not be mapped in the Regional Official Plan. Instead, they will be identified in local municipal official plans.



Project Timeline

In 2020, Regional staff will develop a draft Urban Structure policy set for the Official Plan for consultation by local municipalities and the public.




The Region is working on policies to reflect recent Provincial direction, including density targets, aligning growth with infrastructure improvements, and using secondary plans as an implementation method. The Region will continue to consult with the local municipalities, the Planning Advisory Committee, and other stakeholders in developing the policy.

HOUSING STRATEGY

Project Overview

While the Urban Structure identifies growth and intensification areas, the Housing Strategy will identify the form of housing needed.

Section 2.2.6.1 of the Growth Plan directs upper- and single-tier municipalities to support housing options within their communities by:

-  identifying a diverse range and mix of housing choices and densities;
-  establishing targets for affordable ownership and rental housing; and,
-  identifying land use planning and financial planning tools to support these measures within their communities.

The Growth Plan also directs municipalities to ensure that the implementation of these measures is accomplished through the creation of Official Plan policies and Zoning By-law provisions that are in alignment with applicable housing and homelessness action plans required under the *Housing Services Act, 2011*.

In 2013, the Region finalized the 10-Year Housing and Homelessness Action Plan (HHAP) in consultation with local community members, service providers, local area municipalities, and other stakeholders.

The HHAP sets out how Niagara Region will address housing and homelessness locally through the development of affordable and non-profit housing, the prevention of homelessness and chronic homelessness, and the co-ordination of homelessness support services.

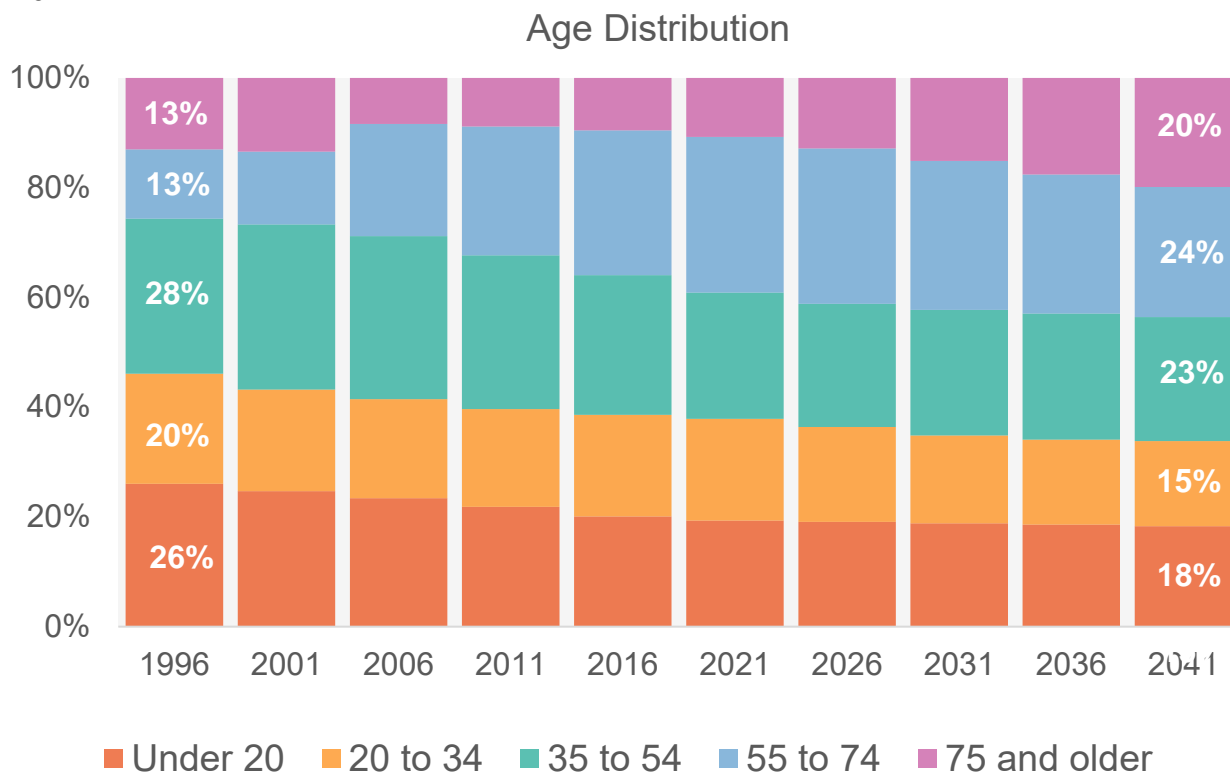
The HHAP is currently undergoing a five-year comprehensive review to ensure consistency with the *Policy Statement: Service Manager Housing and Homelessness Plans (2016)*. A complete assessment of current and future housing needs is needed to address changes in local priorities and to be co-ordinated with the Province's land use planning framework.

Project Status

In December 2018, the Niagara Housing Statement project was awarded to the Canadian Centre for Economic Analysis (CANCEA).




CANCEA prepared a database that compiled information about the current stock of rental, ownership and affordable housing in the Region by type and location, including detailed demographic and housing trends based on historical data and projections set out in Niagara 2041. This information is combined with household data, such as the type of household, income level, age of household maintainer, and whether the household faces core housing need or affordability challenges. The database also includes analyses of key sub-groups, such as older adults, low-income earners, immigrant and homeless populations, and aboriginal identity.

The preliminary results show the Region is facing a housing needs challenge different from other parts of Ontario. The Region has a significantly older population compared to the rest of the Province and this trend is expected to continue upwards in the future. The population of individuals 55 years or older is expected to almost double by the year 2041:



Data was collected on core housing need to determine the number and types of households that cannot satisfy their basic housing requirements.

Core housing need is defined as households which fall below at least one of the following housing standards:

-  Adequate housing, which refers to dwellings reported by residents as not requiring any major repairs.
-  Affordable housing, which refers to dwellings whose shelter costs (i.e. mortgage, rent, property taxes, utilities, etc.) are equal to less than 30 per cent of total before-tax household income.
-  Suitable housing, which refers to dwellings which have enough bedrooms for the size and makeup of resident households according to National Occupancy Standard requirements.

Core Housing Need currently affects 13 per cent of households in the Region (approximately 24,000 households).

Renter households are three times more likely to be in core housing need than owner households. Further, renter households live in unsuitable, unaffordable and inadequate dwellings at higher rates than ownership households.

Among these components of housing need, affordability is the main challenge in the Niagara Region. Almost all households affected by core housing need are in the lower 4 income deciles, and of these, the majority are in deciles 1 and 2, which are those who earn less than \$29,499 per year (Figure 2).

HOUSEHOLD INCOME FOR HOUSING AFFORDABILITY:		
INCOME LEVEL	* MAXIMUM AFFORDABLE HOUSING COST (MONTHLY)	NUMBER OF HOUSEHOLDS IN CORE NEED
LESS THAN \$19,399	\$484	8,557
\$19,400 - 29,499	\$737	7,545
\$29,500 - 39,799	\$995	6,295
\$39,800 - 52,699	\$1,317	1,429
\$52,700 - 68,399	\$1,710	4
\$68,400 - 84,399	\$2,107	0

* Maximum affordable housing cost is 30% of total gross income.

Figure 2: Household in Core Housing Need by Income Deciles (Statistics Canada, CANCEA)

The results also find that single-person households are the dominant type of households in need, a trend which is expected to grow as the population ages and household sizes decrease (Figure 3).

Niagara Region's housing stock is primarily comprised of low-density single-detached homes, which is predominantly ownership-based. Medium- and high-density housing represents 24% of the Region's total housing stock, and is primarily renter-based (71%).

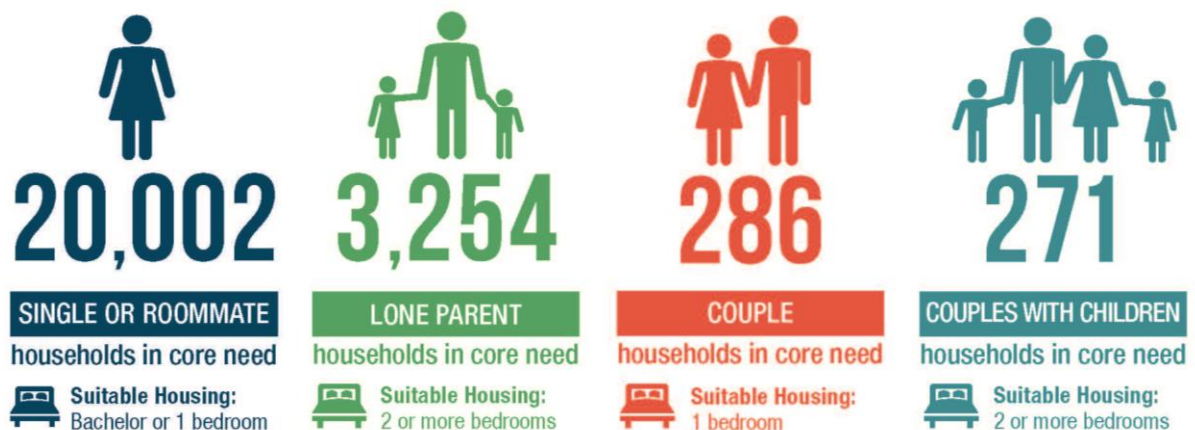


Figure 3: Households in Core Housing Need (Statistics Canada, CANCEA)

The findings suggest the Region's housing stock may not align with existing or future core housing needs. The Region's priority is to develop Official Plan housing policy that promotes the diversity of housing stock and tenure required to meet the core need.

Project Timeline

After the data was provided, the Region requested further analysis from CANCEA for the HHAP review and to assist with the Housing Strategy policy.

On June 7th, 2019, the Niagara Region hosted a training and facilitation session for local municipal planners to gain insight into the risks and rewards of various housing scenarios set out in CANCEA's analysis platform.

Based on the feedback received at this session, as well inter-Departmental discussions, Staff will determine the extent to which further analysis is required to inform the various studies and projects currently being undertaken across the Region on addressing housing need and affordability.

The results of this analysis and the recommended Housing Strategy policy direction will be advanced to the Planning and Economic Development Committee in Fall 2019.

EMPLOYMENT LANDS STRATEGY

Project Overview

The Growth Plan requires Niagara Region to plan for 2041 employment of 265,000 jobs. To do so, the Region and its consultant (MHBC) is developing an Employment Lands Strategy.

The current strategy will address all employment lands in the Region. Previous work had a different focus: the Employment Lands Studies for the Gateway (Fort Erie, Niagara Falls, Port Colborne, Thorold and Welland) and the non-Gateway (Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, St. Catharines, Wainfleet and West Lincoln). Since those studies were complete, employment trends have evolved and Provincial policies around employment lands have been significantly revised.

An important part of the Employment Lands Strategy is the identification and definition of the Region's "Employment Areas". Employment Areas are defined in the Provincial Policy Statement (PPS) and Growth Plan as clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities. The Region is required to protect a sufficient supply of Employment Areas to achieve forecasted employment growth to 2041.

Project Status

The following section provides an overview of the component of the Strategy.

Identification of Designated Employment Lands

Working in collaboration with the local municipalities, a spatial inventory of all individual industrial and major office parcels designated as employment lands and identified in local official plans was created for the Niagara Region. All designated employment lands, including urban and rural lands, were identified in the initial inventory.¹

Niagara Region has nearly 3,000 designated employment parcels totaling 7,406 hectares. Of the 7,406 ha, 6,071 ha are developable (82%) when discounting for natural heritage features, cemeteries and right-of-ways. Of the developable area, 4,001 ha have been developed (66%) and 2,071 ha (34%) remain vacant. Of the vacant employment lands, the majority (83%) are within Gateway municipalities.

¹ This stage of analysis does not consider whether any of the employment lands were Employment Area as that term is used in the PPS and Growth Plan.

Identification of Draft Employment Areas

As noted earlier, Employment Areas are designated areas in an official plan for clusters of business and economic activities. Employment Areas are made up of employment lands, but not all employment lands are Employment Areas.

The identification of draft Employment Areas is targeting a Fall 2019 completion. Over the summer of 2019, the Region met, individually, with local area planners to identify employment lands that form Employment Areas in their respective municipalities.

Identification of Employment Areas began with a draft identification of employment clusters, followed by an individual review with each municipality and additional spatial revisions and calculations.

At the time of writing, the analysis suggests 29 total Employment Areas in the Region, consisting of 3,662 ha, 3,071 ha of which are developable. Of the developable land within identified Employment Areas, 1,898 ha (62%) have been developed and 1,173 ha are vacant (38%).

Common Criteria for Employment Areas

Another component of the Strategy is the analysis of Niagara's Employment Areas as they relate to others in the GGH. This will inform how Niagara's Employment Areas should be planned.

Other GGH employment areas include the following characteristics identified to date:

1. Close proximity to major infrastructure
2. Access to Inter-Regional economic markets
3. Large land areas with flexibility for land development
4. Significant scale and cluster of employment activity
5. Recognition and protection within land use planning
6. Locational and financial competitiveness

Recommendation of Future Strategic Employment Areas

Compared to other jurisdictions, Niagara's Employment Areas have less major highway access and are smaller in overall size. The geographic distance of 12 municipalities and 27 urban areas in the Region leads to a greater dispersion of Employment Areas than elsewhere in the GGH.

The draft recommendations suggest a need for the identification of future strategic Employment Areas in Niagara Region, in particular in the Gateway Corridor to further implement Provincial and Federal objectives for employment and investment.

Next Steps

The Region is working with MHBC to evaluate Niagara's Employment Areas and the role of the Region in protecting and promoting them. MHBC will identify a policy vision for Employment Areas to be implemented through the Official Plan.

The draft Employment Strategy will be considered through stakeholder engagement including local municipalities, Economic Development Offices, industry associations and the public.

The identified Employment Areas will feed in to the Land Needs Assessment to determine if potential land expansions or reductions are required.

After this phase of the Strategy is complete, the Region will undertake a second phase of the Strategy which will undertake a more technical analysis of the feasibility of future Strategic Employment Areas, noted above.

LAND NEEDS ASSESSMENT

Project Overview

Land needs refers to the amount of land required within a municipality or Region required to accommodate forecasted growth.

The Province has a methodology document that sets out how to meet the Land Needs Assessment policies of the Growth Plan.

The Land Needs Assessment requires input from other strategies noted above – Employment, Urban Structure and Housing. Figure 4 demonstrates the inputs and interconnected nature of the Land Needs.

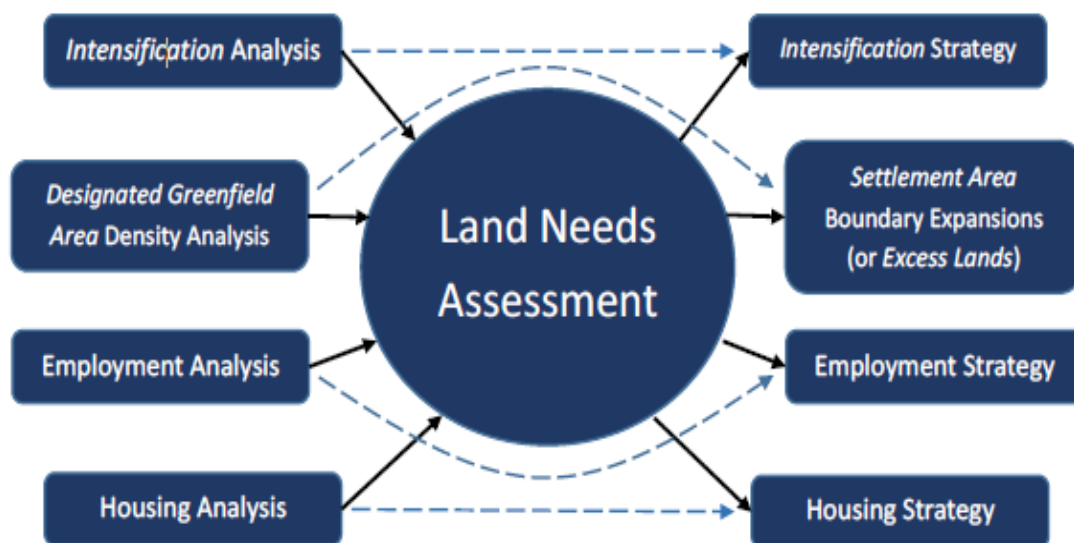


Figure 4: Land Needs Assessment Methodology Inputs and Components

The Land Needs processes is iterative – it requires revision based on ongoing engagement with local municipalities. Figure 5 outlines the general process:

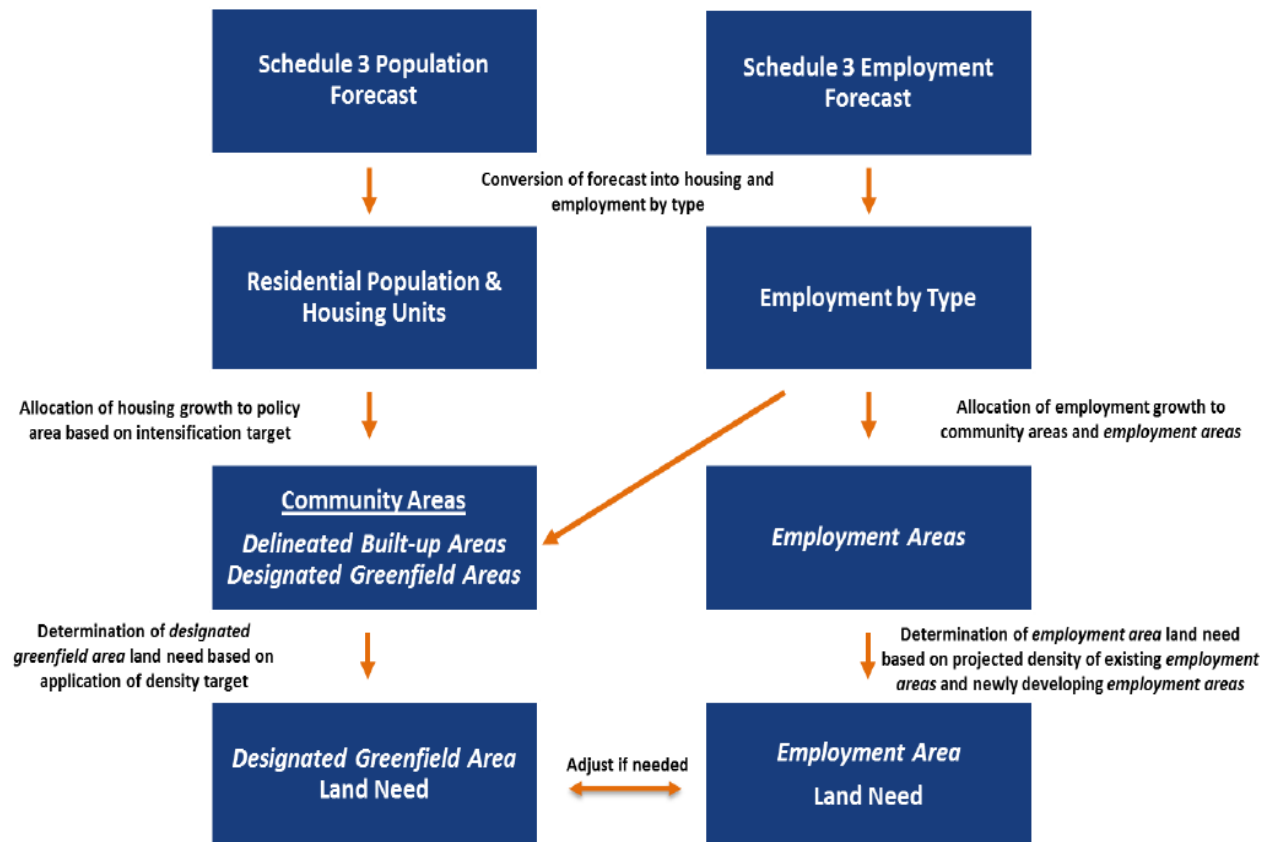


Figure 5: Land Needs Assessment Process Overview

Hemson Consulting has been retained by the Region to review the Region’s draft Land Needs Methodology and provide recommendations.

Project Status

The Region has been actively working through the Land Needs process since the Province released the methodology in 2018.

As previously noted, the process is iterative and land need requirements change to reflect inputs from other studies and local strategies. In the summer of 2019, Regional staff met with local municipal staff to discuss local land needs and make adjustments where appropriate.

Next Steps

Completion of the Land Needs assessment requires input from the Employment Strategy that is being refined, as noted above.

Regional staff continues to consult with local municipalities and other stakeholders, after which the Region will prepare a Land Needs Assessment report for Council consideration.

The report will outline the amount of Designated Greenfield Area and Employment Area required to meet the Growth Plan forecasts. It will also outline the growth required at a Regional level to achieve the 2041 forecast.



Subject: Actions & Resources to Join the Coalition of Inclusive Municipalities

Report to: Regional Council

Report date: Thursday, September 19, 2019

Recommendations

1. That Council **RESOLVE** to join the Coalition of Inclusive Municipalities (CIM), formerly known as Canadian Coalition for Municipalities Against Racism and Discrimination (CCMARD) and **SIGN** a declaration to support the ten CIM commitments; and
2. That staff **BE DIRECTED** to create supporting governance structures with internal and external stakeholders to advise on internal diversity, equity, and inclusion issues and support the creation of a Diversity, Equity, and Inclusion Action Plan; and
3. That the dedicated resources required for developing the Diversity, Equity, and Inclusion Action Plan **BE REFERRED** for consideration as part of the 2020 budget process.

Key Facts

- The purpose of this report is to outline the action and resources involved for Niagara Region to join the Coalition of Inclusive Municipalities, in response to the motion of Council (COM 14-2019) on May 16, 2019.
- In 2017, there were 21 hate crimes reported to police in Niagara, which was an increase from 11 in 2016. In London there were 26, Windsor had 19, Hamilton had 91 and was the second highest rate per 100,000 in Canada. In Canada the majority of hate crimes are motivated by race or ethnicity (45%), religion (35%), sexual orientation (11%).
- The population of Niagara is growing, as is the diversity of those coming to Niagara. According to the 2016 census, 8.9% of people in Niagara are a visible minority (38,810 individuals), up from 7.0% in 2011. There are 18,625 people (4.3%) in Niagara with North American Indigenous origins (First Nations, Inuit, or Métis). In 2011, there were 14,720 people (3.8%) with North American Indigenous origins.
- Recognizing the importance of attracting and retaining a diverse workforce for achieving economic prosperity, a Global Attractiveness project was undertaken under the previous Council Strategic Plan. The 2017 report outlined actions associated with three objectives (see Appendix 1):
 - Supporting community readiness
 - Marketing to migrants
 - Supporting retention programs

- A strategic marketing manager has been hired to address one of the objectives, however, work has not yet been able to progress for the other two objectives absent dedicated resources.
- There are 77 municipalities across Canada that have joined CIM, with 20 in Ontario, including City of Hamilton, City of London, and City of Windsor.
- Other municipalities that have supported CIM have resourced at least one FTE for developing and implementing an action plan, and/or up to one FTE support for advisory committees.

Financial Considerations

Based on the experiences of other municipalities in Canada, providing dedicated resources is crucial to realize Council-led action pursuant to joining CIM.

Dedicated resources are recommended for a two-year period in order to fulfill the requirements of joining the CIM. The annual operating impact is estimated at \$144,000, which includes one temporary non-union FTE dedicated for the duration of the project, student support, and funds for training, conferences, mileage and community engagement. We estimate a total project cost of \$288,000 over two years. If the recommendations in this report are approved, a business case will be submitted for consideration through the 2020 budget approval process. The financial implication of these resources would be equivalent to 0.04% of the levy.

This potential financial implication should be considered in context of new budget commitments previously endorsed by Council and new budget pressures outlined by staff, as summarized in the following table presented to Budget Review Committee to illustrate the potential levy impact estimated for the 2020 budget.

<i>Previously Identified Budget Commitments/Pressures</i>	<i>Council Report</i>	<i>Levy Amount (M\$)</i>	<i>Levy Increase %</i>
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 Project - Station Operations	CSD 17-2019	1.410	0.39%

<i>Previously Identified Budget Commitments/Pressures</i>	Council Report	Levy Amount (M\$)	Levy Increase %
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Potential Budget Pressure To-date		\$20.158	5.51%

Analysis

Background

The Niagara Region Global Attractiveness Committee Report was submitted in February 2017, written by external consultants, Sarah Wayland and Huyen Dam, in conjunction with the internal Niagara Region Global Attractiveness Committee. The report outlined current immigration patterns, the attraction and retention factors in Niagara, and an action plan with three objectives:

1. To support community readiness to be a welcoming region through engagement and fostering collaboration with key stakeholders using tailored information and data.
2. To improve Niagara's existing marketing and migrant/immigrant focused literature and create new marketing to attract primary and secondary migration from within Canada and internationally.
3. To support further implementation of concrete programs that will retain immigrants and international students.

The objectives were supported by six tactics, and short, medium, and long term actions (see Appendix 1). A Strategic Marketing Manager was hired to address the second objective, however, work has not yet progressed on the other two objectives due to a lack of dedicated resources. Although these objectives focus on Niagara being a welcoming community, able to retain immigrants, it was not focused specifically on addressing discrimination and racism as in the CIM ten common commitments.

The Canadian Coalition Against Racism and Discrimination (CCMARD) was launched in 2004 as part of the International Coalition of Inclusive and Sustainable Cities (ICCAR) supported by the United Nations Educational, Scientific, and Cultural Organization (UNESCO). The name changed to Coalition of Inclusive Municipalities in 2019. Joining the Coalition and working actively towards the 10 commitments is beneficial for municipalities to be able to build respectful, inclusive and diverse societies, for the whole region, and specifically for newcomers, immigrants, refugees, Indigenous peoples, visible minorities, people with disabilities, and the LGBTQ2S+ community.

Additional benefits of joining CIM include access to a network of municipalities across the world to share best practices and resources, strengthening community partnerships,

involving diverse community stakeholders to understand their realities, and working together to form an Action Plan. Joining CIM can lead to increased accountability to citizens around issues of racism and discrimination, and increased trust, loyalty and respect towards the municipality, as the government works towards equity, inclusion, and appreciation of diversity in the community.

Creating an inclusive and diverse workforce and municipality leads to greater economic innovation and increased profitability. A 2018 report by McKinsey & Company called *Delivering through Diversity* described research conducted with 1,000 companies in 12 countries.¹ The research found that companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation. Companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability.

Focus groups and interviews with community partners and residents of Niagara conducted while developing the Public Health & Emergency Services Health Equity Strategic Plan found that discrimination based on race, gender, religion, sexuality, and other characteristics is experienced by people in multiple locations across the region. This results in negative health, social, and justice impacts for individuals and groups of people.² These negative results include physical harm as well as social or emotional impacts.² Studies have shown that when services have been withheld from people from certain populations due to stereotypes and misconceptions, has led to negative social and health outcomes and reluctance to access services when issues arise in the future.³ This applies not only for that individual, but for other family members as well. There is an over-representation of Indigenous peoples and visible minorities in many social services, including Family and Children's Services, the justice system, and in the homeless shelters.

Joining the Coalition

There are six steps to join the Coalition:

1. Prepare the case
2. Adopt a resolution to join
3. Sign the Declaration
4. Inform the Canadian Commission for UNESCO
5. Announce your involvement to local partners and residents
6. Agree to develop or adapt a unique plan of action

¹ Hunt V, Prince S, Dixon-Fyle S, & Yee L. (2018). *Delivering through Diversity*. McKinsey & Company.

² Paradies Y, Ben J, Denson N, Elias A, Priest N, Pieterse A, et al. (2015). Racism as a Determinant of Health: A Systematic Review and Meta-Analysis. *PLoS ONE* 10(9): e0138511.

<https://doi.org/10.1371/journal.pone.0138511>

³ Ben J, Cormack D, Harris R, & Paradies Y. (2017). Racism and health service utilisation: A systematic review and meta-analysis. *PLoS ONE* 12(12): e0189900. <https://doi.org/10.1371/journal.pone.0189900>

A summary of the ten Common Commitments grouped under three categories are listed in Appendix 2 with examples of current internal and external facing work from across the Regional departments and potential opportunities.

Other Municipal Action

There are 77 municipalities across Canada that have joined CIM, and 20 within Ontario. Here are some of the activities and resources of other similar municipalities.

Municipality	Committee	Action Plan	Staff Resources
Region of Peel	Diversity, Equity, and Anti-Racism Committee Seven members		Office of Culture and Inclusion – seven staff
City of Hamilton	Hamilton Committee Against Racism	Equity, Diversity, and Inclusion Plan (announced 2019)	Human Rights, Diversity and Inclusion Office – eight staff
City of London		Diversity and Inclusion Strategy (2015-2019)	One staff member (Coordinator, Government & External Relations)
City of Windsor	Diversity Committee Nine members		One staff (Diversity & Accessibility Advisor) – Clerks Office
Region of Waterloo (Not part of CIM)	Grand River Accessibility Advisory Committee (GRAAC) 12 members	Diversity, Equity and Inclusion Plan (2018-2022)	One staff member

Based on the learnings and experiences of other municipalities in Canada, we recommend dedicated personnel and operating costs. Personnel would coordinate the governance structures with internal and external stakeholders, and draft a Diversity, Equity, and Inclusion Action Plan.

Drafting the Action Plan would include conducting literature reviews, community engagement, and an environmental scan of best practices across Canada and internationally, as well as identifying needs, best practices, resources, and areas of focus for advancing a more inclusive Niagara that supports the ten CIM commitments.

Alternatives Reviewed

Staff considered waiting until the 2021 budget cycle to request dedicated resources for this initiative. This is not recommended as there are no staff that can be reassigned in the meantime to support the proposed governance structures. This alternative would result in the work towards the commitments and action plan to progress slower, with an action plan not being created until 2021-2022.

A second alternative considered was for potential FTE support through the Community Safety and Well-Being (CSWB) Plan. There is potential alignment between the CSWB Plan and the CIM recommendations for some aspects of the two projects, however, this would require the community consultations to identify diversity, equity, and/or inclusion as a key issue. This option is dependent on many variable factors, and does not offer committed support for CIM.

A third alternative considered was to hire a consultant to conduct research and draft an Action Plan. However, this would still require FTE support in directing the consultant, and would not be able to provide sustainable support to the internal Task Force or the Advisory Committee. A consultant would also not be able to develop and sustain quality internal and external stakeholder relationships that are important for this work.

A final alternative considered was leveraging existing resources by repurposing a current position. This option is not recommended, as there are no staff available for reallocation without significant impact on core Region operations or other strategic priorities.

Relationship to Council Strategic Priorities

Supporting Business and Economic Growth, which works towards a coordinated approach to fostering economic growth in Niagara. Research has shown that culturally diverse regions are more innovative and economically prosperous.

Healthy and Vibrant Community, specifically with objective 2.1: Enhancing Community Wellbeing with the intended outcome to foster a safe and inclusive community. Council will contribute to creating a healthy and vibrant community through advancing the ten commitments, which include monitoring and taking action against racism and discrimination in the region, supporting people who experience racism and discrimination, as well as the police as they combat racism and discrimination.

Sustainable and Engaging Government, through committing to high quality, efficient, fiscally sustainable and coordinated services. Creating an inclusive, equitable, and diverse region will enhance Council's ability to provide customer focused services, demonstrates a value to continuous improvement, collaboration and innovation, and be inclusive through reaching and maximizing the assets of all members of the community.

Other Pertinent Reports

- [COM 14-2019](#) - Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD)
- [CAO 08-2019](#) - Community Safety and Well-Being Plan
- [CWCD 70-2017](#) - Global Attractiveness Committee Report

Prepared by:

Cassandra Ogunniyi
Strategic and Health Equity Initiatives
Coordinator
Public Health and Emergency Services

Recommended by:

M. Mustafa Hirji, MD MPH RCPC
Medical Officer of Health/Commissioner
(Acting)
Public Health and Emergency Services

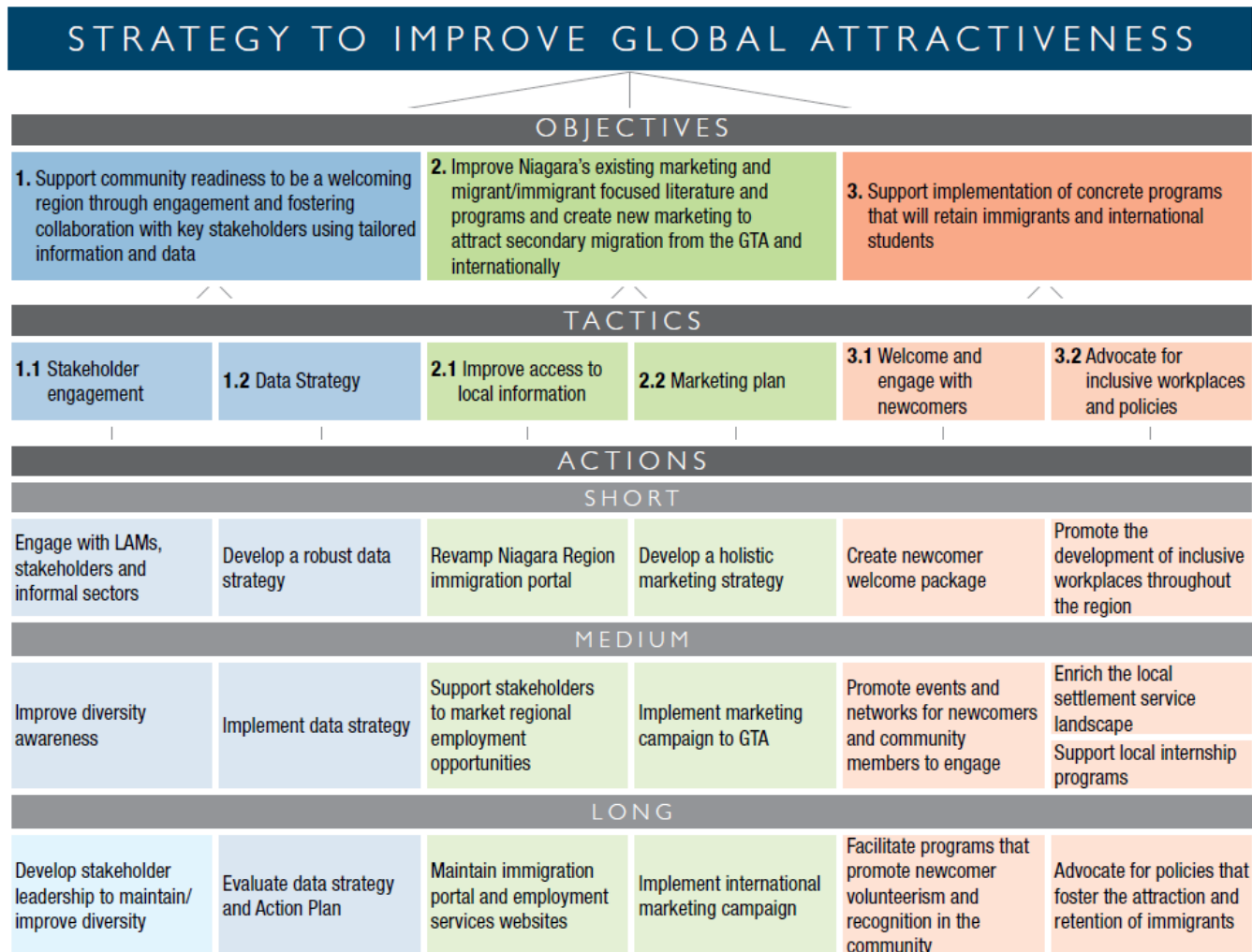
Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Farzana Crocco, Strategic Marketing Manager; Sandy Dupuis, Corporate Performance Specialist; Donovan D'Amboise, Manager, Program Financial Support, and reviewed by Dr. Andrea Feller, Associate Medical Officer of Health.

Appendices

Appendix 1 Global Attractiveness Action Plan



Appendix 2

CIM Commitments - Current and Potential Future Activities

The municipality as a guardian of the public interest

1. Increase vigilance against systemic and individual racism and discrimination.

Current Internal Activities: HR policies

Potential Opportunities: Establish an external consultation or advisory committee

2. Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination.

Current Activities: None

Potential Opportunities: Report on the incidence of hate crimes, racism, and discrimination, as well as the responses taken, including areas such as housing, recreation, health, and other social programs

3. Inform and support individuals who experience racism and discrimination.

Current Internal Activities: HR Policies

Potential Opportunities: Use awareness materials and campaigns to inform citizens about their rights and obligations, including available resources and mechanisms for prevention and redress, as well as penalties for racist acts or behaviour and other forms of discrimination

4. Support policing services in their efforts to be exemplary institutions in combating racism and discrimination.

Potential Opportunities: Consult with local communities to hear concerns and receive input on responsive measures. Establish or enhance a comprehensive anti-racism and anti-discrimination vision statement and implement effective policies and procedures (including a complaints mechanism), as well as staff training to help prevent and respond to issues of racism and discrimination in policing services and in the community.

The municipality as an organization in the fulfillment of human rights

5. Provide equal opportunities as a municipal employer, service provider, and contractor.

Current Internal Activities: HR Policies

Current External Activities: Support Social Procurement

Potential Opportunities: Examine equity at a systemic level, such as auditing different aspects of the municipality's operations, including corporate planning, policy and program development, and procedures and practices with respect to employment, service delivery and contracting, as well as organizational culture; take steps to eliminate barriers; and finally, measure progress. Educate and sensitize elected officials and civil servants on mutual respect, citizenship and the obligation to protect and promote human rights.

6. Support measures to promote equity in the labour market.

Current Internal Activities: Corporate Diversity Training

Current External Activities: SAEO Employment Services, Bend the Curve

Potential Opportunities: In partnership with local chambers of commerce, set up a certification program for businesses, organizations, and professional bodies to integrate mechanisms into their own organizations for combating racism and building inclusive and respectful workplaces. Facilitate monitoring and removal of systemic barriers that impede fair and equitable access for full participation of Aboriginal and racialized communities in the economic life of the municipality, as well as access to professions and trades for foreign trained professionals.

7. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in housing.

Current External Activities: 10 Year Housing and Homelessness Action Plan, Niagara Housing Statement

Potential Opportunities: Work with landlords and social housing providers, with the assistance of tenant associations and community organizations, including legal clinics, to adopt equitable policies and practices with respect to qualifying applicants and selecting tenants for market rent units consistent with human rights principles. Work with homebuilder, realtor, rental, hotel, tourist and hospitality associations to draw up anti-discrimination codes of practice for their respective industry businesses and organizations.

The municipality as a community sharing responsibility for respecting and promoting human rights and diversity

8. Involve citizens by giving them a voice in anti-racism initiatives and decision-making.

Current Internal and External Activities: Accessibility Advisory Committee, Lived Experience Advisory - homelessness, Mental Health Client Advisory, Youth Advisory Committee (YAC), Lived Experience Advisory Network (LEAN) - poverty, Council Strategic Plan (Shape Niagara)

Potential Opportunities: Take steps to facilitate and increase the representation of Aboriginal and racialized communities on municipal boards, commissions and committees. Organize regular community forums in collaboration with existing organizations and mechanisms in order to offer citizens an opportunity to discuss and be heard on issues of racism and discrimination in the municipality, including effectiveness of local policies and programs

9. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector, and in other forms of learning

Current Internal Activities: Public Health – Indigenous Cultural Safety Training

Current External Activities: SAEO – Local Immigration Partnership (LIP)

Potential Opportunities: Support partnerships between educators and front-line community organizations to reach out to vulnerable youth whose access to education is adversely affected by bullying and violence or discriminatory discipline policies or practices. Create a program to recognize schools for their anti-racism and anti-discrimination initiatives.

10. Promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialized communities into the cultural fabric of the municipality.

Current Internal Activities: Public Health - Indigenous Cultural Safety Training, Public Health - Health Equity Strategic Plan, Seniors Services and Community Programs – Diversity and Inclusivity Committee, Diversity Calendar for new International Plaza and Civic Park

Current External Activities: SAEO - LIP, 10 Year Housing and Homelessness Action Plan, Indigenous Community Engagement Consultant, Overdose Prevention and Education Network of Niagara (OPENN), Public Health - Health Equity Strategic Plan, Economic Development marketing and promotion of Niagara, Diversity Calendar for new International Plaza and Civic Park

Potential Opportunities: Support initiatives that increase expertise and capacity within ethno-cultural organizations to effect change in their communities and enable their members to participate fully in society. Promote awareness of the fact that integration of a community's cultural fabric, together with its economic, educational, social and security interests, strengthens and benefits the whole community.

In accordance with the notice and submission deadline requirements of Sections 18.1(b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Huson a motion to be brought forward for consideration at the September 19, 2019 Council meeting respecting establishing a Women's Advisory Committee.

Whereas women have traditionally been underrepresented in public office, on corporate boards and in leadership positions;

Whereas women have unique economic, social and cultural experiences that are directly impacted by public policy decisions;

Whereas gender-based policy can have a direct and positive impact on economic diversification, income equality and other positive development outcomes; and

Whereas Women's Advisory committees have been established in the municipalities of Vancouver, Edmonton and Hamilton.

NOW THEREFORE BE IT RESOLVED:

1. That Regional Council **ENDORSE** the establishment of a Women's Advisory Committee to:
 - a. advocate for gender-based issue resolutions and opportunities related to Regional policies, priorities and decisions;
 - b. promote leadership development that empowers women in Niagara to fully participate in civic life;
 - c. research and provide information and resources about women's gender-based issues to Niagara
2. That staff **BE DIRECTED** to prepare a report respecting a draft Terms of Reference and membership requirements for a Women's Advisory Committee for consideration at the Corporate Services Committee meeting being held on November 6, 2019.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE PART OF
LOT 32, CONCESSION 2, IN THE CITY OF PORT COLBORNE
AS PART OF REGIONAL ROAD NO. 5 (KILLALY STREET WEST)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from 630159 Ontario Ltd.;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 5 (Killaly Street West);

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 5 (Killaly Street West):

Part Lot 32, Concession 2, former Township of Humberstone, now City of Port Colborne, Regional Municipality of Niagara designated as Part 3 on Reference Plan 59R-16447, together with an easement as in SN596023.

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:



ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING
ALONG REGIONAL ROAD No.5 KILLALY STREET WEST
EAST OF MAIN STREET WEST
CITY OF PORT COLBORNE



DISCLAIMER
This map was compiled from various sources and is current as of August 26, 2019.
The Region of Niagara makes no representations or warranties whatsoever, either expressed or implied,
as to the accuracy, completeness, reliability, and currency or otherwise of the information shown on this map.
© 2015 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. Airphoto (Spring 2015)

- DENOTES TERANET MAPPING
- DENOTES PROPOSED WIDENING

SCALE = 1:1,000
0 12.5 25 50 Metres

Transportation Services
Surveys & Property Information
IR-19-277 Date: 2019-08-26

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO PROVIDE FOR THE
REGULATION OF TRAFFIC ON REGIONAL HIGHWAYS
IN THE CITY OF THOROLD

WHEREAS on the 20th day of April 1989 the Council of The Regional Municipality of Niagara did pass By-law No. 89-2000, which is a by-law to provide for the regulation of traffic on Regional Highways; and,

WHEREAS it is deemed expedient to amend the said By-law.

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

1. That Schedule "C" of the said By-law No. 89-2000 be and the same is hereby amended by **adding** the following:

Schedule "C"
Parking Prohibitions

COLUMN 1 HIGHWAY	COLUMN 2 SIDE	COLUMN 3		COLUMN 4 TIMES /DAYS
		FROM	TO	
Regional Road 56 (Collier Road)	Both	King's Highway 58 Off-Ramp	Regional Road 71 (St. David's Road)	Anytime

2. That Schedule "C" of the said By-law No. 89-2000 be and the same is hereby amended by **deleting** the following:

Schedule "C"
Parking Prohibitions

COLUMN 1 HIGHWAY	COLUMN 2 SIDE	COLUMN 3		COLUMN 4 TIMES /DAYS
		FROM	TO	
Regional Road 56 (Collier Road)	Both	King's Highway 58 Off-Ramp	Elgin Street	Anytime

3. That this by-law shall come into force and effect on the day upon which it is passed and signs have been erected and are on display.

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 APPOINT MUNICIPAL BY-LAW
ENFORCEMENT OFFICERS FOR THE PURPOSE OF
ENFORCING VARIOUS REGIONAL BY-LAWS FOR THE
REGIONAL MUNICIPALITY OF NIAGARA

WHEREAS subsection 15 (1) of the *Police Services Act, R.S.O. 1990, c.P. 15*, states that a municipal council may appoint persons to enforce the by-laws of the municipality;

WHEREAS subsection 15 (2) of the *Police Services Act, R.S.O. 1990, c.P. 15*, states that municipal by-law enforcement officers are peace officers for the purpose of enforcing municipal by-laws;

and WHEREAS subsection 1 (1) (d) of the *Provincial Offences Act, R.S.O. 1990, c. P33*, states that a provincial offences officer means a by-law enforcement officer of any municipality or of any local board of any municipality, while in the discharge of his or her duties.

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

1. That the following persons be hereby appointed as Municipal By-Law Enforcement Officers for the enforcement of various Regional By-laws within the area of jurisdiction:
 - Angelo Apfelbaum, Badge #600
 - Gino Pasquariello, Badge #601
 - Justin Andersen, Badge #602
 - Michael Langelaan, Badge #603
 - Lyn Nottingham, Badge #604
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 AUTHORIZE THE EXEMPTION OF LOCAL
OFFICIAL PLAN AMENDMENTS AND TO DELEGATE THE
EXEMPTION OF LOCAL OFFICIAL PLAN AMENDMENTS
AND TO REPEAL BY-LAW 129-2001 AND BY-LAW 43-2002

WHEREAS The Minister of Municipal Affairs and Housing pursuant to Ontario Regulation 699/98 has authorized the Regional Municipality of Niagara to pass a by-law exempting any or all proposed Official Plan Amendments from Regional approval;

WHEREAS The Council of the Regional Municipality of Niagara may pass a by-law under Section 17(10) and 17(11) of The Planning Act, R.S.O. 1990, c. P.13, as amended, allowing Council to exempt any or all local Official Plan Amendments from Regional approval; and

WHEREAS The Council of the Regional Municipality of Niagara may pass a by-law under Section 17.1(1) to delegate the authority to approve amendments to Official Plans to the Commissioner of Planning and Development Services or his/her delegate.

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

1. That Regional Council may exempt any or all local Official Plan Amendments from Regional approval as set out in the Regional Official Plan and in accordance with the Memorandum of Understanding between the Region and the local area municipalities, as amended from time to time.
2. That the authority of Regional Council to exempt any or all local Official Plan Amendments from Regional approval is hereby delegated to the Commissioner of Planning and Development Services for the Regional Municipality of Niagara or his/her delegate, as set out in the Regional Official Plan and in accordance with the Memorandum of Understanding between the Region and the local area municipalities, as amended from time to time.
3. That By-law 129-2001 and By-law 43-2002 are hereby repealed.

4. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <date>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO APPOINT DEPUTY REGIONAL CLERKS FOR THE
PURPOSES OF THE COMMISSIONERS FOR TAKING AFFIDAVITS
ACT AND TO AMEND BY-LAW NO. 2017-44

WHEREAS under the *Commissioners for Taking Affidavits Act*, R.S.O. 1990, c.17, specifically *Ontario Regulation 386/12, Commissioners and Other Persons Who May Take Affidavits*, Clerks and Deputy Clerks, by virtue of office, are commissioners for taking affidavits in the regional municipality in which their local municipality is situate, and;

WHEREAS Subsection 228(2) of the *Municipal Act, 2001* S.O. 2001, c. 25, as amended, provides that a municipality may appoint Deputy Clerks who have all the powers and duties of the Clerk under this and any other Act, and;

WHEREAS on May 18, 2017, Regional Council passed By-law No. 2017-44, being a by-law to appoint deputy clerks for the purposes of the *Commissioners for Taking Affidavits Act*, and;

WHEREAS on February 8, 2018, Regional Council passed By-law No. 2018-19, being a by-law to appoint deputy clerks for the purposes of the *Commissioners for Taking Affidavits Act* and to Amend By-law No. 2017-44, and;

WHEREAS on December 13, 2018, Regional Council passed By-law No. 2018-92, being a by-law to appoint a deputy clerk for The Regional Municipality of Niagara.

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

1. That Schedule "A" to By-law No. 2017-44 be repealed and replaced with the attached;

2. That the persons listed in Schedule “A” to this By-law are hereby appointed Deputy Clerks for The Corporation of The Regional Municipality of Niagara for the purposes of carrying out the duties of that office under the *Commissioners for Taking Affidavits Act*, R.S.O. 1990, c.17, and;
3. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < >

SCHEDULE "A" to BY-LAW NO. 2017-44

The persons listed below are appointed Deputy Clerks for The Corporation of The Regional Municipality of Niagara for the purposes of carrying out the duties of that office under the *Commissioners for Taking Affidavits Act*, R.S.O. 1990, c.17:

KRISTINE RACICOT

KELLY LOTIMER

MARK EVELY

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE LONG-TERM FINANCING
(1-30 YEARS) IN THE AMOUNT OF \$21,000,000;
NIAGARA REGION CAPITAL PROJECT

WHEREAS Section 408, *Municipal Act, 2001*, S.O. 2001, c.25. as amended, authorizes Regional Council to approve long term borrowing by the issue of debentures on the credit of the Regional Corporation, and

WHEREAS funding has been approved for capital projects included in the 2016 and 2017 Capital Budget that was adopted by the Council of the Regional Municipality of Niagara on December 3, 2015 and December 8, 2016 respectively, as shown on the Treasurer's Report attached to this by-law (Appendix I).

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

1. That long-term financing (1-30 Years) in the amount of \$21,000,000 be approved for the project as shown on the Treasurer's Report attached to this by-law (Appendix I);
2. That the Treasurer be authorized to execute the Treasurer's Report attached to this By-law as Appendix I; and
3. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <>

Appendix I – Treasurer's Report:

TREASURER'S REPORT			
<u>PROJECT IDENTIFICATION AND FINANCING INFORMATION</u>			
Project ID	Description	Long-term Financing	Term (min-max)
J_20000140	Go Transit	\$ 21,000,000	1 - 30
	TOTAL	\$ 21,000,000	
<p align="center"><u>TREASURER'S VERIFICATION REPORT</u> (REQUIRED ONLY ON PROJECTS INVOLVING DEBENTURE FINANCING) This confirms that I have checked the "Debt Repayment Limit" for Regional Niagara and passage of the by-law to approve these projects will not cause the Region to exceed its limit.</p>			
<p>DATE _____</p> <p>SIGNATURE _____</p>			

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO PROVIDE FOR THE ADOPTION OF
AMENDMENT 15 TO THE OFFICIAL PLAN FOR THE
NIAGARA PLANNING AREA TO IMPLEMENT THE
REVISED EXEMPTION POLICIES AFFECTING ALL
LOCAL MUNICIPALITIES

WHEREAS subsection 22 of the *Planning Act, 1990* states when the requirements of subsections (15) to (21), as appropriate, have been met and Council is satisfied that the plan as prepared is suitable for adoption,

WHEREAS it is deemed appropriate to further amend the Official Plan as adopted by Regional Council for the Niagara Planning Area,

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

1. That the text attached hereto is hereby approved as Amendment 15 to the Official Plan for the Niagara Planning Area.
2. That the Regional Clerk is hereby authorized and directed to give notice of Council's adoption in accordance with Section 17(23) of the *Planning Act, 1990*.
3. That this By-law shall come into force and take effect on the day after the last day of appeal provided no appeals have been received.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < >

**Amendment No. 15
To The Official Plan
for the Niagara Planning Area**

PART “A” – THE PREAMBLE

The preamble provides an explanation of the Amendment including the purpose, location, background, and basis of the policies and implementation, but does not form part of this Amendment.

- Title and Components
- Purpose of the Amendment
- Location of the Amendment
- Background
- Basis for the Amendment
- Implementation

PART “B” – THE AMENDMENT

The Amendment describes the modifications to the text of Official Plan for the Niagara Planning Area, which constitute Official Plan Amendment No. 15.

PART “C” – THE APPENDICES

The Appendices provide information regarding public participation and agency comments relevant to the Amendment, but do not form part of this Amendment.

PART “A” – THE PREAMBLE

TITLE AND COMPONENTS:

This document, when approved in accordance with Section 17 of the *Planning Act, 1990*, shall be known as Amendment 15 to the Official Plan of the Niagara Planning Area. Part “A” – The Preamble, contains background information and does not constitute part of this Amendment. Part “B” – The Amendment constitutes Amendment 15 to the Official Plan of the Niagara Planning Area. Part “C” – The Appendices, does not constitute part of the Amendment. These Appendices contain information related to public involvement and agency comments associated with the Amendment.

PURPOSE OF THE AMENDMENT:

The purpose of this Amendment is to amend the exemption policies within the Niagara Region Official Plan to provide clarity to the exemption process for our local municipal partners.

LOCATION OF THE AMENDMENT:

The amendment affects all local municipalities.

BACKGROUND

As per the Planning Act, 1990, the upper tier municipality is the approval authority for any and all local Official Plan Amendments (LOPAs). However, section 17(10) of the Act allows a municipality, with approval from the Minister, to pass a by-law exempting LOPAs from Regional approval. Niagara Region received approval authority from the Minister to pass a by-law to exempt any or all LOPAs per Ontario Regulation 699/98.

The Region is now updating both Regional policy and the exemption by-law to better reflect the process for exemption, allow enhanced collaboration and clarify the Regional and Provincial interest in the local Official Plan Amendment process.

BASIS FOR THE AMENDMENT:

- a) The Amendment was the subject of a Public Meeting held under the *Planning Act, 1990* on March 20, 2019. Public and agency comments were addressed as part of the preparation of this Amendment.
- b) The Amendment will support continued collaboration between stakeholders as well as enhance clarity to the exemption process.
- c) Based on the Region's review of the *Planning Act, 1990*, the Provincial Policy Statement, the Provincial plans, the Regional Official Plan, and public and agency consultation, Regional staff is of the opinion that the Amendment is consistent with Provincial and Regional policies and plans and, therefore, represents good planning.

IMPLEMENTATION:

Section 14, Implementation of the Official Plan for the Niagara Planning Area, shall apply where applicable.

PART “B” – THE AMENDMENT**Amendment 15
To The Official Plan for the
Niagara Planning Area****Text Changes**

The Official Plan for the Niagara Planning Area is amended as follows:

Part I – Modifications to Existing Policies**1. Policy 14.E.6, 14.E.7, 14.E.8 and 14.E.9 are deleted and replaced with the following:**

“14.E.6 The Commissioner of Planning and Development Services, or his/her designate, shall determine and issue an exemption from Regional approval for a local Official Plan Amendment (OPA) where:

- a) It is determined through pre-consultation that the draft OPA is of local significance, is consistent, conforms to, or does not conflict with Provincial Policy and Plans, as applicable, and is in conformity with the Regional Official Plan; or,
- b) Matters of Regional and Provincial interest are present and, through a collaborative process between the Region and the local municipality, it is determined that the OPA has identified and satisfactorily addressed these matters. In the case of a Secondary Plan, the Region shall review the draft Secondary Plan policy set and mapping prior to determining exemption.

14.E.7 A local OPA shall not be exempt from Regional approval if any of the following cannot be addressed to the Region’s satisfaction:

- i. conformity with the Regional Official Plan;
- ii. consistency with the Provincial Policy Statement and/or conformity with Provincial Plans;
- iii. significant impacts relating to the Regional Master Servicing Plan and/or Transportation Master Plan;
- iv. directly affects Regional capital forecasts; or
- v. cross-boundary impacts or impacts on any adjacent municipality.”

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 SEPTEMBER 19, 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 September 19, 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: < >