



THE REGIONAL MUNICIPALITY OF NIAGARA
COUNCIL ORDER OF BUSINESS

CL 20-2019

Thursday, November 14, 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

Nicholson

3. MOMENT OF REFLECTION

Disero

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 Establishment of Women's Advisory Committee (Minute Item 5.4 of CSC 11-2019 (Agenda Item 12.3))

9.1.1 Haley Bateman, Resident, City of Niagara Falls

The delegation submission is attached to this agenda item as CL-C 74-2019.

5 - 6

9.1.2 *Emily Spanton, Resident, City of St. Catharines*

7 - 8

The delegation submission is attached to this agenda item as CL-C 75-2019.

10. ADOPTION OF MINUTES

- | | | |
|------|---|---------|
| 10.1 | <u>Council Minutes CL 17-2019</u>
Thursday, October 17, 2019 (Special) | 9 - 14 |
| 10.2 | <u>Council Minutes CL 18-2019</u>
Thursday, October 17, 2019 (Regular) | 15 - 24 |

11. CORRESPONDENCE

- | | | | |
|--------|--|--------|---------|
| 11.1 | <u>Receive and/or Refer</u> | Huson | |
| 11.1.1 | CL-C 71-2019
Report on Code of Conduct Complaint - IC-92-0619 -
Councillor D. Bylsma

Recommended Action: Receive. | | 25 |
| 11.1.2 | CL-C 73-2019
Submission from T. Twining, Resident, City of St. Catharines,
respecting Women's Advisory Committee

Recommended Action: Receive. | | 26 |
| 11.2 | <u>For Consideration</u> | | |
| 11.2.1 | CL-C 72-2019
Regional Participation in a Brownfield Tax Assistance Program
Incentive in the City of Welland | Junkin | 27 - 28 |

12. COMMITTEE REPORTS - OPEN SESSION

- | | | | |
|------|---|-----------|-----------|
| 12.1 | <u>Public Works Committee</u>
Minutes PWC 11-2019, Tuesday, November 5, 2019 | Rigby | 29 - 114 |
| 12.2 | <u>Public Health and Social Services Committee</u>
Minutes PHSSC 11-2019, Tuesday, November 5, 2019 | Greenwood | 115 - 284 |
| 12.3 | <u>Corporate Services Committee</u>
Minutes CSC 11-2019, Wednesday, November 6, 2019 | Foster | 285 - 635 |
| 12.4 | <u>Planning and Economic Development Committee</u>
Minutes PEDC 11-2019, Wednesday, November 6, 2019 | Huson | 636 - 777 |

12.5	<u>Committee of the Whole</u> Minutes COTW 9-2019, Thursday, November 7, 2019	Redekop	778 - 802
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13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

13.1	<u>CAO 15-2019</u> Council's Strategic Plan Video	Butters	803
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14. MOTIONS

15. NOTICES OF MOTION

16. OTHER BUSINESS

17. CLOSED SESSION

17.1	<u>Council Minutes - Closed Session</u>		
17.1.1	Council Minutes CL 17-2019 Closed Session October 17, 2019 (Special Meeting)		
17.2	<u>Committee Minutes - Closed Session</u>		
17.2.1	Public Works Committee (November 5, 2019) Closed Session Minutes PWC 11-2019, Tuesday, November 5, 2019		
17.2.2	Corporate Services Committee (November 6, 2019)		
17.2.3	Committee of the Whole (November 7, 2019) Closed Session Minutes COTW 9-2019, Thursday, November 7, 2019		
17.3	<u>Confidential Reports Submitted Directly to Council</u>		
17.3.1	Confidential PW 65-2019 A Matter of Commercial and Financial Information, supplied in confidence to the municipality, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization - Financial Information Supporting Waste Management Collection Contract Procurement Process		

17.3.2 Confidential CSD 75-2019
A Matter of Advice that is Subject to Solicitor Client Privilege-
Advice Regarding Uploading of Waste Management Powers

18. REPORT FROM CLOSED SESSION

19. BY-LAWS

Ugulini

- | | | |
|------|---|-----------|
| 19.1 | <u>Bill 2019-82</u>
A by-law to authorize the borrowing upon serial debentures in the aggregate principal amount of \$2,661,144.84 for capital works of The Corporation of the Town of Lincoln. | 804 - 821 |
| 19.2 | <u>Bill 2019-83</u>
A by-law to authorize the borrowing upon amortizing debentures in the principal amount of \$1,805,324.29 for a capital work of The Corporation of the Town of Niagara-on-the-Lake. | 822 - 841 |
| 19.3 | <u>Bill 2019-84</u>
A by-law to authorize the borrowing upon serial debentures in the aggregate principal amount of \$25,816,676.00 for capital works of The Regional Municipality of Niagara. | 842 - 865 |
| 19.4 | <u>Bill 2019-85</u>
A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on November 14, 2019. | 866 |

20. ADJOURNMENT

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

From: [PF-Mailbox-01](#)
To: [Lotimer, Kelly](#); [Norio, Ann-Marie](#); [Trennum, Matthew](#); [Evely, Mark](#)
Subject: FW: Online Form - Enquiry from Region website
Date: Saturday, November 09, 2019 1:18:02 PM

From: Niagara Region Website
Sent: Saturday, 09 November 2019 13:17:57 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Cc: webincoming
Subject: Online Form - Enquiry from Region website

Enquiry from Region website

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

name

Haley Bateman

phone

[REDACTED]

email

[REDACTED]

municipality

Niagara Falls

other mun

subject

Delegation for Nov 14

comments

Dear Regional Clerk, I would like to speak to Regional Council about the Women's Advisory Committee. I have been emailing back and forth with several Councillors about the possibility of men being members of the Committee, which I disagree with. Once you are able to confirm, I will send you my notes to share with Council (if that is still the process). Thank you for your time, Haley Bateman

reply
yes

Page Referrer

<https://www.niagararegion.ca/government/clerk/default.aspx>



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, November 12, 2019 11:24:00 AM

From: Niagara Region Website
Sent: Tuesday, 12 November 2019 11:23:55 (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 Spanton

Address

[REDACTED]

City

St Catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

standing committee

Regional Council

Presentation Topic

Creation of a Womens Advisory Committee & an end to banter in chambers

Presentation includes slides

No

Previously presented topic

No

Presentation Details

I would like to speak in support of the creation of a womens advisory committee - as a survivor of sexual assault at the hands of authority figures, I would like to speak on the need for this committee and the contentious makeup of said committee. I would also like to speak on the banter that occurred during the Corp Services committee mtg on this topic- it is demeaning to the institution and the public. It must stop.

Video Consent

Yes



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

CL 17-2019

Thursday, October 17, 2019

Council Chamber

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

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

Absent/Regrets: Edgar, Jordan

Staff: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, C. Habermehl, Director, Waste Management Services, T. Harrison, Commissioner/Treasurer, Corporate Services, A. Jugley, Commissioner, Community Services, B. Menage, Director, Procurement & Strategic Acquisitions, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, S. Tait, Acting Manager, Collection and Diversion, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer, S. Wood, Legal Counsel

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 4:03 p.m.

2. ADOPTION OF AGENDA

2.1 Changes in Order of Items

The Regional Chair suggested that the order of the agenda be changed to hear the presentation respecting Report PW 61-2019 first, consider Confidential Report PW 62-2019 and then consider Report PW 61-2019. Therefore, it was:

Moved by Councillor Bellows
Seconded by Councillor Greenwood

That Council Agenda CL 17-2019, **BE ADOPTED** as amended.

Carried

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

4.1 PW 61-2019

Catherine Habermehl, Director, Waste Management Services, and Sherri Tait, Acting Manager, Collection and Diversion, provided information respecting Base Level Service for Waste Management Collection Contract. Topics of the presentation included:

- Stakeholder Consultation and Results
- Key Dates in the Request for Proposal Process
- Recommendation
- Collection Areas
- Financial Considerations
- Base Services
- Enhanced Services
- Optional Services
- Contract Costs
- A Shift to Extended Producer Responsibility
- Every-other-Week Benefits
- Cost Benefits to Niagara Region
- Comparator Municipalities
- Service Impact
- Alternatives Reviewed

Councillor Information Request(s):

Investigate options to accommodate weekly disposal of diapers, i.e. identifying drop off areas. Councillor Disero.

5. CLOSED SESSION

Moved by Councillor Bylsma
Seconded by Councillor Steele

That this Council **DO NOW MOVE** into closed session for the purposes of receiving information of a confidential nature respecting A Matter of Commercial and Financial Information, supplied in confidence to the municipality, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization - Financial Information Supporting Waste Management Collection Contract Procurement Process.

Carried

Council resolved into closed session at 6:02 p.m.

Council reconvened in open session at 6:19 p.m. with the following individuals in attendance:

Council:	Bradley (Regional Chair), Butters, Bylsma, Campion, Chiocchio, Darte, Diodati, Disero, Easton, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa
Absent/Regrets:	Bellows, Edgar, Jordan
Staff:	H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, C. Habermehl, Director, Waste Management Services, T. Harrison, Commissioner/Treasurer, Corporate Services, B. Menage, Director, Procurement & Strategic Acquisitions, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, S. Tait, Acting Manager, Collection and Diversion, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer, S. Wood, Legal Counsel

Being that it was almost time to commence the Regular Regional Council meeting; the Regional Chair recessed the Special Regional Council meeting at 6:20 p.m.

The meeting resumed at 8:08 p.m.

Moved by Councillor Bylsma
Seconded by Councillor Whalen

That this Council **DO NOW MOVE** into closed session for the purposes of receiving information of a confidential nature respecting A Matter of Commercial and Financial Information, supplied in confidence to the municipality, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization - Financial Information Supporting Waste Management Collection Contract Procurement Process.

Carried

Council resolved into closed session at 8:09 p.m.

6. REPORT FROM CLOSED SESSION

Council reconvened in open session at 8:35 p.m. with the following individuals in attendance:

Council:	Bradley (Regional Chair), Butters, Bylsma, Campion, Chiocchio, Darte, Diodati, Disero, Easton, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa
Absent/Regrets:	Bellows, Edgar, Jordan
Staff:	H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, C. Habermehl, Director, Waste Management Services, T. Harrison, Commissioner/Treasurer, Corporate Services, B. Menage, Director, Procurement & Strategic Acquisitions, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, S. Tait, Acting Manager, Collection and Diversion, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer, S. Wood, Legal Counsel

6.1 Confidential Report PW 62-2019

A Matter of Commercial and Financial Information, supplied in confidence to the municipality, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization - Financial Information Supporting Waste Management Collection Contract Procurement Process

Moved by Councillor Zalepa
Seconded by Councillor Huson

That Confidential Report PW 62-2019, dated October 17, 2019, respecting A Matter of Commercial and Financial Information, supplied in confidence to the municipality, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization - Financial Information Supporting Waste Management Collection Contract Procurement Process, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

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

4.1 PW 61-2019

4.1.1 Report PW 61-2019

Base Level Service for Waste Management Collection Contract

Moved by Councillor Sendzik
Seconded by Councillor Witteveen

That Report PW 61-2019, dated October 17, 2019, respecting Base Level Service for Waste Management Collection Contract, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That as part of the 2019-RFP-156 Request for Proposal for Niagara Region Curbside Collection, Haulage of Garbage, Recycling, and Organics process, based on the economic and environmental benefits and extending existing landfill capacity, Regional Council **APPROVE** the Every-Other-Week (EOW) collection scenario for garbage collection for all residential properties and for those Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located outside Designated Business Areas (DBAs), as a Base Service; and

2. That Report PW 61-2019 and Council's resolutions **BE CIRCULATED** to the Local Area Municipalities (LAMs) for their information.

Recorded Vote:

Yes (19): Butters, Bylsma, Campion, Dart, Disero, Easton, Fertich, Foster, Gibson, Greenwood, Huson, Ip, Junkin, Redekop, Rigby, Sendzik, Ugulini, Witteveen, Zalepa.

No (8): Chiocchio, Diodati, Gale, Heit, Insinna, Nicholson, Villella, Whalen.

Carried

Councillor Information Request(s):

Consider providing recycling and organics containers to any residents that request them. Councillor Insinna.

7. BY-LAWS

7.1 Bill 2019-75

Moved by Councillor Nicholson
Seconded by Councillor Dart

That Bill 2019-75 being a by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on October 17, 2019, **BE NOW READ** and **DO PASS**.

Carried

8. ADJOURNMENT

There being no further business, the meeting adjourned at 9:32 p.m.

Jim Bradley
Regional Chair

Ann-Marie Norio
Regional Clerk

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

**CL 18-2019
Thursday, October 17, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Bellows, Edgar, Jordan

Staff: H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, C. Habermehl, Director, Waste Management Services, T. Harrison, Commissioner/Treasurer, Corporate Services, Dr. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, V. Kuhns, Acting Director, Economic Development, B. Menage, Director, Procurement & Strategic Acquisitions, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, S. Tait, Acting Manager, Collection and Diversion, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:48 p.m.

2. LAND ACKNOWLEDGMENT STATEMENT

Councillor Huson read out the Land Acknowledgment Statement.

3. MOMENT OF REFLECTION

Councillor Campion read the moment of reflection.

5. **ADOPTION OF AGENDA**

5.1 **Addition of Items**

Councillor Ip indicated that she wished to put forward a motion to permit Sabrina Hill to appear before Council as a delegate respecting the motion regarding Proposed Provincial Cuts to Legal Aid Ontario Budget (Agenda Item 14.1).

The Regional Chair informed Council that the motion would require an affirmative vote of two-thirds of the members present to pass since the requirements of Section 13 of the Procedural By-law were not met.

Moved by Councillor Ip
Seconded by Councillor Huson

That, in accordance with subsection 2.4 of Niagara Region's Procedural By-law, the rules of procedure, specifically Section 13 of the Procedural By-law, **BE SUSPENDED** to permit Sabrina Hill to appear before Council as a delegate respecting the motion regarding Proposed Provincial Cuts to Legal Aid Ontario Budget (Agenda Item 14.1).

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

Carried

5.2 **Changes in Order of Items**

Moved by Councillor Ip
Seconded by Councillor Champion

That the order of the agenda **BE AMENDED** to permit Sabrina Hill to be the first delegation and to move consideration of the motion respecting Proposed Provincial Cuts to Legal Aid Ontario Budget (Agenda Item 14.1) to immediately following the Delegations section (Agenda Item 9).

Carried

Moved by Councillor Steele
Seconded by Councillor Gibson

That Council Agenda CL 18-2019, **BE ADOPTED**, as amended.

Carried

6. DISCLOSURES OF PECUNIARY INTEREST

Councillor Campion declared an indirect pecuniary interest with respect to Confidential Memorandum CL-C 68-2019 (Agenda Item 17.3.1) 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*, as the report references the City of Welland and Niagara Region regarding the Development Charge By-law and he had previously declared a conflict on this matter.

Councillor Villella declared an indirect pecuniary interest with respect to Confidential Memorandum CL-C 68-2019 (Agenda Item 17.3.1) 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*, as the report references the City of Welland and Niagara Region regarding the Development Charge By-law and she had previously declared a conflict on this matter.

Councillor Chiocchio declared an indirect pecuniary interest with respect to Confidential Memorandum CL-C 68-2019 (Agenda Item 17.3.1) 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*, as the report references the City of Welland and Niagara Region regarding the Development Charge By-law and he had previously declared a conflict on this matter.

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

9.1 Proposed Provincial Cuts to Legal Aid Ontario Budget (Agenda Item 14.1)

9.1.2 Sabrina Hill, Resident, City of St. Catharines

Sabrina Hill, Resident, City of St. Catharines, appeared before Council on behalf of the Vittoria Foundation, to speak in favour of the motion respecting Proposed Provincial Cuts to Legal Aid Ontario Budget.

9.1.1 Aidan Johnson, Niagara Community Legal Clinic

Aidan Johnson, Niagara Community Legal Clinic, appeared before Council to speak in favour of the motion respecting Proposed Provincial Cuts to Legal Aid Ontario Budget and provided Council with information on the work of the Niagara Community Legal Clinic.

14. MOTIONS

14.1 Proposed Provincial Cuts to Legal Aid Ontario Budget

Moved by Councillor Ip
Seconded by Councillor Redekop

WHEREAS the Niagara Community Legal Clinic is a not-for-profit agency providing access to justice and vital service to low-income Niagara citizens in civil law matters, including landlord-tenant disputes, Ontario Disability Support Payment (ODSP) appeals, pension appeals, workplace injury/WSIB compensation, consumer law protection, refugee assistance, migrant worker support, human rights law, power of attorney matters, and wills and estates for low-income seniors;

WHEREAS the Niagara Community Legal Clinic is funded by Legal Aid Ontario, an arm's-length agency of the Ministry of the Attorney General for Ontario, which (in addition to funding the province's legal clinics) provides much-needed support to low-income people in matters of family law, refugee law, and criminal law;

WHEREAS the two historic Niagara legal clinics – Justice Niagara, founded in 1978, and Niagara North Community Legal Assistance, founded in 1982 – merged on January 1, 2019, to form the Niagara Community Legal Clinic;

WHEREAS Legal Aid funding saves money in the overall justice system budget, in light of the evidence that the cases of self-represented parties (i.e., parties without Legal Aid support) consume significantly greater amounts of expensive court time and/or tribunal time; and

WHEREAS the Province cut approximately \$70 million from the Legal Aid Ontario budget in 2019, with approximately \$14.5 million of that being cut from the legal clinic system, and has indicated an intention to cut an additional \$17.3 million from the LAO budget in 2020:

NOW THEREFORE BE IT RESOLVED:

1. That Regional Chair Jim Bradley **BE DIRECTED** to send a letter to Ontario Attorney General Doug Downey, on behalf of Regional Council, reading as follows:

“The Region of Niagara is grateful for the work of the Niagara Community Legal Clinic, whose professionals provide meaningful access to justice for low-income people in Niagara. In light of the deep challenges Niagara faces in terms of poverty and lack of sufficient affordable housing, the services that the Niagara Community Legal Clinic provides are truly vital to our community.

It has come to our attention that the Province has proposed additional cuts to the budget of Legal Aid Ontario (LAO), the Niagara clinic’s funder, to be implemented in 2020. Because our Council deeply values the work of our Niagara Community Legal Clinic, and the supports that LAO provides to citizens facing challenges in family law, criminal law, and refugee law, we request that you not implement any additional cuts to the LAO budget. We also ask that you re-invest in the Legal Aid and clinic systems, so as to address the many barriers to access to justice that our citizens face.

Thank you for your consideration.”

2. That this motion and the Chair’s letter **BE CIRCULATED** to municipalities throughout Ontario and the Association of Municipalities of Ontario.

Carried

10. ADOPTION OF MINUTES

10.1 Council Minutes CL 16-2019

Thursday, September 19, 2019

Moved by Councillor Fertich

Seconded by Councillor Gibson

That Minutes CL 16-2019 being the Open Session minutes of the Regional Council meeting held on Thursday, September 19, 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 CL-C 70-2019

Standing Committee Appointment

Moved by Councillor Huson

Seconded by Councillor Ip

That Correspondence Item CL-C 66-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated October 17, 2019, respecting Standing Committee Appointment, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Councillor Fertich **BE APPOINTED** to the Planning and Economic Development Committee, effective immediately.

Carried

11.2.2 CL-C 67-2019

Advice to Council regarding Joint and Several Liability Reform

Moved by Councillor Foster

Seconded by Councillor Bylsma

That Correspondence Item CL-C 67-2019, being a memorandum from D. Pasto, Risk Management Program Manager, dated October 17, 2019, respecting Advice to Council regarding Joint and Several Liability Reform, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That The Regional Municipality of Niagara hereby **ENDORSES** the submission of the Association of Municipalities Ontario to the Attorney General of Ontario entitled "Towards a Reasonable Balance: Addressing growing municipal liability and insurance costs" dated October 1, 2019; and
2. That staff **BE DIRECTED** to forward the approved resolution to the Ministry of the Attorney General prior to November 1, 2019.

Carried

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Committee of the Whole

Minutes COTW 8-2019, Thursday, October 3, 2019

Moved by Councillor Gibson

Seconded by Councillor Fertich

That Report COTW 8-2019 being the Open Session minutes of the Committee of the Whole meeting held on Thursday, October 3, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.2 Public Works Committee

Minutes PWC 10-2019, Tuesday, October 8, 2019

Moved by Councillor Rigby

Seconded by Councillor Steele

That Report PWC 10-2019 being the Open and Closed Session minutes of the Public Works Committee meeting held on Tuesday, October 8, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.3 Public Health and Social Services Committee

Minutes PHSSC 10-2019, Tuesday, October 8, 2019

Moved by Councillor Chiocchio

Seconded by Councillor Greenwood

That Report PHSSC 10-2019 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, October 8, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.4 Corporate Services Committee

Minutes CSC 10-2019, Wednesday, October 9, 2019

Moved by Councillor Foster
Seconded by Councillor Fertich

That Report CSC 10-2019 being the Open and Closed Session minutes of the Corporate Services Committee meeting held on Wednesday, October 9, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.5 Planning and Economic Development Committee

Minutes PEDC 10-2019, Wednesday, October 9, 2019

Moved by Councillor Huson
Seconded by Councillor Ip

That Report PEDC 10-2019 being the Open Session minutes of the Planning & Economic Development Committee meeting held on Wednesday, October 9, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.6 Budget Review Committee of the Whole

Minutes BRCOTW 7-2019, Thursday, October 10, 2019

Moved by Councillor Zalepa
Seconded by Councillor Foster

That Report BRCOTW 7-2019 being the Open Session minutes of the Budget Review Committee of the Whole meeting held on Thursday, October 10, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

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

There were no Chief Administrative Officer's reports.

15. **NOTICES OF MOTION**

There were no notices of motion.

16. OTHER BUSINESS

16.1 Flu Vaccine

Dr. Hirji, Acting Medical Officer of Health, reminded Council of the importance of receiving the flu vaccine and noted that every year in Ontario there are half a million people who get influenza, and close to 1400 people who die from that infection. This is a tragedy since vaccination could prevent many of these deaths. He encouraged Councillors to receive their flu vaccine to help our residents stay healthy, and protect their families, friends, and loved ones from preventable illness.

17. CLOSED SESSION

Council did not resolve into closed session.

18. REPORT FROM CLOSED SESSION

18.1 Confidential CL-C 68-2019

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 – Application for Judicial Review – Niagara Home Builders' Association

Moved by Councillor Steele
Seconded by Councillor Butters

That Confidential Memorandum CL-C 68-2019, being a memorandum from D. Gibbs, Director, Legal and Court Services, dated October 17, 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 – Application for Judicial Review – Niagara Home Builders' Association, **BE RECEIVED** for information.

Carried

19. BY-LAWS

Moved by Councillor Witteveen
Seconded by Councillor Greenwood

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

Bill 2019-76 - A by-law to approve the submission of an application to Ontario Infrastructure and Lands Corporation ("OILC") for the long-term financing of certain capital work(s) of The Corporation of the Town of Niagara-on-the-Lake and The Corporation of the Town of Lincoln through the issue of debentures by The Regional Municipality of Niagara (the "upper-tier municipality"); and to authorize the entering into of rate offer letter agreements pursuant to which the upper-tier municipality will issue debentures on behalf of each such lower-tier municipality to OILC.

Bill 2019-77 - A by-law to provide for the adoption of amendment 13 to the Official Plan for the Niagara planning area to update the transportation policies and mapping.

Bill 2019-78 - A by-law to approve the submission of an application to Ontario Infrastructure and Lands Corporation ("OILC") for the long-term financing of certain capital work(s) of The Regional Municipality of Niagara (the "municipality"); and to authorize the entering into of a rate offer letter agreement pursuant to which the municipality will issue debentures to OILC.

Bill 2019-79 - A by-law to define budget planning requirements for The Regional Municipality of Niagara.

Bill 2019 -80 - A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on October 17, 2019.

Carried

20. ADJOURNMENT

There being no further business, the meeting adjourned at 8:08 p.m.

Jim Bradley
Regional Chair

Ann-Marie Norio
Regional Clerk



October 25, 2019

SENT BY EMAIL TO:

Ann-Marie Norio, Regional Clerk

Niagara Region

1815 Sir Isaac Brock Way

Thorold, ON L2V 4T7

Ann-Marie.Norio@niagararegion.ca

Re: Complaint Reference Number IC 92-0619

Krystle Caputo v Councillor Dave Bylsma

Dear Ms. Norio,

I wish to report that my investigator (Mr. Michael Maynard) who was delegated by me pursuant to sections 223.3(3) of the *Municipal Act, 2001*, to investigate the subject matter of this complaint (subject to my review and approval) has now completed his investigation. Mr. Maynard has determined that no contravention of the Region's Code of Conduct was committed by the Councillor with respect to the matters raised in the complaint.

I can advise that throughout this matter I fully reviewed the evidence, process and results of the investigation as well as the conclusions reached by Mr. Maynard and I am in agreement with them.

This matter is accordingly now concluded.

Yours truly,

Edward T. McDermott

Integrity Commissioner for Niagara Region

From: [REDACTED]
To: [Group-Councillors 2018](#)
Subject: Support for Establishment of a Women's Advisory Committee in Niagara
Date: Tuesday, November 12, 2019 12:21:48 PM

CAUTION: This email originated from outside of the Niagara Region email system. Use caution when clicking links or opening attachments unless you recognize the sender and know the content is safe.

To Niagara Regional Council,

November 12, 2019

As a resident, I'm writing to share my support for the recent efforts to establish a women's advisory committee at the Region.

It's clear within the Region that women's voices are still not proportionately heard or heeded in Council deliberations. The establishment of a committee that might help us progress in this matter is quite literally the least possible thing we might do to improve the situation in accordance with the recommendations from [ELECT HER: A ROADMAP FOR IMPROVING THE REPRESENTATION OF WOMEN IN CANADIAN POLITICS The Report of the Standing Committee on the Status of Women](#).

Increasing women's participation in Regional decision-making will lead to better, more responsible and more inclusive decisions overall. Council needs no reminder of what happens when diverse viewpoints aren't reflected in its deliberations. Should Council desire such a reminder, it need look no further than this Council's previous leadership.

I trust that this council has the wisdom to make a better decision for all of Niagara and take steps towards greater inclusiveness. I look forward to hearing some of the delegates, namely Haley Bateman and Emily Spanton, speak to this issue Thursday evening at Council and for all of Council to approve this committee's creation.

Faithfully yours,

Trevor Twining
[REDACTED], St. Catharines, ON

MEMORANDUM

CL-C 72-2019

Subject: Regional Participation in a Brownfield Tax Assistance Program Incentive in the City of Welland

Date: November 14, 2019

To: Regional Council

From: Rino Mostacci, Commissioner, Planning and Development Services

The City of Welland has requested that Niagara Region participate in a Brownfield Tax Assistance Program (BTAP) incentive it has approved for a proposed residential project located at 240 Denistoun in the City of Welland. The City requires a Regional Council resolution approving matching funding for this BTAP before it can approve its By-Law for this grant.

BTAP is intended to support developers of brownfield properties by offsetting the costs of environmental remediation by freezing or cancellation of taxes in order to provide tax assistance to mitigate these costs. A six storey 80 unit condominium is proposed for the above-noted site and remediation is required for the development to proceed.

By way of report P&B 2019-53, the City of Welland approved BTAP incentive funding and is requesting the Region participate for its portion of the municipal taxes. The Region matches funding under Welland's Brownfield CIP programs. The BTAP incentive provides for a freeze on the Regional portion of municipal taxes during the rehabilitation period, up to eligible remediation costs. For this period, the amount estimated for a freeze on the Regional portion of taxes for the three year rehabilitation period would be \$73.62. The date of the rehabilitation period under the City's proposed by-law for this project would begin when that by-law is approved, anticipated in 2019.

By way of report P&B 2019-53, the City also approved funding for a Brownfield Tax Increment Grant (BTIG) for this property. BTIGs provide a grant based on a percentage of the increase in assessment value of a project generally for a 10-year period, up to eligible costs. Remaining eligible costs not covered by the BTAP can be rolled over into eligible costs for any approved BTIG. The request for Regional matching funding for a BTIG for this project is anticipated soon from the City, and can be reviewed and approved through Staff's delegated authority.

A resolution of Council is required to approve this funding. Suggested wording is as follows:

That Regional Council **APPROVE** funding subject to the approval of a By-law by the City of Welland and execution of an agreement which provides tax assistance to include a freeze on the taxes levied for municipal purposes by the Region, effective only for the duration of the rehabilitation period to a maximum of three years or until eligible rehabilitation costs have been reached, on the property known municipally as 240 Denistoun, City of Welland, under the Brownfield Tax Assistance Program.

Respectfully submitted and signed by

Rino Mostacci, MCIP, RPP
Commissioner, Planning and Development Services

Minute Item 3.1

Presentation

Curbside Waste Diversion Container Distribution Options for Every-Other-Week Garbage Collection

1. That staff **BE DIRECTED** to pursue options four and five, providing a 50% subsidy on selling price for containers, as the preferred options for curbside waste diversion container distribution for every-other-week garbage collection; and
2. That staff **BE DIRECTED** to report to the Budget Review Committee of the Whole with additional information respecting Niagara Region providing a 50% subsidy on selling price for waste diversion containers, including potential partnerships with the local area municipalities to reduce the cost of implementing curbside waste diversion container distribution.

Minute Item 5.1

PW 64-2019

Vision Zero Road Safety Program

That Report PW 64-2019, dated November 5, 2019, respecting Vision Zero Road Safety Program, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Staff **BE AUTHORIZED** to implement initiatives under the Vision Zero Road Safety Program; including Automated Speed Enforcement (ASE), Red Light Cameras (RLCs), and Community Safety Zones; subject to successful negotiations with the Local Area Municipalities (LAMs) with respect to the Niagara Region Courts Intermunicipal Agreement;
2. That Regional Staff **BE AUTHORIZED** to initiate discussions with the LAMs and amend the Niagara Region Courts Intermunicipal Agreement related to the Vision Zero Road Safety Program; and **BE DIRECTED** to report to Council on the outcome of those discussions; and
3. That the Vision Zero Road Safety Program **BE REFERRED** for consideration as part of the 2020 Budget Process.

Minute Item 5.2

PWC 60-2019

On-Demand Transit Pilot Authorization (Simulation Results)

That Report PW 60-2019, dated November 5, 2019, respecting On-Demand Transit - Pilot Authorization (Simulation Results), **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** the on-demand transit concept for Niagara Regional Transit (NRT) service expansion pilots outlined in Report PW 60-2019, subject to 2020 budget approval;
2. That the Chief Administrative Officer **BE AUTHORIZED** to execute an Agreement with Via Mobility LLC., for the deployment of turnkey, on-demand transit service pilots such that the Agreement meets the approval of the Commissioner of Corporate Services, and subject to 2020 budget approval;
3. That all pilot periods **BE DEFINED** in the Agreement as one (1) year with an option to extend for a period of up to an additional 12 months at the discretion of the Chief Administrative Officer;
4. That pending approval of recommendations 1, 2 and 3, that staff **BE DIRECTED** to engage with the local area municipalities to confirm partnership and service parameters of the pilot services; and
5. That this report **BE CIRCULATED** to area municipalities.

Minute Item 5.3

PWC 66-2019

Citizen Appointments to Humberstone Landfill Site Public Liaison Committee and Niagara Road 12 Landfill Site Citizen's Liaison Committee

That Report PW 66-2019, dated November 5, 2019, respecting Citizen Appointments to Humberstone Landfill Site Public Liaison Committee and Niagara Road 12 Landfill Site Citizen's Liaison Committee, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the recommendations contained in Confidential Appendix I to Report PW 66-2019, **BE APPROVED**, confirming the citizen appointments for the remainder of this term of Council to the Humberstone Landfill Site Public Liaison Committee and the Niagara Road 12 Landfill Site Citizen's Liaison Committee.

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

**PWC 11-2019
Tuesday, November 5, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Chiocchio, Diodati

Staff: D. Ane, Program Manager, Financial Support, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, M. Evely, Legislative Coordinator, D. Gibbs, Director, Legal & Court Services, C. Habermehl, Director, Waste Management Services, L. McGovern, Program Manager, Collection and Diversion, B. McMahon, Program Financial Specialist, S. Mota, Program Financial Specialist, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, R. Salewytsch, Program Manager, Transit Services, S. Tait, Manager, Waste Collection and Diversion, J. Tonellato, Director, Water & Wastewater Services, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer, S. Wood, Legal Counsel

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. **PRESENTATIONS**

3.1 **Curbside Waste Diversion Container Distribution Options for Every-Other-Week Garbage Collection**

Lucy McGovern, Program Manager, Collection and Diversion, provided information respecting Curbside Waste Diversion Container Distribution Options for Every-Other-Week Garbage Collection. Topics of the presentation included:

- Background
- Container Distribution Options
- Current Container Distribution Program
- Analysis of Seven Distribution Options
 1. Free, One-Time, Door-to-Door, Delivery to only those Housholds without Waste Diversion Containers'
 2. Free, One-Time, Door-to-Door Delivery of Curbside Waste Diversion Containers to All 155,000 LDR Households
 - 3A. One-time Trailer Distribution and On-going Provision and Delivery of Free Waste Diversion Containers
 - 3B. One-time Trailer Distribution and Maintain Existing Container Distribution Program
 4. Maintain Existing Distribution Program and Provide 50% Subsidy for Containers, for Six (6) Months Only
 5. Maintain Existing Distribution Program and Provide 50% Subsidy for Containers, for Twelve (12) Months Only
 6. Maintain Existing Distribution Program and Provide No Subsidy for Containers (Status Quo)

Moved by Councillor Sendzik
Seconded by Councillor Ugulini

1. That staff **BE DIRECTED** to pursue options four and five, providing a 50% subsidy on selling price for containers, as the preferred options for curbside waste diversion container distribution for every-other-week garbage collection; and
2. That staff **BE DIRECTED** to report to the Public Works Committee with additional information respecting Niagara Region providing a 50% subsidy on selling price for waste diversion containers, including potential partnerships with the local area municipalities to reduce the cost of implementing curbside waste diversion container distribution.

Carried

Councillor Information Request(s):

Provide information respecting the number of waste containers distributed to residents from May 2018 to November 2019. Councillor Insinna.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 PW 64-2019

Vision Zero Road Safety Program

Carolyn Ryall, Director, Transportation Services, provided information respecting Vision Zero Road Safety Program. Topics of the presentation included:

- Niagara Regional Transit Master Plan
- Vision Zero Overview
- Community Safety Zones
- Automated Speed Enforcement
- Red Light Cameras

Moved by Councillor Nicholson
Seconded by Councillor Insinna

That Report PW 64-2019, dated November 5, 2019, respecting Vision Zero Road Safety Program, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Staff **BE AUTHORIZED** to implement initiatives under the Vision Zero Road Safety Program; including Automated Speed Enforcement (ASE), Red Light Cameras (RLCs), and Community Safety Zones; subject to successful negotiations with the LAMs with respect to the Niagara Region Courts Intermunicipal Agreement;
2. That Regional Staff **BE AUTHORIZED** to initiate discussions with the Local Area Municipalities (LAMs) and amend the Niagara Region Courts Intermunicipal Agreement related to the Vision Zero Road Safety Program; and **BE DIRECTED** to report to Council on the outcome of those discussions; and
3. That the Vision Zero Road Safety Program **BE REFERRED** for consideration as part of the 2020 Budget Process.

Carried

Councillor Information Request(s):

Provide information respecting the costs associated with red light cameras and automated speed enforcement technologies. Councillor Gale.

5.2 PW 60-2019

On-Demand Transit - Pilot Authorization (Simulation Results)

Rob Salewytch, Program Manager, Transit Services, provided information respecting On-Demand Transit - Pilot Authorization (Simulation Results). Topics of the presentation included:

- Background
- Fixed Route versus On-Demand
- Why Use VIA?
 - VIA's Global Presence
 - Reports and Shared Data
- Niagara Feasibility Study
 - Overview of Simulations
 - Inter-Municipal Scenarios

Moved by Councillor Ugolini

Seconded by Councillor Zalepa

That Report PW 60-2019, dated November 5, 2019, respecting On-Demand Transit - Pilot Authorization (Simulation Results), **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** the on-demand transit concept for Niagara Regional Transit (NRT) service expansion pilots outlined in Report PW 60-2019, subject to 2020 budget approval;
2. That the Chief Administrative Officer **BE AUTHORIZED** to execute an Agreement with Via Mobility LLC., for the deployment of turnkey, on-demand transit service pilots such that the Agreement meets the approval of the Commissioner of Corporate Services, and subject to 2020 budget approval;
3. That all pilot periods **BE DEFINED** in the Agreement as one (1) year with an option to extend for a period of up to an additional 12 months at the discretion of the Chief Administrative Officer;
4. That pending approval of recommendations 1, 2 and 3, that staff **BE DIRECTED** to engage with the local municipalities to confirm partnership and service parameters of the pilot services; and
5. That this report **BE CIRCULATED** to area municipalities.

Carried

5.3 PW 66-2019

Citizen Appointments to Humberstone Landfill Site Public Liaison Committee and Niagara Road 12 Landfill Site Citizen's Liaison Committee

Moved by Councillor Witteveen
Seconded by Councillor Nicholson

That Report PW 66-2019, dated November 5, 2019, respecting Citizen Appointments to Humberstone Landfill Site Public Liaison Committee and Niagara Road 12 Landfill Site Citizen's Liaison Committee, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the recommendations contained in Confidential Appendix I to Report PW 66-2019, **BE APPROVED**, confirming the citizen appointments for the remainder of this term of Council to the Humberstone Landfill Site Public Liaison Committee and the Niagara Road 12 Landfill Site Citizen's Liaison Committee.

Carried

6. **CONSENT ITEMS FOR INFORMATION**

There were no consent items for information.

7. **OTHER BUSINESS**

7.1 Traffic Assessment on Regional Road 37 (Merritt Road)

Councillor Ugulini requested staff initiate a traffic assessment on Regional Road 37 (Merritt Road) between Kottmeier Road and Regional Road 50 (Merrittville Highway).

7.2 Ministry of Transportation Construction

Councillor Ugulini advised Committee members that staff from the City of Thorold and the Region will be meeting with representatives from the Ministry of Transportation to discuss planned detour routes due to construction on Regional Road 20 (Lundy's Lane) and Regional Road 58 (Thorold Stone Road) to limit impacts on traffic in those areas.

8. CLOSED SESSION

Moved by Councillor Witteveen
Seconded by Councillor Steele

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

A Matter of Commercial and Financial Information, supplied in confidence to the municipality, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization - Financial Information Supporting Waste Management Collection Contract Procurement Process – Presentation.

Carried

Committee resolved into closed session at 12:01 p.m.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 12:18 p.m. with the following individuals in attendance:

Committee: Edgar (Committee Vice-Chair), Fertich, Foster, Gale, Insinna, Ip, Junkin, Nicholson, Rigby (Committee Chair), Steele, Ugulini, Witteveen, Zalepa

Absent/Regrets: Bradley (Regional Chair), Chiocchio, Disero, Diodati, Heit, Sendzik

Staff: D. Ane, Program Manager, Financial Support, M. Evely, Legislative Coordinator, D. Gibbs, Director, Legal & Court Services, C. Habermehl, Acting Commissioner, Public Works, S. Mota, Program Financial Specialist, S. Tait, Manager, Waste Collection and Diversion, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer, S. Wood, Legal Counsel

10. NEXT MEETING

The next meeting will be held on Tuesday, December 3, 2019 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 12:18 p.m.

Councillor Rigby
Committee Chair

Mark Evely
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Curbside Waste Diversion Container Distribution Options for Every-Other-Week (EOW) Garbage Collection

Public Works Committee

November 5, 2019

Background

- On April 29, 2019, WMPSC requested a report on curbside waste diversion containers (containers) distribution options, once a final decision was made regarding service levels for the next collection contract.
- An expansion to Niagara's container distribution program was approved by Regional Council on May 16, 2019, which provides free containers to new homeowners and renters in Low-Density Residential (LDR) properties, within one (1) year of moving.
- With approval of EOW garbage collection, Niagara residents may require additional containers to place their recyclables and organics into, on a weekly basis.
- Staff analyzed seven (7) options for distribution of containers, for Committee's consideration.

Container Distribution Options

- 1) Free, One-Time, Door-to-Door Delivery to only those Low-Density Residential (LDR) Households without Waste Diversion Containers
- 2) Free, One-Time, Door-to-Door Delivery of Curbside Waste Diversion Containers to All of Niagara's 155,000 LDR Households
- 3A) One-time Trailer Distribution and On-going Delivery of Free Waste Diversion Containers from Humberstone Storage Warehouse
- 3B) One-time Trailer Distribution and Maintain Existing Container Distribution Program
- 4) Maintain Existing Container Distribution Program – Provide a 50% Subsidy on Selling Price of Containers, for a Period of **Six (6) Months Only**
- 5) Maintain Existing Container Distribution Program – Provide a 50% Subsidy on Selling Price of Containers, for a Period of **12 Months Only**
- 6) Maintain Existing Container Distribution Program – Provide **No Subsidy** on the Selling Price of the Containers (**Status Quo**)

Current Container Distribution Program

- Niagara Region currently partners with nine (9) municipal and retail locations to distribute its containers to residents. Four (4) additional Niagara Regional sites distribute these containers, for a total of 13 locations.
- Distribution locations are not paid a fee to distribute the containers to residents.
- Niagara Region currently pays a third-party company to deliver containers to these locations.
- Niagara Region currently sells its containers to residents, on a full-cost recovery basis (i.e. Blue and Grey Recycling Boxes - \$6; Green Bins - \$17; and Kitchen Catchers - \$4 each).

Option 1 – Free, One-Time, Door-to-Door Delivery to only those Households without Waste Diversion Containers

- Option 1 includes a free, one-time, door-to-door delivery of containers only to those LDR households (i.e. single-family up to six units) identified in Region's 2014 curbside survey as not participating in the diversion programs.
- Based on the 2014 curbside survey, approx. 50% of Niagara's 155,000 LDR households were not participating in the organics program, and approx. 15% were not participating in the recycling program.
- Option 1 would exclude delivery of free containers to LDR households which were identified as participating in these diversion programs.

Option 1 – Free, One-Time, Door-to-Door Delivery to only those Households without Waste Diversion Containers (cont'd)

- Estimated one-time net cost to provide containers only to these designated LDR households would be **\$1.34 million**.
- Door-to-door delivery costs are estimated to be **\$600,000**.
- The cost of this option has not been included in the draft 2020 or multi-year operating budgets.

Option 2 – Free, One-Time, Door-to-Door Delivery of Curbside Waste Diversion Containers to All 155,000 LDR Households

- Option 2 includes a free, one-time, door-to-door delivery of containers to all 155,000 LDR households.
- Distribution to all LDR households supports the likely need for additional recycling and composting capacity, due to EOW garbage collection, as well as supporting a sense of fairness in the distribution method across all households.
- Estimated one-time net cost of containers to provide to all LDR households would be **\$3.4 million**.
- Door-to-door delivery costs are estimated to be **\$1 million**.
- The cost of this option has not been included in the draft 2020 or multi-year operating budgets.

Option 3A – One-time Trailer Distribution and On-going Provision and Delivery of Free Waste Diversion Containers

- Option 3A includes a one-time trailer distribution of free containers.
 - Residents would be required to drive to a designated location, on the designated date, and provide their name and address, to avoid any duplication between the trailer distribution and door-to-door deliveries, prior to receiving containers.
 - Trailer distribution will be conducted over three (3) weekends, in various locations across the region, prior to commencement of Region's new collection contract in October 2020.
- Option 3A would also include door-to-door delivery of free containers to all new and existing LDR households, regardless of property type or ownership.
 - Delivery service would be provided on a request-basis after the new collection contract commences.

Option 3A – One-time Trailer Distribution and On-going Provision and Delivery of Free Waste Diversion Containers (cont'd)

- Option 3A requires the construction of a storage warehouse at Humberstone landfill. Delivery staff would coordinate all deliveries from this central location.
- This would eliminate need for existing partnerships with 13 smaller distribution locations (i.e. status quo).
 - The current distribution locations are not large enough to support free containers, which is why a storage warehouse and delivery is required.
 - There would be an increased demand on Regional resources to re-stock these small distribution locations with free containers.
- Niagara Region also has very limited storage space to receive new containers. At times, there are delays in the manufacturer's production schedules, which cascade from the manufacturer to the Region, and then to these multiple, small distribution locations.
 - A storage warehouse would resolve this issue by allowing the Region to stay ahead of any potential inventory shortages and support the program.

Option 3A – One-time Trailer Distribution and On-going Provision and Delivery of Free Waste Diversion Containers at Humberstone Warehouse (cont'd)

- One-time net cost for trailer distribution of free containers and construction of Humberstone storage warehouse would be approx. **\$1.35 million**.
- Ongoing annual net operating cost of approx. **\$768,000** for delivery of waste diversion containers.
 - Includes increased container purchases, staffing, and delivery-related costs
- The cost of this option has not been included in the draft 2020 or multi-year operating and capital budgets.

Option 3B – One-time Trailer Distribution and Maintain Existing Container Distribution Program

- Option 3B includes a one-time trailer distribution of free containers.
 - Residents would be required to drive to a designated location, on the designated date, and provide their name and address, to avoid any duplication between the trailer distributions.
 - Trailer distribution will be conducted over three (3) weekends, in various locations across the region, prior to commencement of Region's new collection contract in October 2020.
- The existing distribution locations for the waste diversion containers would be maintained (Status Quo).
 - There would be no subsidy provided to residents on the selling price of the waste diversion containers.

Option 3B – One-time Trailer Distribution and Maintain Existing Container Distribution Program (cont'd)

- One-time net cost for trailer distribution of free containers only would be approx. **\$252,000**.
- The cost of this option has not been included in the draft 2020 operating budget.

Option 4 – Maintain Existing Distribution Program and Provide 50% Subsidy for Containers, for Six (6) Months Only

- Option 4 would provide residents with a 50% subsidy on the price of waste diversion containers, under the current distribution program, for a period of **six (6) months only**, to align with start of communication campaign for the service level changes.
- It is estimated there would be a 50% increase in the demand for these containers, as a result of providing the 50% subsidy.
- There would be an incremental cost of **\$225,000**, which is anticipated to impact 2020 and 2021.
- The majority of the subsidy costs would be incurred in 2020 and have not been included in the 2020 operating budget.

Option 5 – Maintain Existing Distribution Program and Provide 50% Subsidy for Containers, for Twelve (12) Months Only

- Option 5 would provide residents with a 50% subsidy on the price of waste diversion containers, under the current distribution program, for a period of **12 months only**, to align with start of communication campaign for the service level changes.
- There would be an incremental cost of **\$251,000**, which is anticipated to impact 2020 and 2021.
- The majority of the subsidy costs would be incurred in 2020 and have not been included in the 2020 operating budget.

Option 6 – Maintain Existing Distribution Program and Provide No Subsidy for Containers (Status Quo)

- Option 6 would maintain the existing container distribution program, which requires residents to purchase the waste diversion containers, at their full selling price.
- Free containers are not currently provided, unless they are new homeowners or renters in LDR properties within 12 months of moving into their new home.
- There would be no additional net financial impact with Option 6, as this is the distribution program in place and the costs have been included in the base 2020 operating budget.

Analysis of Seven (7) Distribution Options

- The draft 2020 WM operating budget includes only the current distribution program costs (Option 6) – the increased costs of Options 1 through 5 have not been included.
- Significant pressures have been identified in the draft 2020 budget, without any of these additions. The 2020 budget also does not include any optional services which may or may not be elected by Council or Local Area Municipalities to implement.
- The total Resource Productivity Recovery Authority (RPRA) Blue Box (BB) funding would be received over a multi-year period, starting in 2022, due to reporting timelines and funding structure. This funding would offset those costs incurred for the various BB-related items.
- Options 1 and 2 incur the highest cost to implement and there is a lack of adequate assurance that the containers would be used for the required purpose of waste diversion.

Analysis of Seven (7) Distribution Options

- Niagara Region previously provided free recycling boxes and organics containers to residents in 2003/04, and organics bins only in 2008/2009, as part of its Green Bin Relaunch Program. Even after distribution of the organics containers, the participation rate remains at approximately 50%.
- Options 3A & 3B provide residents with the option to obtain free waste diversion containers, as part of a one-time trailer distribution. Option 3A includes ongoing delivery to their household by Niagara Region.
- Options 4 & 5 provide residents with a 50% subsidy on the selling price of waste diversion containers, for either a period of six (6) months or 12 months. This will allow residents time to adapt to the new service level change of EOW garbage collection, and its impact on their curbside recycling and organics programs.
- Option 6 is Niagara Region's current program, requiring residents to purchase waste diversion containers at full cost-recovery selling price.

Municipalities that Provide Free Waste Diversion Containers

- Barrie, Hamilton, London, Ottawa, Peterborough County, and Halton Region provide free recycling and organics containers to **all residents**.
- Richmond Hill, Simcoe County, Durham and Waterloo Regions provide free recycling and organics containers to **new homeowners** only.
- Barrie, Hamilton, London, Ottawa, Simcoe County, Durham and Waterloo Regions deliver recycling and organics containers to the resident's household, using the collection contractor or municipal staff.

Municipalities that Provide Free Waste Diversion Containers – EOW

- Waterloo Region gave out free waste diversion containers to all households, as part of three (3) trailer distributions or municipal facilities, six (6) months prior to start of EOW garbage collection.
- Durham Region and Richmond Hill gave out free organics containers as part of the implementation of EOW garbage collection, which coincided with their launch of Green Bin program.
- Barrie, Ottawa and Halton gave out free containers prior to implementation of EOW, and therefore no change was required in their distribution policy when they went to EOW collection.

Next Steps

- Finalize new collection contract costs.
- Determine funding mechanism and reserve fund balances.
- Niagara Region will be reporting back to Public Works Committee on December 3, 2019, with a recommendation on the preferred option for the curbside waste diversion container distribution.

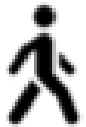
Questions?

Niagara Region Vision Zero Road Safety Program

**Transportation Services Division
Carolyn Ryall, Director
November 5, 2019**

Niagara Regional TMP

- Daily Trip Generation
- Regional Roads (2016)



pedestrians



drivers or passengers

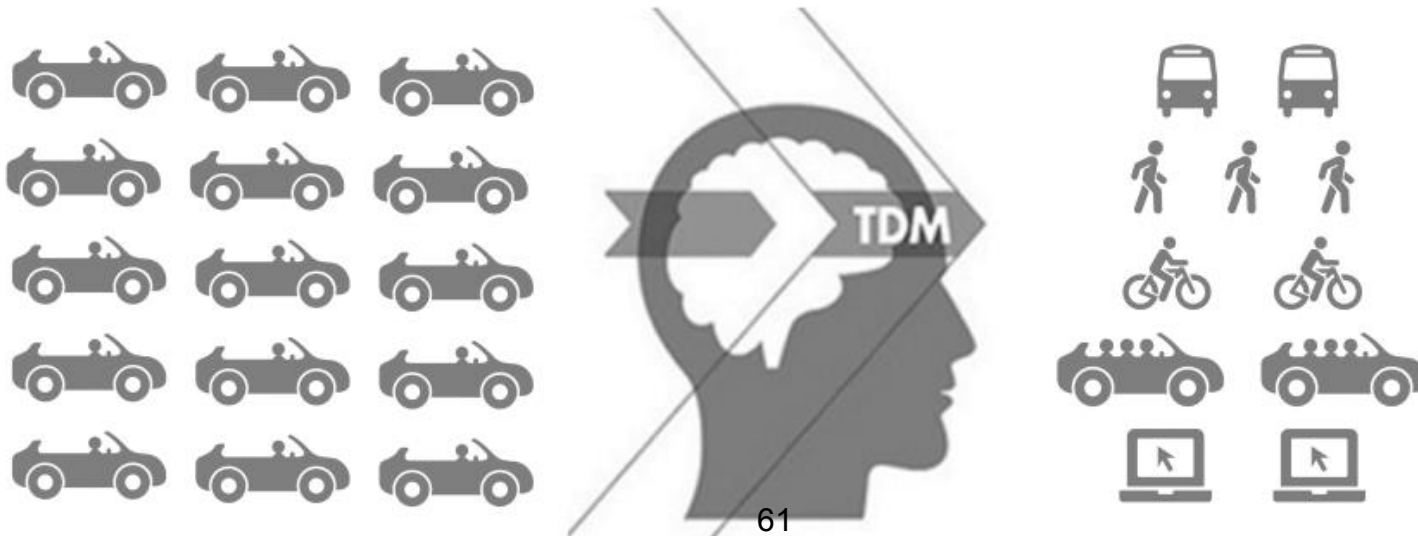


cyclists

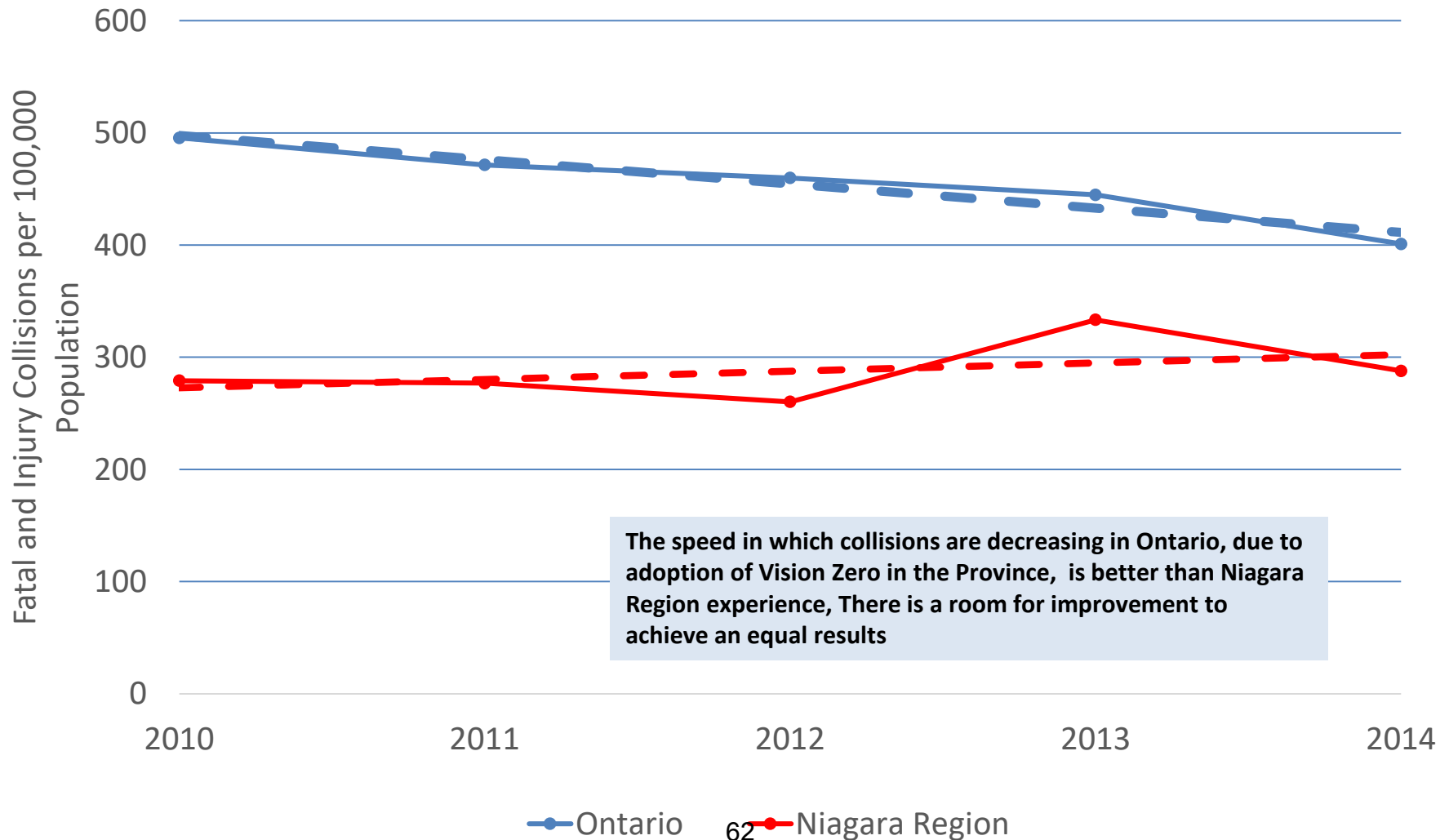
Type	Trips/day	%
Transit	16,524	1.80
Cycle	6,693	0.70
Auto Driver	711,759	75.70
Go Rail only	960	0.10
GO+ Local Transit	466	0.00
Motorcycle	1,318	0.10
Other	1,032	0.10
Auto Passenger	141,151	15.00
School Bus	28,919	3.10
Taxi Passenger	2,250	0.20
Paid Ridership	245	0.00
Walk	28,841	3.10
Total	940,158	100

Niagara Regional TMP

Transportation Demand and System Management



Ontario Fatal and Injury Rates

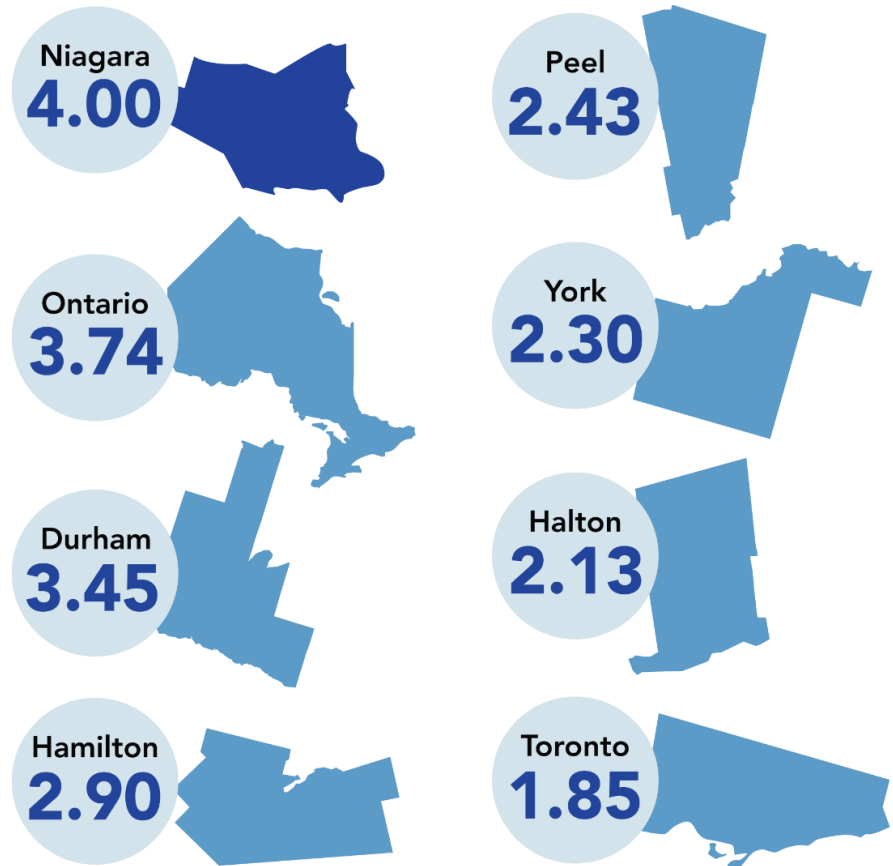


Niagara Region Among Others

Niagara Region's fatality collision
Rate is larger than that of Ontario

Based on 2010-2014 Average Fatal
Collisions per 100,000 Population

Motor Vehicle Fatalities per 100,000 population



VISION ZERO Overview

- Approved by parliament in Sweden in 1997 with one goal: ***Eliminate death and serious injury due to traffic collisions***
- No loss of life is acceptable

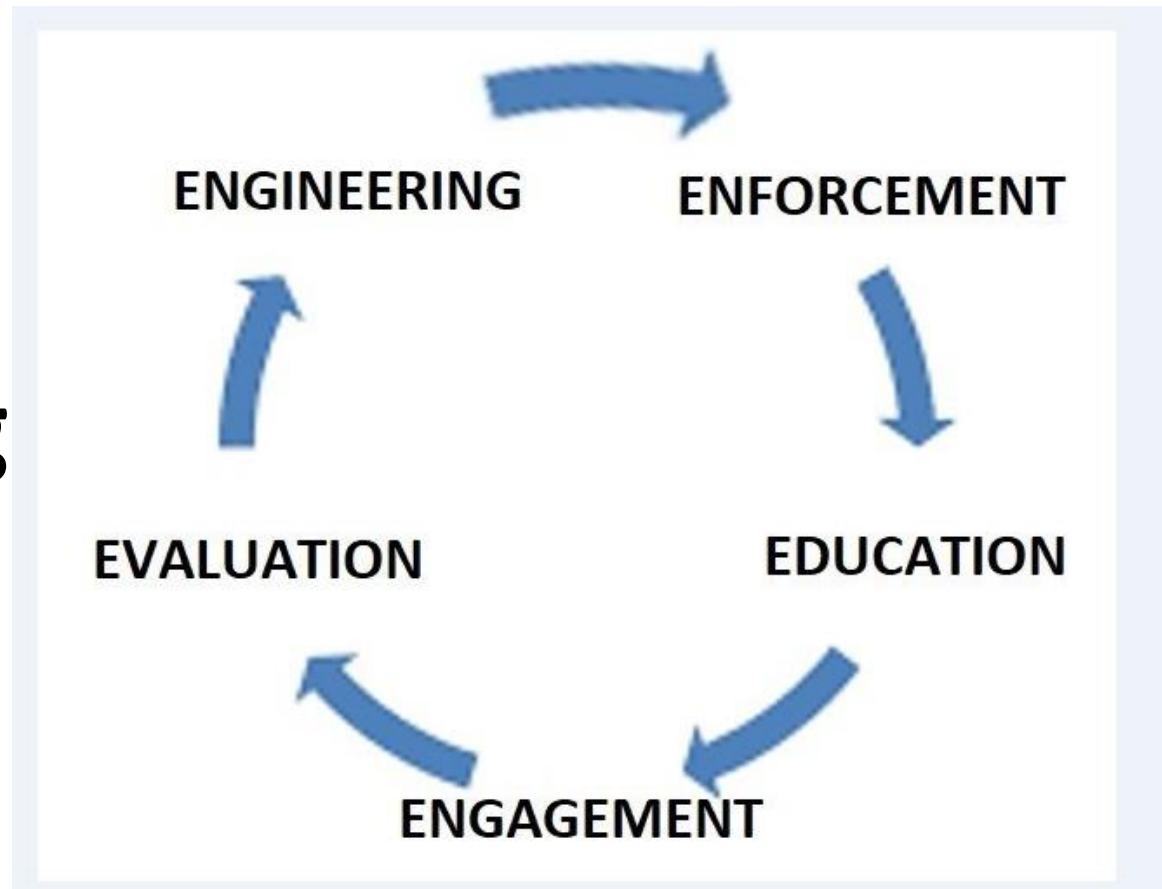


Why Implement Vision Zero Road Safety Program

- ***SAFETY is a PARAMOUNT***
- Focus on reducing traffic-related fatalities and serious injuries on our road network

Vision Zero Road Safety Program

5E's of Engineering



Community Safety Zones CSZs

- To modify driver behaviour and improve safety on certain sections of road, particularly vulnerable road users like children and seniors
- Implemented at two locations in Niagara Region in September 2019, under Bill 26 - An Act to promote public safety

A white rectangular sign with black text. It reads: 'COMMUNITY SAFETY ZONE' in a box, followed by 'FINES INCREASED' in a box.

A section of the Niagara Region Road in front of your school has been designated as a **Community Safety Zone**. The purpose of a **Community Safety Zone** is to modify driver behaviour and improve safety on certain sections of road, where public safety is of special concern.




Community Safety Zones let motorists know they are within a zone where fines are doubled through a special designation under the Highway Traffic Act for offences.

Community Safety Zone signs are posted at the limits of the zone with "Begins" and "Ends" tabs, clearly defining the legal limits of the zone.

The rules of the road do not change within the zone, only the penalties for offences are doubled.

Site selection for **Community Safety Zones** includes locations which have safety concerns, or complaints have been received, and are typically near sensitive areas such as schools, retirement homes and daycares.

For more info:
niagararegion.ca/living/roads/community-safety-zones

Niagara Region

Automated Speed Enforcement ASE

- Speeding is a primary crash factor and a leading road safety problem, often contributing to one-third of fatal crashes and serving as an aggravating factor in most crashes.
- Bill 65 amendments to the HTA will permit Municipalities to utilize ASE in school zones and in community safety zones.
- The Region is participating in the ASE Working Groups (established in 2017) to allow all municipalities, together with the province; facilitated by the Ontario Traffic Council and supported by technical experts to use a technology based solution as a tool to address vehicle speed concerns and collision patterns involving speeding



Automated
Speed Enforcement

Red Light Camera

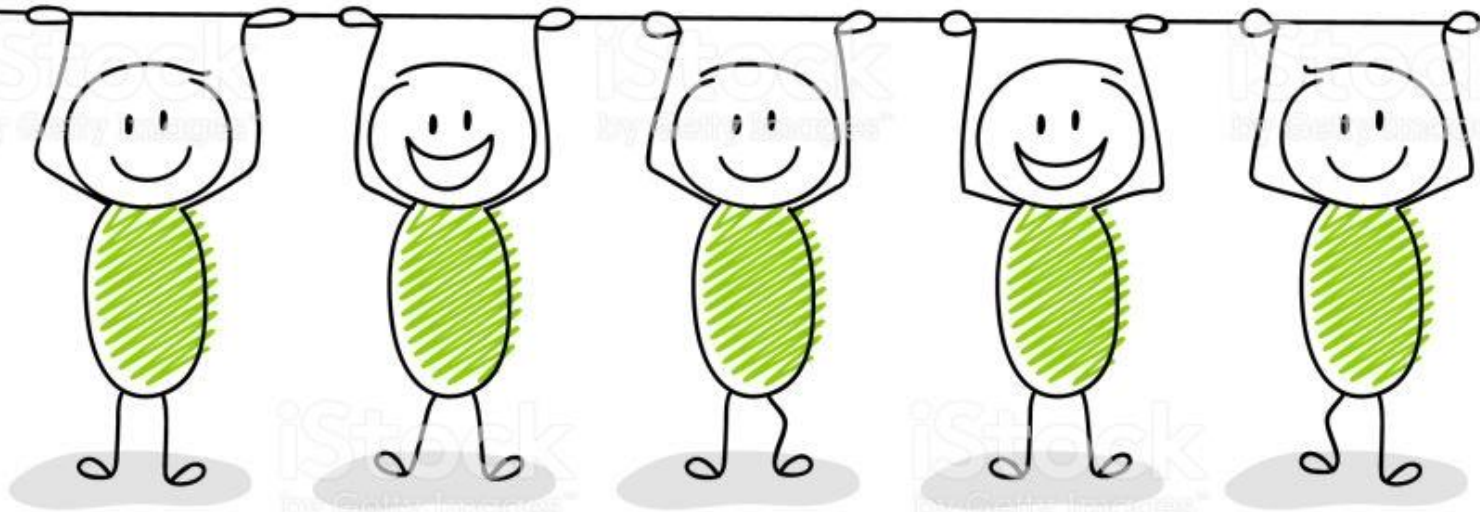
- Introduced in the Province in 2000, since then the cameras are proven to reduce right angle collisions by 25%
- The cameras are proven to be an effective means to reduce the incidences of red light infractions making streets safer for all users



Next Steps

- **Vision Zero Road Safety Program Initiatives & Implementation:**
 - Enhanced Signage, Pavement Markings, Road Geometrics / Design
 - Policy Framework Updates
 - Automated Speed Enforcement (ASE)
 - Red Light Cameras (RLCs)
 - Community Safety Zones
- **Success from a financial lens of the Vision Zero Road Safety Program is dependant upon:**
 - The ability of Niagara Region to recover its costs
 - An amendment to the Niagara Region Courts Intermunicipal Agreement net revenue sharing formula
- **The intent is to reinvest in the expansion of the program and/or investment in infrastructure deficit subject to annual budget decision of council**

TOGETHER WE CAN
MAKE A DIFFERENCE



Subject: Vision Zero Road Safety Program

Report to: Public Works Committee

Report date: Tuesday, November 5, 2019

Recommendations

1. That Regional Staff **BE AUTHORIZED** to implement initiatives under the Vision Zero Road Safety Program; including Automated Speed Enforcement (ASE), Red Light Cameras (RLCs), and Community Safety Zones; subject to successful negotiations with the LAMs with respect to the Niagara Region Courts Intermunicipal Agreement
2. That Regional Staff **BE AUTHORIZED** to initiate discussions with the Local Area Municipalities (LAMs) and amend the Niagara Region Courts Intermunicipal Agreement related to the Vision Zero Road Safety Program; and **DIRECTED** to report back to Council on the outcome of those discussions.
3. That the Vision Zero Road Safety Program **BE REFERRED** for consideration as part of the 2020 Budget Process.

Key Facts

- The purpose of the report is to seek Regional Council approval to adopt the Vision Zero Road Safety Program that strives to eliminate traffic fatalities and serious injuries on Niagara regional roads; while increasing safe, healthy, equitable mobility for all road users. An upcoming Niagara Road Safety Annual Report from 2013 – 2018 will be forthcoming in Q1 2020 which supports the need for the Vision Zero Road Safety Program.
- For many years, Niagara Regional Staff have been dealing with concerns raised by residents regarding speeding on Regional roads. Speeding is a primary crash factor and a leading road safety problem, often contributing to fatal crashes and serving as an aggravating factor in most crashes.
- A review of Niagara Region's collision data to-date shows that the total number of collisions are continuously increasing on Niagara regional roads. Niagara Region experiences a high collision fatality rate when compared to other jurisdictions in Southern Ontario.
- Vision Zero is a multi-national road traffic safety project that aims to achieve a road network with no fatalities or serious injuries involving road traffic.

- The implementation of the Vision Zero Road Safety Program will impact Regional Transportation, Business Licensing and Court Services Operating Budgets, which have been estimated at a gross cost of approximately \$5 – \$5.8 million per year dependant upon timing and duration of implementation. The costs are conservatively estimated to be fully recovered from fine infraction revenue, however this is dependant upon the ability of Niagara Region to recover its costs which would require an amendment to the Niagara Region Courts Intermunicipal Agreement net revenue sharing formula which is currently based on a 50/50 sharing between the Region and the LAMs. Therefore, negotiations with the LAMs are required.

Financial Considerations

Infractions issued under the Vision Zero Road Safety Program will be processed through Niagara Region Provincial Offences Court which is administered by Court Services. Under the current revenue sharing arrangement prescribed by the Niagara Region Courts Intermunicipal Agreement between the Region and the 12 local area municipalities (LAMs), 50% of net revenues are retained by Niagara Region and 50% of net revenues are shared with the LAMs.

Subject to Council approval, Staff will engage the LAMs to review the Niagara Region Courts Intermunicipal Agreement as it pertains to revenues from the Vision Zero Road Safety Program to ensure the program is fiscally sustainable to the Region. Currently, the revenue sharing formula provided in the Agreement would result in a negative cash flow unless significant increases in the number of tickets issued above the breakeven point noted below are realized.

Staff will report back to Committee/Council after consultation with the LAMs on the Niagara Region Courts Intermunicipal Agreement to ensure the program has long term financial sustainability to Niagara Region. It should be noted that the Vision Zero Road Safety Program will not proceed without an agreed upon formula that provides a positive cash flow to Niagara Region. It would be staff's recommendation that all infraction revenue in excess of all operating costs (Regional and Court Services) be to the benefit of the Region for potential reinvestment in the program, including consideration for local/municipal program elements.

Costs associated with administering the Vision Zero Road Safety Program will be incurred by other Regional departments in addition to Court Services. To obtain an annual break even (cost neutral) point before Intermunicipal cost sharing is considered, the following number of tickets will need to be issued under the program in the next three years:

Table 1 – Break-even Ticket Issuance

	2020	2021	2022
Number of Tickets Issued	31,000	32,500	27,000

This assumes a partial year operation in 2020 of the Vision Zero Road Safety Program (RLCs - six (6) months and ASE - nine (9) months). Subsequent years assume a full year operation of both RLCs and ASE. The field studies conducted in Q3 2019 indicated a number of speeding infractions within School Zones on Regional Roads in excess of 50,000 in support of a net positive cash flow for the Vision Zero Road Safety Program.

Transportation and Business Licensing Costs

Costs associated with administering the Vision Zero Road Safety Program include: equipment, ticket processing (Joint Processing Centre), MTO charges, consulting, staffing (2 FTEs) and administration estimated at approximately \$2.3 million per year. The anticipated cost for the partial 2020 year of operation of the program for Transportation and Business Licensing is \$1.7 million.

Court Services Costs

Costs associated with court administration, including processing tickets, prosecution, adjudication, and collection services associated with the Vision Zero Road Safety Program include: additional staffing (12 FTEs), call in (per diem) prosecutors, ticket processing charges, victim fine surcharges, and adjudication costs estimated at approximately \$2.7 – \$3.5 million per year. The anticipated cost of the partial 2020 year of operation of the program for Court Services is \$1.8 million. Note that the Court Services anticipated costs include a victim fine surcharge, which is a mandatory cost imposed for every ticket issued that is payable to the Province. This expense is anticipated to be between \$1 – \$1.4 million annualized.

The anticipated gross operating expenditure costs of the program from 2020 – 2022 are noted in Table 2 below (including victim fine surcharges). As mentioned previously, 2020 assumes six months of operation for RLCs and nine months of operation for ASE.

Table 2 – Three Year Operating Expense Budget Impacts (in millions)

	2020	2021	2022
Transportation and business licensing	\$ 1.7	\$ 2.3	\$ 2.3
Niagara Region Court Services	1.8	2.7	3.5
Total	\$ 3.5	\$ 5.0	\$ 5.8

Business cases will be included for consideration as part of the 2020 Operating Budget deliberations for Court Services as well as the Transportation and Business Licensing Divisions of Niagara Region on the Vision Zero Road Safety Program initiative.

The intent is to reinvest the Region's surplus, if any, in the expansion of the program and/or investment in the infrastructure deficit subject to the annual budget decision of council.

Analysis

With the implementation of the objectives outlined in the approved the Transportation Master Plan (TMP) and in support of Council's 2019 – 2022 Strategic Priorities, this report presents Transportation Services' implementation strategy for the Vision Zero Road Safety Program through the recommendation of a set of extensive, proactive and targeted initiatives, informed by data and aimed at eliminating serious injury and fatalities on Regional roads.

On average, approximately 2,650 collisions are reported annually on Niagara Regional roads between years 2013 – 2018. These injuries and deaths affect not only the victims and their families, but also impact healthcare, community, and social services. Many of these collisions can be prevented through strategic and effective road safety initiatives (Vision Zero Road Safety Program) that include: infrastructure planning and design changes; enforcement; and public education.

However, no loss of life as a result of traffic collisions is acceptable under the Vision Zero philosophy. The Vision Zero philosophy is a significant departure from the traditional approach to road safety. This transformative change will take several years to fully establish itself.

The Vision Zero Road Safety Program will draw solutions from the 5Es of engineering, enforcement, education, engagement and evaluation. The plan will focus the solutions on six (6) emphasis areas: pedestrians, cyclists, motorcyclists, school-aged children, older adults and aggressive and distracted driving. The Vision Zero Road Safety Program will focus on a set of the most effective actions including:

Speed management strategy: Higher speeds contribute to higher risk of serious injuries and fatalities by reducing driver reaction time, increasing the vehicle stopping distance, and inflicting more severe blunt force trauma on victims upon impact. The proposed speed management strategy is comprised of six integrated speed reduction tools aimed at mitigating risks associated with high speeds. These include: road design improvements, police partnership, deployment of speed signs, speed limit reductions, automated speed enforcement and public education.

Road design improvements: Geometric modifications to the design of the road are known to be one of the most effective ways of achieving the intended target speed for the context and improving road user behaviour. There will be a greater focus on this safety countermeasure, including integration of safety improvements, road realignments and enhanced road illumination.

Proactively addressing high-risk mid-block crossings: Mid-block crossings are prevalent with pedestrian collisions. Recommendations will be brought forward in staff reports on new traffic signals, pedestrian crossovers (PXOs) and enhanced signage.

Proactively addressing collisions at signalized intersection: angle collisions are high in Niagara Region. The implementation of Red Light Camera as a default safety feature will mitigate traffic fatalities and serious injuries.

Education and engagement plan: The overarching goals of the education and engagement component of the Vision Zero Road Safety Program are to inform and consult with the public, building support for infrastructure improvements, and instituting a shift in social norms and road user behaviour.

Next steps to initiate the work of the Vision Zero Road Safety Program will include: an analysis of statistic data collected on Regional Roads (collision data, speeds, volumes, classifications of vehicles); Regional Council priorities; and input from key road safety stakeholders and partner agencies including, local municipalities, Niagara Region Public Health, Niagara Regional Police, District School Board of Niagara (DSBN), Niagara Catholic District School Board (NCDSB) and Niagara Student Transportation Services.

Strategic Priorities

Alignment to Niagara Region Transportation Master Plan and Council's 2019-2022 Strategic Priorities

Niagara Region is undergoing significant change and by 2041 will have grown and evolved on economic, demographic, social and technological fronts. This recommendation will support growth and enhance Niagara globally by promoting an integrated network of roads and highways for the safe movement of people and goods.

Also, this is a step forward to adopting a Vision Zero Road Safety Plan in Niagara Region; helping to reduce aggressive driving and speeding in areas within Niagara Region that have higher concentrations of school children and families.

Other Pertinent Reports

PW 35-2019 Automated Speed Enforcement – Safer School Zones Act
PW 36-2019 Red Light Camera
PW 38-2019 Community Safety Zones

Prepared by:

Carolyn Ryall
Director, Transportation Services
Public Works Department

Recommended and Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer /
Commissioner of Public Works

This report was prepared in consultation with Brian McMahon, Program Financial Specialist, Sara Mota, Program Financial Specialist, Dan Ane, Manager Program Financial Support, Sulaf Alkarawi, Associate Director Transportation Planning and reviewed by Donna Gibbs, Director Legal Court Services and Helen Chamberlain, Director Financial Management and Planning / Deputy Treasurer.

Appendices

None.

Niagara Region On-Demand Transit

Public Works Committee – November 5, 2019

Matt Robinson – Director | GO Implementation Office, Niagara Region

Robert Salewytch – Program Manager | Transit Services, Niagara Region

**MOVING
TRANSIT
FORWARD**

CONNECTING MORE PEOPLE TO MORE POSSIBILITIES

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Niagara  Region

Agenda

- Background
- Fixed-Route versus On-Demand
- Why Via?
- Niagara Feasibility Study
- Next Steps

Background

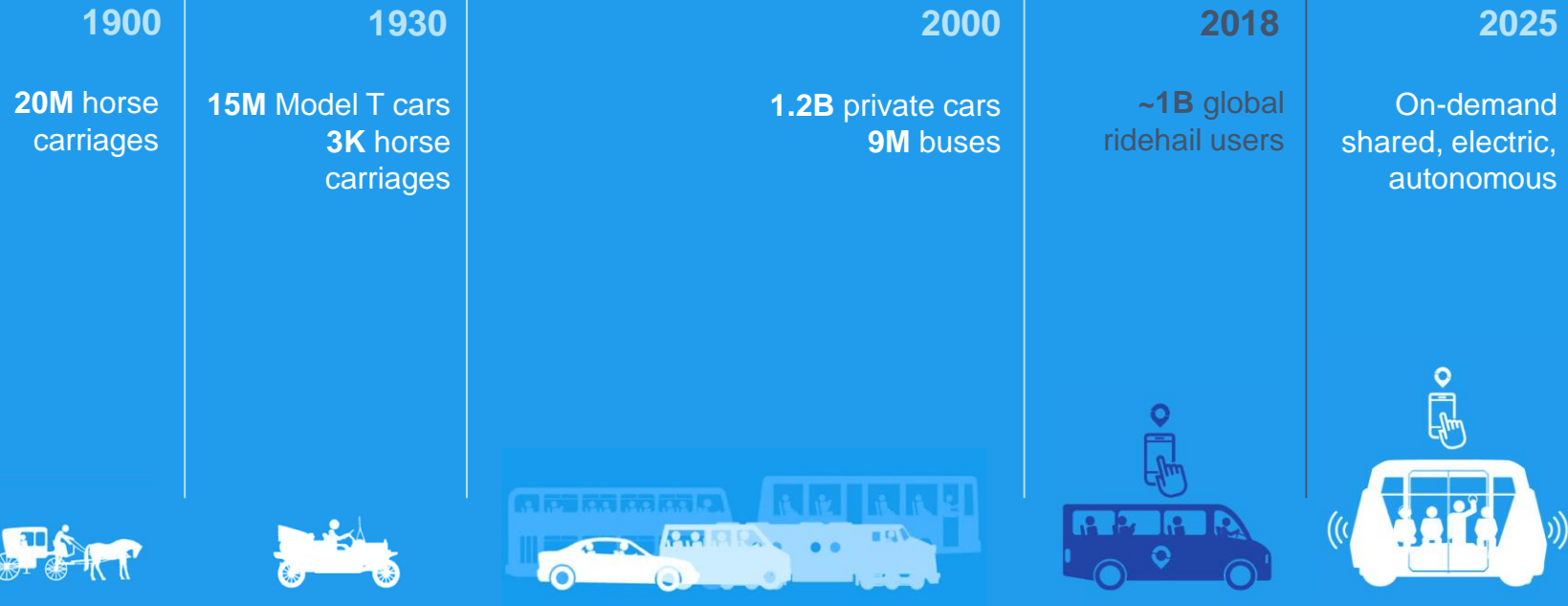
- IMT Service Enhancement Implementation Strategy (LNTC-C 21, 22, 23, 2018) identified NRT expansion pilot projects for Niagara West, as well as Pelham and Lincoln connections
- Niagara Transit Service Delivery and Governance Strategy (Dillion, 2017)
 - Crystal Beach and Sherkston connectivity
- NRT service expansions approved in 2019 Operating Budget
- Modelling simulation done in coordination with IMTWG
 - Part of IMTWG/LNTC workplan
- Jurisdictional challenges pushed Niagara West IMT implementation to 2020

Agenda

✓ Background

- Fixed-Route versus On-Demand
- Why Via?
- Niagara Feasibility Study
- Next Steps

Transportation is facing unprecedented transformation



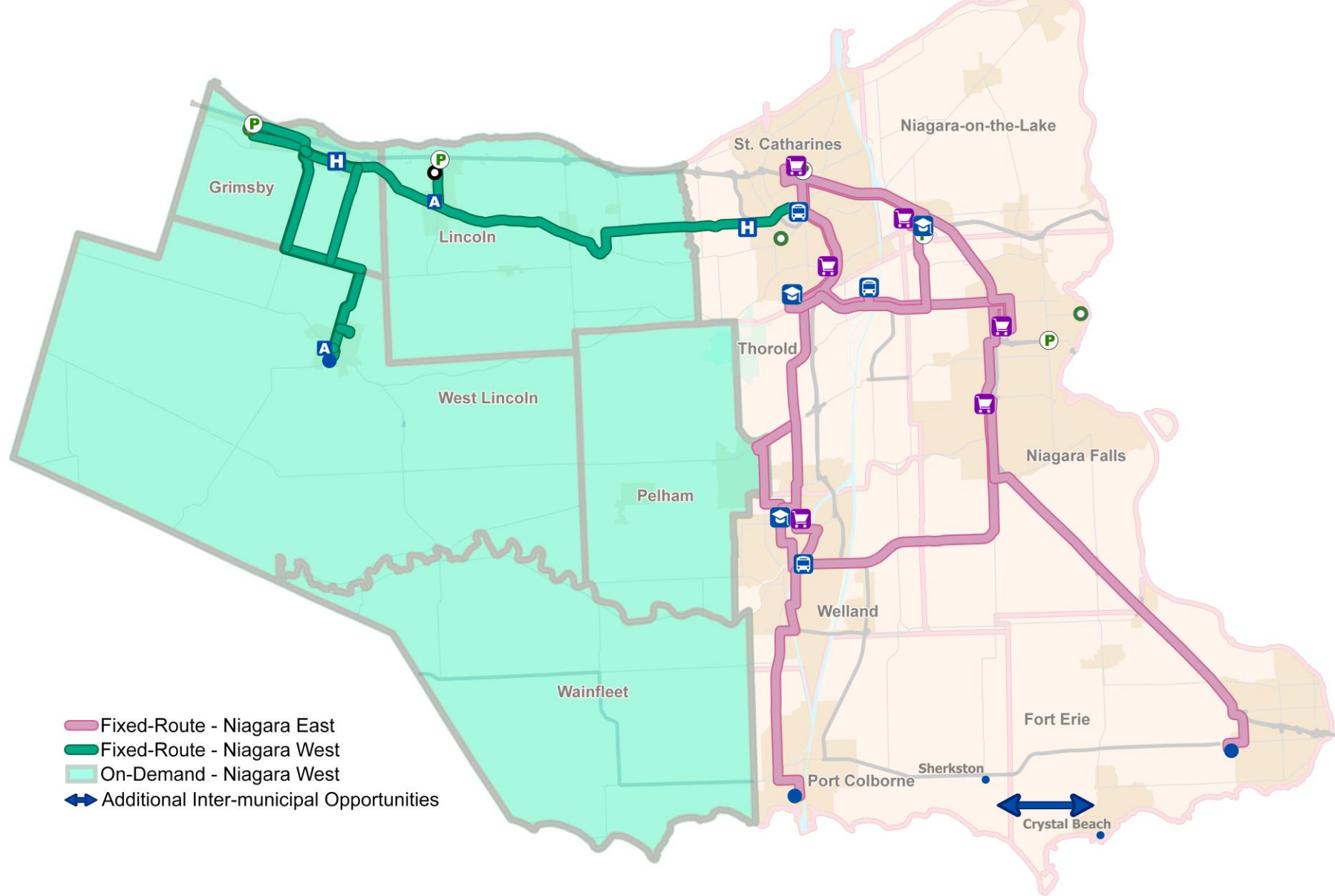
Fixed-Route versus On-Demand

Fixed-Route

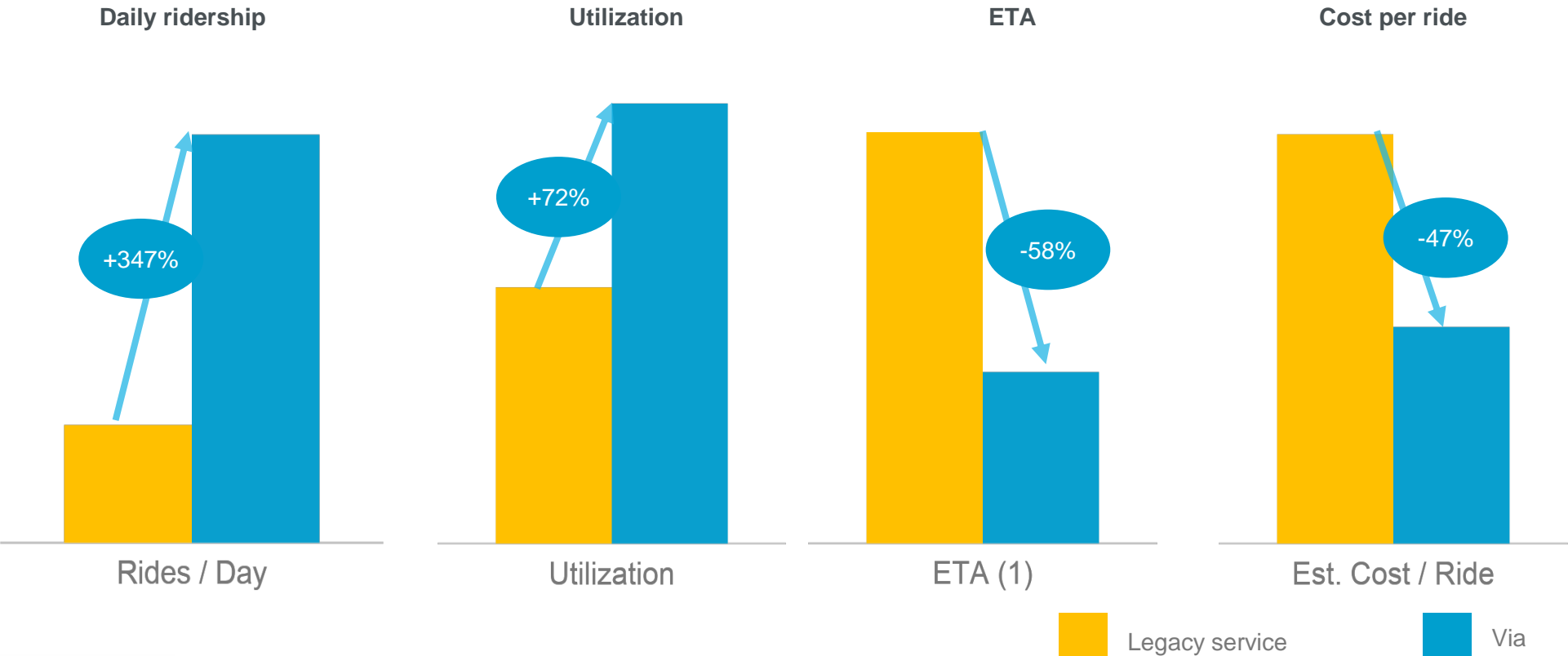
- Limited area coverage
- Relies on peak demand to maximize vehicle utilization = EMPTY BUSES
- Requires 4 months to adjust schedules and routing
- Requires a special license, limited driver pool
- Limited data

On-Demand

- Complete area coverage
- Vehicle utilization responds to demand in real-time
- Dynamically adjusts routing
- Requires standard G license, increases potential driver pool
- Significant data analytic potential



On-demand transit technology achieves significant improvement across multiple operational metrics



(1) Based on 60-min loop. Excludes 1-hour during AM/PM weekday peak with 30-min loop.
Note: Utilization and cost figures estimated based on best available information.

Agenda

- ✓ Background
- ✓ Fixed-Route versus On-Demand
- Why Via?
- Niagara Feasibility Study
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Why Use Via?

Consulting and Planning

In-depth analysis using proprietary approaches and tools to understand the potential for innovative mobility



Microtransit Platform (SaaS)

Licensing Via's on-demand shuttle system to transit agencies and operators who prefer to use their own vehicles and drivers



Microtransit Operations (TaaS)

Turnkey solution that includes technology plus drivers, vehicles, and operations management



New Mobility Solutions

Mobility-as-a-Service (MaaS) products, demand management tools, school bus platforms, and more...



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CONNECTING MORE PEOPLE TO MORE POSSIBILITIES

Via's Global Presence: Via, ViaVan and Partners

Global Deployments

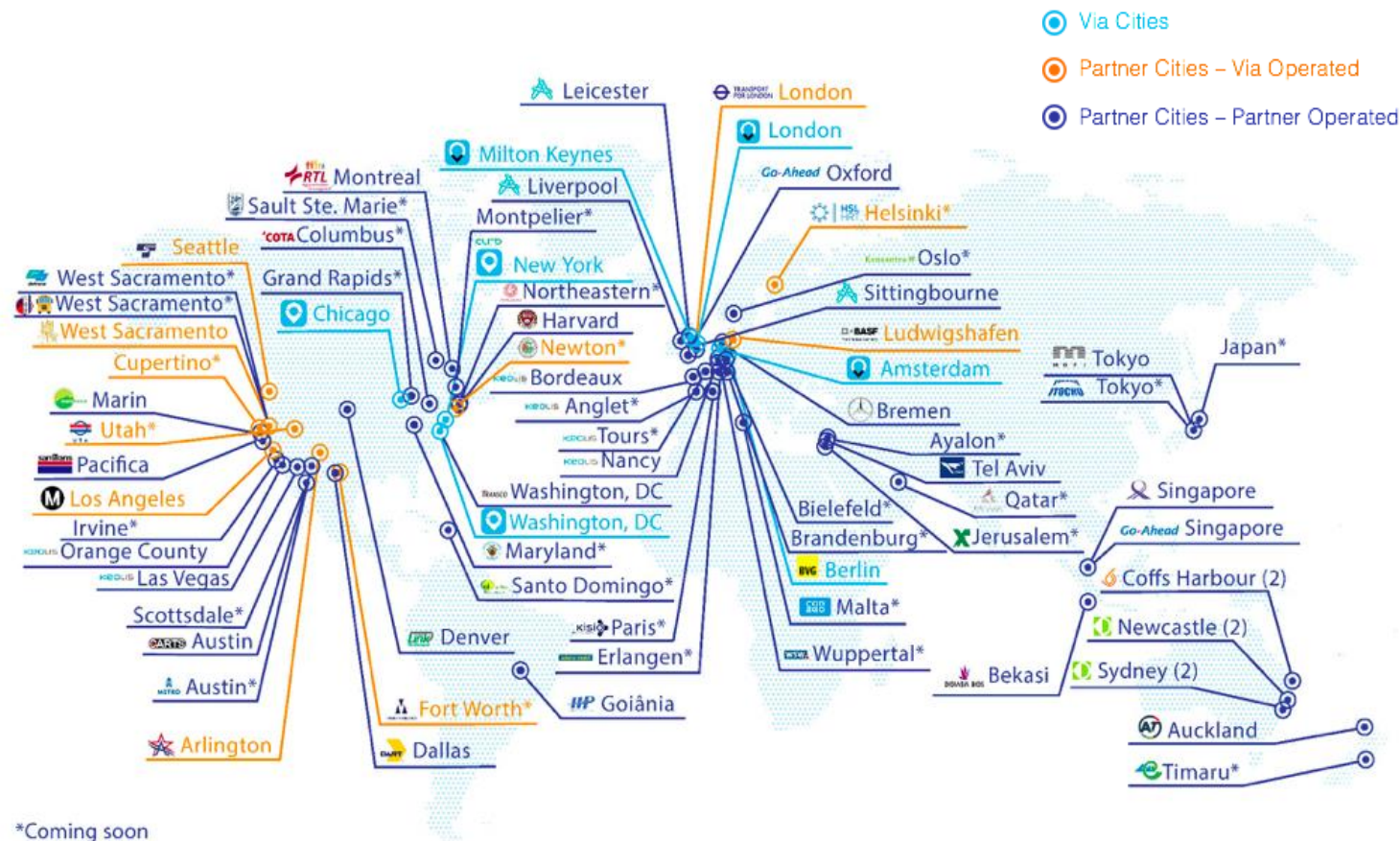
80+

Rides/Month

2m+

Engineers

225+



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FORWARD

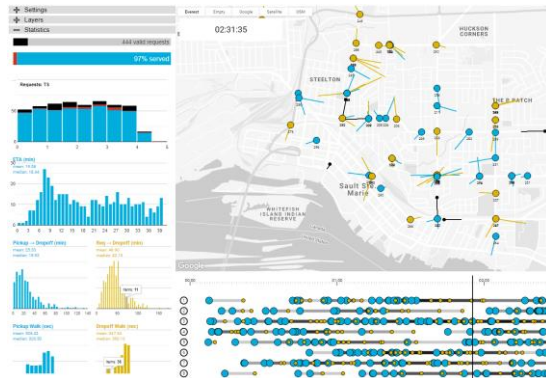
CONNECTING MORE PEOPLE TO MORE POSSIBILITIES

Niagara Region

Via in Canada

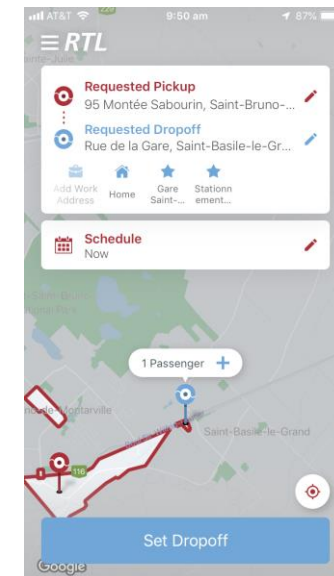
Sault Ste Marie, ON

- Launched **September 2019**
- Provide on-demand service on **Sunday evenings**
- Goal: **reduce the number of vehicles** in operation and **improve quality** of service for residents
- **Utilization** in first few weeks of service has been outstanding and **exceeded expectations**



Longueuil, QC

- Launched **October 2018**
- Provides **first mile, last mile** connection to **EXO stations** in St. Bruno de Montarville





**MOVING
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FORWARD**

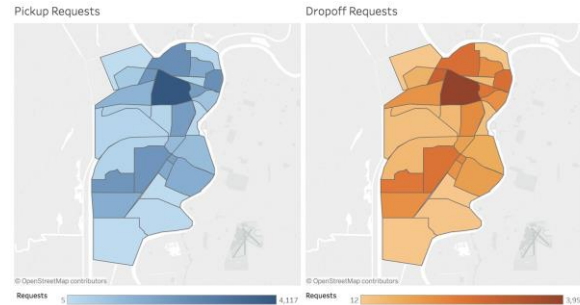
CONNECTING MORE PEOPLE TO MORE POSSIBILITIES

90

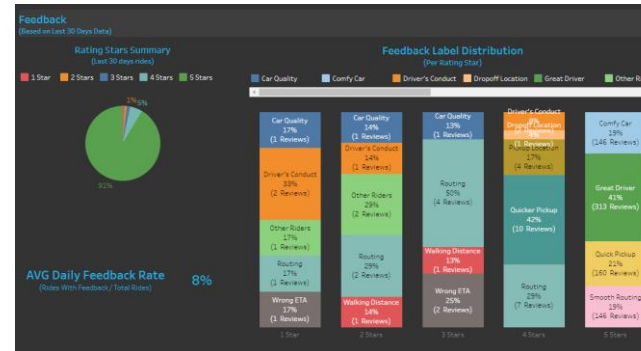
Niagara Region

Reports and Shared Data

Destination



Customer Feedback Dashboard



And more including:

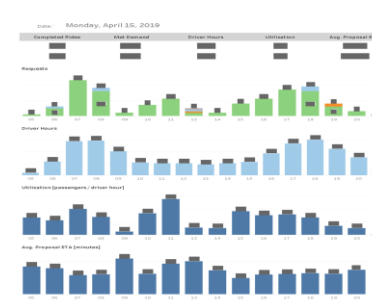
- Growth Dashboard
- Rides Table
- Daily Reports
- Bespoke reports

Via's experienced data science team will provide high-touch support and bespoke reports upon request

Dashboard



Report



Efficiency Dashboard



**MOVING
TRANSIT
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CONNECTING MORE PEOPLE TO MORE POSSIBILITIES

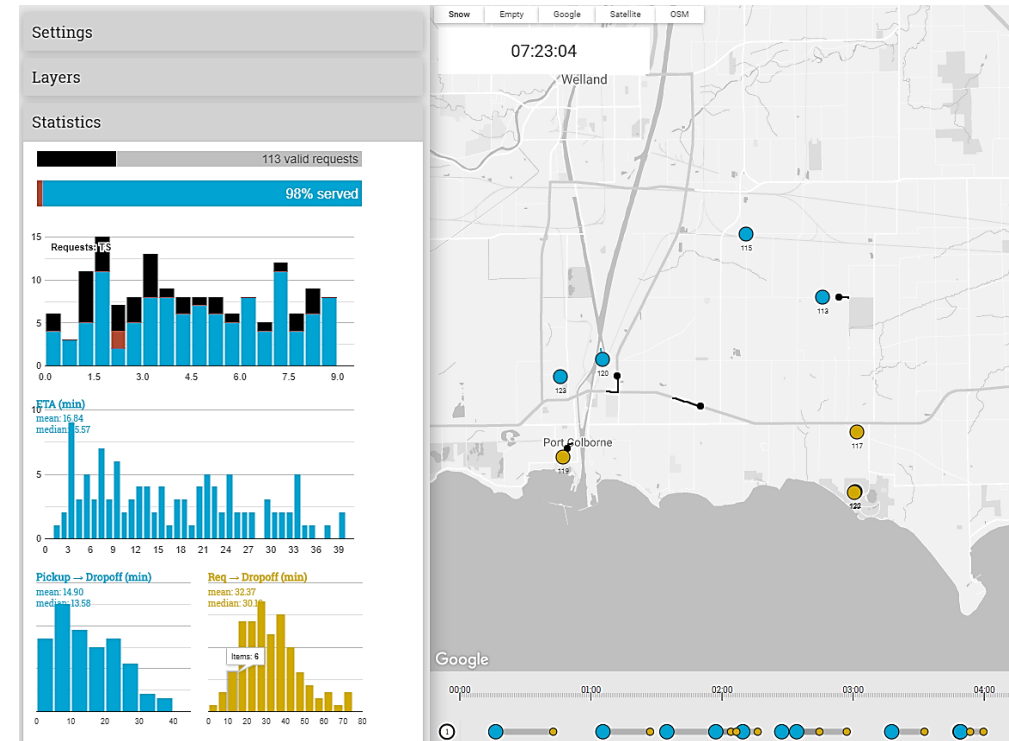
Niagara Region

Agenda

- ✓ Background
- ✓ Fixed-Route versus On-Demand
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Niagara Feasibility Study

- **Project Goal:** To understand how **on-demand transit** can best provide coverage in low-density and under-served areas of Niagara (e.g., Western Niagara)?
- **Consultant:** **Via** (an on-demand transit planner, technology provider, and operator).
- **Scope of Work:**
 - Understand **existing transit options** (bus ridership data, specialized transit data, Transportation Tomorrow Survey).
 - Develop potential service '**scenarios**' (see following slides)
 - **Simulate** each scenario — number of vehicles, utilization (passengers per vehicle hour), wait times, walking distance, etc.
 - Agree on an **optimal** solution for inter- and intra-municipal transit options

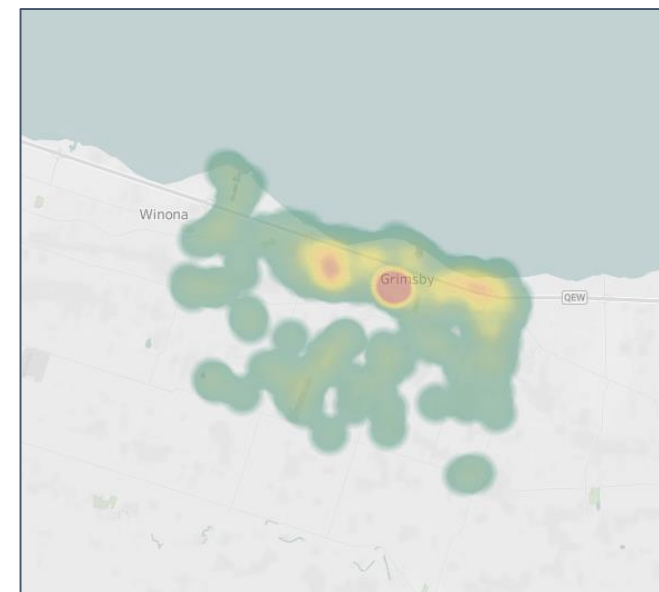


Screenshot of a simulation performed using Via's simulation tool. The map displays routing, pickups, and drop-offs, while the dashboard left of the map displays key performance indicators including the number of requests, wait time distributions, and pickup and drop-off walking distance.

Overview of Simulations

Assumptions

- Simulated **low**, **medium**, **high** demand scenarios
- Demand patterns were based on **Transportation Tomorrow Survey** and **specialized transit data** (see example demand heat map, upper right)
- **Wait times:** 20 - 30 min average, 60 min max.
- **Walking distances:** 100 - 200m average walk to pick up/drop-off, curb-to-curb where walking is unsafe or difficult.
- **Vehicles:** 6+ seat minivans recommended (see example vehicle, lower right).



Example demand heatmap for Grimsby



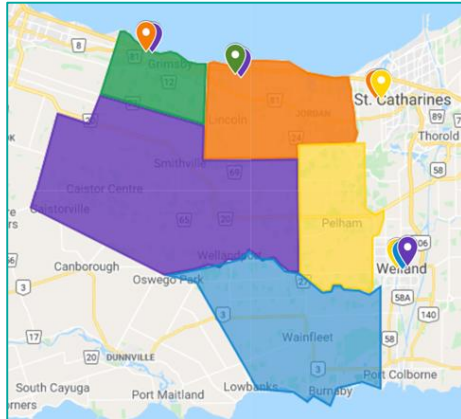
Example vehicle type

Inter-municipal Scenarios

Niagara Regional Transit can only provide **inter-municipal** trips. However, residents also want to travel **within** their municipality. 'First Mile, Last Mile' (FMLM) options:

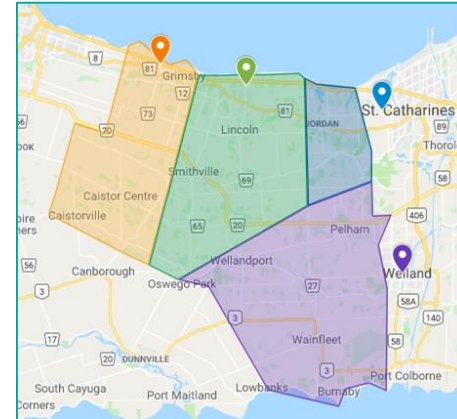
Compliant FMLM Option (least flexible):

- Travel to nearest transit hub in another municipality **ONLY** (e.g., Grimsby residents must travel to Lincoln to connect to a bus/train)
- Requires another option for intra-municipal trips



Non-compliant FMLM Option (more flexible):

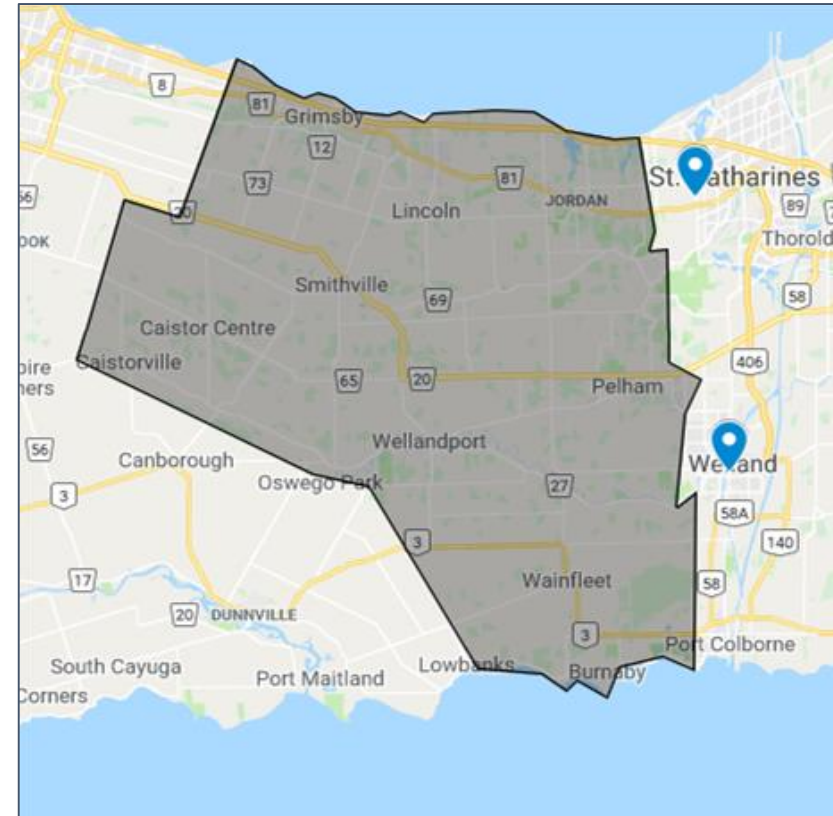
- Allow trips to nearest transit hub (even in same municipality)
- Based on their origin, each passenger will only have 1-2 possible destinations (transit hubs)



Inter-municipal Scenarios

Integrated / Most Flexible Option:

- All trips permitted (**between** or **within** municipalities)
- Most efficient option (\$)
- Connections to St. Catharines and Welland
- Requires partnership with each municipality in the defined zone.
- Zone boundary can be amended depending on local participation
- Separate municipal services **not required**

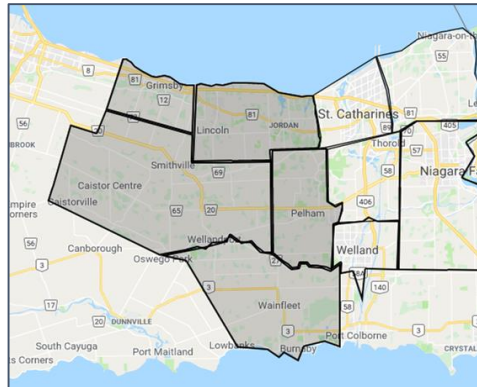


Comparison Between Medium Scenarios

Intra-municipal Scenarios

Zone	Zone Size (sq mi)	On-Demand (trips / day)	Vehicles (# of 6 seat vans)	Utilization (trips / vehicle hour)
Grimsby	29	60 - 138	3 - 4	2.2 - 3.8
Lincoln	60	46 - 108	3 - 4	1.7 - 3.0
West Lincoln	153	18 - 52	3 - 4	1.0 - 1.9
Wainfleet	89	4 - 23	1 - 2	0.5 - 1.3
Pelham	49	24 - 69	2 - 3	1.3 - 2.6
Total	380	151 - 390	12 - 17	1.5 - 2.5

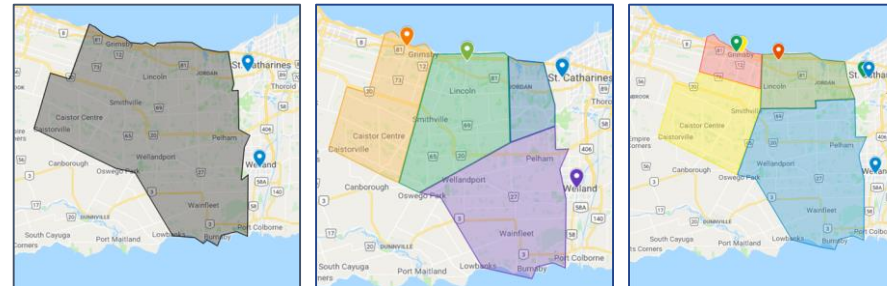
- 12 - 17 vehicles required (medium scenario)
- Estimated 150 - 390 trips across all zones
- No travel between zones (medium scenario would require 4-6 more vehicles)
- No connection to St. Catharines or Welland
- Confusing for riders



Inter-municipal Scenarios (3x options)

Zone	Zone Size (sq mi)	On-Demand (trips / day)	Vehicles (# of 6 seat vans)	Utilization (trips / vehicle hour)
a) Integrated Western Zone (below, left)	380+	270 - 470	12 - 17	2.5 - 3.1
b) Nearest transit hub (below, center)	380+	227 - 428	12 - 17	2.1 - 2.8
c) Nearest inter-municipal transit hub (below, right)	380+	205 - 413	12 - 17	1.9 - 2.7

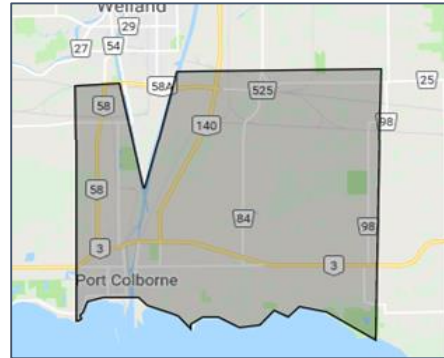
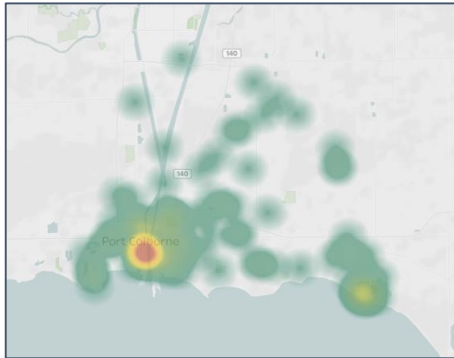
- Assuming 12 - 17 vehicles, more trips (270 - 470 trips day) could be completed (including intra- and inter-municipal trips)
- Less efficient if trips are restricted to transit hubs (b & c)



Additional Inter-municipal Opportunities

Port Colborne:

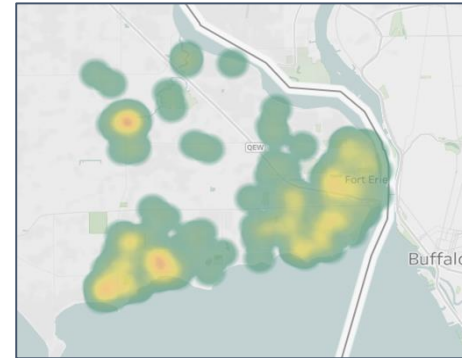
- Community bus completes **40 - 60 trips / day**
- On-demand service expected to complete **50 - 150 trips** per day across the entire municipality with 3-4 vehicles (medium scenario)
- Could complement community bus (during low demand periods)



Heat map and service area used to simulate on-demand transit

Fort Erie:

- Existing buses (#750, #760, #770) complete **100 - 150 trips / day**
- On-demand service expected to complete **70 - 150 trips** per day across the entire municipality with 3-4 vehicles (medium scenario)
- Could complement existing fixed-route services (or potentially replace one or more fixed routes)



Heat map and service area used to simulate on-demand transit

Agenda

- ✓ Background
- ✓ Fixed-Route versus On-Demand
- ✓ Why Via?
- ✓ Niagara Feasibility Study
- Next Steps

Next Steps

Service Model Design and Simulation ✓

Hours of operation,
number of vehicles,
zone identification

Advanced microtransit
simulation measuring
demand and expected
quality of service (wait
times, trip lengths, etc

01

Model Confirmation

Submit
Recommendations
Report to Public Works
Committee – Nov. 5

Confirm local
partnerships

02

Localization and Implementation

Finalize service design
and prepare for
implementation

Roll out applications and
service for testing in
preparation of launch

03

Continuous Optimization

Ongoing support to
ensure targets are
being reached

04

Questions?

Subject: On-Demand Transit – Pilot Authorization (Simulation Results)

Report to: Public Works Committee

Report date: Tuesday, November 5, 2019

Recommendations

1. That Regional Council **APPROVE** the on-demand transit concept for NRT service expansion pilots outlined in this report, subject to 2020 budget approval.
2. That the Chief Administrative Officer **BE AUTHORIZED** to execute an Agreement with Via Mobility LLC. for the deployment of turnkey, on-demand transit service pilots such that the Agreement meets the approval of the Commissioner of Corporate Services, and subject to 2020 budget approval.
3. That all pilot periods **BE DEFINED** in the Agreement as 1 year with an option to extend for a period of up to an additional 12 months at the discretion of the Chief Administrative Officer.
4. That pending approval of recommendations 1, 2 and 3, that staff **BE DIRECTED** to engage with the local municipalities to confirm partnership and service parameters of the pilot services.
5. That this report **BE CIRCULATED** to area municipalities.

Key Facts

- The purpose of this report is to seek authorization to deploy on-demand transit solutions for NRT pilot projects after confirming local participation.
- LNTC-C 21-22-23 2018 identified the need for inter-municipal transit services in Niagara West, as well as establishing connections for Lincoln and Pelham.
- CAO 8-2017 included recommendations for providing connectivity to the communities of Sherkston and Crystal Beach.
- The 2019 Operating Budget included provisions for the deployment of transit services in these aforementioned communities. Jurisdictional definitions combined with the desire for service integration and potential for partnership delayed the original deployment timeline, now tentatively set for April 2020.
- The 2019 approved transit operating budget included a one-time transfer from Reserve of \$3.0 million and therefore did not provide sufficient ongoing base level funding in 2020 to deploy the on-demand expansions into Niagara West, Crystal Beach and Pelham without the need for subsequent budget approval in 2020.

- Via Mobility, LLC (Via) was retained to conduct modeling and microsimulation work to identify preferred on-demand transit models, coverage and deployment options to enable Niagara Region to fulfill its planned expansions. The final recommendation for Niagara West was an integrated service model with an initial fleet size of approximately 7 to 10 vehicles. Secondary deployment opportunities in Port Colborne and Fort Erie require additional consultation with the respective local municipalities to confirm service design parameters.

Financial Considerations

The approved 2019 budget provided \$7.9 million towards a strategic two-year IMT investment strategy. The 2019 funding included a 1.4% separate transit levy of \$4.9 million plus a one-time transfer from Reserve of \$3.0 million (0.9% of the 2018 levy).

The proposed 2019 Budget strategy was to utilize \$2.2 million of the \$7.9 million as a one-time reserve transfer in 2019 to support the \$13.9 million of capital assets and reduce the annual debt over the next 10 years. According to the aforementioned strategy, \$2.2 million would be allocated to transit expansions connecting Niagara West, Crystal Beach and Pelham to existing transit services in 2020. The 2019 direction to use a one-time transfer from Reserve therefore did not include sufficient sustainable base funds to deploy the on-demand expansions into Niagara West, Crystal Beach and Pelham without subsequent base level budget approval in 2020.

To secure funding for the on-demand Pilot project and all previously implemented service enhancements, a separate general levy of 1.3%, will be considered along with the following budget items:

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
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	PW 56-2019	4.754	1.30%
NRPS 2019 position hiring deferral	BRC-C 7-2019	0.706	0.19%
Long-Term Care Home Redevelopment capital funding	CSD 53-2019	5.620	1.54%
GO Project - Station Operations	CSD 17-2019	1.410	0.39%
Canadian Coalition for Municipalities Against Racism and Discrimination	CAO 14-2019	0.142	0.04%
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Potential request to-date		\$16.323	4.46%

Unlike the ‘per-trip’ pricing models of Niagara Specialized Transit and Innisfil’s partnership with Uber, the on-demand model proposed in this report operates on a fixed hourly rate within a fixed budget. This pricing structure provides significantly more certainty in terms of budget containment. Should the demand increase to the point where it outpaces the capacity of the service, two options are available. The first would be to decrease the quality of the service by altering the parameters of the service, thus increasing its capacity. For example, increasing the maximum wait time from 1 hour to 1.5 hours. The second option would be to seek additional funding approval and deploy additional vehicles to maintain the existing level of service.

Analysis

In September 2018, staff brought forward 3 related reports (LNTC-C 21-22-23-2018) jointly identified as the IMT Service Implementation Strategy. This strategy identified the need for inter-municipal transit services to be developed to connect the municipalities in Niagara West, including Pelham and Lincoln which already operated local transit services, to the NRT network. Thus for the purposes of this report, Niagara West refers to the geographic area of Grimsby, Lincoln, West Lincoln, Pelham and Wainfleet. In addition, CAO 8-2017 identified opportunities for IMT services to be piloted which would connect Crystal Beach and Sherkston with the larger transit network in Niagara.

After the initial IMT expansion Service Plan strategies were approved in late 2018, staff developed fixed-route options for consideration; however the operational and financial limitations of providing this type of fixed-route service in large geographical areas with low population density quickly became apparent. As such, staff began to research

alternative deployment strategies in an effort to make transit more sustainable and accessible in these areas.

In May 2019, Niagara Region retained Via to conduct a microtransit feasibility study to consider the practicality and optimal service design of an on-demand microtransit service covering the entire western area of Niagara. In addition to Niagara West, additional service areas were evaluated in Fort Erie and Port Colborne. The travel patterns defined in the simulation were modeled using data from the Niagara Specialized Transit (NST) database and the MTO's Transportation Tomorrow Survey. A presentation of the preliminary results of the microsimulation were shared with the IMTWG at its meeting on September 19, 2019. The final report was provided to the IMTWG for their reference in late October. Through the IMTWG, staff have completed preliminary engagements with the affected municipalities in order to gauge support from local staff. At the request its respective local staff, presentations were given to the Councils of Pelham and Lincoln which provided an overall update on the status of inter-municipal transit and a high level primer of on-demand transit.

Similar to conventional transit, on-demand solutions include wheelchair accessible vehicles (WAV's). It is worth noting that because trip planning software is capable of prioritizing and dynamically routing vehicles and when combined with unique user profiles, an entire fleet of WAVs is not required to ensure that all riders receive the same level of service.

Niagara West

Two main operating systems were considered when developing the service parameters. The first was a pre-scheduled, on-demand system that would require riders to pre-book their trips a day in advance. The second was a dynamic, on-demand system that would operate with a 30 minute average wait time with a maximum wait time of 1 hour. Although both were feasible options, staff determined that pursuing the dynamic, on-demand service would provide a significant boost to the quality of service by allowing riders to request a ride when they require it as opposed to planning 24 hours in advance.

The dynamic, on-demand system allowed for three potential deployment models to be developed. However, further evaluation resulted in the dismissal of two of the models due to the potential for rider confusion stemming from the jurisdictional realities which resulted from the triple majority process in 2017 granting the Region non-exclusive authority to operate IMT routes only. While staff from Via and Niagara Region both agree that an integrated deployment model is preferred (integrated includes both local and IMT routes within and outside of a municipality), this model requires partnership from local municipalities from both a financial and jurisdictional perspective. One additional note is that when the graphic below was developed, a connection to Port

Colborne had not been included however, this has been corrected from a service design perspective.

Integrated Services Model (Preferred)

In this preferred simulation, by removing the jurisdictional barriers, the integrated services model (Figure 2) eliminates many of the challenges that riders face when using an intra-municipal service. While this service continues to permit inter-municipal trips (trips between municipalities), it also permits intra-municipal trips (trips within municipalities). For the sake of clarity, this model would permit trips from any origin to any destination within Niagara West. It would also permit trips between Niagara West and the St. Catharines Bus Terminal, the Welland Bus Terminal, or Port Colborne City Hall where riders would then gain access to the NRT and other local transit networks.

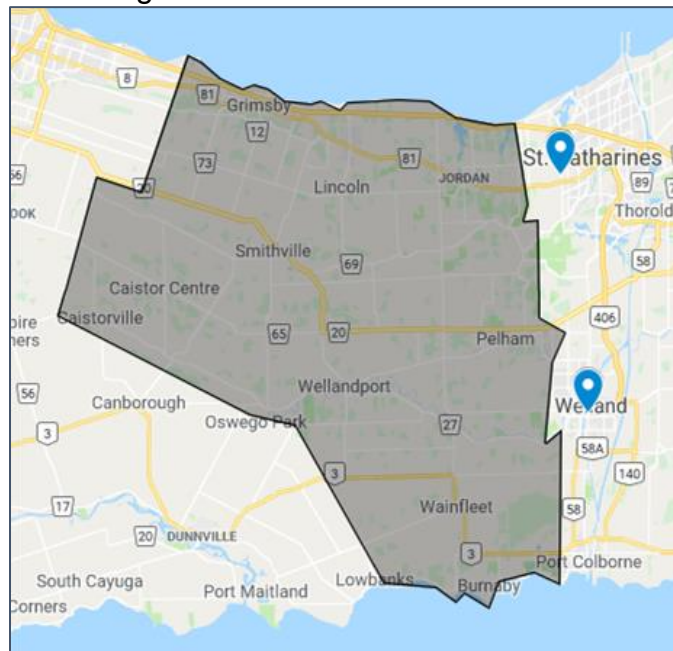


Figure 2 – Integrated Services Model

Niagara Region does not have the jurisdictional authority or adequate budget to independently operate the integrated services model and thus requires support from the local municipalities. That said, the benefits of this scenario are substantial from both a rider experience perspective and a cost-benefit perspective. Local municipalities would require significantly more funds to develop an independent localized on-demand service which would still require inter-municipal connections. More simply, by pooling resources, a higher level of service can be delivered for the riders without the need of coordinating travel across multiple systems. As previously stated, separate municipal transit services are not required under this integrated approach. This means that municipalities with small fixed route transit systems (i.e. Pelham and Lincoln), which only service a small portion of their geographical area, could feasibly choose to reallocate those transit

dollars into this integrated services model and significantly increase their ridership, coverage area, and level of service without an additional impact to their levy.

For those municipalities without existing transit dollars, full participation in the integrated model would require a net new impact on their levy. Should those municipalities not be able to commit new levy dollars to an integrated model, they would only be serviced by the on-demand system for inter-municipal trips. For example, residents in Grimsby, West Lincoln and Wainfleet would only be able to travel to a destination outside of their municipality.

For the various operating models, the trip demand was simulated at multiple levels to account for elements such as rider uptake, initiation of hourly GO rail service and continued population growth. Table 1 below provides some of the key indicators resulting from the microsimulation of the integrated services model where the maximum wait time was set at 1 hour.

Table 1 – Integrated Services Model Microsimulation Results

Trip Demand	Maximum Hourly Ridership	Recommended Fleet Size	Passengers per Vehicle Hour	Average Wait Times (Minutes)
Low	10 – 22	7 – 10	1.5 – 2.2	25 – 35
Medium	20 – 35	10 – 13	2.0 – 2.7	22 – 32
High	40 – 70	15 – 19	2.7 – 3.7	20 – 30

In an area where limited transit options exist such as Niagara West, a new deployment would expect to see a low initial trip demand. However, over the course of a 12 month pilot it is unlikely that a medium trip demand would be reached. That being said, factors such as initiation of hourly GO Train service would certainly affect that assessment.

Implementation

In order to implement the Integrated Services Model, a full service ‘turn key’ provider is required due to Niagara Region’s lack of staff, maintenance facilities and transit fleet. Staff is seeking authorization to formally procure Via for the deployment of the preferred option for the following reasons:

- Via is the only company known to the IMTWG which offers a full turnkey deployment. This includes:
 - Custom branded Mercedes vans (eliminates capital acquisition costs for Niagara Region)
 - Professional, background checked drivers
 - iOS and Android apps as well as dial-in capability for those without smartphones
 - Customer service and training
 - Marketing support prior to and after launch

- Via is willing to deploy a pilot for 1 year with an option to extend for up to an additional 12 months.
- Via values shared data – deployment includes a custom built dashboard and reports. All data collected is shared possession and access with Niagara Region.
- Via has over 80 deployments worldwide from North America to Europe and Asia
- Via integrates with major fare payment systems
- Via's software specializes in superior dynamic trip planning and dispatching which considers the following:
 - Combining trips by channeling ride requests to be accommodated by a nearby vehicle rather than dispatching a new car to the same area
 - Prioritizing the passenger per vehicle hour metric where feasible, allowing for a small fleet size relative to the service area
 - Encouraging 'corner-to-corner' service delivery, which means that the software directs the rider to a pickup location closer to a main intersection (roughly 100 – 200m average walk) except in cases where walking is unsafe like roads with a rural cross-section or where the rider requires wheelchair accessibility
 - Accessibility of service through user profiles to ensure that riders requiring a wheelchair can be serviced with the same average frequency as those who do not require one

Port Colborne and Fort Erie

Due to the recommendation included in the *Niagara Region Transit Service Delivery and Governance Strategy* by Dillon Consulting (CAO 8-2017), combined with interest from members of the IMTWG, staff elected to request Via assist in the design of potential solutions to connect the communities of Crystal Beach and Sherkston with the existing NRT network as part of the demand simulation exercise. The opportunities for these communities were developed with the same considerations and criteria as that of Niagara West. In similar fashion, the element of jurisdictional authority plays a major factor and creates significant barriers to providing a seamless, convenient rider experience. Without local involvement, Niagara Region would only have jurisdiction to deliver trips from Sherkston to Fort Erie or from Crystal Beach to Port Colborne, albeit counterintuitively. Therefore, it is imperative that any on-demand solution for these communities must involve the local municipalities of Port Colborne and/or Fort Erie.

Another component of the IMT Service Implementation Strategy was the upload of the Port Colborne Link and Fort Erie Link IMT routes to Niagara Region with the intent that the local municipalities would reinvest those savings into their local transit systems. These uploads are now complete and both Port Colborne and Fort Erie have both been paid retroactively to January 1, 2019.

Staff is seeking authorization to formally engage with the municipalities referenced in this report in an effort to improve connectivity for those residents who would benefit from

an on-demand model in rural or underserved areas. If in discussion, not all of the municipalities are interested or capable in partnering with Niagara Region, a smaller solution may be pursued which relies on connections to existing NRT service in the respective municipality to deliver the inter-municipal portion of the trip.

Alternatives Reviewed

Staff originally developed a fixed-route service plan for Niagara West that included routes which connected the municipalities of West Lincoln (Smithville), Grimsby (GO station and downtown), and Lincoln (Beamsville and Jordan) to the St. Catharines hospital. Completing this exercise helped to develop a scope and budget. However, this option is not recommended due to the high operating and capital costs and low level of service. This became especially evident when compared against on-demand solutions which found that for a similar budget commitment, a much higher level of service can be achieved through on-demand solutions. Two of the most prominent service parameters determining the level of service are coverage area (population served) and service frequency (average wait time).

Having no staff or transit vehicles of its own, Niagara Region sought to leverage its relationships with its local transit partners to determine if they could operate an on-demand system in Niagara West if provided with adequate software. Unfortunately, those partners also lacked the available staff, vehicles and training resources necessary to accommodate this request. As such, this option was deemed not viable.

Staff also considered utilizing its existing service provider of Niagara Specialized Transit to provide the service if Niagara Region provided the software. However, an operational review of the service provider conducted in 2019 concluded that significant elements of the contract and service were deficient (PW 39-2019 & PW 40-2019). These elements included inefficient trip scheduling software, poor on-time performance, not meeting the data reporting requirements, and vehicle branding. This lead senior staff to determine that expanding the service contract with the existing service provider was not a practical option at this time. In addition, PW 39-2019 recommended not restructuring the contract with service provider in light of the Specialized Transit Study recommendations coming in late 2019.

There are a number of companies with software capable of dynamically routing vehicles which they in turn lease to transit providers (often referred to as Software-as-a-Service, S-a-a-S) for an annual fee. Given the consideration of the two aforementioned options, Niagara Region requires a full service operator which can provide demand modeling, service design, as well as a fully turnkey solution by providing vehicles, drivers, and customer support – in addition to the dynamic routing technology. This full turnkey solution is often referred to as Transportation-as-a-Service (T-a-a-S). Via is the only company known to the IMTWG which offers this type of service. Having a T-a-a-S deployment model is an ideal solution for two additional reasons. One, Niagara Region

desires to pilot on-demand solutions for entirely new service expansions and this gives flexibility to test on-demand strategies without a corresponding capital commitment. Two, the LNTC and IMTWG have recently initiated the Transit Governance Study with recommendations due by the end of Q1 2020. By initiating services in the pilot areas while simultaneously avoiding a long-term service contract, any potential new future transit entity will have the flexibility to pursue revised deployment strategies or engage with Via to formalize the pilot into permanent service. Thus procurement of any company which only offers S-a-a-S is not recommended for deploying pilot services at this time.

While implementing a solution that solely delivers inter-municipal trips is possible, local transit services would still be required in each municipality to provide support and connectivity. This type of model also has a number of shortcomings which would be likely to limit demand and negatively impact rider experience. For example, when daily GO rail service becomes available in Grimsby (and potentially Lincoln), an 'inter-municipal trips only' model would require riders in these municipalities to counterintuitively travel to adjacent municipalities rather than traveling to their nearest station in order to meet the criteria of making an inter-municipal trip. By leveraging the relationships built through the IMTWG, an integrated deployment model allows for municipalities to benefit from the pooled resources and streamlines the rider experience by eliminating the confusion and challenges of coordinating travel between multiple systems in Niagara West. For this reason, staff supports pursuing partnerships with those interesting local municipalities to provide enhanced levels of service in an integrated model rather than an inter-municipal model built along municipal jurisdiction.

Staff also considered the option of integrating its existing specialized transit service with a dynamic, on-demand transit service. While simulation results indicate this option makes the most sense from both rider experience and financial efficiency perspectives, staff feels that it would be premature to make any substantive changes to its existing specialized transit service until the dynamic, on-demand model could be validated given the vulnerable segment of the population it serves.

Relationship to Council Strategic Priorities

The IMT Service Implementation Strategy directly aligns with the Council Strategic Priority: Responsible Growth and Infrastructure Planning (Objective 3.1) through advancing regional transit and GO rail services and facilitating the movement of people and goods.

Other Pertinent Reports

- LNTC-C 21-2018 Inter-Municipal Transit (IMT) Service Implementation Strategy
- LNTC-C 22-2018 Inter-Municipal Transit Financial Impact Analysis
- LNTC-C 23-2018 Inter-Municipal Transit Capital Plan, 2019
- CAO 8-2017 Niagara Region's Transit Service Delivery and Governance Strategy

Prepared by:

Robert Salewytch
Program Manager, Transit Services
Public Works Department

Recommended and Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Heather Talbot, Financial and Special Projects Consultant, and reviewed by Matt Robinson, Director, GO Implementation Office and Sterling Wood, Legal Counsel.

Subject: Citizen Appointments to Humberstone Landfill Site Public Liaison Committee and Niagara Road 12 Landfill Site Citizen's Liaison Committee

Report to: Public Works Committee

Report date: Tuesday, November 5, 2019

Recommendations

1. That the recommendations contained in Confidential Appendix I to Report PW 66-2019, **BE APPROVED**, confirming the citizen appointments for the remainder of this term of Council to the Humberstone Landfill Site Public Liaison Committee and the Niagara Road 12 Landfill Site Citizen's Liaison Committee.

Key Facts

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

- On September 13, 2018, Council authorized the extension of existing sub-committee citizen appointments until no later than May 31, 2019, pending the completion of a committee review included in the independent external governance audit being conducted by Dr. Andrew Sancton.
- On December 6, 2018, Dr. Sancton provided recommendations resulting from the committee review as part of his First Report to Council (CL-C 72-2018).
- The practice has been for the staff representative(s) responsible for a sub-committee to meet with all or some of the Regional Councillors appointed to that sub-committee for the purpose of reviewing submitted applications and recommending candidates for appointment.
- This Report contains the recommended selection of candidates for appointment to the Humberstone Landfill Site Public Liaison Committee and the Niagara Road 12 Landfill Site Citizen's Liaison Committee.

Financial Considerations

The financial implications relating to the appointment process of advisory committee members include the use of administrative resources and staff and Councillors' time required to review applications for consideration.

Analysis

At the Council meeting of September 13, 2018, Council approved the following recommendations from Report GM 19-2018 with respect to the citizen appointments to sub-committees:

1. That the existing citizen appointments to Council's current sub-committees, **BE EXTENDED** until no later than May 31, 2019, pending completion of the Committee review and that where appointees are unable to continue, the quorum for the committees be adjusted accordingly to reflect the reduced number of members.

The practice has been for the staff representative(s) responsible for a sub-committee to meet with all or some of the Regional Councillors appointed to that sub-committee for the purpose of reviewing the submitted applications and recommending candidates for appointment.

The Niagara Road 12 Landfill Site Citizen's Liaison Committee, at its meeting held on October 16, 2019, passed a motion to appoint an additional citizen member to the committee.

The recommended citizen appointments for the Humberstone Landfill Site Public Liaison Committee and the Niagara Road 12 Landfill Site Citizen's Liaison Committee are attached as Confidential Appendix I to this report for consideration.

Alternatives Reviewed

None.

Relationship to Council Strategic Priorities

This Report aligns with Council Strategic Priority 4 – Sustainable and Engaging Government.

Other Pertinent Reports

- GM 19-2018, dated September 13, 2018, respecting Extension of Sub-Committee Citizen Appointments
- CL-C 72-2018, dated December 6, 2018, respecting Niagara Region Independent External Governance Auditor First Report
- CLK 05-2019, dated February 20, 2019, respecting Recommendations from Independent External Governance Auditor – First Report

Prepared and Recommended by:

Ann-Marie Norio
Administration
Regional Clerk

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Appendices

Confidential
Appendix I

Recommended Citizen Appointments to the Humberstone Landfill
Site Public Liaison Committee and the Niagara Road 12 Landfill
Site Citizen's Liaison Committee

Minute Item No. 5.1

PHD 20-2019

Niagara Emergency Medical Services System Transformation Update 2

That Report PHD 20-2019, dated November 5, 2019, respecting Niagara Emergency Medical Services System Transformation Update 2, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the dedicated resources for the continuation of the Niagara Emergency Medical Services System Transformation, **BE REFERRED** for consideration as part of the 2020 budget process.

Minute Item No. 5.2

COM-C 6-2019

Recommendations from the Niagara Regional Housing Board of Directors respecting the Hawkins/Dell Project

That Memorandum COM-C 6-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated November 5, 2019, respecting Recommendations from the Niagara Regional Housing Board of Directors, regarding the Hawkins/Dell Project, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to sign the Contribution Agreement required for the Hawkins/Dell project, subject to final ratification of the 2020 Capital Budget by Regional Council.

Minute Item No. 6

Consent Items for Information

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

PHD 19-2019

Ambulance Chassis Review

COM-C 7-2019

Niagara Regional Housing Quarterly Report April 1 to June 30, 2019

COM-C 8-2019

Niagara Regional Housing 2018 Annual Report

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

**PHSSC 11-2019
Tuesday, November 5, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Bellows, Chiocchio (Committee Co-Chair)

Staff: A. Alfieri-Maiolo, Director, Clinical Services, A. Biscaro, Director, Family Health, R. Ferron, Deputy Chief/Associate Director, Emergency Medical Services, Dr. M. M. Hirji, Acting Medical Officer of Health, H. Koning, Director, Senior Services, K. Lotimer, Legislative Coordinator, R. Mayo, Deputy Chief/Associate Director, Emergency Medical Services, M. Penca, Manager, Homeless Services, K. Smith, Chief/Director, Emergency Medical Services, M. Trennum, Deputy Regional Clerk

1. CALL TO ORDER

Committee Co-Chair Greenwood called the meeting to order at 2:00 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Environics

Sinead McElhone, Manager, Public Health Surveillance and Evaluation, provided information respecting Blending Marketing Data with Traditional Health Data. Topics of the presentation included:

- Market Segmentation Data
- Environics - 47 Databases with more than 30,000 variables to help understand your population
- Why is this data useful to Public Health?
- Review of 3 Pilot Projects - Niagara Parents, Cannabis Insights, STI Campaign

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **PHD 20-2019**

Niagara Emergency Medical Services System Transformation Update 2

Kevin Smith, Chief/Director Emergency Medical Services, provided information respecting Niagara Emergency Medical Services System Transformation Update 2. Topics of the presentation included:

- Background
- 3 Phases of System Transformation
- Early Outcomes
- Community Awareness
- Post Go-Live

Moved by Councillor Rigby

Seconded by Councillor Nicholson

That Report PHD 20-2019, dated November 5, 2019, respecting Niagara Emergency Medical Services System Transformation Update 2, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the dedicated resources for the continuation of the Niagara Emergency Medical Services System Transformation, **BE REFERRED** for consideration as part of the 2020 budget process.

Carried

5.2 **COM-C 6-2019**

Recommendations from the Niagara Regional Housing Board of Directors respecting the Hawkins/Dell Project

Moved by Councillor Insinna

Seconded by Councillor Ip

That Correspondence Item COM-C 6-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated November 5, 2019, respecting Recommendations from the Niagara Regional Housing Board of Directors, regarding the Hawkins/Dell Project, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to sign the Contribution Agreement required for the Hawkins/Dell project, subject to final ratification of the 2020 Capital Budget by Regional Council.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Whalen
Seconded by Councillor Butters

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

PHD 19-2019
Ambulance Chassis Review

COM-C 7-2019
Niagara Regional Housing Quarterly Report April 1 to June 30, 2019

COM-C 8-2019
Niagara Regional Housing 2018 Annual Report

Carried

7. OTHER BUSINESS

7.1 Articles Respecting Lead Levels in Drinking Water

In response to a series of articles respecting lead levels in drinking water, Dr. Hirji advised Committee members of the rigorous water testing regiment conducted at both the regional and municipal levels in Niagara. As lead can have many different health effects, both the Region and local area municipalities conduct testing throughout their distribution channels and post testing results on their websites. The Public Health Department receives any adverse water testing results from the lab and works with the responsible party to ensure lead levels fall within Ontario Drinking Water Standards. Many local area municipalities have programs in place to assist residents in testing their water to ensure that lead levels fall within these standards.

7.2 Budget Pressures on Public Health and Community Services Programs

Councillor Heit enquired whether the Public Health and Social Services Committee would be provided with information respecting provincial funding cuts to Public Health services and the resulting budgetary impacts. Dr. Hirji, Acting Medical Officer of Health, advised that information will be provided to Council at an upcoming Budget Review Committee of the Whole meeting.

7.3 Niagara Falls Volunteer Recognition Event

Councillor Greenwood advised Committee members that both she and Councillor Nicholson attended the 39th Annual City of Niagara Falls Volunteer Recognition Event held at Club Italia on November 4, 2019. Councillor Greenwood congratulated Bianca Marcella, the recipient of the Youth Volunteer of the Year Award. Bianca is a second year Biomedical Sciences student who has volunteered with Niagara Region Public Health Department.

8. **CLOSED SESSION**

There were no closed session items

9. **NEXT MEETING**

The next meeting will be held on Tuesday, December 3, 2019 at 2:00 p.m. in the Council Chamber, Regional Headquarters.

10. **ADJOURNMENT**

There being no further business, the meeting adjourned at 3:30 p.m.

Councillor Greenwood
Committee Co-Chair

Kelly Lotimer
Legislative Coordinator

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Blending marketing data with traditional health data

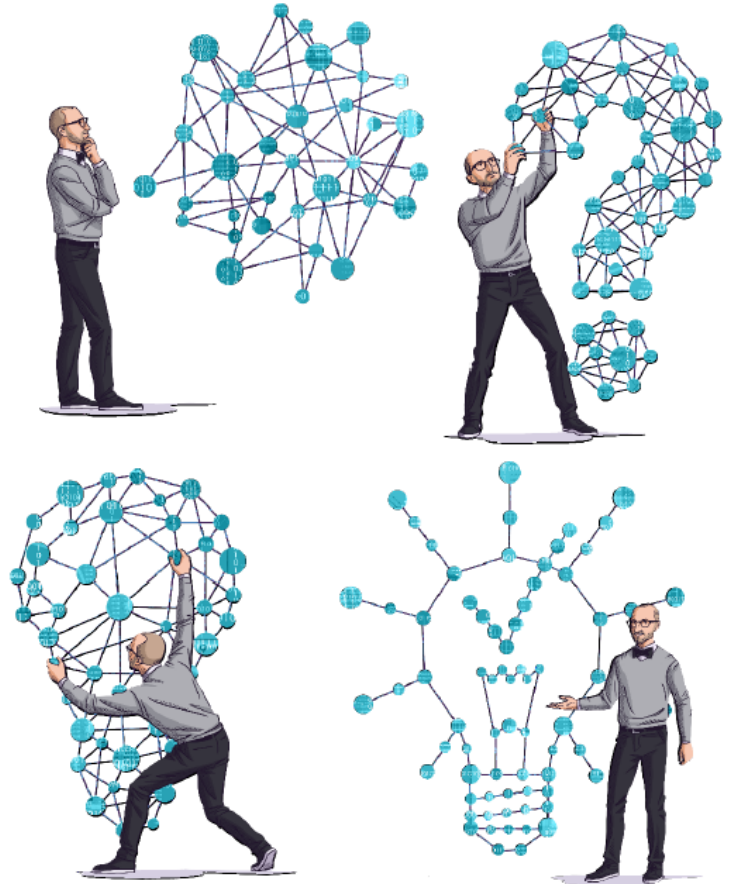
Insights and recommendations

Environics Data Pilot 2019

PHSSC 5th of November 2019

Sinéad McElhone
Manager, Surveillance & Evaluation
Public Health & Emergency Services

DATA. ANALYTICS.



INSIGHTS. RESULTS.

Market Segmentation data

- Supplement traditional data with additional data sources to understand residents/clients/visitors
- Privacy compliant

Four main type of Market Segmentation https://learn.g2.com/market-segmentation	
GEOGRAPHIC	DEMOGRAPHIC
Target customers based on a predefined geographic boundary. Differences in interests, values and preferences vary dramatically throughout cities, regions and provinces	Divide a 'market' though variables such as age, education level, family size, occupation, income etc. This is the most widely used strategies amongst marketers
PSYCHOGRAPHIC	BEHAVIOURAL
Focus on the intrinsic traits the target customer has. Psychographic traits can range from values, personalities, interests, attitudes, conscious and subconscious motivators, lifestyles and opinions.	Attitudes towards the brand and knowledge base, purchasing behaviours, benefits sought (e.g. health), are behavioural examples

Examples of health related market segmentation (US)

Consumer Segmentation: HEALTH GROUPS

U.S. Broadband Households

Healthy & Engaged

Health
Conscious

Young & Indifferent

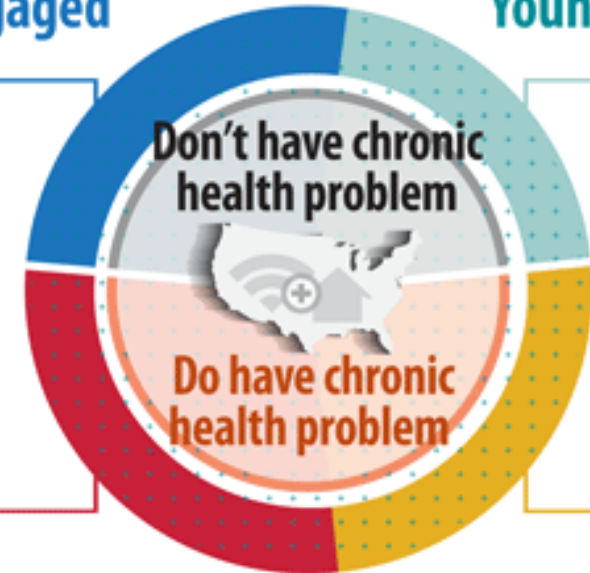
Not Health
Conscious

**Unhealthy &
In Denial**

Not Health
Conscious

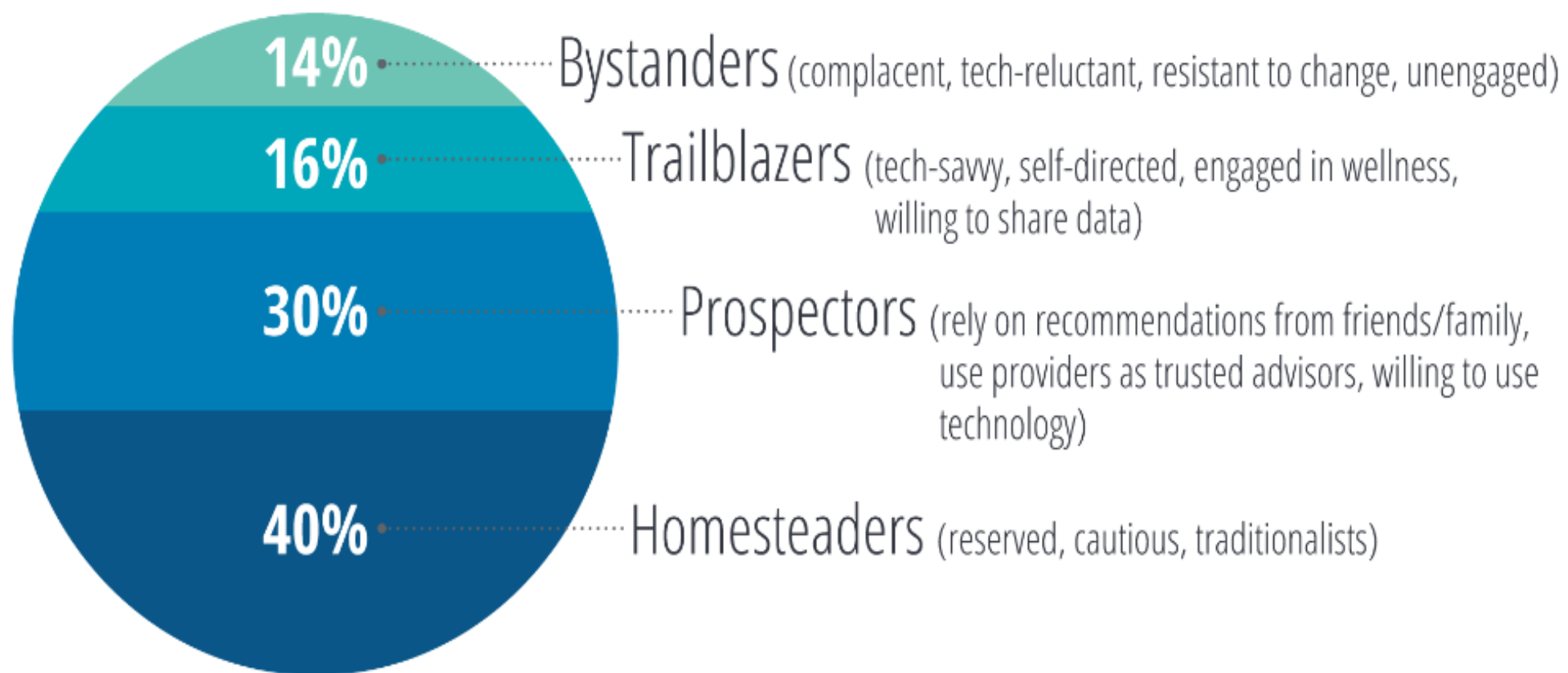
**Challenged
but Mindful**

Health
Conscious



© Parks Associates

Distribution of segments in the Deloitte 2018 Survey of US Health Care Consumers

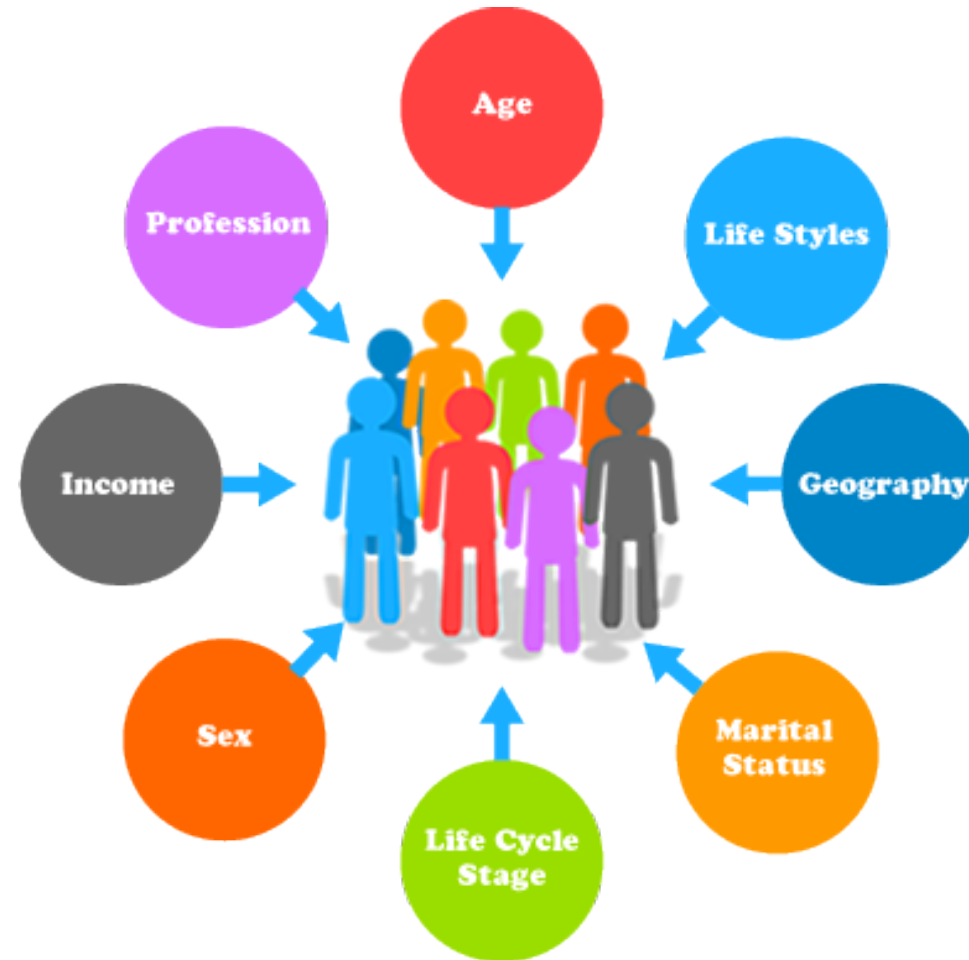


Source: Deloitte 2018 Survey of US Health Care Consumers.

Deloitte Insights | deloitte.com/insights

Environics - 47 databases with more than 30,000 variables to help understand your population

- Demographic
- Segmentation
- Mobile Analytics
- Financial
- Psychographic
- Health
- Behavioural
- Media Highlights
- Location
- Contact
- Business



Why are these data useful to Public Health?

With Environics data we can obtain an accurate overview of our clients by our enhanced understanding of:

- who they are
- where they live
- what they think
- how they behave
- how best to engage with them
-all within one platform



Targeted
Marketing



Site
Selection



Media
Planning



Digital
Marketing



Consumer
Segments and
Personas



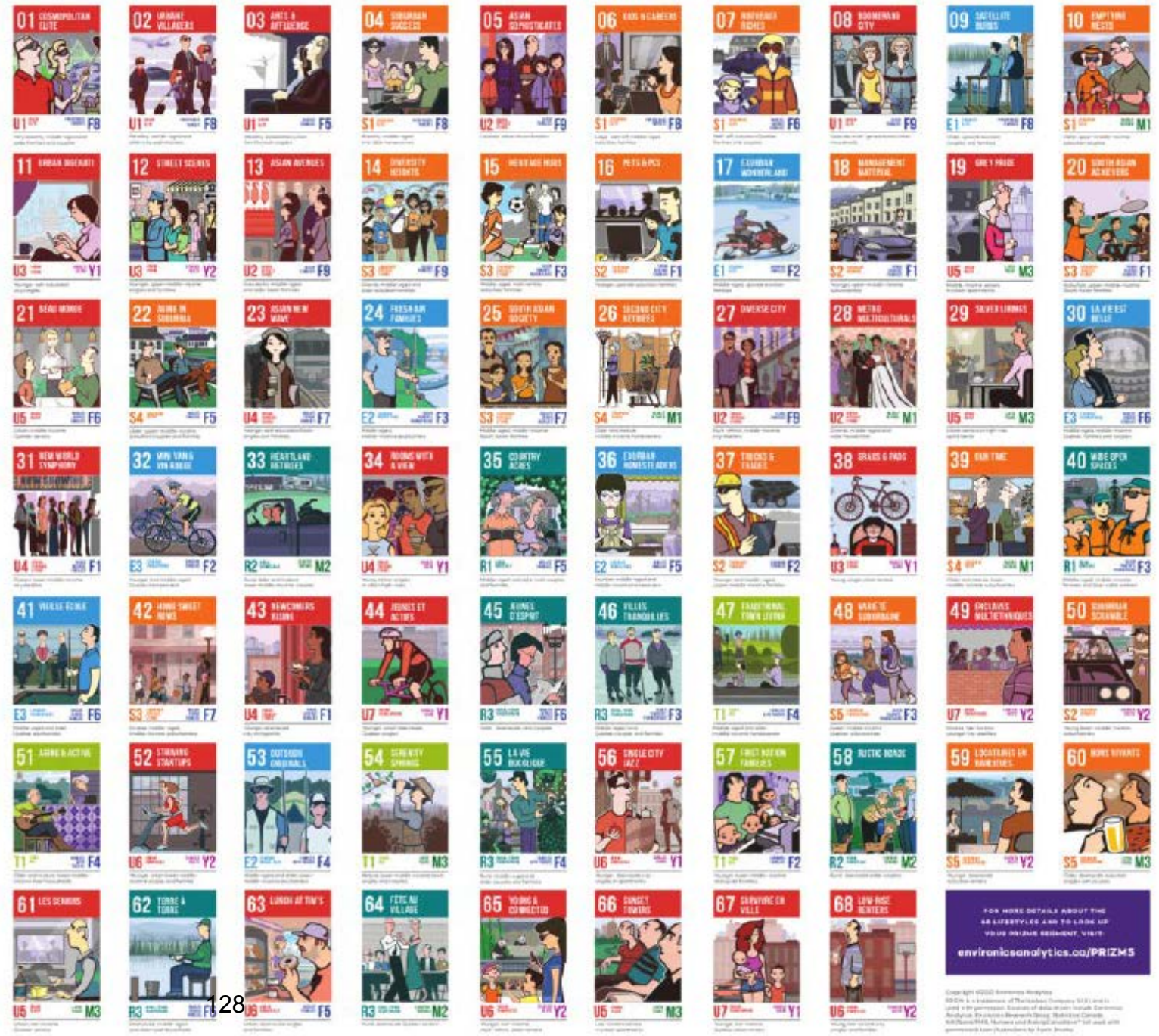
Canadian examples



Canada is large, diverse and complex



Simplified



Why is parenting important to health?

- A growing body of research suggests that good parenting skills and a supportive home learning environment are positively associated with children's early achievements and wellbeing.
- Easily accessible and tailored approaches for preparation for parenting and parenting support have been shown to improve outcomes for the child and family, especially for those more at risk.
- Public Health can support parents from pre-conception, through to pregnancy and across the lifespan from birth to 18 years of age with a variety of evidence based programs.

PAREN

Communication

ATEGY

All parents i
and resource

ledge, skills
ilies to thrive

Priority Populations



Identify and understand
the needs of priority
populations

Develop relationships
and build trust

Reduce social inequities
to improve population
health outcomes

Communi



Develop o
communication
to engage p

Establish co
promotion and

Ensure we
meets the
of famil

Develop online
communication platforms
to engage parents

Establish consistent
promotion and branding

Ensure website
meets the needs
of families

Wellness



family transitions
l health through
g programs

te for better
on of Mental
services within
Niagara

and foster family
within services

Community Partners and Networks



Collaborate to support
an inventory of Niagara's
programs and services

Enhance relationships
with Primary Care and
other family support
services

Identify community sites
for expansion of services

Mental Health
Promotion
Strategy

Health
Equity Strategy

Priority
Matrix

Staff Support,
Training
& Education



[Clinics and Classes](#)

Register online for clinics, classes and groups



[Becoming a Parent / Pregnancy](#)

Classes, home visits, planning and pregnancy



[Feeding your Baby](#)

Breastfeeding, formula and starting solids



[Babies / Toddlers 0-3](#)

Safety, growth and development, mental health and classes



[Kids / Children 4-12](#)

Classes, healthy living, safety and mental health



[Youth / Teens 13-18](#)

Alcohol and drug use, healthy living, sexual and mental health



[Community Resources](#)

Abuse, education, indigenous, mental health, newcomers



[Healthy Schools](#)

Concussions, cooking program, youth services and support



[Dental Health](#)

Clinic schedule, dental appointments and screening



Brief overview of methods – Niagara Parents

Project team → drafted initial budget and items for the campaign

Selected data to use → Healthy Babies Healthy Children Screen (with Risk)

Environics → segments → target groups (primary and secondary)

Environics → data used → demographics, media consumption, social values, select psychographics

Map target groups



Example of a target group: Young Suburban Lower Income

PRIMARY

Segments

- 50 Suburban Scramble
- 52 Striving Startups
- 68 Low-Rise Renters

Characteristics (N=40,189)

- Young families
- Low-middle income
- Low/mixed education
- Service sector occupation
- Low rise apartments
- Rent/Own
- Low diversity
- Lone-parents / young families



Media highlights: Young Suburban Lower Income



If you are from the young suburban lower income group, you are more likely to:

- Be heavy users of the internet
 - Common sites visited: online dating, auctions, online classifieds (kijiji)
- Travel locally (within 50km of town)
- Read/respond to Door hangers
- NOT be heavy users of TV, radio, newspaper (print) media outlets
- NOT want to receive coupon booklets/flyers/newsletters etc
- Be a heavy user of social media

- Messaging and imagery selected to reflect social values of the target groups which included *'rejection of authority, multiculturalism and equal relationships with youth'*.
- Target population looks at door hangers → creating these for distribution in specific locations
- Posters and billboards in very specific geographic locations
- Targeted social media campaign across several platforms (FB/Twitter etc)



Pilot project – Cannabis



Legalization and increase in Cannabis related ED visits in 2019

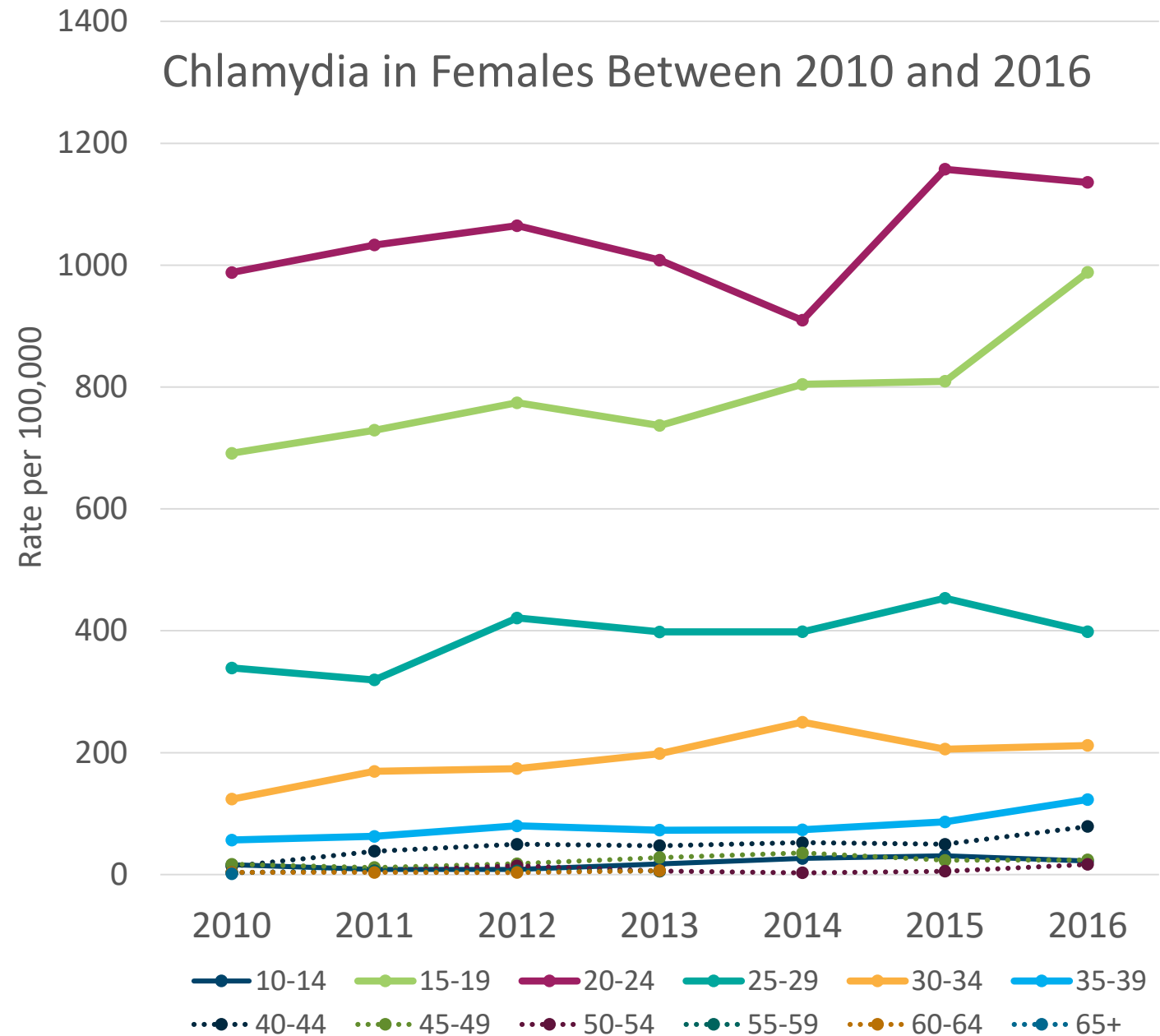
New and more diverse cannabis products available (e.g. edibles)

New messaging about how to use these safely

Working on key messages to specific target groups

Pilot Project - STI

- Similar to provincial data, there have been increases in STIs (especially Chlamydia) in Niagara.
- Lack of protection is one of the main reasons
- Need to create more specific health promotion messages to target groups.



Review

- NRPH has piloted the blending of traditional health data with marketing data.
- Obtaining a deeper insight into our clients (use similar techniques to product marketers)
- 3 pilot projects in 2019
 - Niagara Parents
 - Cannabis Insights
 - STI campaign
- Help shape promotional and outreach activities, messaging and images

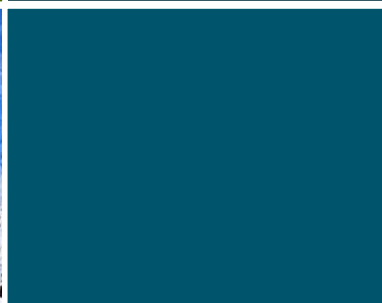
Thank you



System Transformation Update 2

PHSSC

November 5, 2019



PHD 20-2019

Previous reports:

- PHD 17- 2014 - EMS System Performance Sustainability
- PHD 17- 2015 - EMS System Performance Sustainability
- PHD 05- 2016 - Niagara EMS Master Plan
- PHD 08- 2016 - Master Plan Award of RFP
- PHD 19- 2016 - Niagara EMS Mobile Integrated Health Community Paramedic Update
- PHD 21- 2016 - 2016 Update to EMS System Performance Sustainability
- PHD 05-2017 - Niagara Emergency Medical Services Pomax Master Plan Review
- PHD 17-2017 - Niagara Emergency Medical Services System Design Changes
- PHD 19-2017 - NEMS Resource Investment
- PHD 07-2019 – Response Time Performance Plan
- Presentation to PHSSC August 6, 2019 – System Transformation Update

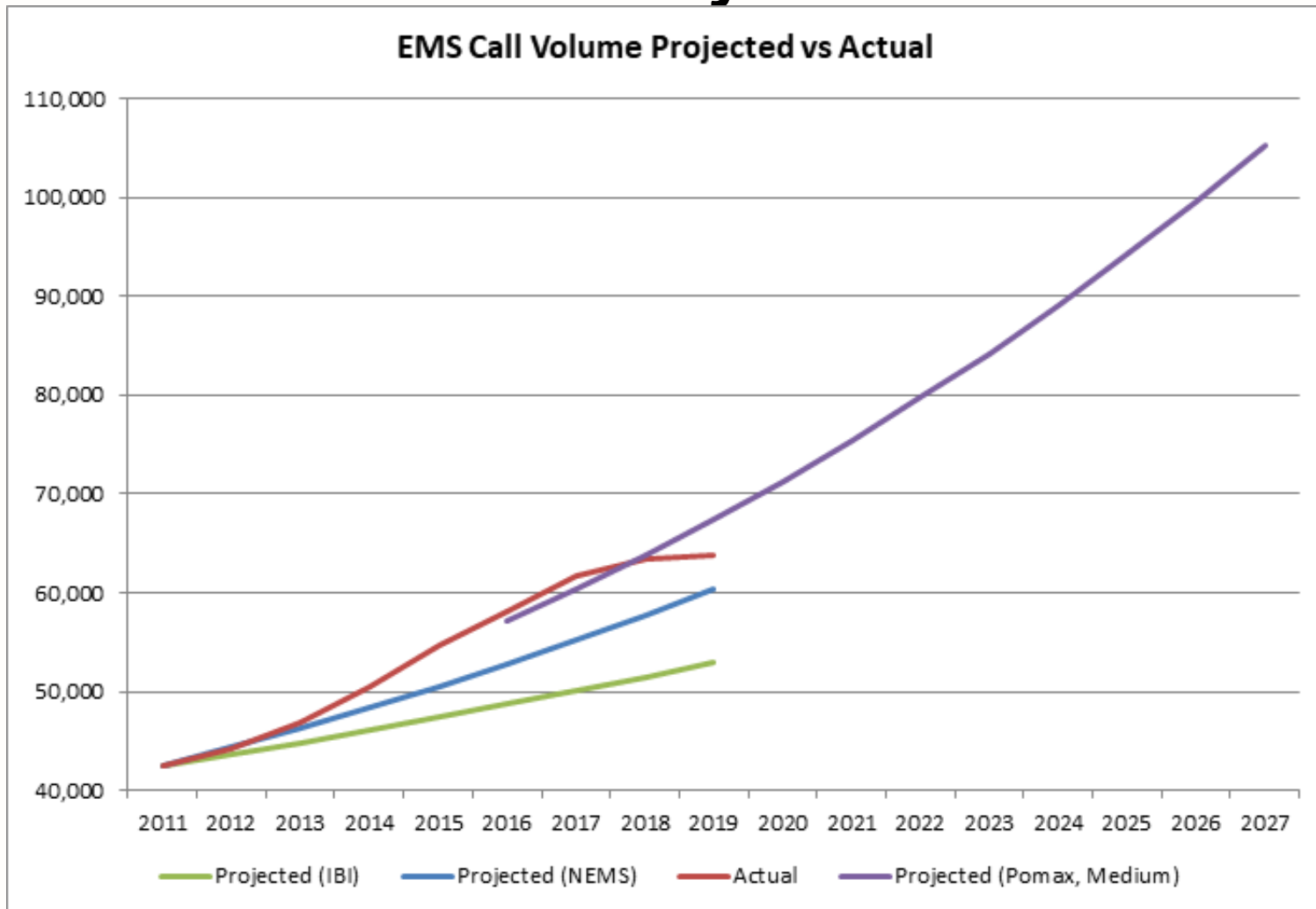
Background

August 6 – System Transformation Update

Presentation highlighting the changes undertaken to date and pending changes with introduction of

- EMS Response Time Performance Plan (RTPP)
- Clinical Response Plan (CRP)
- Emergency Communications Nurse System (ECNS)

Call Volume Projected v Actual



3 Phases System Transformation

1. Mobile Integrated Healthcare model

✓ **implemented Q3 2018**

2. Evidence-based Clinical Response Plan

✓ **implemented September 24, 2019**

3. Emergency Communications Nurse (ECN)

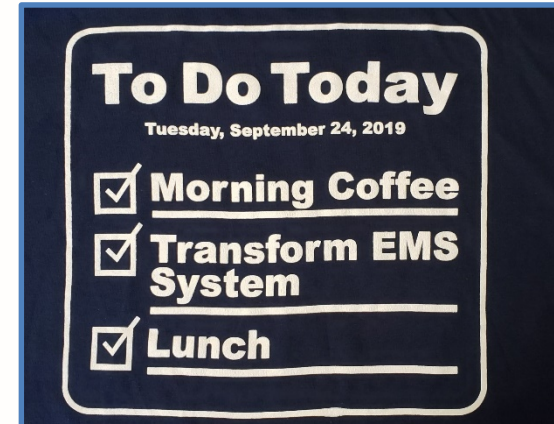
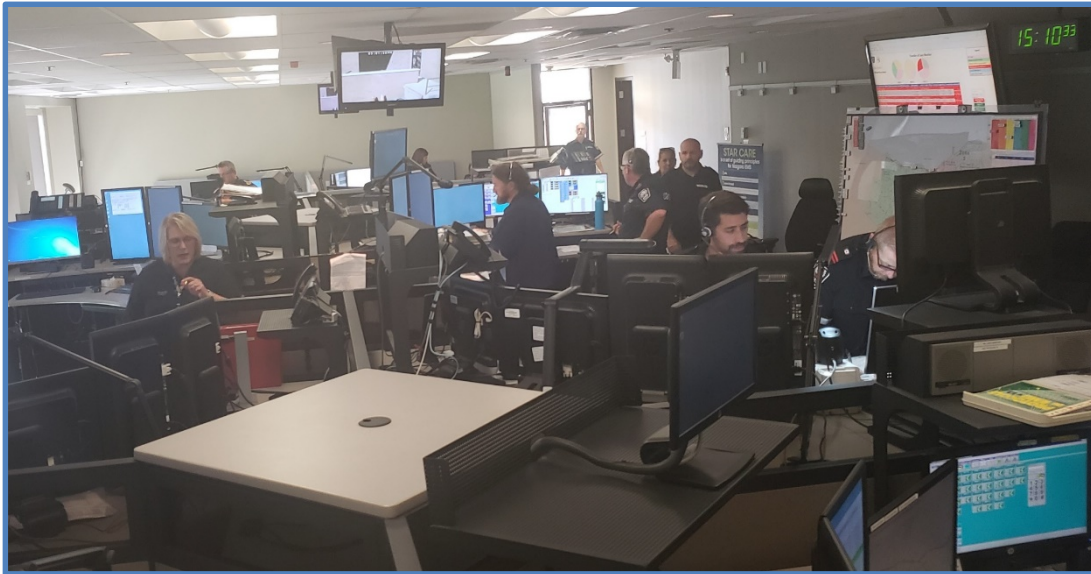
✓ **implemented September 24, 2019**

Emergency Communications Nurse (ECN)

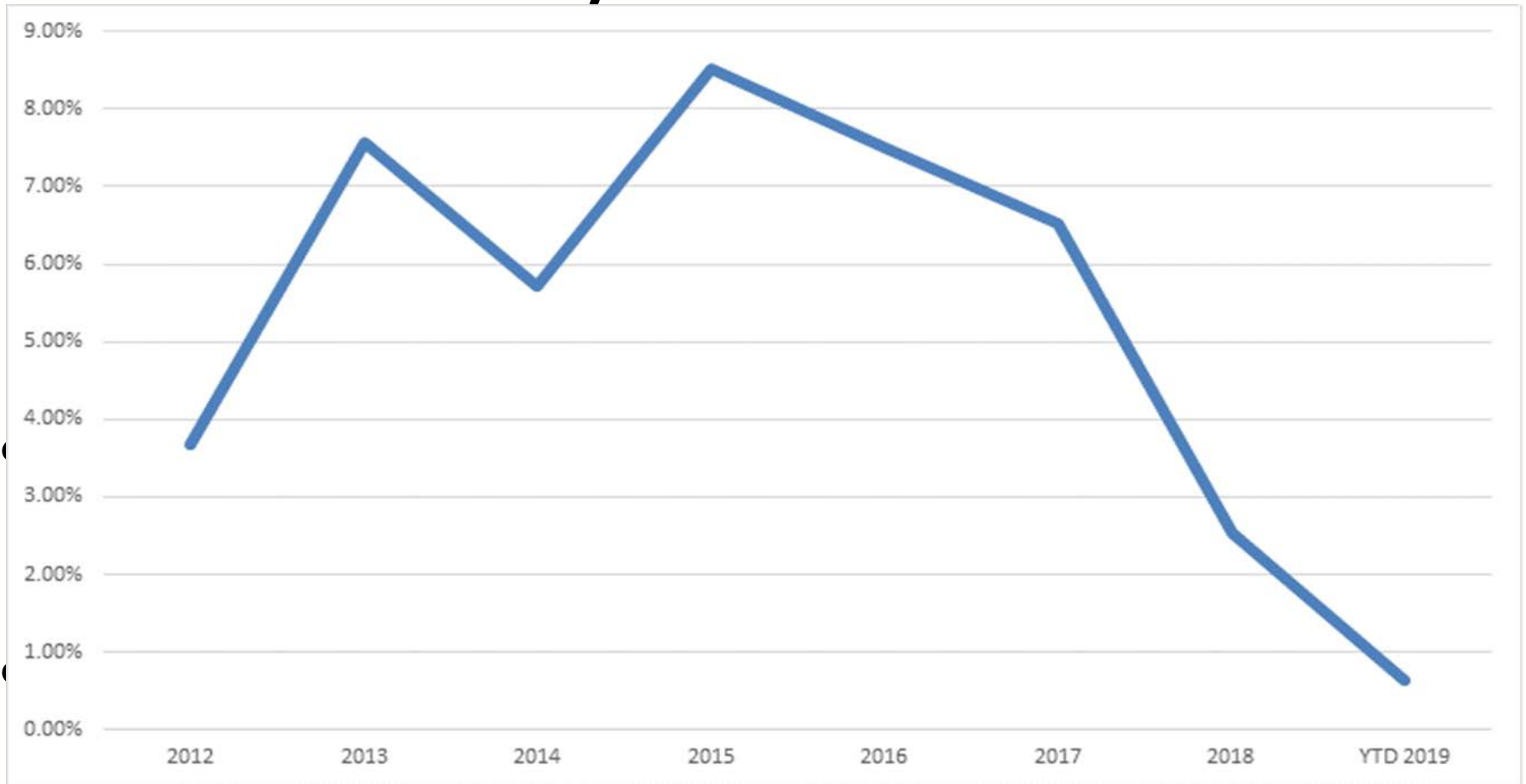


Go-Live

September 24, 2019



Early Outcomes*



Early Outcomes

Health Priority	Change in Volume	Change in Transports to ED
MHA (MHART)	↑ 7%	↓ 5%
Falls (FIT)	0% (↑ 9% prior year)	↓ 2%
Unwell (CARE)	0%	↓ 6%

- ✓ Collectively have referred patients **over 800** times to other community services

Early Outcomes

- Reduced the number of lights and siren responses from **40%** to **9%** reducing risk (community & provider) and paramedic stress
- Reduced requirement for fire service tiered response from **24%** to **9%**
- Increased ability to provide paramedic meal breaks
- No impact on shift overrun (OT) as expected – due to extensive offload delays at hospitals

Option To Do Nothing

Hamilton experiencing critical ambulance shortages before flu season even starts

'It paints a grim picture of what's respond to calls in Hamilton rece

NEWS Oct 24, 2019 by Joanna Fri

Ottawa

'People are dying': Life and death at level zero



Paramedics, doctors and patients sound the alarm about lack of ambulances in Ottawa

Laura Osman · CBC News · Posted: Oct 21, 2019 4:00 AM ET | Last Updated: October 21

ome / News / Local / Code Red Is A Growing Issue For...

Code Red is a growing issue for ambulance service in

ere unavailable to respond to an emergency in Waterloo from nearby municipalities.

Waterloo Region Record

Windsor

Chatham-Kent ambulance calls see 254% jump over 5 years



Union applauds move but says more ambulances and paramedics are needed

CBC News · Posted: Aug 04, 2018 5:00 AM ET | Last Updated: August 4, 2018

'Code red': Guelph-area paramedic union warns of low number of available ambulances

Union head says April 26 saw 2 patients waiting for ambulances to free up; paramedic chief says events like these are a concern, but past events were short lived

NEWS May 03, 2019 by Graeme McNaughton Guelph Mercury

Community Awareness

Niagara's emergency communications nurse system first in Canada

NEWS Sep 23, 2019 by Allan Benner The St. Catharines Standard



Communications trainees will be going live as Niagara Emergency Medical Services will begin to field 911 calls to assess patients to determine if they need an ambulance or some other level of care. Sitting is Marilyn Vreeken, and from left are Therese Broderick, Tara Agler, Braden Ziraldo and Thomas Good. - Bob Tymczyszyn, Torstar

NEWSTALK

610
C K T B

Niagara's new EMS nurses welcomed by 911 callers

NEWS Sep 30, 2019 by Allan Benner The St. Catharines Standard



Jerry Overton, president of the International Academies of Emergency Dispatch, looks over Niagara Emergency Medical Services communications nurse Therese Broderick. - Allan Benner, Torstar

A feeling of helplessness led the man to call 911, concerned he could no longer care for his elderly parent.

Post Go-Live



Monitor and collect data and evidence

Health economic
analysis completed
by McMaster U

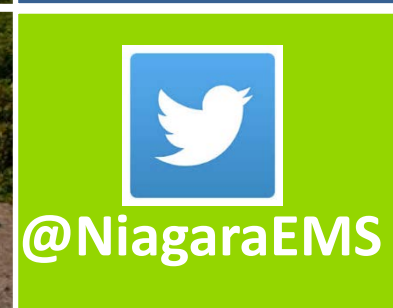


Develop sustainability plan



Thank
you

STARCARE 
Begins with me



Subject: Niagara EMS System Transformation Update 2

Report to: Public Health & Social Services Committee

Report date: Tuesday, November 5, 2019

Recommendations

1. That Regional Council **RECEIVE FOR INFORMATION** the following report pertaining to the recent changes made to the delivery of services provided by Niagara EMS.
2. That the dedicated resources for the continuation of the System Transformation **BE REFERRED** for consideration as part of the 2020 budget process.

Key Facts

- From 2007 to 2016, Niagara was the municipality with the largest growth in EMS calls in Ontario at 55.6%, almost double the Provincial growth of 30%.
- Increased call volume growth resulted in Niagara EMS being challenged in its ability to provide sustainable response time reliability for Niagara residents while meeting Council's desire for taxpayer affordability.
- As well, increased 911 calls leading to ambulance transports coincided with and contributed towards increased hospital overcrowding and "hallway medicine" that has not well-served patients.
- These challenges were forecast to continue without a system-wide change to the delivery of services or a large infusion of resources. Council directed a new approach rather than continuously adding resources.
- Over an 18-month process, Niagara EMS has studied current 911 calls, studied the science and evidence around which calls need what resource and at what speed, identified alternate care pathways for persons not needing immediate response, and developed a mobile integrated health system in alignment with this science and evidence.
- On September 24, 2019, the final key system changes were initiated and the system is under observation to assess the impact of this major transformation.

Financial Considerations

The System Transformation Project has been funded in 2019 through the Ambulance Dispatch Reserve (PHD 06-2018). Early outcomes of the project has contributed to the offset of as many as three 24-hour ambulances that otherwise may have been required to maintain the same level of service the past 24 months. This equates to approximately \$3M in offset costs to the Regional budget and 0.4% (\$1.5 million) on the Regional levy. Staff continues to evaluate these changes as they relate to staff working conditions and

economical impact such as overtime and missed meal breaks. Sustainability to continue the assessment of the new service delivery model is a topic for deliberation to the 2020 operating budget.

Dedicated resources will be required in order to continue the System Transformation into 2020. The annual net operating impact for 2020 is estimated at \$210,000 after requested provincial funding, which includes one permanent non-union FTE responsible for the ongoing management and optimization of the system transformation, as well as 3.8 temporary Emergency Communications Nurses, and funds to continue to externally contract allied health staff. A business case will be submitted for consideration through the 2020 budget approval process. The financial implication of these resources, if they are all approved, would be equivalent to 0.06% 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.

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
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	PW 56-2019	4.754	1.30%
NRPS 2019 position hiring deferral	BRC-C 7-2019	0.706	0.19%
Long-Term Care Home Redevelopment capital funding	CSD 53-2019	5.620	1.54%
GO Project - Station Operations	CSD 17-2019	1.410	0.39%
Canadian Coalition for Municipalities Against Racism and Discrimination	CAO 14-2019	0.142	0.04%
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Potential request to-date		\$16.323	4.46%

Analysis

As most recently discussed in PHD 07-2019, Niagara EMS call volume increases since 2011 have significantly deviated from historical trends, and have exceeded both staff and previous consultant predictions (Figure 1). In fact, from 2007 to 2016 Niagara was the municipality with the largest growth in EMS calls in Ontario, at 55.6% almost double the Provincial growth of 30% (MOHLTC 2018).

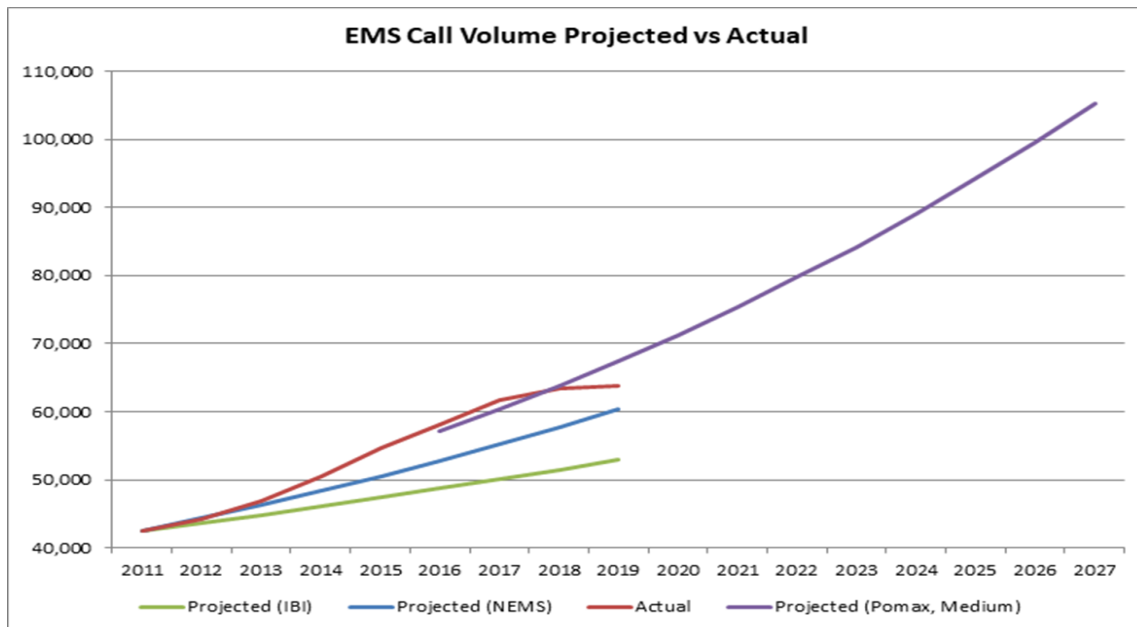


Figure 1 Call volume growth projections since 2011, comparing actual vs. NEMS vs consultant (IBI) predictions. Increase of 21,024 calls/year since 2011 represents a 49.7% increase in call volume. Resource increase during the same period was 25%.

It was apparent that conventional approaches to the delivery of unscheduled health care must be challenged to provide sustainable approaches to quality patient care.

In PHD 07-2019, staff outlined a number of measures that had been implemented as part of system change and introduced several more initiatives that were to be completed as part of an EMS System Transformation. On September 24, 2019, the last of the key initiatives was implemented. This included the launch of a new Clinical Response Plan (CRP) and the addition of the Emergency Communications Nurse System (ECNS). Each of these measures are described in more detail in Appendix 1.

As seen in Figure 1, changes made to the system in Q3-4 of 2018 and YTD 2019 has resulted in the “bending of the curve” of actual call volume. A detailed assessment of the data is being undertaken to better understand the impact of the changes and their relative contributions to this levelling of call volume. However a brief summary of early analysis is provided below.

Call Volume Rate of Growth

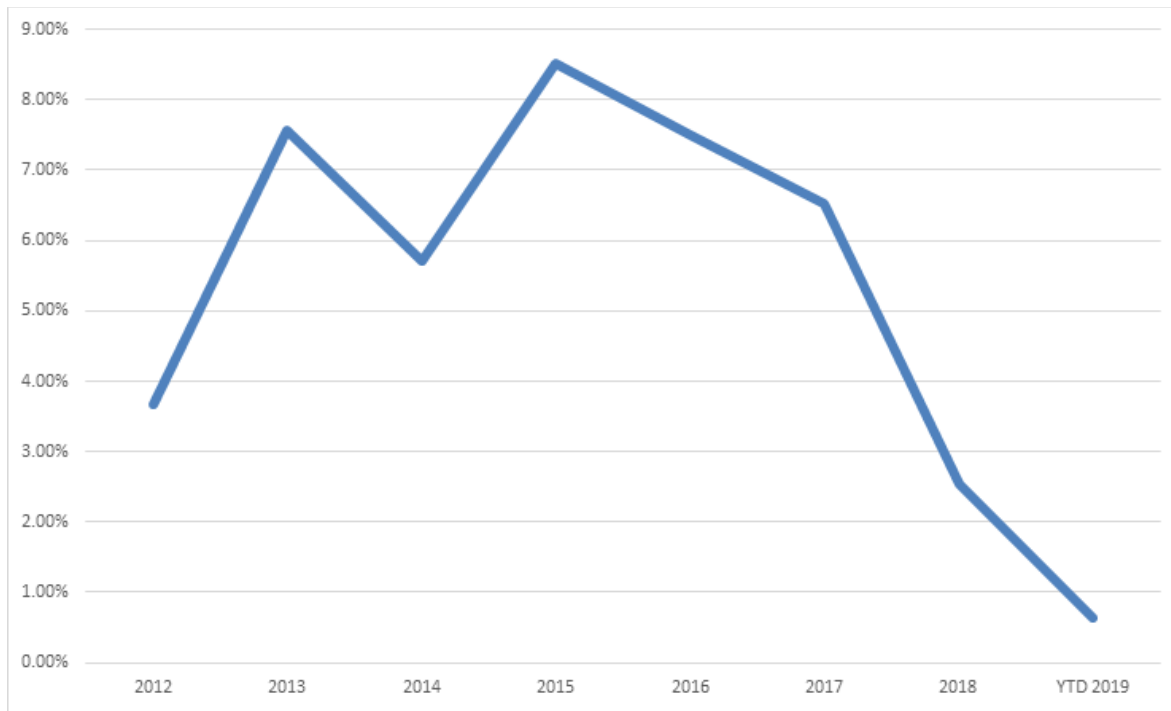


Figure 2 Call Volume changes 2012-present

System Transformation Changes

The implementation of the System Transformation Project commenced in Q1 2018 with Phase 1 of 3 that included policy changes to how the service responded to select calls. In particular, one such policy change related to responses to 911 'unknown' calls. These call-types occurred when there was no voice contact with a caller. The vast majority of these were a result of inadvertent calls, phone line issues, or were police-related matters. The improved management of these calls resulted in the avoidance of approximately 2.4% (1540) ambulance responses (as assessed in 2018). In Q3 of 2018, Phase 2 of the system transformation was implemented that included the introduction of specialized teams consisting of paramedics and other health professionals such as mental nurses and occupational therapist. These teams target select responses such as mental health and addictions, falls and generally unwell patients where care that is more appropriate could be provided to better meet the needs of patients rather than the conventional method of transporting everyone to the emergency department. Detailed information on these teams are found in Appendix 1. The implementation of these teams has led to a reduction in patients being conveyed to hospitals. Prior to system changes in 2018, the system experienced a five year average of 25.8% non-transport rate (this means responses where no patient was subsequently transported to a hospital with the patient's agreement). This percentage has been

positively affected (30%-transport rate in 2019) by the new MIH teams, who have responded to approximately 3000 incidents in 2019 and demonstrate a non-transport rate of 84%. This means that patients are receiving the proper health resource and being redirected to care that is more appropriate.

The final components in Phase 3 of system transformation were initiated on September 24, 2019. This included the implementation of the Clinical Response Plan (CRP) to meet the revised Response Time Performance Plan (RTPP) and the inclusion of the Emergency Communications Nurse System (ECNS). Details of each of these is included in Appendix 1. The addition of these two key components of system design are expected to further improve system performance. Niagara EMS continues to assess the impact on response times for the highest priority patients with the changes that have been implemented. Early data suggests a reduction in response times for the most critical patients, however additional data is required to draw statistically relevant conclusions. Targets for other patient acuities as identified in the new RTPP are also now being met. In addition, early data from the implementation of the ECN suggest positive ambulance response diversion and emergency department avoidance as expected. This has freed-up more ambulances to be available to achieve the improvements noted with respect to the RTPP.

With these last changes launched in less than 30 days at the time of this report, reliable outcome data is not yet available and more time is required to have statistically relevant information to make evidence informed conclusions. Statistics specific to early outcomes of these system changes will be provided to Committee at the time of presentation of this report with the caveat that this will be very preliminary data and as such, no decisions should be made at this time based on this information.

Summary

While data analysis (including an economic evaluation conducted with the Centre for Healthcare Economics and Policy Analysis at McMaster University) of the impact of these changes is ongoing, early outcomes affirm that the efforts undertaken within the System Transformation Project are having the anticipated effect of 'bending the curve' of significant EMS volume growth while benefitting patients with care more targeted to their true needs.

Alternatives Reviewed

In its current state, based on external recommended ratios of ambulance resources and call volume, the system is short three ambulances and one supervisor (PHD 05-2017) as well as a number of communications personnel. This does not include other factors such as offload delays and is based on call volume growth only. Previous Councils have endorsed staff recommendations not simply to follow traditional EMS service models but actively to look for innovative ways to deliver mobile health services that are not only

more efficient but also better meet the needs of patients. In absence of making these transformational changes, growth of system demand would have continued and consideration would have to be made for the addition of traditional resources (more staffed ambulances) to meet this pressure, or providing longer response times for Niagara residents experiencing emergencies.

Relationship to Council Strategic Priorities

The System Transformation Project supports Council Strategic Priorities of fostering Healthy and Vibrant Communities through the delivery of quality, affordable and accessible MIH services. In addition, this model contributes to a Sustainable and Engaging Government with a high quality, efficient, fiscally sustainable and coordinated core delivery of MIH services that is possible only through enhanced communication, partnerships and collaborations with the community. The outcomes of an integrated health system promotes improved opportunities for Healthy and Vibrant Communities and contributes to less institutionalized care and more aging at home supports. The new model of service delivery fosters engagement and collaborative planning to provide an integrated health service for Niagara communities.

Other Pertinent Reports

PHD 17- 2014 - EMS System Performance Sustainability
PHD 17- 2015 - EMS System Performance Sustainability
PHD 05- 2016 - Niagara EMS Master Plan
PHD 08- 2016 - Master Plan Award of RFP
PHD 19- 2016 - Niagara EMS Mobile Integrated Health Community Paramedic Update
PHD 21- 2016 - 2016 Update to EMS System Performance Sustainability
PHD 05-2017 - Niagara Emergency Medical Services Pomax Master Plan Review
PHD 17-2017 - Niagara Emergency Medical Services System Design Changes
PHD 19-2017 - NEMS Resource Investment
PHD 07-2019 – Response Time Performance Plan
Presentation to PHSSC August 6, 2019 – System Transformation Update

Prepared by:

Kevin Smith
Chief, Niagara Emergency Medical
Services & Director, 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

Appendices

Appendix 1 Response Time Performance Plan

This report was prepared by Kevin Smith, Chief, Niagara Emergency Medical Services & Director, Emergency Services and reviewed by Michael Leckey, Program Financial Specialist.

Appendix 1

Response Time Performance Plan

The *Ambulance Act* Ontario Regulation 257/00 states under Section 23:

(2) No later than October 1 in each year after 2011, every upper-tier municipality and every delivery agent responsible under the Act for ensuring the proper provision of land ambulance services shall establish, for land ambulance service operators selected by the upper-tier municipality or delivery agent in accordance with the Act, a performance plan for the next calendar year respecting response times. O. Reg. 267/08, s. 1 (2); O. Reg. 368/10, s. 1 (1).

(3) An upper-tier municipality or delivery agent to which subsection (2) applies shall ensure that the plan established under that subsection sets response time targets for responses to notices respecting patients categorized as Canadian Triage Acuity Scale ("CTAS") 1, 2, 3, 4 and 5, and that such targets are set for each land ambulance service operator selected by the upper-tier municipality or delivery agent in accordance with the Act. O. Reg. 267/08, s. 1 (2).

(4) An upper-tier municipality or delivery agent to which subsection (2) applies shall ensure that throughout the year the plan established under that subsection is continuously maintained, enforced and evaluated and, where necessary, updated, whether in whole or in part. O. Reg. 267/08, s. 1 (2).

Revised Land Ambulance Response Time Performance Plan (PHD 07-2019)

CTAS	Target time*	% of target**
Sudden Cardiac Arrest	6	50
1	8	80
2	15	90
3	30	90
4	60	90
5	120	90

Response Time Reliability

Currently, Niagara EMS responds to approximately 41% of all 911 incidents with lights and siren, as potential 'time-critical' responses. Lights & siren responses could be significantly reduced by a more evidence-based response that limits lights and siren/time critical responses to those call types where clinical science shows that outcomes depend on speed of response. This would preserve resources for true life threatening/time sensitive emergencies. Some modelling in European EMS systems suggests that the true need for lights & sirens response, based on medical literature studying the impact of time on patient outcomes, may be as low as 10% of responses. This change in response urgency could impact up to 20,000 calls (up to 30% of EMS

call volume based on 2018 figures), that are currently classified as time-critical, allowing greater flexibility of resources to ensure adequate resources to address those calls identified as time dependant. British Columbia Emergency Health Services has also recently moved to a clinical response plan in 2018.

Clinical Response Plan (CRP)

Over the course of 2018, Niagara EMS, working under the guidance of our Medical Director, has completed significant work with internal staff, local medical experts representing a number of specialties, and university researchers to develop changes to the Niagara EMS response plan based on evidence of outcomes linked to timeliness of response. Academic assistance was especially helpful with conducting reviews of current medical literature as well as the completion and analysis of a public consultation survey over the summer/fall months. This survey validated that the public is receptive to a system that will better meet their needs through a variety of healthcare pathways. The result of this work is a response plan that is focused on time where time is critically important, and is focused on appropriate patient-centred resources and carefully targeted patient care where this is more important than time.

Emergency Communication Nurse System (ECNS)

The Omega Study was undertaken by Niagara EMS (2011-2016) to explore the safety and efficacy of implementing an Emergency Communication Nurse (ECN) within the Niagara Ambulance Communications Centre (dispatch) to conduct secondary triage for select low acuity 911 calls. These are patients calling 911 for non-emergent unscheduled health care needs. Utilizing an internationally recognized and validated algorithm to further triage these patients, the objective of the study was to identify those callers whose health needs may be met by providing advice on the 911 call or recommending alternate, more appropriate medical care thereby eliminating the need for an ambulance response. The study identified specific call/patient types that could be managed without undue risk using means other than an ambulance response. Successful implementation of ECNS is part of the comprehensive Clinical Response Plan and is complemented with the integration of the new Mobile Integrated Health (MIH) teams to realize full benefit.

Mobile Integrated Health

Three main categories of calls that EMS respond to and that are escalating in volumes are; mental health and addictions, elderly falls and generally unwell. To address these specific cohort of patients Niagara EMS has introduced three specialty teams; Mental

Health & Addictions Response Team (MHART), Falls Intervention Team (FIT) and Coordinated Assessment Response Unit (CARE)

MHART

- comprised of a paramedic, a mental health nurse and a social worker;
- nurses are provided in-kind through a partnership with Niagara Health as well as the Welland McMaster Family Health Team;
- the Social Worker provided in-kind through a partnership with Quest Community Health Centre;
- team responds to low acuity patients in psychological distress and attempt to align them with community resources rather than transport to an emergency department;
- team also responds to active overdose calls as well as follow-up with post-overdose patients to encourage addiction treatment and referral to community resources.

FIT

- comprised of a paramedic and an occupational therapist (OT);
- the OT's are provided through a secondment partnership with Hotel Dieu Shaver Hospital;
- team responds to low acuity calls where someone has fallen or requires a 'lift assist', to determine injury from the fall and to implement a falls prevention strategy in real-time with referrals to community programs to reduce incidents of secondary falls;
- team will also work with local long-term care facilities to decrease incidents of EMS responses to these facilities for residential falls.

CARE

- comprised of a paramedic and a health system navigator;
- navigator provided by the HNHB LHIN as a dedicated resource to provide remote system navigation;
- this unit responds to low acuity calls where the patient is 'unwell' or has specific health concerns triaged as possibly not needing hospitalization and where primary care or community services may meet their needs.

MEMORANDUM

COM-C 6-2019

Subject: Recommendations from the Niagara Regional Housing Board of Directors respecting the Hawkins/Dell Project

Date: November 5, 2019

To: Public Health and Social Services Committee

From: Ann-Marie Norio, Regional Clerk

The Clerk's Office received correspondence from Niagara Regional Housing (NRH), respecting the Hawkins/Dell Business Case and Contribution Agreement (Report NRH 15-2019, attached as Appendix I). At their meeting held on October 18, 2019, the Niagara Regional Housing Board of Directors approved the following recommendations contained in Report NRH 15-2019:

That the Niagara Regional Housing (NRH) Board of Directors **RECEIVES** this report for information, and **RECOMMENDS** to Public Health and Social Services Committee (PHSSC) & Regional Council that the Regional Chair and Clerk **BE AUTHORIZED** to sign the Contribution Agreement required for this project, subject to final ratification of the 2020 Capital Budget by Regional Council. (OPHI funding Contribution Agreements to be signed by December 31, 2019).

A resolution of Committee is required to approve the recommendation from the Niagara Regional Housing Board of Directors. Suggested wording is as follows:

That the Regional Chair and the Regional Clerk **BE AUTHORIZED** to sign the Contribution Agreement required for the Hawkins/Dell project, subject to final ratification of the 2020 Capital Budget by Regional Council.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk



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Thorold ON L2V 3Z3

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1815 Sir Isaac Brock Way
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Fax – Contractors: 905-682-8301
Web site: www.nrh.ca

October 18, 2019

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

Dear Ms. Norio:

At their October 18, 2019 meeting, the Niagara Regional Housing Board of Directors, passed the following motion:

That the Niagara Regional Housing (NRH) Board of Directors **RECEIVES** this report for information. and **RECOMMENDS** to Public Health and Social Services Committee (PHSS) & Regional Council that the Regional Chair and Clerk be **AUTHORIZED** to sign the Contribution Agreement required for this project, subject to final ratification of the 2020 Capital Budget by Regional Council. (OPHI funding Contribution Agreements to be signed by December 31, 2019)

Your assistance is requested in moving report NRH 15-2019, Hawkins/Dell Business Case and Contribution Agreement, through Public Health & Social Services Committee and Council for consideration.

Sincerely,

Mayor Walter Sendzik
Chair



Niagara Regional Housing

NRH 15-2019
19-184-3.5.
October 18, 2019
Page 1 of 2

REPORT TO: Board of Directors of Niagara Regional Housing

SUBJECT: Hawkins/Dell - Business Case & Contribution Agreement

RECOMMENDATION:

That the Niagara Regional Housing (NRH) Board of Directors **RECEIVES** this report for information. and **RECOMMENDS** to Public Health and Social Services Committee (PHSS) & Regional Council that the Regional Chair and Clerk be **AUTHORIZED** to sign the Contribution Agreement required for this project, subject to final ratification of the 2020 Capital Budget by Regional Council. (OPHI funding Contribution Agreements to be signed by December 31, 2019)

PURPOSE OF THE REPORT

This report provides the NRH Board with the final details related to the development of Hawkins/Dell in Niagara Falls, and seeks authorization for the Regional Chair and Clerk to sign the Contribution Agreement required for this project.

REPORT

- Niagara Regional Housing owns 63 single detached houses in the Drummond/McLeod Area of Niagara Falls
- 12 of the 63 houses, built in 1953, will be demolished to accommodate this project
- The proposed 2019 Multi-Residential Intensification Project supports the goal to provide a mix of housing for people at all stages of life, and to accommodate the needs of all household sizes and incomes
- The feasibility proposal is to build a 55 unit 3 storey apartment building on the corner of Dell Avenue and Hawkins Street and an 18 unit 3 storey apartment building on the corner of Heximer Avenue and Hawkins Street, creating 61 net new units in Niagara Falls.
- This development supports the goal of the Region's 10 year Housing and Homelessness Action Plan (HHAP) to increase housing options and opportunities for low to medium income households. It aligns with the priority project of Affordable Housing and supports Council's direction to develop and implement an affordable housing Strategy.
- The 2020 Capital budget is scheduled to be approved on December 12, 2019 by Regional Council.

FINANCIAL IMPLICATIONS

Included in the 2019 approved budget was \$810,000 relating to the planning costs associated with the new development project in Niagara Falls. The remaining costs relating to the construction of the 73 units is included in the proposed 2020 budget. Ongoing operating costs will be carried by the rents & miscellaneous charges collected from the tenants in the building.

The breakdown of the funding contributions for the project is as follows:

	2019 Budget	2020 Budget Request	TOTAL Project Funding
OPHI Funding		3,000,000	3,000,000
Funded by Development Charges	674,900	14,039,087	14,713,987
NRH Reserve Contribution	135,100	3,050,913	3,186,013
Total Funding	\$ 810,000	\$ 20,090,000	\$ 20,900,000

RELATED REPORTS

BRCOTW 4-2019 - 2019 approved Budget Report
NRH 9-2018 – Approval for use of 2018 Surplus
NRH 8-2019 - Canada-Ontario Community Housing (COCHI) & Ontario Priorities Housing Initiative (OPHI)

Submitted by:


Donna Woiceshyn
Chief Executive Officer

Approved by:


Walter Sendzik
Chair

This Business case was prepared by Willi Pankratz, Project Manager, Niagara Regional Housing in consultation with Cameron Banach, Manager Housing Operations and Donna Woiceshyn, C.E.O, Niagara Regional Housing

APPENDICES

A - Housing Development Business Case



Hawkins/Dell Housing Development Business Case

Hawkins/Dell
Niagara Falls, ON

October 18, 2019

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Executive Summary:

1. PROPOSAL

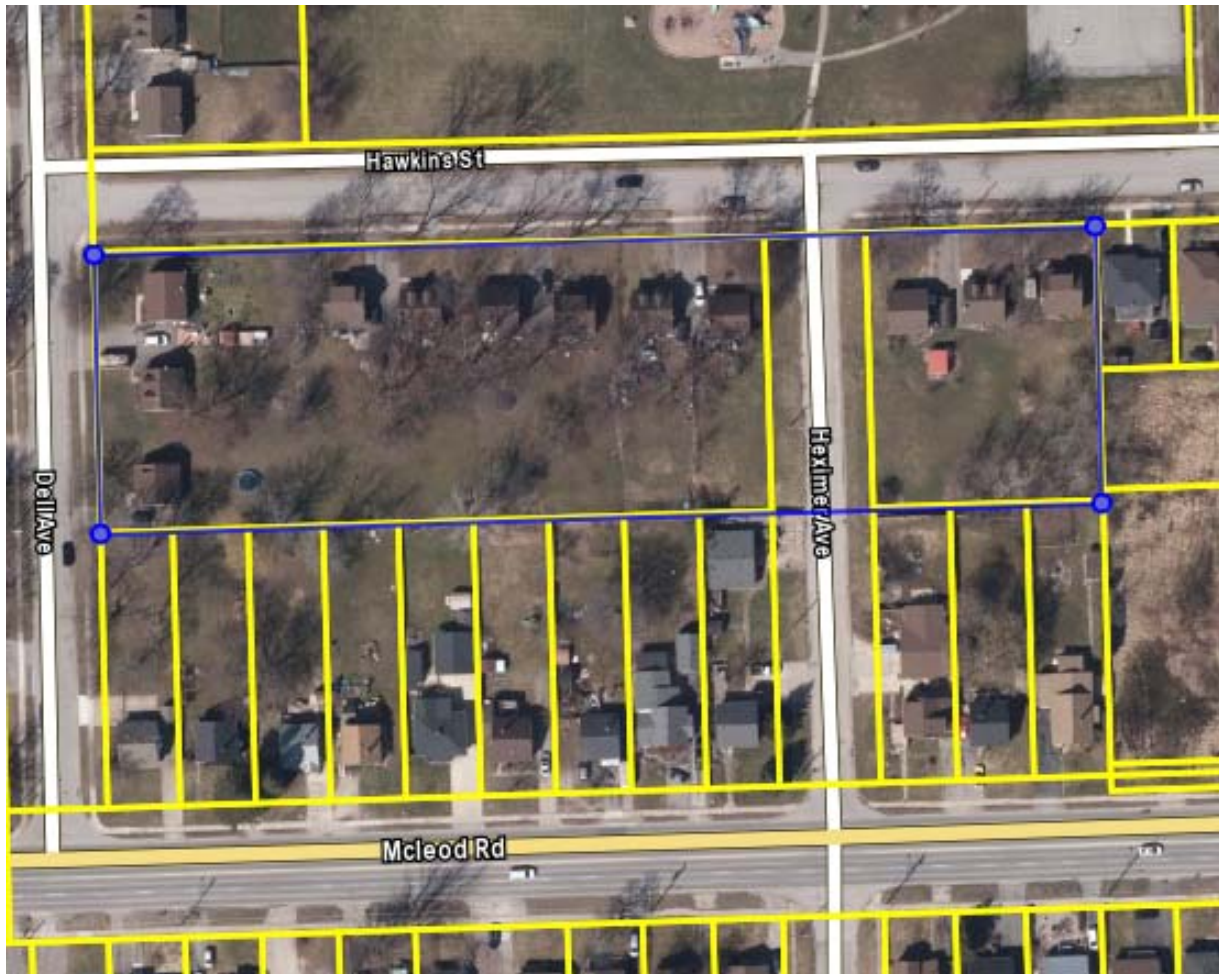
Niagara Regional Housing owns 63 single detached houses in the Drummond /McLeod Road Area of Niagara Falls, some of which are located on Hawkins Street and Dell Avenue. NRH is working on an intensification re-development of all of our homes on Hawkins and some of our homes on Dell to help address the great need for affordable housing in Niagara Falls. 12 of the 63 houses will be demolished to accommodate this project. The proposed 2019 Multi-Residential Intensification Project supports the goal to provide a mix of housing for people at all stages of life, and to accommodate the needs of all household sizes and incomes.

The site at Hawkins St. & Dell Ave. is currently occupied by 12 single-family housing units built in 1953. The feasibility proposal is to build a 55 unit 3 storey apartment building on the corner of Dell Avenue and Hawkins Street and an 18 unit 3 storey apartment building at Heximer Avenue and Hawkins Street. Each building will have common and office space. This development supports the goal of the Region's 10 year Housing and Homelessness Action Plan (HHAP) to increase housing options and opportunities for low to medium income households. It aligns with the priority project of Affordable Housing and supports Council's direction to develop and implement an affordable housing Strategy. The Hawkins St. Development supports the NRH vision statement: "Niagara is a community where everyone has a home" and the mission statement: "To provide and develop quality affordable housing opportunities for individuals and families while promoting self-sufficiency and neighbourhood revitalization". Niagara Regional Housing Board of Directors approved this new development capital project.

2. THE SITE

Description

The land at 7168, 7180, 7194 Dell Ave, 6322, 6332, 6342, 6362, 6372, 6382, 6392, 6402, 6412 Hawkins Street are separate lots 108 -119 described as Pt of TWP. Lots 161 & 172 Township of Stamford, County of Welland in the City of Niagara Falls. The lots will be merged into two separate lots. Pending approval, these existing buildings will be demolished and removed. Below is the picture of the site in its current state:



Zoning

The land zoning is:

6362-6412 Hawkins Street is R1C.

7168-7194 Dell Avenue is R1C

6322-6342 Hawkins St is R1E along the front, at the back TRM (Transition Residential Multiple)

The Community Housing Project for Two Apartment Buildings Requires Zoning By-law Amendment to R5C.

Quartek Group (Architects and Planners), have been engaged by NRH for the necessary professional services to facilitate the pre-consultation meeting, zoning by-law amendment application and the site plan application processes for the development of proposed two(2) apartment buildings. Contacts have been established with the City of Niagara Falls and a pre-consultation meeting was held on June 20, 2019. Raimondo and Associates Architects have since been contracted to complete the detail design.

Amenities

The site is located on Hawkins Street across the road from Prince Charles Park. It backs onto lots fronting a major arterial road where low-rise multi-residential buildings are acceptable. In addition, the location has access to public transit, schools and proximity to a minor commercial district, making it ideally suited for apartment development.

Current State

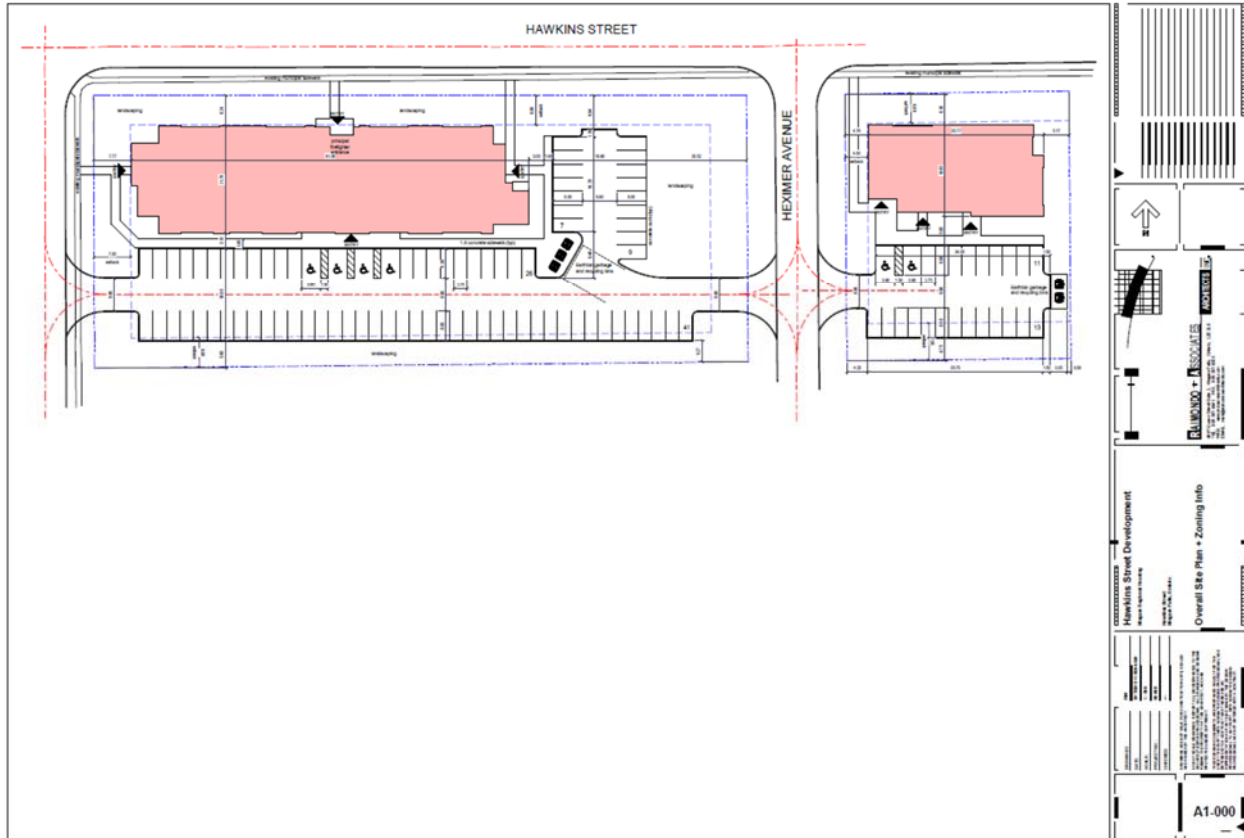
NRH has completed a Surveyor's Real Property Report (with topographic features), and a geotechnical investigation report of the property. NRH has also engaged an Environmental Science Consulting Firm to conduct an environmental assessment (ESA) to ensure the property meets the MOE's environmental standards. This is a prerequisite to obtain a building permit. A phase 2 ESA was not required by Pinchin Ltd. (Environmental Consultants)

NRH has also contracted an Architect for professional design services. This includes providing a schematic design, submission of documents for a Site Plan Agreement (SPA) and preparation of a class C cost estimate Dated September 3, 2019 for this project.

NRH is tendering the demolition of the existing twelve housing units. Demolition is scheduled to start November 2019.

Proposed Site Plan

Below is a highlight of the proposed site plan;



3. NEED AND DEMAND

3.1 Niagara's Population Projections and Demographics for Housing Needs

According to Statistics Canada, the population of Niagara was 447,888 in 2016, an increase of 16,542 from the 2011 census. Over the next 20 years Niagara's population is expected to increase by roughly 40,800 people or 9.3 per cent. This projection is significantly lower than the population growth in Ontario as a whole which is projected to see a 25 per cent increase over the next 20 years (Ministry of Finance, Projected Population for Ontario 2011-2036). However, Niagara has seen the highest positive change (+2.9%) in growth rate among municipalities in the Greater Golden Horseshoe Area between the 2006 to 2011 and 2011 to 2016 census periods (Statistics Canada), with growth expected to remain strong.

The characteristics of a population help determine its current and future housing needs. Niagara Region Planning and Development 2014 population projections indicate that Niagara will have a population of over 480,000 people by the Year 2031. Niagara's growth plan projects that the population of Niagara will increase to more than 600,000 by 2041.

While on average the population in Niagara is projected to increase by 9.3 per cent over the next 20 years, the increases will not be felt equally across the region. Target growth for the city of Niagara Falls is an additional 7,000 households while target growth for Thorold is an additional 4,500 households out to 2041 (CANCEA). The smaller municipalities will see the greatest proportion of growth in the region. Nevertheless, Niagara Falls will likely continue to have a high demand for affordable housing and housing in general as the population continues to be unmatched with the number of affordable housing units available.

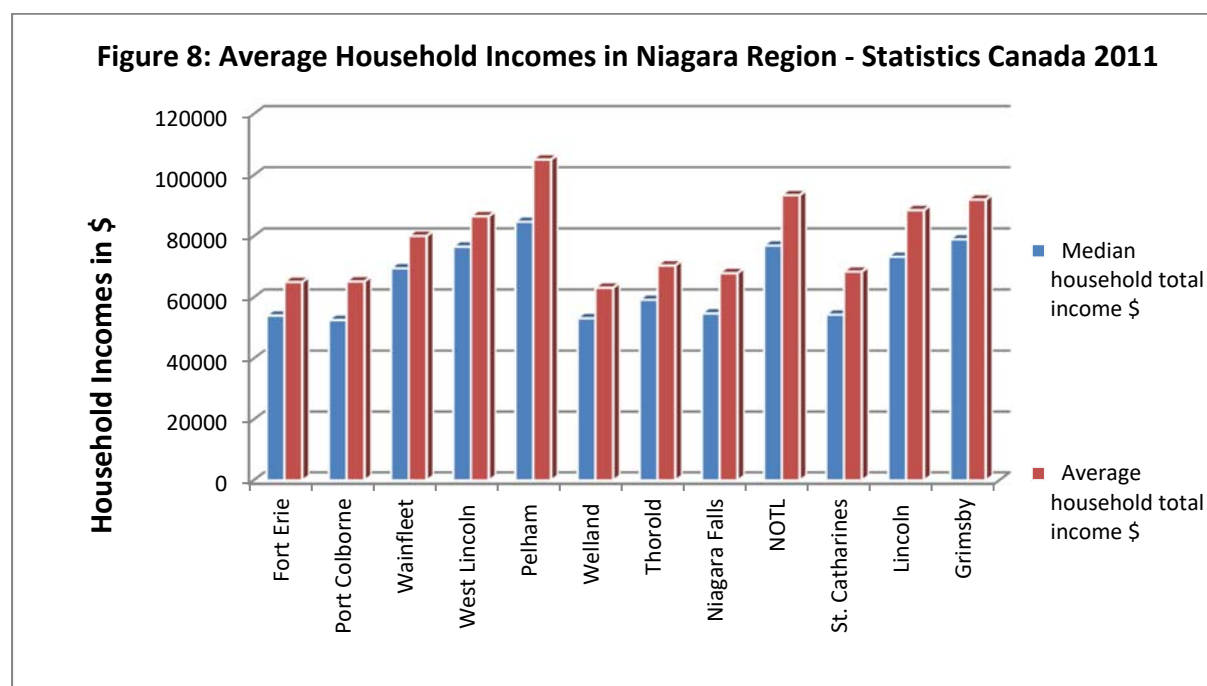
3.2 Household Income

The ability of individuals and families to access housing that meets their needs in terms of adequacy, suitability and affordability is linked to income level. Because housing is a key basic need and a reliable investment asset, the more money a household has, the more housing choice it has.

Across all household types the median total income is lower in Niagara (\$65,086) than the provincial median (\$74,287 - 2016 Stats Can). Persons in non-census families (such as one-person households) in Niagara have the lowest median total incomes at \$32,201 (2015 Stats Can Rev). While couple families have a higher household income these higher occupancy households have greater expenses.

In Niagara, 78 per cent of renter households have incomes less than \$54,000 (with an average renter household income of \$39,578) compared to owner households the majority of which have incomes over \$54,000. 48.1% of tenant households are spending 30% or more of its income on shelter. Renter households are more likely to face problems with housing affordability.

Information from Statistics Canada highlighted in the chart below, indicate that Pelham has the highest average household income after tax with Welland having the least.



Source: Statistics Canada (NHS Profile Niagara), 2011

Higher household incomes are important in supporting the 80% market rent affordability offered in the Ontario Priorities Housing Initiative (OPHI) program. The Hawkins/Dell Project is an OPHI program for 20 of the new units.

3.3 Housing affordability and Shelter Costs

According to Statistics Canada 2011 Census, Niagara has a total of 174,685 households, 42,760 of which are renter households representing 25% of households that rent.

In Niagara rental prices are between 18 per cent and 27 per cent lower than the average rental prices in Ontario. However with Niagara's median income per tax filer being 19 percent lower than the Ontario median employment income of \$32,140, rental housing remains unaffordable for many residents (Statistics Canada, CANSIM 111-0024).

Statistics Canada, NHS survey 2019 reported the average market monthly shelter costs in Niagara area for a 1 bedroom at \$870 per month, and \$1035 for a 2 bedroom apartment. The high monthly shelter costs might be attributed to a number of factors but what is clear is that the demand for rental housing has surpassed supply.

The inability to afford housing and shelter costs is worsened by the ever increasing population in Deep Core Need, this may be partly due to the economic depression (leading to high unemployment levels).

A household is considered to be in core housing need if any one of the following three conditions is met;

- (i) Affordability Problem: more than 30 per cent of income is spent on housing;
- (ii) Suitability Problem: housing is too small for the size of the household;
- (iii) Adequacy Problem: housing is in need of major repair. Deep core housing need is reached when households are spending more than 50 per cent of their income on housing.

Despite a high vacancy rate in 2018 of 3.8%, market rents are not affordable for many Niagara households, and in particular the households that rely on social assistance. In 2018 average monthly rents in Niagara Falls were \$883 for a 1-bed, \$991 for a 2-bed, and \$1,113 for a 3-bed (CMHC). As a result, many people are not able to afford current market rent and therefore cannot take advantage of vacancies.

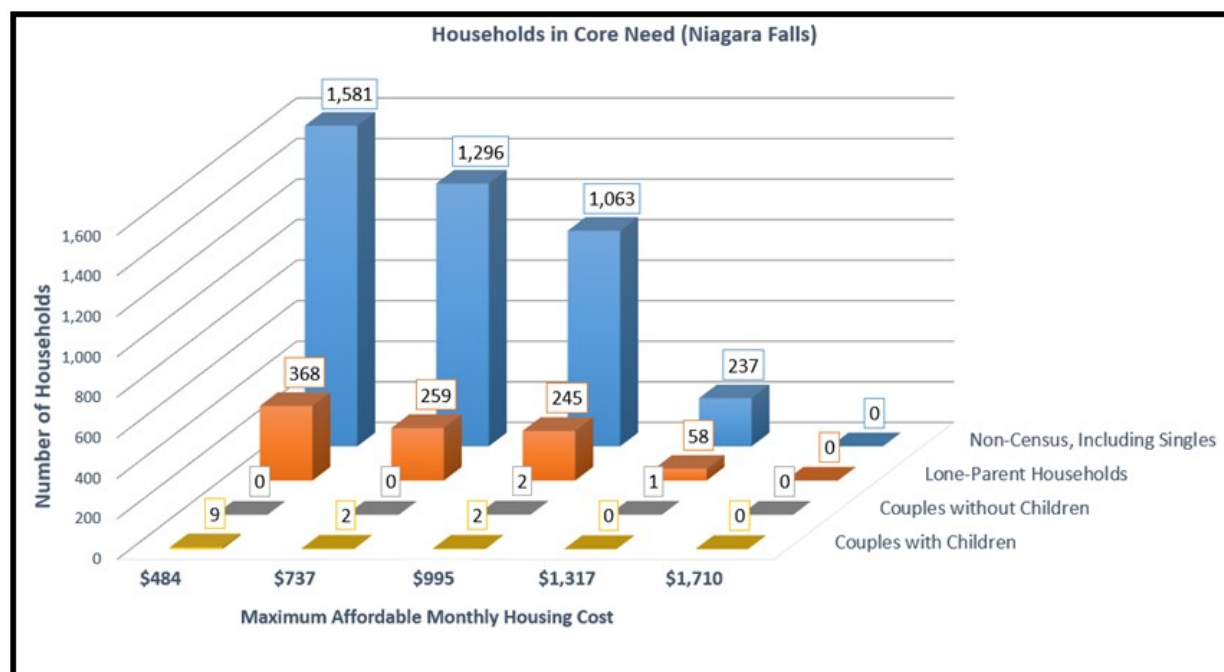
Of local area municipalities, Niagara Falls has the second highest number of households in core housing need, second only to St. Catharines. Of the 23,830 household in Core Housing Need in Niagara, 5128 (21.5%) are in Niagara Falls.

Of the 5128 households in core need in Niagara Falls, 4,177 (81.5%) are non-census singles, 930 (18.1%) are lone-parent households, 13 (0.3%) are couples with children and 3 (0.1%) are couples without children.

3.3.1 Core Need Households by Household Type and Maximum Affordable Housing Cost (Niagara Falls)

Core Need Households by Household Type and Maximum Affordable Housing Cost (Niagara Falls)

Income Decile	1st Decile	2nd Decile	3rd Decile	4th Decile	5th decile
Household Income Range	less than \$19,400	\$19,400 to \$29,500	\$29,500 to \$39,800	\$39,800 to \$52,700	\$52,700 to \$68,400
Maximum Affordable Housing at 30% for all housing costs	\$484	\$737	\$995	\$1,317	\$1,710
Total Households in Core Need	1,960	1,558	1,312	296	0
Non-Census, Including Singles	1,581	1,296	1,063	237	0
Lone-Parent Households	368	259	245	58	0
Couples without Children	0	0	2	1	0
Couples with Children	9	2	2	0	0



Niagara Region Homelessness Services has identified a need in the region including Niagara Falls for supportive housing for people who are experiencing long term emergency shelter stays. In 2018, 674 (37%) of people who accessed shelters stayed for 31-179 days, using 75% of available shelter capacity of 63,231 bed nights. Additional affordable housing units would provide an opportunity to affordably house some long-term shelter stayers with added supports from homelessness services providers. 10 Units will be dedicated to the Housing First Program, of which Community Services will be funding the supports required for the tenants of these units.

3.4 Waiting List

Based on the centralized waitlist for affordable housing, Niagara Falls has 3102 households waiting for an affordable unit (May 31, 2019) including 38% seniors; 32% individuals between 16 and 54 years old and 30% families.

3.4.1 Existing Community Housing Stock in Niagara Falls

As of May 31, 2019, the number of community housing units in Niagara Falls is 3852 or 13% of the 8,177 units in Niagara, (including Providers and Owned units).

3.4.2 Vacancy Rates

The 2018 Canada Mortgage and Housing Corporation's *Rental Market Report* indicates that the vacancy rate in Niagara Falls is approximately 2.4% for a 1 bedroom and 2 bedroom apartment. Vacancy rates in Niagara have decreased over the prior reporting year.

3.4.3. Targeted Tenant

The build is targeted for single adults over the age of 16 and families; with 9 bachelors, 45 one bedroom, 15 two bedroom, and 4 three bedroom apartments. Since this building will be of mixed unit types of RGI, Affordable and Market the property operations staff will develop the tenant eligibility criteria as well as a set of 'house-keeping' rules that will be followed in marketing and filling this property.

4. ORGANIZATIONAL READINESS

4.1 Board of Directors

Niagara Regional Housing was incorporated in 2002 under the Corporations Act. NRH is governed by a 9 member volunteer Board of Directors, including 5 Regional Councillors and 4 Community Directors.

The NRH Board of Directors will maintain general oversight of the project and will review and approve all design, agreements, contracts, and financial obligation. The Directors on

the Board have broad experience and knowledge including financial, legal, property management and development.

4.2 Hawkins Street Design Consultation Committee

The NRH Board of Directors approved a Building Design Committee to be composed of 4 NRH Board members, staff from the various Niagara Region departments and will include community neighbours of Heximer Avenue and Hawkins Street. To date, Niagara Regional Housing and Niagara Region Staff have met numerous times, including a pre-consultation meeting at the City of Niagara Falls Planning Department, to review building design features and preliminary drawings for the site plan and the unit layouts.

4.3 Property Management and Development Staff

NRH owns and provides property management services for a portfolio of 2,842 units consisting of apartment buildings, townhouses and scattered houses. Under the supervision of the Manager of Housing Operations and the Community Resource Unit Manager, 6 Property Administrators, 3 Assistant Property Managers, and 3 Community Program Coordinators support and provide services to family, senior and adult households. This development will be included in the NRH portfolio when completed.

Financial and operational oversight of this Project will be by the Chief Executive Officer with support from the Manager of Housing Operations. A Project Manager has been hired to oversee and supervise the daily operations/activities of this project including schedules, budgets, and the design and construction phases.

4.4 Architectural Firm

The architectural firm, Raimondo and Associates, has been retained through a competitive process to gain the appropriate municipal approvals for site plan application and design of the building. The firm has extensive expertise in the design of multi-residential housing, having completed over 30 projects in Southern Ontario in the last 30 years, 20 of which are located in the Niagara Peninsula.

This firm offers sustainable design and building efficiency experience, both through completed projects and LEED certified staff. Responsibilities would be extended to include the construction management phase if Board and Council approvals are obtained.

4.5 Time scale

RFP will be issued for construction at the beginning of 2020. Construction is scheduled to begin in the spring of 2020 and will be completed in approximately 18 months from start of the construction phase.

4.6 Contractual obligations

It will be the responsibility of the Project Manager on behalf of the NRH Board of Directors to ensure that all contractors and consultants are meeting their commitments as per their contracts.

4.7 Exit Strategy

At the completion of the construction, a certificate of total completion will be issued by the Architect; the certificate of completion will be submitted to the NRH for registration before presenting it to the NRH Board of Directors. NRH Housing Operations will take over management of the building to ensure that the value of the investment is maintained. The building will be an asset to the NRH and NR Portfolio.

4.8 Risk Analysis and Management

Considering the terms of the conditions attached with the Ontario Priorities Housing Initiative (OPHI) funding, time is of great importance and failure to commit to a contribution agreement by December 31, 2019 will lead to a loss of the available funding.

5. COMMUNITY ENGAGEMENT

A community engagement plan has been developed to ensure that key stakeholders are able to provide input into the Hawkins/Dell Development. Building on the success of the NRH community engagement framework in previous developments, the plan will include frequent, informative updates to all stakeholders. The Development Committee will include representatives from the Hawkins/Dell neighbourhood to ensure meaningful collaboration. In recognition of the inconvenience to tenants who must move to enable the development, NRH staff have offered assistance with relocation choices, moving expenses and reconnection services. Each interaction with tenants included an expression of appreciation of their cooperation. Neighbours have provided valuable recommendations in NRH past developments and have assisted NRH to address concerns and avoid unnecessary misunderstandings. In addition to neighbours, the Hawkins/Dell Community Engagement Plan focusses on community partners, the NRH Board, local elected representatives and NRH and Niagara Region Staff.

HAWKINS - Communications	Date	Stakeholder(s)												
		Development Committee	Community	Community Partners	Housing Providers	Media	MP / MPP	Neighbours	Niagara Region (Chair & Council)	NRH Board	NRH Staff	NF Mayor / Councillors	Open House Attendees	Tenants
Letter to tenants advising of move (hand delivered PA/CPC)	2019-06-24													✓

HAWKINS - Upcoming Communications
Letter to neighbours re: what will be happening (ask for involvement)
Media Advisory/Release - Future Development/Intensification Announcement
Sign installed onsite
Media articles
Open House/Info Session Invitation
Open House/Info Session
FAQs
Meetings w/ Mayor & Ward Councillors
NRH Today
Neighbour meetings
Official Fact Sheet
Engage neighbours to be members of the Committee
Letters to neighbours
Invite to Groundbreaking?
Groundbreaking?
Tenant newsletters
Update flyers
Save the Date for Opening
Invitation for Opening (reminder to RSVP)
Media Advisory re: Opening
Opening
Media Release re: Opening

6. BUILDING DESIGN

6.1 Building Location on the Site

The proposed buildings locations on the site are positioned in such a way as to:

- Maximize the number of units
- Maximize land usage through land intensification
- Increase the amount of green space at the end of Building A
- Provide the most convenient entry to the accessible units for both tenants and/or support agency staff.

6.2 Building Amenities

The building on site A will have a sprinkler system. Laundry rooms will be located on each of the three floors in the building which are serviced centrally by the elevators. The first floor will also have two offices, a scooter room, a janitor room, a universal washroom and a lobby area with mailboxes. The partial basement will have a mechanical/electrical room, a washroom, a kitchen, a common room, an office and a storage space. There will be an emergency generator sized to provide service to power one elevator and emergency lighting for the building. Emergency heating and cooling of the common rooms has also been included in the recommended generator size.

The building on site B will have a sprinkler system. Laundry rooms will be located on each of the three floors above grade. The ground floor will have an office, a common room, a lobby area with mailboxes, a janitor room, a scooter room, and an electrical room. The second and third floors will have a common area, electrical room and janitor room. There will be a full basement featuring a storage room, a mechanical/electrical room, a common room, a lobby area and a universal washroom. All three floors above grade and the basement are accessed by one elevator and two separate exit stairwells. There will be an emergency generator sized to provide service to power the elevator and emergency lighting for the building. Emergency heating and cooling of the common rooms has also been included in the recommended generator size.

Accommodations for Earthbin garbage and recycling bins for waste removal system have also been included in the design.

6.3 Exterior

The exterior façade will be a combination of steel stud walls/ brick façade and stone or culture stone. The balconies will have tinted glass panels. There will be parking for 83 vehicles for Site A and 24 for Site B.

6.4 Accessibility Features

Niagara Region's *Facility Accessibility Design Standards*, (FADS), and Universal design features have been included in the common areas and barrier free (BF) suites to assist tenants with changing needs as they age, such as:

- Lower lights switches
- Raised floor receptacle height
- Wider corridors
- Wider unit entry doors both in common areas and units
- 4 accessible parking spots at building entrance for Site A, 2 accessible for Site B
- Site A, 55 unit; 4 BF 1- Bedroom, 2 BF – Bachelor, 2 BF 2- Bedroom, 1 BF 3- Bedroom
- Site B 18 unit; 4 BF 1 – Bedroom

In considering Public Health's *Falls Prevention Strategy*, all accessible units will feature walk-in showers.

6.5 Energy Efficiency

To promote conservation and energy efficiency, sustainable conventional mechanical design that meets the latest current codes will be included in the building. Electrical and Mechanical design will be similar to the Carlton Street Project in St. Catharines, where an energy modelling analysis was completed. Each apartment unit will be a 4-pipe heating/cooling high efficiency fan-coil system that has a central high efficiency boiler and chiller for heating and cooling. Every unit will also have an energy efficient heat recovery ventilation system, programmable thermostats and LED lighting. Fiberglass framed windows with double sealed heat mirror TMglazing with XUV technology will be an added energy feature in the envelope design.

7. DEVELOPMENT APPROACH

The following four development approaches were considered:

- General contract (group secures land, hires architect, seeks fixed construction bids)
- Turnkey development (development company completes entire development package: design, approvals, and construction, for a fixed price)
- Design-build (similar to turnkey, but group has direct relationship with architect)
- Design Bid Build (group hires architect and then tenders for construction)

The General Contract and Construction Management approach require considerable resources and present more risk to the Corporation, both were eliminated from consideration for those reasons. The Design Bid Build approach is the method that the NRH Board used for the Carlton Street Project. The Hawkins St/ Dell Ave. Project will follow the same process based on the Value for Money Audit findings.

8. TENANTS AND RENTS

8.1 Tenants

The new building will be for a mix of market, affordable (80% of Market) and community (RGI) housing tenants with mixed income levels.

8.2 Market, Affordable and RGI Rents

28 of the units will be full RGI selected from the NRH waitlist, 20 of the units will be affordable at 80% of the market rents and will also be selected from the NRH waitlist and the remaining 25 units will be at a market rate set by NRH that will be no more than the CMHC median market rents for Niagara.

8.3 Self- Sustaining Rent Structure

To allow the building to be self-sustaining with no additional ongoing operating subsidy required, the rents for this development will be based on the CHMC market rate advisory. Based on CHMC Rental Market Report in the year of occupancy. The current median market rent for a bachelor unit is \$620, a 1 bedroom unit is \$ 927, a 2 bedroom unit is \$1,068, and a 3 bedroom unit is \$1,077 in Niagara.

9. CONSTRUCTION COSTS

The proposed building will be built with the following:

Site A:

- Steel stud & Masonry construction (Non-Combustible Construction)
- Core slab concrete floors
- Approximately 750 sq. ft. of storage
- 2 elevators
- Total building square footage of approximately 51,745 sq. ft. - not including the basement.

Site B:

- Steel Stud & Masonry Construction (Non-Combustible Construction)
- Core slab Concrete floors
- 1 elevator
- Total building square footage of approximately 20,473 sq. ft.

Based on the Cost Consultant, the construction costs with a 5% contingency are estimated at \$220.00 per sq. ft. Adding in other project costs and contingency brings the total project cost to an estimated \$20.9 million. (See chart below):

Land, Acquisition NRH Budget (Includes legal fees, environmental assessment)	\$64,450
Fees and Charges NRH Budget (Includes taxes and insurance during construction, architect project management, site survey, audit etc.)	\$1,347,812
Building NRH Budget (Includes construction costs, sprinkler system, appliances, furnishing common areas, landscaping/outdoor amenities)	\$18,165,705
HST (net) and 5% Contingency NRH Budget	\$1,322,033
Total Capital Costs including land NRH Budget	\$20,900,000

9.1 Assumptions in Capital Budget

The capital budget was developed with the following assumptions:

- No consultant or developer fees (savings of \$300,000 – 400,000 by using NRH staff, Board and committee volunteers)
- Professional fees competitively priced
- Construction cost estimates based on \$220.00/sq. ft. (NRH Estimate) cost consultants suggest \$214.00/sq. ft.
- Site demolition costs for removal of all existing buildings is estimated \$330,000.00.
- 5% contingency built in
- Waiver of Regional and Municipal development charges and site plan application fee
- Site plan submission approved as submitted

10. OPERATING BUDGET

Using comparative operating costs from the existing apartment building and recent, similar AHP new apartment building costs, total annual operating expenses are estimated at \$476,000/year. Operating costs include insurance, taxes, capital reserve, administration utilities etc. Long-range projections indicate year-end surpluses that would allow for additional rent-gear-to-income units or additional contributions to the capital reserves.

10.1 Assumptions in Operating Budget

The operating budget has been developed with the following assumptions:

- Annual inflated transfer to capital reserves starting in year 1
- Utilities included in the tenant rents
- Rental increase at an average rate of 2% annually
- Operating expense increases at an average rate of 2% with additional increases at each 5 year increment of the 30 year projected operating budget

11. FINANCING ARRANGEMENTS

11.1 Project Funding

The project will be funded as follows:

OPHI Funding	\$ 3,000,000
Development Charges	14,713,987
Restricted Owned Unit Reserves	3,186,013
TOTAL Estimated Project Costs	\$ 20,900,000

In order to maximize the development on the land, 73 units will be constructed in total. The Ontario Priorities Housing Initiative (OPHI) funding of \$3,000,000 will provide for the construction of 20 units. Under the OPHI program, approved projects must start construction within 120 days of signing a Contribution Agreement (April 30, 2020). They must also have all required municipal approvals such as zoning, minor variances and site plans in place to permit the proposed development, or be well advanced in the planning approvals process. The remaining 53 units are being funded through development charge revenue and restricted reserves.

11.2 Regional/Municipal Incentives

As an affordable housing development, this project is eligible for the waiver of Regional and Municipal development charges. NRH as a Service Manager of affordable housing for Region and therefore part of Niagara Region has already received waivers on site plan

application fees as per an arrangement between Niagara Falls and the Region. The proposed project does not fall within a current Community Improvement Area (CIP).

11.3 New Community Housing benefits

The project aims at investing \$20.9 million as the cost of development. At the completion of construction, it is estimated that an asset value of \$20.9 million will be created.

The development will improve affordable housing options for Niagara; create employment opportunities; increase demand for services which will benefit utility companies and most importantly generate revenue for the Region and NRH from rent charges

Subject: Ambulance Chassis Review**Report to:** Public Health & Social Services Committee**Report date:** Tuesday, November 5, 2019

Recommendations

1. That Regional Council **RECEIVE FOR INFORMATION** the following report pertaining to PHD 04-2018 Sole Source EMS Fleet Purchase revised.

Key Facts

- PHD 04-2018 authorized staff to proceed with the sole source purchase of the 2018 annual ambulance replacement built upon the existing chassis used by Niagara EMS for the previous six years
- A staff recommendation was also endorsed to complete a review of the current ambulance chassis and to assess alternative certified platforms. This review would inform staff and Council on a recommended strategy for a preferred ambulance chassis for the next several years
- In November 2018, ApexPro Consulting was awarded the contract for the chassis review. The review included comparison of Niagara EMS with 18 EMS peers.
- The review concluded that the Sprinter (Diesel) platform used by Niagara EMS has the lowest lifecycle cost of available certified ambulance platforms: 28% lower than the Ford E350, 41% lower than the GM3500, and 106% lower than the Ford E450.
- The complete ApexPro report is available as an attachment to this report.
- Niagara EMS staff are working with Procurement staff to purchase the 2019 annual ambulance replacement through a competitive bid process, but informed by the ApexPro review.

Financial Considerations

Since the introduction of the Sprinter chassis in 2012, Niagara EMS has realized considerable savings as detailed in Table 1. In 2012 and through each subsequent year to 2016, previous Ford E350 diesel chassis ambulances were replaced with the Sprinter diesel chassis ambulances through attrition.

Averaging a replacement cycle of eight ambulances per year, the entire fleet was transitioned to the Sprinter chassis by the end of 2016.

Table 1 shows that even with a 40% *increase* in the amount of kilometers traveled by the growing fleet year over year, total fuel consumption has nonetheless steadily *decreased*. Despite fluctuating fuel prices, the cost per kilometer has also declined.

In addition, the non-fuel fleet cost have not increased at the same rate as the growth of the fleet size due to lower maintenance and non-fuel operating costs realized by the Sprinter platform.

Year	Vehicles	Type	Km Travelled	Litres	L/100km	Total Cost/km	Fleet Cost/km (excluding fuel)
2011	36 ambulances	36 Ford	1,792,407	423,799	21.0	\$0.49	\$0.23
2012	37 ambulances	9 Sprinters 28 Ford	2,017,603	428,387	21.2	\$0.46	\$0.21
2013	37 ambulances	17 Sprinters 20 Ford	2,276,152	435,053	19.1	\$0.44	\$0.20
2014	40 ambulances	25 Sprinters 15 Ford	2,339,606	417,814	17.9	\$0.45	\$0.20
2015	41 ambulances	37 Sprinters 4 Ford	2,377,149	417,164	17.5	\$0.44	\$0.25
2016	41 ambulances*	41 Sprinters	2,503,792	418,985	16.7	\$0.37	\$0.21

Table 1 – total km travelled in relation to fuel consumed and associated fleet costs

*additional two Ford E450 specialty transport unit ambulances

Analysis

To assess if the diesel chassis should remain the preferred and recommended option, cost comparison for gas chassis was completed. Table 2 illustrates the cost for each manufacturer chassis only. The addition of an air ride suspension improves patient safety, reduces patient pain and discomfort, improves safety of care provided by paramedics, includes an anti-roll safety system, and also provides the ability for the ambulance to lower the rear portion of the ambulance to assist with the height of people and equipment entering and exiting the ambulance.

Manufacturer	Base Cost	Air Ride Suspension	Total Cost
Sprinter Chassis V6 diesel	\$44,137	Included	\$44,137
Ford E350 V10 gas	\$29,868	\$9-12,000 for either fluid or air suspension	\$39 868
GM 3500 V8 gas	\$39 539	\$9-12,000 for either fluid or air suspension	\$49,539

Table 2 – cost comparison of chassis with air ride suspension

Industry best practise across North America is that ambulances should be decommissioned after a 54-month of life due to patient safety concerns, risk of breakdowns, and increasing maintenance and operating cost. The Region has incorporated a best practice of selling ambulances that are decommissioned after this lifespan through Government Surplus Auctions (govdeals.com). This best practice is supported by the Apexpro review. In 2017, this was the first year in which several of the first generation Sprinter ambulances were made available for auction. The typical yield for the previous Ford diesel ambulances was \$5-\$10,000. The yield for the Sprinter diesel ambulances was \$18-\$22,000 making the Sprinter a more favourable asset at end of usable life.

Over the past five years, Niagara EMS has developed an ambulance platform on the Sprinter MX152A Type 3 chassis that in comparison to previous Ford E350 chassis has provided the Service with increased safety for both the providers and patients, improved environmental impact through decreased emissions utilizing Diesel Exhaust Fluid (DEF), decreased fuel consumption, decreased cost through the lower fuel consumption, decreased maintenance costs, and increased resale value.

The first generation of Sprinter ambulances (2012) were supplied by Crestline Ambulance through an approved tender process. The next six generations of Sprinter ambulances (2013-2018) were supplied by Demers Ambulance, also through an approved tender process. Currently, only one of the two ambulance manufacturers who are certified by the province of Ontario to build ambulances make this chassis available for purchase and delivery. This is Demers Ambulance as confirmed in Appendix 2. The original certification of the Sprinter ambulance manufactured by Crestline has since expired and they do not offer an Ontario certified ambulance on a diesel platform. Crestline has also been acquired by Demers Ambulance.

Each year the service replaces approximately 20% of its fleet based on the attrition rate of ambulances at end of life. In the absence of a purchasing agreement since 2017 and an updated review of available chassis on the market that continued during the first part of this year, the ambulances typically ordered in 2019 have been delayed, meaning, the service is behind in our annual replacement cycle and using aged vehicles that exceed the industry best practice benchmark. The risk associated with an aging fleet is related to patient safety, increased maintenance and operating cost, and reduced reliability.

The lifespan of an ambulance is assessed primarily through continuous monitoring of an increased frequency of unscheduled maintenance.

As the ambulance reaches these thresholds, risk increases with associated increased chance of breakdown and therefore increased patient risk and financial risk. Given the urgent and life-saving nature of the services provided by Niagara EMS, reliability of ambulance performance is imperative for its potential to impact on patient outcomes.

Today, Niagara EMS chassis of choice is diesel due to dependability and fuel efficiency. Further benefits of the current diesel platform include:

- Diesel engines withstand the hard driving conditions endured by ambulances
- Based on industry experience, over a five-year period it is anticipated that there would be more mechanical repairs with a gas chassis
- Almost zero emissions with DEF
- OEM parts comparison (high volume) shows the Mercedes chassis parts to be slightly less expensive than a Ford chassis and less expensive than a GM chassis.

Additional benefits specific to the Sprinter chassis include:

- Tighter steering radius
- Much quieter engine
- No black smoke
- Air ride suspension
- Anti-roll stability control feature
- Added cab space
- Fuel economy
- Longer service intervals

Alternatives Reviewed

Recognizing that the automotive industry is continuously evolving, Niagara EMS is continuously searching for ways to improve overall service delivery including the choice of ambulances. This was the basis of the updated review of platforms recently completed. The review recommended continuing with Demers Ambulances' Sprinter platform.

It is important to commit to a specific platform for a period of time to ensure standardization with the fleet for optimal efficiencies in maintenance, logistics, and both provider and patient safety in creating a consistent working environment for paramedics. Should an alternative platform be determined to be desirable in the future, extensive planning for the transition would be necessary, and a multi-year timeline would be needed to execute the transition.

Relationship to Council Strategic Priorities

The operation of a standardized fleet of ambulances that provide the best economic return on investment throughout the life cycle supports the Council Strategic Priority of Sustainable and Engaging Government through continuous improvement of ambulance design that promotes innovation and optimal cost-efficiencies. This program also adds value to the area of Responsible Growth and Infrastructure Planning as we expect to travel additional distances as the service changes and grows in the years ahead requiring our fleet be evaluated against environmental protection through areas such as reducing our carbon footprint.

Other Pertinent Reports

PHD 04-2018 Sole Source EMS Fleet Purchase revised

Prepared by:

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Medical Officer of Health &
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Submitted by:

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Acting Chief Administrative Officer

This report was prepared by Kevin Smith, Chief, Niagara Emergency Medical Services & Director, Emergency Services and reviewed by Michael Leckey, Program Financial Specialist.



FINAL REPORT

ASSESSMENT OF ALTERNATIVE AMBULANCE CHASSIS PLATFORMS

APEXPRO CONSULTING INC.

MARCH 6, 2019

RFP # 2018-RFP-47

APEXPRO CONSULTING INC.

EXCELLENCE COMMITMENT PARTNERSHIP – EVERY CLIENT! EVERY TIME!

30 KARL CRT., THORNHILL ON L4J 8H7 CANADA

March 6, 2019

Randy McDougall
Commander Logistics & Planning
Niagara EMS
2 Westwood Court, Unit 300
Niagara-on-the-Lake, ON L0S 1J0

Dear Mr. McDougall:

ASSESSMENT OF ALTERNATIVE AMBULANCE CHASSIS PLATFORMS

It is with great pleasure that we submit this report containing the results of our review and assessment of Niagara Region's diesel-powered Mercedes Sprinter 3500 chassis platform relative to alternative chassis certified for use as ambulances in Ontario, and to newly emerging ambulance chassis technology.

Our review affirms that relative to other alternatives, the diesel-powered Mercedes Sprinter 3500 is the preferred ambulance chassis platform. Our reasons, discussed in the body of the report, include service needs and safety, environment, mechanical reliability, cost and cost efficiency.

Our review also finds that the north-American ambulance industry is in a state of significant flux (also discussed in the report) and it will take time to sort itself out.

For all the above reasons, we recommend that Niagara should maintain the diesel-powered Mercedes Sprinter 3500 as its ambulance chassis platform of choice for at least the next 2 to 3 years, at which point options may once again be re-examined.

Thank you for giving us the opportunity to work on this most interesting assignment.

APEXPRO CONSULTING INC.



Marvin Rubinstein
President

Enc.

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Appendix A. Contributors of Information to this Review

Executive Summary

Introduction

This review, by APEXPRO Consulting Inc., assesses Niagara Region's diesel-powered Mercedes Sprinter 3500 chassis platform relative to alternative chassis certified for use as ambulances in Ontario; also, relative to newly emerging ambulance chassis technology.

We conducted this review, working collaboratively with members of the Niagara EMS leadership team. We acknowledge and thank the following leadership team members for their assistance and support.

- Roger Mayo, Deputy Chief
- Randy McDougall, Commander Logistics & Planning
- Ralph Paolini, Commander EMS Fleet & Support Services

We also wish to acknowledge Gayle Tries of Niagara EMS Fleet and Logistics, for time spent organizing historical vehicle operating data (VOD) records essential to our assessment.

In the course of the review we consulted with 26 of Niagara's EMS peers. A few peers also use the diesel-powered Mercedes Sprinter 3500 chassis platform. Most use chassis manufactured by GM and Ford, which also are certified for ambulance use in Ontario.

Findings and Recommendation

Our review affirms that relative to other alternatives, the diesel-powered Mercedes Sprinter 3500 is the preferred ambulance chassis platform. Our reasons, discussed below and in the body of this report, include service needs and safety, environment, mechanical reliability, cost and cost efficiency.

Our review also finds that the north-American ambulance industry is in a state of significant flux (also as discussed below) which will take time to sort itself out.

For all the above reasons, we recommend that Niagara should maintain the diesel-powered Mercedes Sprinter 3500 as its ambulance chassis platform of choice for at least the next 2 to 3 years, at which point options may once again be re-examined.

Current State of Flux

In September 2018 Demers Ambulances of Beloeil, Quebec announced the acquisition of Canada's only other major ambulance manufacturer (Crestline Coach Ltd. of Saskatoon Saskatchewan).

Also, in September 2018, Demers Ambulances (now Canada's only major manufacturer of ambulances for the international market) informally announced their intent to investigate the development of a fully-electric ambulance. Demers has not committed to a specific timeline however, we may safely assume that a technological change of this significance could take 2 years or more.

XL Fleet of Boston MA has developed a self-contained electric drive train and battery system which, when installed as an after-market product onto a standard OEM vehicle chassis, works seamlessly in the background to increase the vehicle's torque and make the vehicle more fuel efficient and cleaner, reportedly with zero adverse impact on the OEM systems. Several Ontario and BC-based EMS services, including Toronto EMS, York Region Paramedic Services, and Oxford County Paramedic Services are presently trialling this technology.

Ambulance Chassis Certified for Use in Ontario

The diesel-powered Mercedes Sprinter 3500 is one of four chassis certified for use as an ambulance in Ontario under the "*Ontario Provincial Land Ambulance & Emergency Response Vehicle Standard*".

The others are the gas-powered versions of the Chev (GM) 3500, Ford E350 and Ford E450 chassis. GM and Ford used to manufacture both a diesel and gas version of their chassis for Ontario ambulance use. This is no longer the case. Only their gas-powered versions are currently certified for use in Ontario.

Most Popular Ambulances in Ontario

Niagara EMS' ambulance fleet consists entirely of Demers MX152A (Type 3) ambulances, which are manufactured with the diesel-powered Mercedes Sprinter 3500 chassis.

The Demers MX164A and Crestline Fleetmax are the most popular ambulances used by Ontario peers. Both ambulances are of a Type 3 model and depending on client preference, they are manufactured with the gas-powered versions of the Chev (GM) 3500, Ford E350 and Ford E450 chassis.

The gross vehicle weight (GVW) of a Ford E450 ambulance is about 6,500 kgs, which is significantly heavier than the GVW of a Mercedes Sprinter, Ford E350 or GM 3500 ambulance, which range between 5,000 and 5,600 kgs.

Relatively few EMS services operate fleets consisting mainly of heavier Ford E450's. However, multiple services including Niagara EMS maintain a few such vehicles at hand, to serve bariatric needs, i.e., to transport patients whose weight would severely challenge the capabilities of lighter vehicles.

Service Needs and Safety

The diesel-powered Mercedes Sprinter 3500 chassis supports the service needs of Niagara EMS for a Type 3 ambulance model.

The minimum requirements for land ambulance certification in Ontario are based mainly on safety considerations. The diesel-powered Mercedes Sprinter 3500 fulfills all provincial safety requirements.

The Sprinter's front cab design is spacious, comfortable and will accommodate aftermarket add-ons, e.g., computer mounts and modems. The front cab design also includes dual stage front and side airbags for crash safety.

The Sprinter 3500 chassis is equipped with a VB Air-suspension system that lowers the rear portion of the ambulance making it easier to load both patients and equipment. In addition, the VB Air-suspension system substantially reduces road shock and vibration, and improves load levelling capability, making for a quieter, smoother and more constant patient ride, better overall handling, and rollover resistance.

Vehicle safety is further assured by the chassis' computer, which manages the vehicle's systems, including air-ride suspension, on an integrated basis.

Environment

Fuel Efficiency

Niagara's Mercedes Sprinter is outfitted with a fuel-efficient 3.0 litre diesel engine, and an aerodynamic front cab design and riser, which collectively make Niagara's diesel-powered Sprinter the most fuel-efficient Type 3 ambulance in Ontario, consuming an average of 17.7 litres of fuel per 100 kilometres.

In comparison, the gas-powered Ford E350 and GM 3500 ambulances consume fuel at rates that are 69% higher, averaging about 29 litres per 100 Kms; and the Ford E450 ambulance consumes fuel at a rate of almost 38 litres per 100 Kms, which is over twice that of the Mercedes Sprinter.

CO₂ emissions

The primary products of gasoline or diesel fuel combustion are nitrogen (N₂), carbon dioxide (CO₂), water (H₂O) and Oxygen (O₂). CO₂ emissions are proportional to the quantity of fuel consumed. Since the Sprinter's fuel consumption rate is the lowest among peers, its rate of CO₂ emissions is also the lowest.

Nitrogen Oxide and Particulate Matter

Partial combustion of petroleum fuel generates the following unwanted and potentially harmful emissions: nitrogen oxide (NOx), carbon monoxide (CO) and particulate matter in the form of black smoke (soot). Diesel engines, while they are highly efficient in terms of power and performance, also are inherently dirty, capable of generating relatively large amounts of these unwanted emissions.

The Mercedes Sprinter's highly-efficient diesel-emissions technology reduces harmful exhaust levels of nitrogen oxide and eliminates almost all diesel particulate matter, to ultra-low levels that are well within Canada's stringent emission standards, thus creating a cleaner, greener ambulance vehicle.

Idle Reduction System

Fifty-five percent (55%) of the 27 EMS services surveyed by this review have either not equipped their ambulances with idle reduction systems, or they have had the systems disconnected, due to conflicts between the idle reduction system and other essential on-board systems. This includes Niagara EMS. This notwithstanding, Niagara's diesel-powered Mercedes Sprinter is the most fuel-efficient Type 3 ambulance in Ontario.

Mechanical Reliability

Diesel-powered ambulances have proven repeatedly, to be better at withstanding the hard driving conditions endured by ambulances. In this, the diesel-powered Mercedes Sprinter 3500 ambulance is no exception. Annually, Niagara EMS' Sprinter ambulances average 54,700 kilometres a year.

In comparison, according to our survey, EMS peers who use Ford E450's average 14% fewer kilometres a year; those that use Ford E350's average 15% fewer kilometres; and those that use GM 3500's average 27% fewer kilometres.

Also, Mercedes Sprinter ambulances require less frequent servicing. Type 3 ambulances that use Ford and GM chassis are serviced at intervals of about 6,000 kms; whereas, Niagara's Sprinter ambulances are serviced at intervals of 9,000 kms, as recommended by Mercedes.

Cost and Cost Efficiency

Up-Front Chassis Cost

The Mercedes Sprinter 3500 used by Niagara is equipped with VB Air-suspension. Almost 75% of the EMS peers surveyed operate ambulances equipped with a standard leaf spring suspension. Adjusting for the value of VB Air-suspension, we conclude that the Mercedes Sprinter, Ford and GM chassis are of comparable cost, each one averaging about \$44,000.

End-of-Life Resale Value

According to Niagara EMS' records, resale values for a Mercedes Sprinter diesel ambulance range between \$18,000 and \$22,000; which, based on our survey of EMS peers, is higher than the resale values for gas-powered Ford and GM ambulances. Resale values for Ford E350 ambulances range between \$3,000 and \$8,000. GM 3500's range between \$5,000 and \$12,000; and Ford E450's range between \$13,000 and \$14,000.

Sprinter Lifecycle Costs

Our review included a lifecycle cost comparison of the diesel-powered Mercedes Sprinter and Niagara's former diesel-powered Ford E350 ambulance. The cost comparison was based on historical costs managed by Niagara EMS.

Our findings indicate that on a per kilometre basis, Sprinter capital costs are on average 26% lower than that of the former diesel-powered Ford E350's – this due mainly to the Sprinter's higher end-of-life resale value. We also conclude that Sprinter operating costs are on average 5% lower; and total lifecycle costs (sum of capital and operating) are about 10% lower.

Vehicle idling for extensive periods is an example of a hard driving condition that ambulances are frequently required to endure. Ambulances may be left to idle during standby, during hospital offload, and during periods of hospital offload delay. In this, Niagara EMS' ambulances are no exception. Our investigation reveals that Sprinter lifecycle repair costs are highly susceptible to extensive vehicle idling.

We repeated the lifecycle cost analysis, discounting the cost of repairs to illustrate how much money would be saved, if one could mitigate excessive idling. We conclude that Sprinter lifecycle repair costs would be about 16% lower than the reported historical costs; operating costs (inclusive of fuel, servicing and repairs) would be about 8% lower; and total lifecycle costs would be about 7% lower.

Fuel Costs

On a per kilometre basis, fuel costs for the Sprinter average \$0.22 per kilometre. In comparison, fuel costs for Ford E350 and GM 3500 ambulances are 65% higher, averaging about \$0.37 per Km; and fuel costs for the Ford E450 ambulance are 89% higher, averaging \$0.42 per kilometre.

Servicing & Repair Costs

On a per kilometre basis, servicing and repair costs for the Sprinter average \$0.25 per kilometre. In comparison, servicing and repair costs for Ford E350 and GM 3500 ambulances are up to 19% higher, ranging between \$0.25 and \$0.30

per Km; and servicing and repair costs for the Ford E450 ambulance are over twice as high, averaging \$0.56 per kilometre.

Total operating Costs

On a per kilometre basis, total operating costs for the Sprinter average \$0.47 per kilometre. In comparison, total operating costs for Ford E350 and GM 3500 ambulances are up to 41% higher, ranging between \$0.61 and \$0.67 per Km; and total operating costs for the Ford E450 ambulance are over twice as high, averaging \$0.98 per Km.

Cost of Sprinters vs. Hybrid Technology

Based on information that is currently available, we conclude that outfitting a standard gasoline-powered ambulance with hybrid technology will increase the overall lifecycle cost of that ambulance by a net of \$5,000 to \$9,000. Many would argue that this is a reasonable expenditure by which to attain a cleaner, greener vehicle. We do not disagree.

This conclusion notwithstanding, Niagara Region which uses a diesel-powered Mercedes Sprinter equipped with an ultra-low diesel-emissions system, achieves the same objectives – a highly fuel-efficient, cleaner, greener vehicle. Moreover, Niagara accomplishes these objectives at a lower cost (as shown above).

1 Introduction

1.1 Project Objective

On February 8, 2018 Niagara Regional Council approved the following recommendation arising from the Public Health and Social Services Committee meeting of January 30, 2018.

... that staff be authorized to proceed with the purchase of MX152A Type III ambulance 2017 Sprinter (Diesel) from Demers Ambulance as a sole source until such time that staff complete a review of the current ambulance OEM chassis to assess future alternative platforms as certified by the MOHLTC to meet specific criteria including safety, environment and cost ...

The MX152A Type III is a diesel-powered ambulance manufactured on a Mercedes Sprinter 3500 chassis platform. By way of this approval, staff would proceed to purchase 18 such ambulances of the model year 2017.

Funding for the 18 ambulances had previously been approved in the 2017 and 2018 capital budgets, in CSD 48-2016 Revised and CSD 65-2017, respectively.

Council's recommendation to review alternative ambulance chassis platforms recognizes that the automotive industry, hence the choice of ambulances, is continuously evolving. The recommendation also is in keeping with the Corporation's strategic policy for fostering organizational excellence.

On September 5, 2018 Niagara Region issued a Request-for-Proposals (RFP) inviting proponents to submit proposals for the provision of consulting services for an ambulance chassis comparison.

APEXPRO Consulting Inc.'s involvement in this project is the direct result of this RFP process. We received notice of award on November 12, 2018 and commenced the project immediately thereafter, in accordance with the following project objective.

The objective of this review is to assess Niagara Region's diesel-powered Mercedes Sprinter 3500 chassis platform relative to alternative chassis certified for use as ambulances in Ontario; also, relative to newly emerging ambulance chassis technology.

The review will either re-affirm the diesel-powered Mercedes Sprinter 3500 as the ambulance chassis platform of choice for Niagara Region, or it will recommend an alternate ambulance chassis platform, as well as a strategy for incrementally implementing the alternative over the next 3 to 5 years.

1.2 Background

Prior to 2012, Niagara EMS' ambulance chassis platform of choice was the diesel-powered E350 manufactured by the Ford Motor Company. In 2012, Ford stopped producing this diesel-powered chassis for Ontario ambulances in favour of models using only gasoline. GM, another principal manufacturer of Ontario ambulance chassis, made a similar decision.

Niagara EMS prefers diesel-powered ambulances, which have proven repeatedly to perform better than gas-powered ambulances in terms of fuel economy, mechanical reliability and cost. This opinion is shared by numerous other EMS services.

With Regional Council's authorization, Niagara EMS commenced to transition its fleet to the only remaining diesel-powered chassis certified for use as an ambulance in Ontario, namely the Mercedes Benz Sprinter 3500. Nine (9) Mercedes Sprinter ambulances were commissioned in 2012; 7 in late 2013 / early 2014; and others between 2014 and 2018, as shown by Exhibit 1.1.

Currently, Niagara's ambulance fleet consists of 43 Mercedes Sprinters. All are 3rd to 6th generation models, commissioned between 2014 and 2018.

Exhibit 1.1: Mercedes Sprinter Chronology, 2012-2018

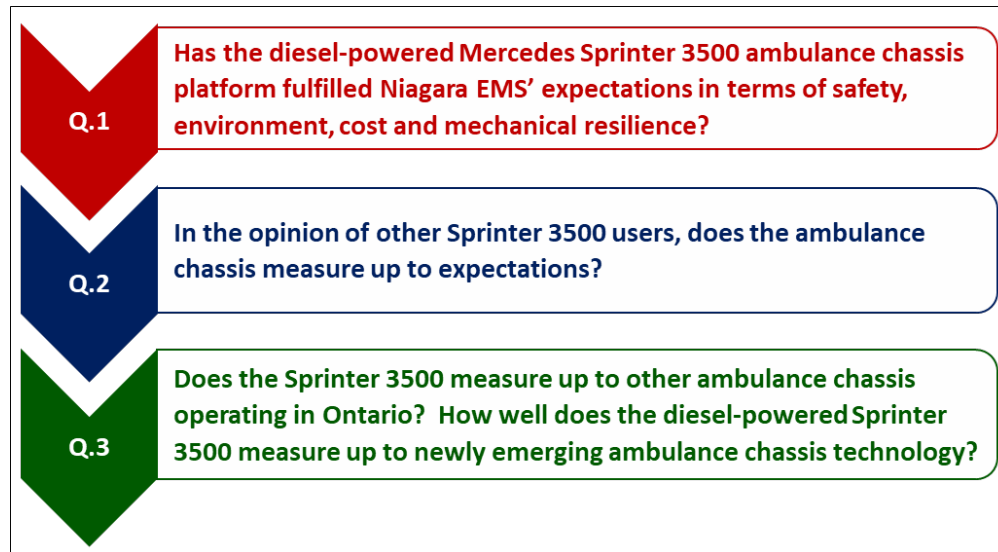
Model Year	# Purchased	Commissioned	Current in Service
2012 - 1st Gen.	9	2012	--
2013 - 2nd Gen.	7	2013 (5) / 2014 (2)	--
2014 - 3rd Gen.	11	2014 (11)	5
2015 - 4th Gen.	11	2015 (4) / 2016 (7)	11
2016 - 5th Gen.	9	2016 (2) / 2017 (7)	9
2017 - 6th Gen.	18	2018	18
Total	65	--	43

1.3 Scope and Approach

Per Regional Council's direction, the focus of this review is mainly on safety, environment, and cost; albeit, we also investigated mechanical reliability as an additional consideration.

We aligned our assessment to the questions listed below. Our findings relevant to Question 1, are reported in Sections 3, 4 and 5 of this report. Question 2 is addressed in Section 6; and Question 3 is addressed in Sections 7 and 8.

Exhibit 1.2: Project Scope



Our assessment is based on vehicle operating data (VOD) and insights provided by Niagara EMS and by operators of other land ambulance services, including those that are piloting emerging technologies.

We also obtained information from: Demers Ambulances, the manufacturer of Niagara's Mercedes Sprinter ambulances; Brock Ford, the Niagara-based dealership that services Niagara EMS' ambulances; and XL Fleet of Boston Massachusetts, the manufacturer of a relatively new electric drive train technology being piloted by several Ontario ambulance services.

A comprehensive listing of contributors of information to this review is included in Appendix A.

1.4 Project Oversight & Support

Project oversight was provided by Niagara EMS. We worked closely with members of the Niagara EMS leadership team, scheduling meetings at key milestones; also, interacting frequently by telephone and e-mail.

We acknowledge and thank the following leadership team members for their assistance and support: Roger Mayo, Deputy Chief; Randy McDougall, Commander Logistics & Planning (who also served as client Project Manager); and Ralph Paolini, Commander EMS Fleet & Support Services.

1.5 Reliability of the Data

The data provided by Niagara EMS and by operators of other land ambulance services was reviewed prior to use, for both reliability and accuracy.

In some instances, we identified data omissions and/or inaccurate information. Where feasible, we corrected these errors, occasionally drawing surrogate data from the broad base of information with which we were presented.

Overall, in our opinion the information provided is sufficiently comprehensive and reliable for this review and assessment of alternative ambulance chassis.

1.6 Costs Presented in this Report

This report investigates historical operating costs for Niagara EMS ambulances, in some instances going back as far as 2009. To appropriately compare costs over time, 2009-2018, we needed to adjust actual in-year costs to a common basis - our purpose being, to adjust for the purchasing power of money which is affected by inflationary changes in prices. For convenience, we chose the current year 2018 as the common basis.

Consumer Price Index (CPI) inflation rates for Ontario were adopted as the means for making the adjustments. CPI, which is tracked by Statistics Canada, is an indicator of changes in consumer prices. It is obtained by comparing, over time, the cost of a fixed basket of goods and services. These include food, shelter, furniture, clothing, transportation, and recreation.

The Statistics Canada CPI inflation rates used in this analysis are listed below.¹

Conversion Period	Inflation Rate	Conversion Period	Inflation Rate	Conversion Period	Inflation Rate
2009 to 2018	18.03%	2010 to 2018	15.19%	2011 to 2018	11.74%
2012 to 2018	10.18%	2013 to 2018	9.11%	2014 to 2018	6.59%
2015 to 2018	5.34%	2016 to 2018	4.84%	2017 to 2018	2.60%

¹ Source: Inflation calculator at <http://inflationcalculator.ca/ontario/>.

2 Context

2.1 Definitions

“Ambulance”: The *Ontario Ambulance Act* defines an ambulance to mean a conveyance used or intended to be used for the transportation of persons who:

- a) Have suffered a trauma or an acute onset of illness either of which could endanger their life, limb or function, or
- b) Have been judged by a physician or a health care provider designated by a physician to be in an unstable medical condition and to require, while being transported, the care of a physician, nurse, other health care provider, emergency medical attendant or paramedic, and the use of a stretcher.

“Ambulance Chassis”: The term “ambulance chassis” is intended to mean the frame or underpart of the ambulance, on which the patient compartment or box as it is generally referred, is mounted.

By definition, the underpart of the ambulance also includes a platform for the driver’s seat and the vehicle’s running gear, i.e.: engine, transmission, drive shaft, differential and suspension.

“Conversion”: Ambulances are typically manufactured in two stages. Stage 1 is the manufacturing of the ambulance chassis, typically by a manufacturer of light or medium-sized trucks, e.g., Ford, GM or Mercedes-Benz. Stage 2 is the manufacturing of the patient compartment or box by an ambulance manufacturer who specializes in this type of product, e.g., Demers Ambulances and Crestline Coach Limited.²

Stage 2, often referred to as the “conversion” process, can be performed by one of two methods, either by coachbuilding where modifications are started from scratch, or by taking a modular approach, placing a pre-built box onto an empty chassis and then finishing off the product.

“OEM”: Original Equipment Manufacturer (OEM) means the manufacturer of the vehicle chassis used in the ambulance conversion.

² Prior to September 14, 2018 the major manufacturers of ambulances in Canada were Demers Ambulances of Beloeil, Quebec and Crestline Coach Ltd. of Saskatoon Saskatchewan. On September 14, 2018 Demers Ambulances announced the acquisition of Crestline Coach Ltd. We are given to understand that Crestline will continue to manufacture its line of ambulances as a division of Demers.

2.2 Land Ambulance Vehicle Standard

The Ontario Provincial Land Ambulance & Emergency Response Vehicle Standard, Version 5.0, Emergency Health Services Branch, MOHLTC, September 2012, defines the minimum requirements for land ambulances operating in Ontario.

Requirements set out under the *Standard* are based mainly on safety considerations for patients, paramedics and overall land ambulance operations. For illustration purposes, several requirements of relevance to this review are presented below.

Under the *Standard* ambulances are grouped by “type”, as follows:

- "Type 1" - conventional truck cab and chassis with a remountable modular body that contains the patient compartment;
- "Type 2" - standard van with integral cab and body, the patient compartment contained within the body and a raised roof over the patient compartment;
- "Type 3" - cutaway van cab and chassis with a remountable modular body that contains the patient compartment;
- "Special Purpose" - any type of ambulance when built, equipped and certified for a specific non-standard application.

Ambulances operating in Ontario must comply with the requirements under the *Standard*; Canadian Motor Vehicle Safety Standards (CMVSS); and criteria established by the OEM for the conversion of chassis to ambulances.

Ambulances operating in Ontario must be capable of a minimum payload of 770 kg (1700 lbs) over and above the converted curb weight. The total weight of the occupants and cargo shall not exceed the payload.

Only chassis approved by the OEM can be used for an ambulance. All modifications or additions to the OEM chassis must be completed using approved OEM practices, and all modified equipment must meet or exceed OEM performance characteristics.

Every model of ambulance intended for use in Ontario must be certified by MOHLTC, before it can be placed in service. Compliance requirements for certification include performance testing as specified by the *Standard*. The process is normally the responsibility of the ambulance conversion vendor.³

³ Niagara EMS is stringent in this regard, requiring the conversion vendor to ensure certification of ambulances prior to delivery; thus, protecting the Corporation from potentially lengthy delays.

Certification is initially valid for up to three years for all like ambulances produced by the same contractor provided: that the design, material and equipment are the same; that the ambulance is manufactured in the same manner; and that the chassis is of same model, engine and specifications. Certification may be extended by making application to MOHLTC.

2.3 Ontario Certified Ambulance Models

The following chart lists the conversion vendors and their ambulance models, which are currently certified for use in Ontario.

Conversion Vendor	Cert. #	Make / Model
Crestline Coach Ltd.	15-516(R2)	Chev cutaway 3500, 6.0L gas, Type 3 remounted 'New Era' (single cot configurations)
Crestline Coach Ltd.	16-520	Chev cutaway 3500, 6.0L gas, Type 3 'Fleetmax' and 'Commander' (single or dual cot configurations)
Crestline Coach Ltd.	16-521(R)	Ford E350 Cut, 6.8L Gas, Type 3 'FleetMax' and 'Commander' (single or dual cot configurations)
Crestline Coach Ltd.	16-522	Chev cutaway 3500, 139" WB, 6.0L Gas, Type 3 'New Era' (single cot configuration)
Demers Ambulances	17-523	Mercedes Sprinter 3500, 3.0L Diesel chassis, Type 3 'MX152A' (single main cot configuration)
Demers Ambulances	17-524(R)	Ford E350/E450 Cut, 6.8L Gas, Type 3 "MX164A" (single main cot configuration)
Demers Ambulances	17-525(R)	GM 3500 Cut, 6.0L Gas, Type 3 "MX164A" (single and dual main cot configuration)
Crestline Coach Ltd.	18-526	Ford E350 Cut- 6.8L gas, Chev 3500 Cut- 6L gas, Type 3 remounted 'Fleetmax' and 'Commander' (single or dual cot configurations)

3 Diesel-Powered Mercedes Sprinter 3500

3.1 Niagara EMS' Chassis Platform of Choice

The diesel-powered Mercedes Sprinter 3500 is Niagara's current ambulance chassis platform of choice, mainly for the reasons listed below. These reasons are addressed throughout this report.

Service Needs and Safety

The diesel-powered Mercedes Sprinter 3500 chassis supports the service needs of Niagara EMS for a Type 3 ambulance model.

The minimum requirements for land ambulance certification in Ontario are based mainly on safety considerations. The diesel-powered Mercedes Sprinter 3500 fulfills all provincial safety requirements.

The Sprinter's front cab design is spacious, comfortable and will accommodate aftermarket add-ons, e.g., computer mounts and modems. The front cab design also includes dual stage front and side airbags for crash safety.

The Sprinter 3500 chassis is equipped with a VB Air-suspension system that lowers the rear portion of the ambulance making it easier to load both patients and equipment. In addition, the VB Air-suspension system substantially reduces road shock and vibration, and improves load levelling capability, making for a quieter, smoother and more constant patient ride, better overall handling, and rollover resistance.

Vehicle safety is further assured by the chassis' computer, which manages the vehicle's systems, including air-ride suspension, on an integrated basis.

Environment

Niagara's Mercedes Sprinter is outfitted with a fuel-efficient 3.0 litre diesel engine, and an aerodynamic front cab design and riser, which collectively make Niagara's diesel-powered Sprinter the most fuel-efficient Type 3 ambulance in Ontario, as will be demonstrated by way of this report.

CO₂ emissions are proportional to the quantity of fuel consumed. Since the Sprinter's fuel consumption rate is the lowest among peers, its rate of CO₂ emissions is also the lowest.

The Mercedes Sprinter chassis is outfitted with a highly-efficient diesel-emissions technology which reduces harmful exhaust levels of nitrogen oxide and eliminates almost all diesel particulate matter, to ultra-low levels that are well within Canada's stringent emission standards, thus creating a cleaner, greener ambulance vehicle. The system is discussed in Section 3.2 of this report.

The Sprinter can be equipped with an idle reduction system, which is intended to improve fuel economy and reduce greenhouse gas emissions. The idle reduction system, which Demers installs with Mercedes Benz's authorization, is discussed in Section 3.3 of this report.

Mechanical Reliability

Diesel-powered ambulances have proven repeatedly, to be better at withstanding the hard driving conditions endured by ambulances. In this, the diesel-powered Mercedes Sprinter 3500 ambulance is no exception.

The Mercedes Sprinter requires less frequent servicing. Type 3 ambulances operating with Ford and GM chassis are serviced at intervals of about 6,000 kms; whereas, Niagara's Mercedes Sprinter ambulances are serviced at intervals of 9,000 kms, as recommended by Mercedes.⁴

Cost and Cost-Efficiency

The up-front capital cost of a Type 3 Mercedes Sprinter ambulance is comparable to the cost of other similarly-sized ambulances operating in Ontario; moreover, the residual value at retirement is higher. Both reasons are affirmed by this report.

Because the diesel-powered Type 3 Mercedes Sprinter ambulance is significantly more fuel efficient than other Type 3 ambulances operating in Ontario, its fuel consumption costs are lower.

With less frequent servicing, the maintenance costs are lower. Also, the Sprinter's high-volume OEM replacement parts for servicing (e.g., brakes and rotors) are less expensive than those of other manufacturers.

Finally, as this report will show, the Mercedes Sprinter's overall operating cost (inclusive of fuel and servicing) is lower than that of other Type 3 ambulances operating in Ontario.

3.2 Ultra-Low Diesel Emissions System

The primary products of gasoline or diesel fuel combustion are nitrogen (N₂), carbon dioxide (CO₂), water (H₂O) and Oxygen (O₂).

⁴ Note: Mercedes has recently informed its clients that beginning in 2019, the minimum servicing requirement for warranty purposes will be extended to 15,000 kms (up from 9,000).

Partial combustion of petroleum fuel generates the following unwanted and potentially harmful emissions: nitrogen oxide (NOx), carbon monoxide (CO) and particulate matter in the form of black smoke and soot. ⁵

CO₂ emission, which is proportional to the quantity of fuel consumed, is discussed in Section 4.1 of this report. This section discusses the automotive industry technology used to manage the cleanliness of combustion, i.e., to reduce / eliminate the unwanted and potentially harmful emissions.

While diesel engines are highly efficient in terms of power, performance and torque output, they also are inherently dirty, capable of generating relatively large amounts of the unwanted emissions. ⁶

Short-term exposure to untreated diesel exhaust can irritate the eyes, nose and throat. Long-term exposure to untreated diesel exhaust can contribute to / cause serious respiratory problems. ⁷

US and Canadian government regulations have for many years, required low emission technology to be installed on all newly manufactured diesel-powered vehicles; this, in keeping with highly-stringent diesel emissions standards. ⁸

The technology introduced by the automotive industry generally centers about two systems that work in an integrated fashion to mitigate unwanted emissions. One system is the Diesel Particulate Filter (DPF) system; the other is the DEF (Diesel Exhaust Fluid) system.

- *DPF system:* The DPF is a ceramic or woven metal filter that mechanically traps diesel particulate matter (soot). To rid the filter of the accumulated diesel particulates, the engine's computer heats the exhaust to an extremely high temperature. The extreme heat acts like a self-cleaning oven and incinerates the DPF captured soot. This self-cleaning process is known as "regeneration". ⁹
- *DEF system:* DEF (Diesel Exhaust Fluid) is neither fuel nor a fuel additive. It is a non-toxic, yet abrasive solution consisting of urea and deionized water that is injected into the diesel exhaust stream to convert harmful nitrogen

⁵ https://en.wikipedia.org/wiki/Diesel_exhaust

⁶ <http://clean-carbonenergy.com/particulate-emissions.html>

⁷ <https://www.canada.ca/en/health-canada/services/environmental-workplace-health/fuels-air-pollution.html>

⁸ <https://www.canada.ca/en/health-canada/services/environmental-workplace-health/fuels-air-pollution.html>

⁹ <http://www.stephensservice.com/bluetec-diesel-issuesproblems/>

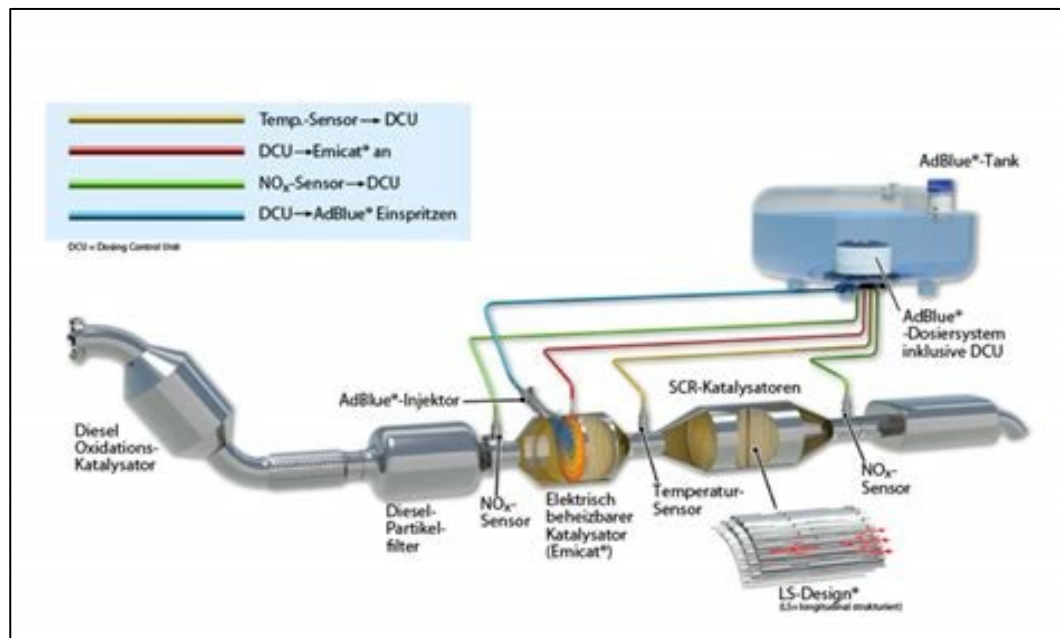
oxide into nitrogen, carbon dioxide and water (i.e., elements commonly found in the air that we breathe).^{10 11}

Mercedes' Sprinter 3500 ambulance chassis is outfitted with an ultra-low diesel-emissions system, which functions essentially as above with both DPF and DEF systems working in an integrated fashion.

The DEF, or Diesel Exhaust Fluid used by Mercedes is trademarked as AdBlue. The fluid is carried in a dedicated onboard tank which is replenished periodically. Normal AdBlue consumption is about 1,200 kms per liter.¹²

The Mercedes diesel-emissions system is shown conceptually in Exhibit 3.1. The diesel emissions control process is described in 4 stages, on the next page.

Exhibit 3.1: Schematic of the Mercedes Diesel-Emissions System



Source: csm_ESCR_Anlage_komplett_deu_498df9e070

¹⁰ <https://www.discoverdef.ca/def-overview/>

¹¹ <https://www.thoughtco.com/how-mercedes-benz-bluetec-works-533859>

¹² <https://www.autoevolution.com/news/your-guide-to-adblue-what-is-it-who-needs-it-and-how-to-refill-it-104882.html>

Stage 1 - removing carbon monoxide and unburned fuel: Exhaust emissions from the engine enter a diesel oxidation catalyst to reduce carbon monoxide and unburned fuel (hydrocarbons).

Stage 2 - removing particulate matter: The DPF traps diesel particulates. Pressure sensors at the inlet and outlet monitor the filter's status. When the DPF is full (as measured by back pressure) the system triggers an increase in exhaust temperature. The hot exhaust purges the filter of particulate matter, over a period of several minutes.

Stage 3 - AdBlue injection: As the exhaust gas exits the DPF, it mixes with the AdBlue diesel exhaust fluid (i.e., the DEF). As soon as the AdBlue enters the hot exhaust stream, it turns into ammonia.

Stage 4 - removing nitrogen oxide: The exhaust enters a Selective Catalytic Reduction (SCR) converter, where the ammonia reacts with the nitrogen oxide and a catalyst in the SCR, to form harmless nitrogen and water vapour.

In summary, the Mercedes Sprinter's highly-efficient diesel-emissions technology reduces harmful exhaust levels of nitrogen oxide and eliminates almost all diesel particulate matter, to ultra-low levels that are well within Canada's stringent emission standards, thus creating a cleaner, greener ambulance vehicle.¹³

Niagara and others surveyed during this review, report visual inspections showing next to zero diesel particulate in tailpipe emissions.¹⁴

3.3 Idle Reduction System

Many EMS services, including Niagara EMS, have taken delivery of ambulances equipped with idle reduction systems; this, to improve fuel economy and reduce greenhouse gas emissions.

We are advised by both Niagara EMS and EMS peers surveyed during this review, that idle reduction systems don't always perform per expectations, occasionally conflicting with other essential on-board systems. The problem which they referred to most frequently, is that of not being able to maintain a constant temperature within the patient compartment.

To be clear conflicts between the idle reduction system and other essential on-board systems are not unique to the Mercedes Sprinter ambulance. Issues

¹³ https://www.tc.gc.ca/media/documents/programs/adblue_1.pdf

¹⁴ Because most ambulances are retired within 5-7 years, EMS services generally do not perform formal emissions testing. Inspections are primarily visual in nature.

such as the one stated above, have been encountered by multiple EMS peers whose ambulances use Ford and GM chassis.

The Sprinters that Niagara commissioned between 2012 and 2016, were equipped with the Demers “EcoSmart” idle reduction system. The main issue that Niagara EMS associates with this system is the one mentioned above, namely not being able to maintain a constant temperature within the patient compartment; albeit Niagara EMS has also encountered the following difficulties.

The idle reduction system occasionally caused the Sprinter to go into a low-power, self preservation (limp) mode. Also, Niagara has had to replace numerous engine starters, which failed prematurely because of the vehicle’s frequent transitioning into and out of the anti-idling mode.

Following unsuccessful attempts to resolve these issues, Niagara EMS had the idle reduction system disconnected, and it is not installed on any of the Sprinters that Niagara commissioned in 2018.

Again, as mentioned above, similar conflicts have also been encountered by EMS peers whose ambulances use Ford and GM chassis.

During this review, we surveyed a total of 27 EMS services. This includes Niagara EMS; 3 peers who also operate Mercedes Sprinter 3500 ambulances; and 23 Ontario EMS peers whose ambulances are built with Ford and GM chassis.

Fifty-five percent (55%) of the services surveyed have either not equipped their ambulances with idle reduction systems, or they have had the systems disconnected, due to issues such as those mentioned above.

The reader is requested to take special note of the following comments. First, as will be shown in Section 7 of this report, despite Niagara EMS having disconnected the EcoSmart idle reduction system, their diesel-powered Mercedes Sprinter is still significantly more fuel efficient than any other Type 3 ambulance operating in Ontario.

Second, idle reduction systems are not installed by chassis manufacturers (i.e., not by Mercedes, nor GM or Ford). They are a 2nd stage installation by the ambulance conversion vendor.

Accordingly, while these findings regarding the idle reduction system are of interest, they are peripheral to this review, which is investigating ambulance chassis – not the patient compartments or any of the aftermarket add-ons.

3.4 Fleet Profile by Chassis Platform

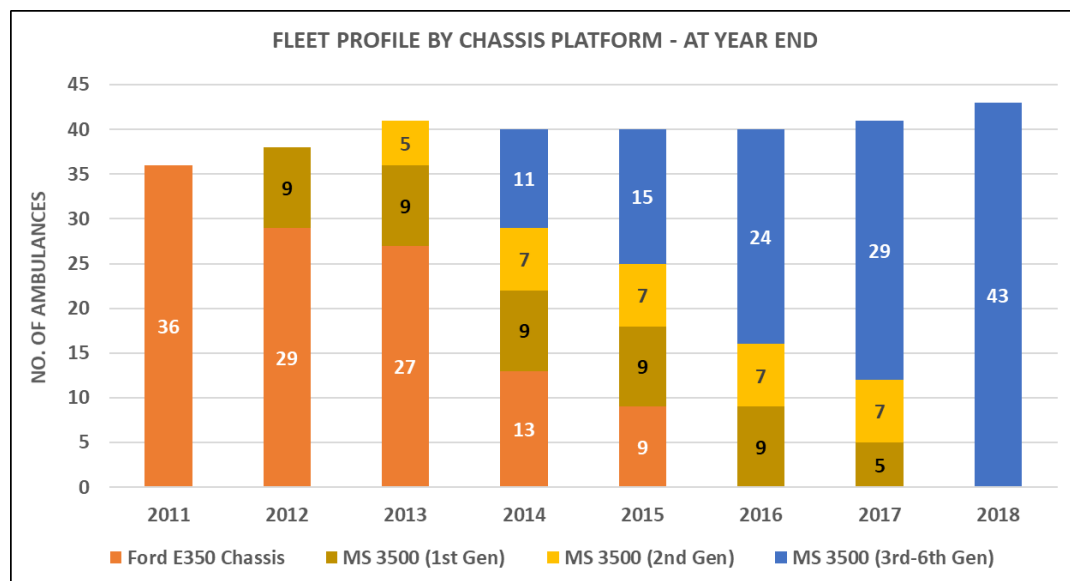
In 2011 Niagara's ambulance fleet consisted of 36 diesel-powered ambulances manufactured on a Ford E350 chassis.

In late 2012, Niagara commissioned its initial 9 Mercedes Sprinters, as replacements for an equal number of Ford E350 ambulances. An additional 7 Mercedes Sprinter ambulances were introduced in late 2013/early 2014, and others were introduced between 2014 and 2018.

All Ford E350 ambulances were retired by year-end 2016. All 1st and 2nd generation Mercedes Sprinter ambulances, and over half the 3rd generation model, were retired by October/November 2018.

Niagara's ambulance fleet currently consists of 43 Mercedes Sprinter ambulances, all of which are 3rd to 6th generation models.

Exhibit 3.2: Fleet Profile by Chassis Platform, 2011-2018



This review excludes Niagara EMS' 2 bariatric ambulances.

3.5 Vehicle Retirement / Replacement Target

Niagara assesses the lifespan of its ambulances by continuously monitoring the frequency and cost of vehicle repairs. To avoid unnecessary costs, and the risk of vehicle failure, Niagara targets ambulance replacements to a 54-month or 250,000 km end-of-life. This means that 20%-25% of the fleet (8 to 10 ambulances) are replaced each year.

Exhibit 3.3: Ambulances with Under 54 Months Service

	2011	2012	2013	2014	2015	2016	2017	2018
No. of Amb's	26	27	30	34	31	40	36	41
% of Fleet	72%	71%	73%	85%	78%	100%	88%	95%

3.6 Fleet Profile by Time-in-Service

Exhibit 3.4 (next page) presents the fleet profile, 2011-2018, organized by time-in-service intervals: 36 months or less; 37-60 months; and over 60 months.¹⁵

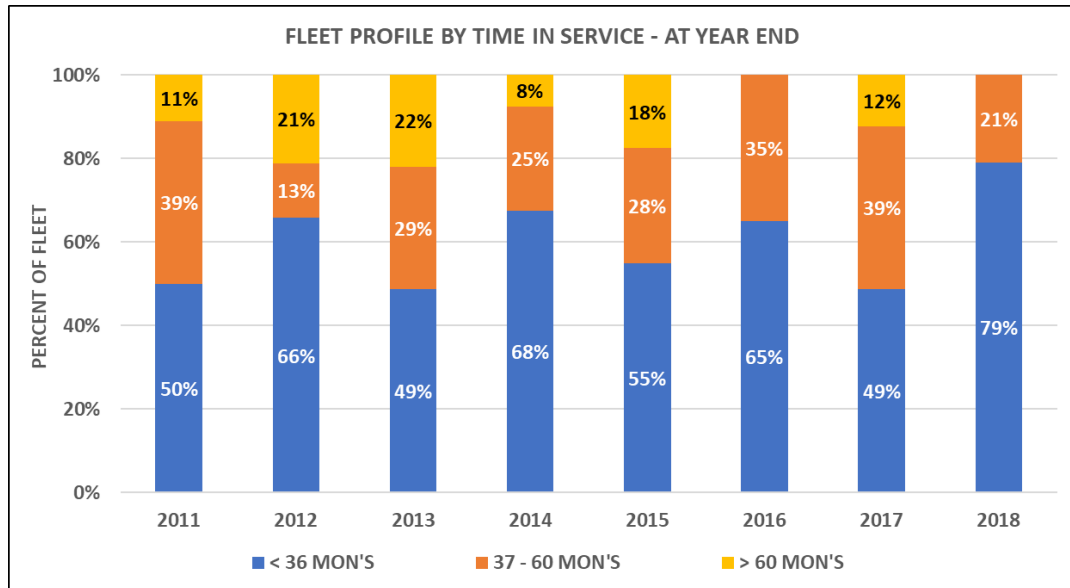
At year-end 2015, eighteen percent of the fleet (i.e., 7 of 40 ambulances) had accumulated in-service times in excess of 60 months. In 2016, the service commissioned 8 new Mercedes Sprinter ambulances, and after replacing older models, the entire fleet's service life was under 60 months.

No additional replacement ambulances were introduced until August-November 2018. Consequently, by year-end 2017, 12% of the fleet (5 of 41 ambulances) accumulated in-service times in excess of 60 months.

Between August and November 2018 Niagara commissioned 18 new Mercedes Sprinters, most as replacement vehicles, and by year-end 2018 every one of the fleet's 43 ambulances was of an in-service time of under 60 months.

¹⁵ Historical VOD files provided by Niagara EMS were not sufficiently precise to assess vehicle lifespans to an exact retirement month (i.e., 54 months). For this reason, we adopted the time-in-service intervals shown above.

Exhibit 3.4: Fleet Profile by Time-in-Service, 2011-2018



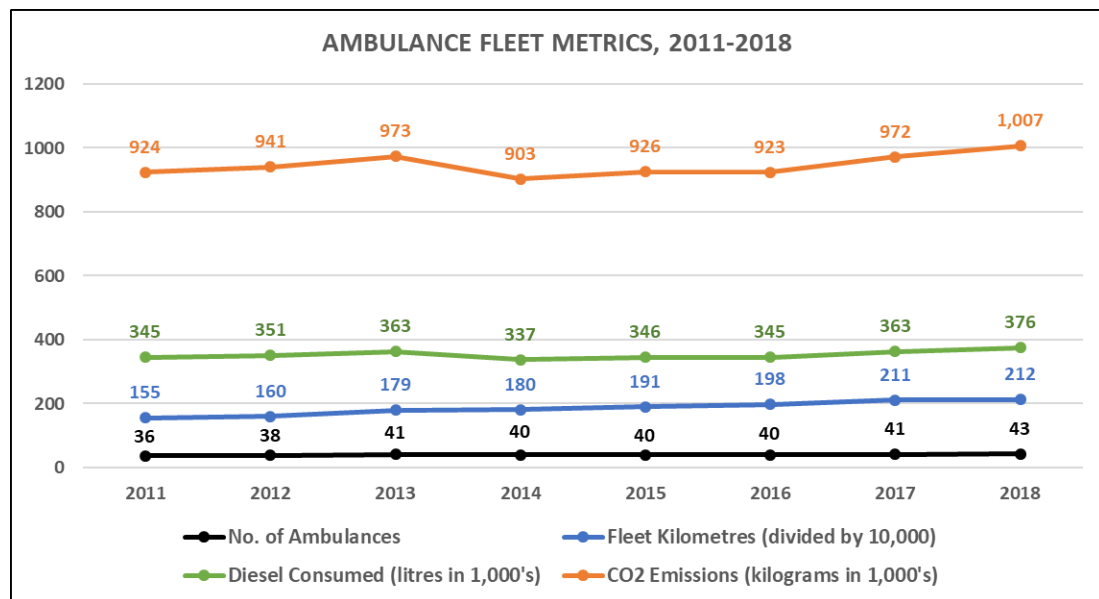
4 Fleet Performance and Costs, 2011-2018

This section reports on the performance and costs for Niagara EMS' ambulance fleet over the period 2011 to 2018. The information presented is based mainly on historical records containing vehicle operating data (VOD) provided by Niagara EMS.

4.1 Ambulance Fleet Performance Metrics

As shown in Exhibit 4.1, the size of Niagara's ambulance fleet increased by 19% between 2011 and 2018. At year-end 2018 the fleet consisted of 43 ambulances (up from 36 in 2011).

Exhibit 4.1: Ambulance Fleet Metrics, 2011-2018



Over the same period, fleet kilometres travelled increased by 37%, to 2,120,000 kms in 2018 (up from 1,550,000 kms in 2011).

In contrast to the above double-digit increases, diesel fuel consumption increased by only 9%, to 376,000 litres of diesel fuel in 2018 (up from 345,000 litres in 2011). CO2 emissions which are directly proportional to fuel consumption also increased by 9%.¹⁶

¹⁶ Emissions estimates presented in this document are based on published research, indicating that an automobile's consumption of 1 litre of diesel fuel generates 2.68 Kg of CO₂, and that 1 litre of gasoline fuel generates 2.37 Kg of CO₂.

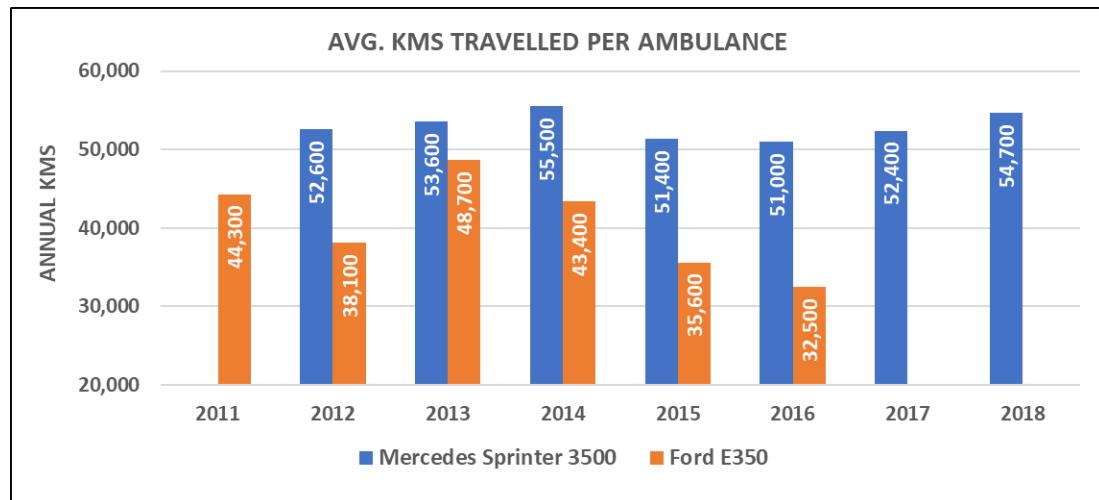
The lower 9% rate of increase in both these metrics, is attributed directly to the replacement of earlier technology Ford E350's with the more fuel-efficient Mercedes Sprinters; said replacement having commenced in 2013-2014.

Exhibit 4.1 clearly shows a decrease in both trend lines during this period.

4.2 Mileage by Chassis Platform

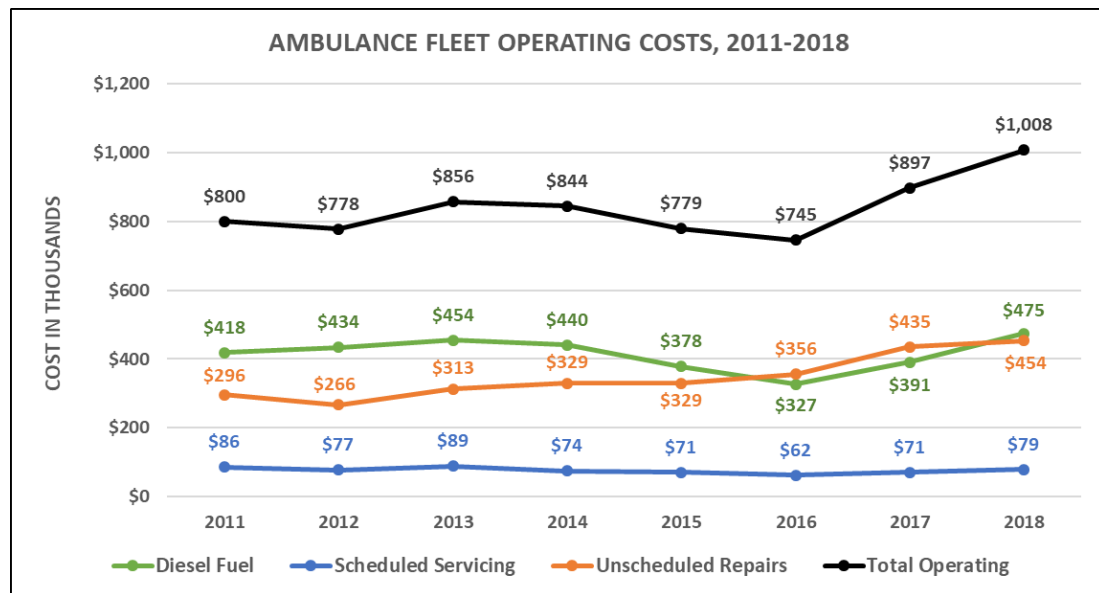
Exhibit 4.2 presents the average number of kilometres that an ambulance travelled annually, between 2011 and 2018. Ford E350 ambulances averaged about 40,000 kms annually per vehicle. Mercedes Sprinters averaged 53,000 kms annually, attaining about 130% more mileage per vehicle.

Exhibit 4.2: Avg. Kms Travelled per Ambulance



4.3 Ambulance Fleet Operating Costs

Operating cost trends, 2011-2018, are illustrated in Exhibit 4.3 (next page), organized as follows: cost of diesel fuel consumed, scheduled servicing costs, cost for unscheduled repairs, and total operating.

Exhibit 4.3: Ambulance Fleet Operating Costs, 2011-2018

Costs shown above are actual in-year costs. They have not been adjusted to 2018.

As shown by Exhibit 4.3, with the introduction of the fuel-efficient diesel-powered Mercedes Sprinters in 2012-13, cost of diesel consumption began to decrease, and it continued to do so over subsequent years as more Mercedes Sprinters were commissioned to replace aging Ford E350's.

Type 3 ambulances operating with Ford and GM chassis are generally serviced at intervals of about 6,000 kms; whereas, Niagara's Mercedes Sprinter ambulances are serviced at intervals of 9,000 kms, as recommended by Mercedes. Consequently, as more Mercedes Sprinters were commissioned over time, scheduled servicing costs also decreased.

In 2017, the cost trends for both fuel consumption and scheduled servicing, began to rise, in our opinion reflecting the increase in fleet size (to 41 ambulances in 2017 and to 43 ambulances in 2018), and a corresponding increase in fleet kilometres travelled.

Contrary to the downward trends discussed above, the cost for unscheduled repairs increased over each of the 8 years, 2011 to 2018. This, in our opinion, is due mainly to the following reason – albeit, additional considerations are presented Section 5.

Frequency and cost of unscheduled repairs increase as vehicles age. During the period of interest to this review, 2011-2018, the life spans of numerous ambulances were extended well beyond an optimum 54-months, consequently incurring repeated unplanned servicing and repairs.

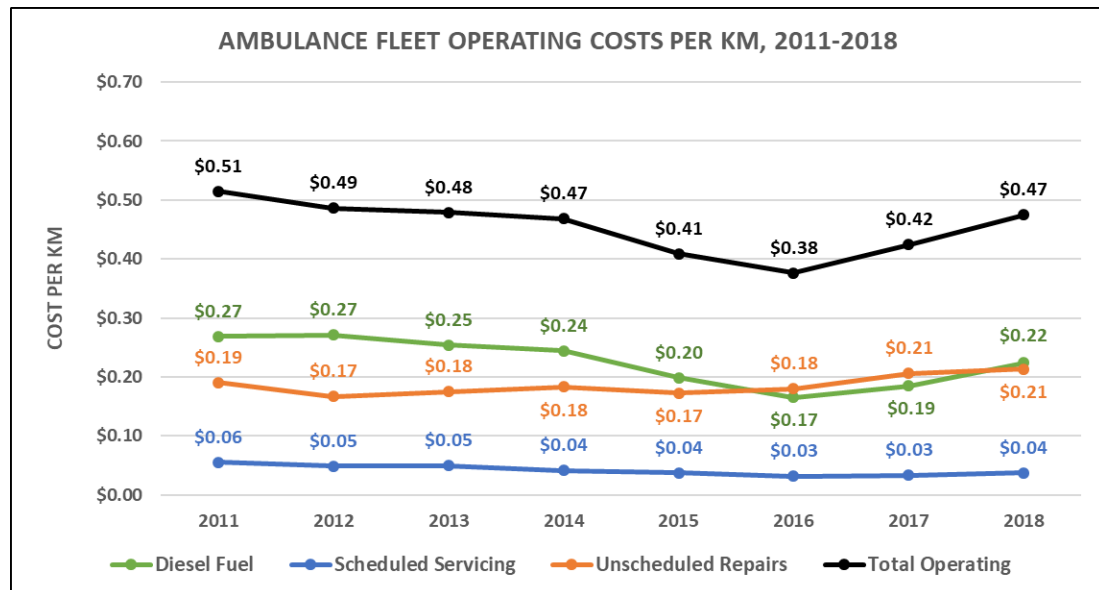
This is particularly true of the Ford E350's, which were purchased prior to 2012, and the 1st generation Mercedes Sprinters, which were purchased in 2012. For some of these vehicles, life spans were extended to roughly 70 months.

4.4 Per Kilometre Operating Costs

Actual (In-Year) Cost Trends

Exhibit 4.4 presents the “per kilometre” cost trends, 2011-2018, expressed in actual (in-year) dollars. The trends mirror those shown previously in Exhibit 4.3. for all major cost components, i.e., diesel fuel consumption, scheduled servicing, unscheduled repairs, and total operating.

Exhibit 4.4: Per Km Costs in Actual (In-Year) Dollars

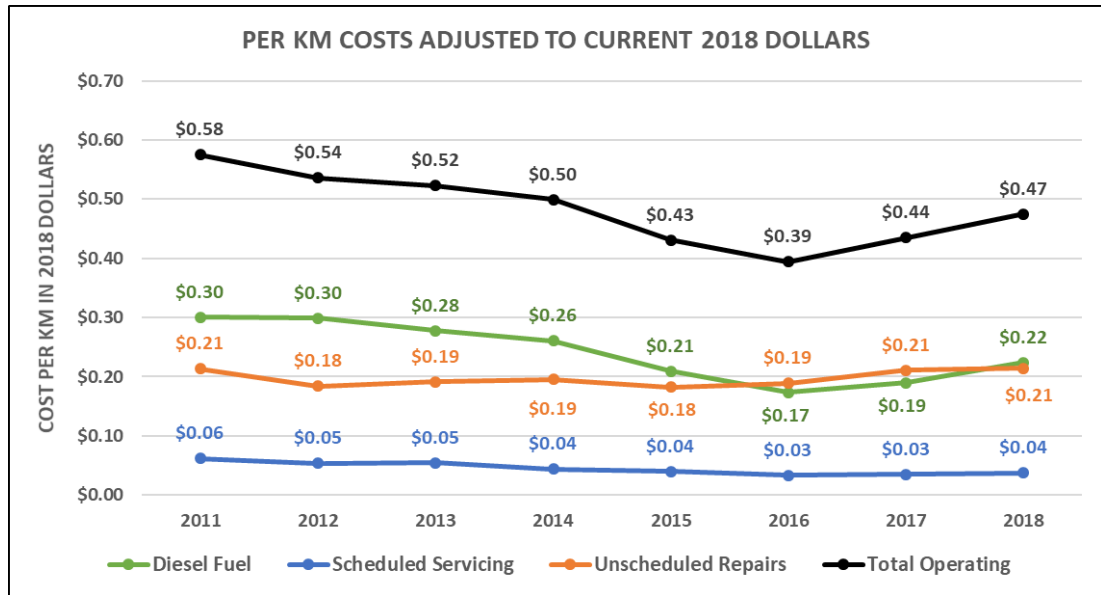


Cost Trends Adjusted to Current 2018 Dollars

To advance our assessment under this engagement, we needed to adjust actual (in-year) costs to a common base. For convenience, we adjusted the values to current 2018 dollars.

Ontario Consumer Price Index (CPI) inflation rates were used as the means for adjustment. Exhibit 4.5 (next page) presents the “per kilometre” cost trends adjusted to current 2018 dollars.

Exhibit 4.5: Per Km Costs Adjusted to Current 2018 Dollars



4.5 Point-in-Time Cost Comparison: Sprinter vs Ford E350 (diesel)

In 2016 Niagara EMS' fleet consisted almost entirely of Mercedes Sprinters with in-service times of under 54 months. In 2011 the fleet consisted entirely of diesel-powered Ford E350 ambulances. Exhibit 4.6 compares the two vehicles using data specific to these timeframes. Costs shown are in 2018 dollars.

Exhibit 4.6: Ford E350 vs. Mercedes Sprinter

	2011 (Ford E350)	2016 (MS 3500)	% Difference
<u>Per Km Cost (in 2018 dollars)</u>			
Diesel Fuel	\$0.30	\$0.17	-42%
Scheduled Servicing	\$0.06	\$0.03	-46%
<u>Unscheduled Repairs</u>	<u>\$0.21</u>	<u>\$0.19</u>	<u>-12%</u>
Total Operating	\$0.58	\$0.39	-31%
<u>Performance Metrics</u>			
Annual Kms per Amb.	44,300	51,000	15%
Fuel - Litres per 100 Kms	22.2	17.3	-22%
CO2 Kgs / 100 Kms	59.4	46.4	-22%

Note: Per kilometre costs may not total exactly due to rounding of values to 2 decimal places. Also, percentages are rounded to whole numbers for ease of presentation.

The point-in-time cost comparison shown in Exhibit 4.6 affirm the following:

- On a per kilometre basis, the Sprinter's fuel consumption is on average 22% lower than the previous Ford E350 (diesel).
- CO2 emission, which is proportional to the amount of fuel consumed, is also on average 22% lower.
- Mechanical resilience, expressed in terms of kilometres travelled per vehicle, is on average +15% improved.
- Cost of fuel consumption is on average 42% lower. Cost for scheduled servicing is on average 46% lower. Cost for unscheduled repairs is on average 12% lower. Total operating costs are on average 31% lower.

One might ask the following question. If in 2017 and 2018, the fleet consisted entirely of Mercedes Sprinter ambulances, then why are the per kilometre costs

in those years higher than the values shown for 2016 – this, as illustrated by Exhibit 4.5. Below is our response to this question.

Niagara EMS did not introduce any new replacement ambulances between January 2017 and Aug-Sep 2018. Consequently, multiple units accumulated in-service times well in excess of the optimum 54-months, and Niagara incurred previously unanticipated repair costs that are common to an aging fleet.

The per kilometre costs for 2017 and 2018 (\$0.44 and \$0.47 respectively), while they may be higher than the cost for 2016, are still considerably lower than the per kilometre cost for 2011 (\$0.58) when the fleet consisted entirely of diesel-powered Ford E350 ambulances.

Stated another way, the per kilometre costs for 2017 and 2018, are lower than what the costs would otherwise be if Niagara's fleet currently consisted of diesel-powered Ford E350's.¹⁷

As an additional consideration, with the recent commissioning of 18 new Mercedes Sprinter ambulances in late 2018, Niagara EMS has replaced about 40% of its previously aging fleet. Accordingly, operating costs are expected to decline in 2019 – potentially reaching the relatively low costs last incurred in 2016.

¹⁷ To be clear, this is a hypothetical comparison, since Ford no longer manufactures the diesel-powered E350 chassis for ambulances operating in Ontario.

4.6 Lifecycle Cost Comparison: Sprinter vs Ford E350 (diesel)

We also investigated the “lifecycle” costs of the diesel-powered Mercedes Sprinters and Ford E350’s, accounting for both operating and capital. Our findings are summarized in Exhibit 4.7 and discussed on the next page.

Exhibit 4.7: Lifecycle Cost Comparison – Sprinter vs Ford E350 (diesel)

	Ford E350 Diesel	MS3500 - 1st Gen	MS3500 - 2nd Gen
# Amb's in Sampling Period of Operation	5 Aug '09 - Dec '15	5 Nov '12 - Sep '18	5 Apr '14 - Oct '18
Avg. # Months in Operation Avg. Kms Travel	66 259,000	70 284,000	55 231,000
Chassis Cost (w/o taxes) Residual when Retired	\$44,000 \$5,000 - \$10,000	\$44,000 \$18,000 - \$22,000	\$44,000 \$18,000 - \$22,000
Amb. Lifecycle Operating Cost (avg.)			
<i>Diesel Fuel</i>	\$71,570	\$58,720	\$46,550
<i>Scheduled Servicing</i>	\$15,730	\$10,890	\$6,780
<i><u>Unscheduled Repairs</u></i>	<u>\$38,670</u>	<u>\$72,670</u>	<u>\$53,410</u>
Total	\$125,970	\$142,280	\$106,740
Amb. Lifecycle Cost per Kilometre			
<u>Capital</u>			
<i>Chassis</i>	\$0.17	\$0.15	\$0.19
<i><u>Residual</u></i>	<u>(\$0.03)</u>	<u>(\$0.07)</u>	<u>(\$0.09)</u>
Total Capital	\$0.14	\$0.08	\$0.10
<i>% Difference rel. to E350</i>	--	-40%	-26%
<u>Operating</u>			
<i>Diesel Fuel</i>	\$0.28	\$0.21	\$0.20
<i>Scheduled Servicing</i>	\$0.06	\$0.04	\$0.03
<i><u>Unscheduled Repairs</u></i>	<u>\$0.15</u>	<u>\$0.26</u>	<u>\$0.23</u>
Total Operating	\$0.49	\$0.50	\$0.46
<i>% Difference rel. to E350</i>	--	3%	-5%
<u>Total Lifecycle</u>	\$0.63	\$0.59	\$0.57
<i>% Difference rel. to E350</i>	--	-7%	-10%

Costs are in current 2018 dollars. Per kilometre costs may not total exactly due to rounding.

Sample Sizes

Lifecycle costings were carried out using VOD for a sampling of 5 ambulances from each of the following models: Ford E350; 1st generation Mercedes Sprinter; and 2nd generation Mercedes Sprinter.

- *Ford E350 (Diesel)*: One vehicle was commissioned in August 2009; two in Jul-Aug 2010; and two in January 2011. All 5 vehicles were retired in Nov-Dec 2015. The average in-service time was 66 months and the average distance travelled prior to retirement was 259,000 kilometres.
- *Mercedes Sprinter 3500 (1st Gen.)*: All 5 vehicles were commissioned in November 2012 and retired in Aug-Sep 2018. The average lifespan was 70 months and the average distance travelled was 284,000 kilometres.
- *Mercedes Sprinter 3500 (2nd Gen.)*: All 5 vehicles were commissioned in April 2014 and retired in October 2018. The average lifespan was 55 months and the average distance travelled was 231,000 kilometres.

Findings

1st generation Sprinters

- On a per kilometre basis, total lifecycle costs (sum of capital and operating) are about 7% lower than the former diesel-powered Ford E350's, despite the slightly higher in-service times.

2nd generation Sprinters

- On a per kilometre basis, capital costs are on average 26% lower than the former diesel-powered Ford E350's – this due to the Sprinter's higher end-of-life resale value.
- Operating costs are on average 5% lower; and total lifecycle costs (sum of capital and operating) are about 10% lower.

Contrary to expectations, the Sprinter's lifecycle repair costs are higher than those for the former diesel-powered Ford E350. This finding applies to both 1st and 2nd generation Sprinters. This matter is discussed in depth in Section 5.

Chassis Assumptions

Chassis costs were provided by several sources, including Demers Ambulances, Niagara EMS and multiple Ontario EMS peers.¹⁸

¹⁸ Exhibit 4.7 shows the capital cost for a gas-powered Ford E350 chassis. We are advised that the former diesel-powered Ford E350 chassis would have been slightly higher in price.

The Mercedes Sprinter chassis comes equipped with VB Air-suspension; whereas, Niagara's former Ford E350's diesels operated with a standard leaf spring suspension. Adjusting for the value of VB Air-suspension (which is about \$12,000), it was determined that the chassis for the Ford E350 and Mercedes Sprinter 3500, are of comparable cost, at about \$44,000.

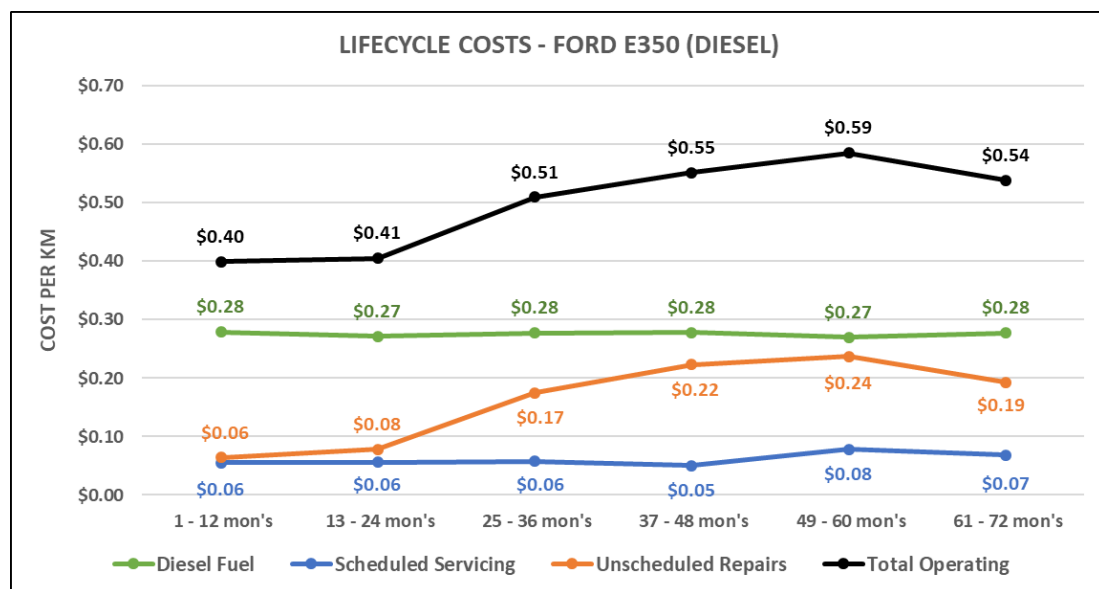
The residual / resale value for the Mercedes Sprinter was provided by Niagara EMS. Resale values for Ford E350's, are derived from our survey of multiple Ontario EMS services, as well as information supplied by Niagara EMS. In the current market environment, the resale value for a Mercedes Sprinter is appreciably higher than that of a Ford E350, as shown in Exhibit 4.7.

Per Kilometre Cost Trends, 2011-2018

For additional detail, trend lines showing the "per kilometre" operating cost by year for the period 2011-2018, are presented in Exhibits 4.8 to 4.10.

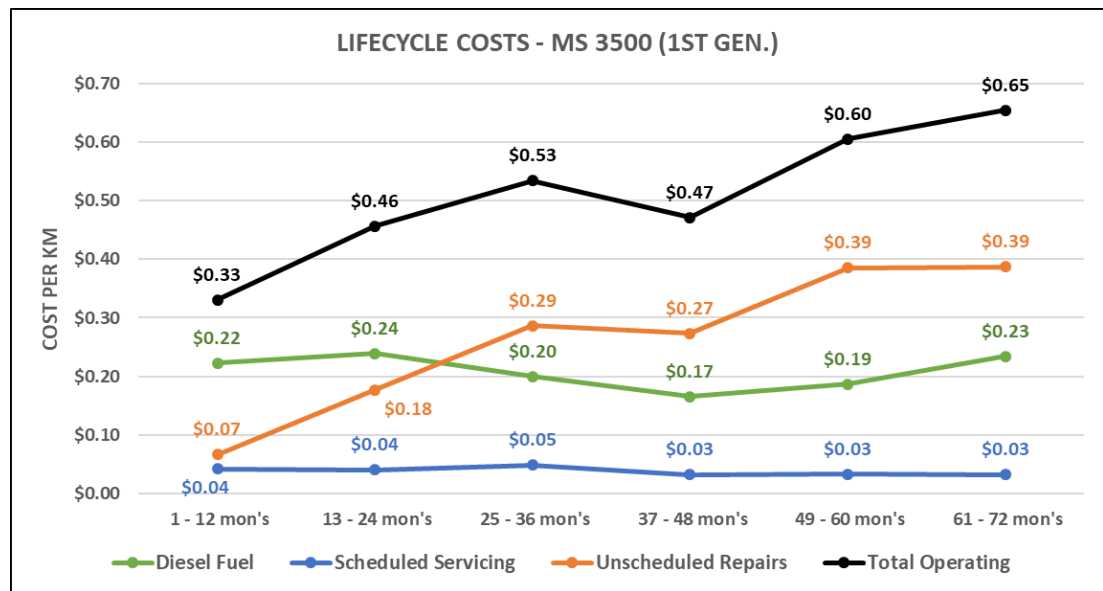
Ford E350 (diesel) trends are shown in Exhibit 4.8 (below). Mercedes Sprinter trends are shown in Exhibits 4.9 and 4.10 (next page).

Exhibit 4.8: Lifecycle Costs - Ford E350 (Diesel)



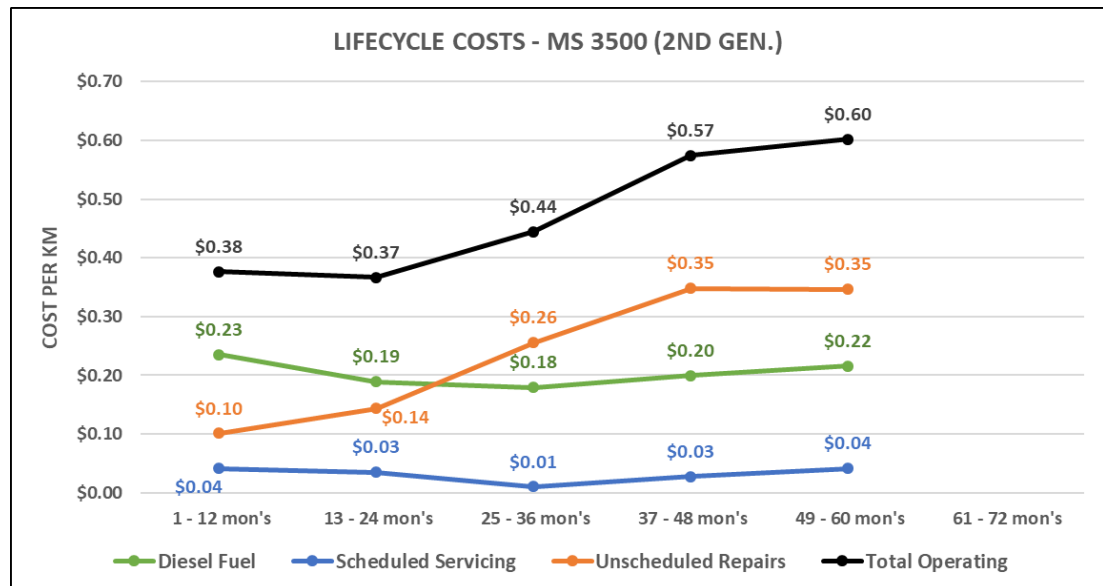
Costs are presented in current 2018 dollars

Exhibit 4.9: Lifecycle Costs - MS 3500 (1st Gen.)



Costs are presented in current 2018 dollars

Exhibit 4.10: Lifecycle Costs - MS 3500 (2nd Gen.)



Costs are presented in current 2018 dollars

4.7 Lifecycle Costs Adjusted to an Optimum Lifespan

The lifecycle cost analysis, presented previously in Section 4.6, was based partially on records for 1st generation Mercedes Sprinters whose average lifespan was 70 months and average distance travelled was 284,000 kilometres, both of which significantly exceed the optimum retirement targets.

We repeated the cost analysis for the 1st generation Sprinters, this time discounting the 6th (final) year of operation; this, to illustrate what the costs would have been, had these vehicles been retired within optimum retirement targets as originally planned.

The findings arising from this adjusted analysis of historical costs are shown in Exhibit 4.11 (next page) and summarized below.

If the 1st generation Sprinters had been retired as originally planned at about 250,000 kms, then:

- The lifecycle operating cost for the 1st generation Sprinter (inclusive of fuel, servicing and repairs), would have been \$118,800, or about 17% lower than the figure of \$142,280 which we presented previously in Exhibit 4.7.
- We would have concluded that the 1st generation Sprinter at a lifecycle operating cost of \$118,800, costs 6% less to operate than the diesel-powered Ford E350 which we reported to cost \$125,970.
- Moreover, we also would have concluded that the adjusted operating expense for the 1st generation Sprinter (at \$0.48 per kilometre) aligns closely to that of the 2nd generation model, based on a \$0.46 per kilometre value for the latter, that we also reported in Exhibit 4.7.

Exhibit 4.11: Lifecycle Costs Adjusted to an Optimum Lifespan

	MS3500 - 1st Gen (per Exh 4.7)	MS3500 - 1st Gen (adj'd to 5 years)	% Difference
# Amb's in Sampling Period of Operation	5 Nov '12 - Sep '18	5 Nov '12 - Sep '18	
Avg. # Months in Operation Avg. Kms Travel	70 284,000	58 248,000	
Chassis Cost (w/o taxes) Residual when Retired	\$44,000 \$18,000 - \$22,000	\$44,000 \$18,000 - \$22,000	
Amb. Lifecycle Operating Cost (avg.)			
<i>Diesel Fuel</i>	<i>\$58,720</i>	<i>\$50,310</i>	--
<i>Scheduled Servicing</i>	<i>\$10,890</i>	<i>\$9,730</i>	--
<i><u>Unscheduled Repairs</u></i>	<i><u>\$72,670</u></i>	<i><u>\$58,760</u></i>	--
Total	\$142,280	\$118,800	-17%
Amb. Lifecycle Cost per Kilometre			
<u>Capital</u>			
<i>Chassis</i>	<i>\$0.15</i>	<i>\$0.18</i>	--
<i><u>Residual</u></i>	<i><u>(\$0.07)</u></i>	<i><u>(\$0.08)</u></i>	--
Total Capital	\$0.08	\$0.10	15%
<u>Operating</u>			
<i>Diesel Fuel</i>	<i>\$0.21</i>	<i>\$0.20</i>	--
<i>Scheduled Servicing</i>	<i>\$0.04</i>	<i>\$0.04</i>	--
<i><u>Unscheduled Repairs</u></i>	<i><u>\$0.26</u></i>	<i><u>\$0.24</u></i>	--
Total Operating	\$0.50	\$0.48	-4%
Total Lifecycle	\$0.59	\$0.58	-2%

Costs are in current 2018 dollars. Per kilometre costs may not total exactly due to rounding.

5 Sprinter Repair Costs Adjusted for Extensive Idling

5.1 Extensive Vehicle Idling

The prior section of this report presented a lifecycle cost comparison of the diesel-powered Mercedes Sprinter and the diesel-powered Ford E350 ambulance, which Niagara EMS used prior to the Region's transition to the Sprinter.

That cost comparison, which was based on historical costs, concluded that over the lifespan of the Sprinter, fuel and scheduled servicing costs are lower, whereas repair costs are higher.

Further investigation reveals that the higher than anticipated cost for Sprinter repairs is mainly attributed to extensive vehicle idling.

Vehicle idling for extensive periods is an example of a hard driving condition that ambulances are frequently required to endure. Ambulances may be left to idle during standby, during hospital offload, and during periods of hospital offload delay; this, for a variety of reasons, e.g., to maintain a constant temperature in the patient compartment and driver cab on extremely warm or extremely cold days.

We analyzed the financial impact of extensive idling on the cost for Sprinter repairs, using offload delay hours as the basis for the analysis.

According to Niagara EMS records, the Service incurred about 2,100 hours of hospital offload delay in 2014, increasing to 15,400 hours in 2017, to 18,000 hours in 2018, and it is still increasing.

The current (2018) figure of 18,000 hours of offload delay equates to an average of about 450 idling hours for each Niagara EMS ambulance.

The automotive industry has formulated a conversion factor that equates vehicle idling to equivalent kilometres. The rule of thumb is that 1 hour of vehicle idling is equivalent to driving 50 kilometres.¹⁹ By applying the industry rule of thumb, we arrive at the following – each Niagara ambulance currently accumulates the equivalent of 22,000 additional kilometres a year due to idling.

In 2018, Niagara's Sprinter ambulances averaged an annual 54,700 kilometres travel based on odometer readings. Adding an additional 22,000 kilometres a year due to idling, increases the odometer-based readings by 40%, resulting in

¹⁹ Information provided by Brock Ford and Ottawa Paramedic Services.

an equivalent annual mileage of 76,700 kilometres (the sum of odometer and idling).

In our opinion, the additional 22,000 kilometres a year due to vehicle idling, also adds an additional 40% wear and tear to key operational components of the vehicle, as discussed further in Section 5.2.

The reader is advised that we consider this finding to be somewhat conservative, in that the analysis is based solely on vehicle idling during offload delay. It does not account for other substantial vehicle idling that may be incurred during the initial 30 minutes of hospital offload, nor during community paramedicine or standby calls.

5.2 Impact of Vehicle Idling on DPF & DEF Systems

Working closely with the client, we determined that Sprinter repair costs escalate significantly in the 4th and 5th year of operation, during which time the vehicle's odometer readings range between 150,000 and 250,000 kilometres. We further determined that repairs to the Sprinter's ultra-low diesel emissions control system accounts for the bulk of the repair costs incurred during this period.

As discussed previously in Section 3.2, the Sprinter's ultra-low diesel emissions control system is highly effective in managing and reducing unwanted and potentially harmful diesel emissions.

This notwithstanding, it appears that the system is adversely susceptible to extensive vehicle idling, as described below.

Impact of Vehicle Idling on the DPF System

The DPF system eliminates almost all diesel particulate matter by initially trapping the particulates (soot) in a DPF (Diesel Particulate Filter), and periodically cycling through a high temperature regeneration process, which functions like a self-cleaning oven to incinerate the DPF captured material.

We are advised that the Sprinter's DPF regeneration process will only cycle when the Sprinter is mobile – not when the vehicle is idling. During vehicle idling, the DPF will continue to trap diesel particulates, but the cleansing cycle does not take place.²⁰

²⁰ Information provided by Brock Ford, the Niagara-based dealership that services Niagara EMS' ambulances.

If the Sprinter frequently incurs extended periods of vehicle idling, then the DPF can be irreparably damaged by the build up over time of diesel particulate matter, at which point replacement of the DPF is usually called for.

Impact of Vehicle Idling on the DEF System

The DEF system effectively reduces harmful exhaust levels of nitrogen oxide by periodically injecting AdBlue, the trademarked DEF (Diesel Exhaust Fluid) into the exhaust to convert nitrogen oxide into nitrogen, carbon dioxide and water, which are elements commonly found in the air that we breathe.

We are advised that on-board system sensors continuously monitor the level of nitrogen oxide being emitted from the diesel engine, when the vehicle is operational.

It does not matter whether the vehicle is mobile or idling. If the vehicle is operational, the sensors will continue to function, and the DEF process will continue to cycle, injecting DEF into the exhaust when needed to convert nitrogen oxide into nitrogen, carbon dioxide and water.²¹

Applying the automotive industry rule of thumb that 1 hour of vehicle idling is equivalent to driving 50 kilometres, we may conclude that each hour of idling essentially adds the equivalent of 50 additional kilometres wear and tear to a vehicle's DEF system.

And by extrapolation, we may also conclude that the 450 annual hours of idling incurred by each Niagara ambulance, contributes an additional 22,000 kilometres wear and tear on its DEF system, thus helping to explain the unanticipated repair costs that Niagara EMS has been incurring.

5.3 Repair Costs Adjusted for Extensive Vehicle Idling

We repeated the lifecycle cost analysis presented previously in Section 4; this time discounting the cost of repairs to the Sprinter's emissions control systems in years 4-5, between odometer readings of 150,000 and 250,000 kilometres.

In this, our purpose is to ascertain how much money one might save, if one could mitigate excessive idling and premature ageing of the emissions control systems attributed to idling wear and tear.

We carried out the revised cost analysis for both the 1st and 2nd generation Sprinters, and we found the results to be similar. For ease of presentation, we

²¹ Information provided by Brock Ford, the Niagara-based dealership that services Niagara EMS' ambulances.

report only the 2nd generation Sprinter findings. Exhibit 5.1 shows the 2nd generation Sprinter lifecycle costs, with and without adjustments.

Exhibit 5.1: Lifecycle Costs Adjusted for Idling - 2nd Generation Sprinter

	MS3500 - 2nd Gen (per Exh 4.7)	MS3500 - 2nd Gen (adjusted)	% Difference
# Amb's in Sampling Period of Operation	5 Apr '14 - Oct '18	5 Apr '14 - Oct '18	
Avg. # Months in Operation Avg. Kms Travel	55 231,000	55 231,000	
Chassis Cost (w/o taxes) Residual when Retired	\$44,000 \$18,000 - \$22,000	\$44,000 \$18,000 - \$22,000	
Amb. Lifecycle Operating Cost (avg.)			
<i>Diesel Fuel</i>	\$46,550	\$46,550	--
<i>Scheduled Servicing</i>	\$6,780	\$6,780	--
<i><u>Unscheduled Repairs</u></i>	<u>\$53,410</u>	<u>\$44,650</u>	<u>-16%</u>
Total	\$106,740	\$97,980	-8%
Amb. Lifecycle Cost per Kilometre			
<u>Capital</u>			
<i>Chassis</i>	\$0.19	\$0.19	--
<i><u>Residual</u></i>	<u>(\$0.09)</u>	<u>(\$0.09)</u>	--
Total Capital	\$0.10	\$0.10	--
<u>Operating</u>			
<i>Diesel Fuel</i>	\$0.20	\$0.20	--
<i>Scheduled Servicing</i>	\$0.03	\$0.03	--
<i><u>Unscheduled Repairs</u></i>	<u>\$0.23</u>	<u>\$0.19</u>	<u>-16%</u>
Total Operating	\$0.46	\$0.42	-8%
Total Lifecycle	\$0.57	\$0.53	-7%

Costs are in current 2018 dollars. Per kilometre costs may not total exactly due to rounding.

The reader is reminded that, in contrast to the Section 4 analysis which was based on historical costs, this adjusted cost comparison is a hypothetical analysis inclusive of adjustments to illustrate the potential cost savings if one could mitigate excessive idling and premature ageing of the emissions control systems attributed to idling wear and tear.

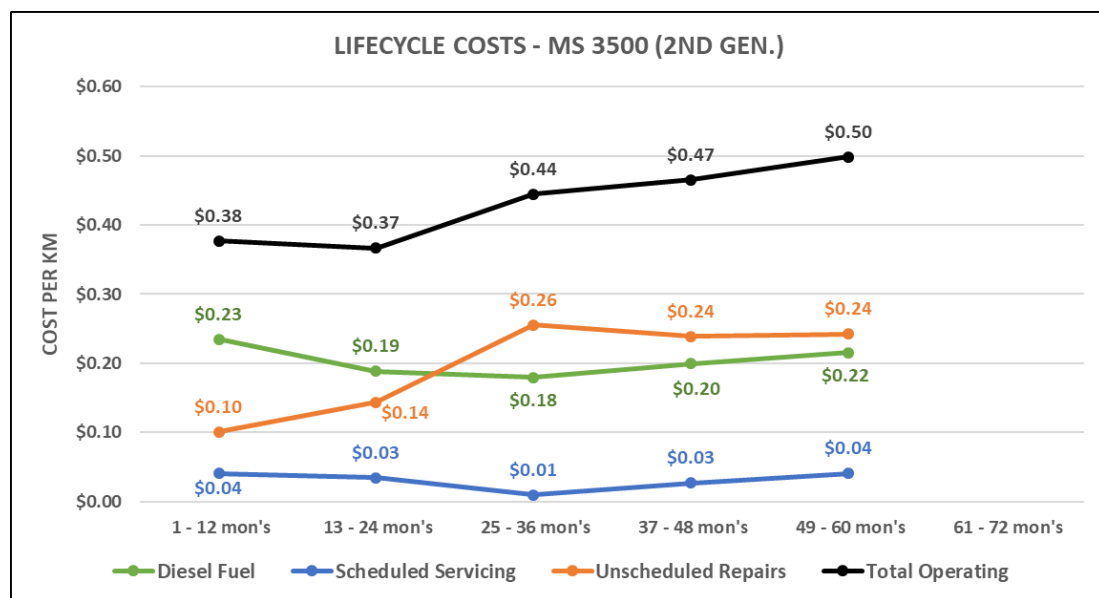
Our findings arising from this adjusted analysis of historical costs are below.

If one could mitigate excessive idling and premature ageing of the emissions control systems attributed to idling wear and tear, then:

- Lifecycle repair costs for the Sprinter would be about 16% lower than the historical cost that we reported previously in Exhibit 4.7; with our analysis coming in at \$0.19 per kilometre instead of \$0.23 per kilometre.
- Lifecycle operating expenses for the Sprinter (inclusive of fuel, servicing and repairs) would be about 8% lower than the historical cost that we reported previously in Exhibit 4.7; with our analysis coming in at \$0.42 per kilometre instead of \$0.46 per kilometre.
- Total lifecycle costs for the Sprinter (inclusive of capital and operating) would be about 7% lower than the historical cost that we reported previously in Exhibit 4.7; with our analysis coming in at \$0.53 per kilometre instead of \$0.57 per kilometre.
- Moreover, we would have concluded that the 2nd generation Sprinter at a lifecycle operating cost of \$97,980, costs 22% less to operate than the diesel-powered Ford E350 which we reported to cost \$125,970.

Exhibit 5.2 (below) shows the adjusted cost trends 2011-2018, for the 2nd generation Sprinter. Comparable trends showing the unadjusted costs were presented previously in Exhibit 4.10.

Exhibit 5.2: Adjusted Lifecycle Costs - MS 3500 (2nd Gen.)



Costs are presented in current 2018 dollars

5.4 Equivalent Kilometres as a Management Tool

Several Ontario EMS services (including Ottawa) are reporting fleet mileage in terms of both odometer-based kilometre reading and “equivalent” kilometres.

Exhibit 5.3 shows the idling equivalency due to offload delay (OLD) over the optimum 54-month lifecycle of an ambulance, using the Niagara ambulance fleet history over the past 54 months as a basis for the calculations.

Exhibit 5.3: Idling Equivalency Over a Vehicle's Lifecycle

Year	Mon's	Fleet Size (amb's)	Fleet OLD (hours)	OLD Hrs	Equiv. Kms (idle)	Kms (odometer)	Equiv. Kms (odom. + idle)	% Diff.
				Average per Ambulance				
2014	6	40	1,054	26	1,300	27,750	29,050	4.7%
2015	12	40	2,988	75	3,700	51,400	55,100	7.2%
2016	12	40	5,889	147	7,400	51,000	58,400	14.5%
2017	12	41	15,438	377	18,800	52,400	71,200	35.9%
2018	12	41	18,000	439	22,000	54,700	76,700	40.2%
Total	54		43,369	1,064	53,200	237,250	290,450	22.4%

Notes: (1) One idling Hour is equivalent to 50 kms travel; (2) Kms are rounded to nearest 100

(3) The analysis assumes only 6 mon's in 2014.

Offload Delay (OLD) hours are extracted from Niagara EMS records, as are the number of ambulances in the fleet and odometer-based kilometres travelled.

Each Niagara ambulance averaged 237,250 odometer-based kilometres travelled over the past 54 months. However, adjusting for idling using the automotive industry rule of thumb, each ambulance's total kilometers travelled increases by 22% to an equivalent 290,450 kilometres.

The illustration above is based on the past 54 months during which idling levels varied from a low 26 OLD hours a year per vehicle in 2014, to a high of 439 OLD hours a year per vehicle in 2018.

Repeating the analysis, this time focusing on the next 54 months and using current annual OLD hours as the basis for the calculations, one may conclude that in 54 months time, each ambulance's total lifecycle kilometers travelled will be about 40% higher than the odometer-based readings; and each ambulance will incur 40% more wear and tear (attributed to the extensive idling). On this

basis, Niagara Region may wish to consider adjusting the optimum retirement target for ambulances, to account for the idling problem.

5.5 Meeting with Brock Ford

At Niagara EMS' invitation, we attended a meeting with Brock Ford, the Niagara-based dealership that services Niagara EMS' ambulances, to discuss the emissions control systems adversely susceptibility to extensive vehicle idling.

In preparation for the meeting, Niagara EMS compiled a list showing frequent parts replacements and associated costs, derived from VOD historical records.

Presented below is the additional information arising from this meeting.

DPF System

The Sprinter's Powertrain Control Module (PCM) controls DPF system cycling. PCM settings are factory set, they cannot be adjusted to introduce regeneration cycling during vehicle idling.

According to the information assembled by Niagara EMS, there has not been a requirement to frequently replace DPF filters. Hence, the absence of regeneration cycling during vehicle idling, does not appear to be a major issue.

Brock Ford recently trialled an aftermarket solution for cleansing a DPF filter. Cleaning was performed by a Hamilton-based company at a cost of roughly \$400 which is substantially less than the cost of DPF replacement. The vehicle was out of service for about 3 days. Brock Ford is impressed with the initial results.

In our opinion, as means for future cost control – and only if warranted by future increases in DPF-related costs – Niagara EMS might wish to consider having DPF filters cleansed at an odometer milestone of 100,000-150,000 kilometres; this, to mitigate the need for DPF replacement at a later date.

DEF System

According to Niagara EMS' VOD records, most emissions system-related repair costs are associated with the DEF system (not the DPF).

In our opinion, and that of others including Brock Ford, there does not appear to be anything wrong with the DEF system. It is operating as designed, to reduce harmful exhaust levels of nitrogen oxide, by converting this unwanted gas into nitrogen, carbon dioxide and water.

The costs incurred by Niagara appear to be due to the extensive vehicle idling, which wears away at the DEF system at a pace that was previously unanticipated.

The level at which the Sprinters are currently idling translates to 40% more wear and tear on the DEF system than the odometer readings would suggest. This explains the unanticipated costs for DEF system repairs.

Brock Ford points out that DEF systems were introduced in 2011. During the initial years, 2011-2013, DEF issues presented at a relatively high rate. In contrast, they currently see relatively few DEF issues of note, suggesting that the resilience of DEF systems has likely improved over the years, due to technological advances.

Brock Ford also points out that DPF issues also presented at a relatively high rate when they were first introduced, and over time major issues have all but disappeared.

The Sprinter lifecycle costings within this report are based on vehicle models for years 2012 and 2013 (i.e., the only model years retired at the time of this review). These 2012 and 2013 vehicles were equipped with initial generation DEF systems.

If the resilience of DEF systems has improved due to technological advances (as Brock Ford suggests), then Niagara is likely to incur fewer DEF system issues of note in future years. In this, there are no guarantees, but it is worthwhile to track.

Niagara EMS may not have to wait very long to find out. The oldest ambulances in the fleet are of model year 2014, which is outfitted with 3rd generation DEF technology, and these ambulances are likely to be retired this year or next.

Niagara EMS may also wish to discuss the matter directly with Mercedes.

Additional Comments

It is overly easy to become extensively involved in discussions of one issue or another - in this instance the issue being excessive idling and its adverse impact to the emissions control system. When this happens, it also is overly easy to overlook the following very important fact.

Despite the unanticipated repair costs attributed to vehicle idling, the Sprinter's total operating cost (inclusive of fuel and servicing) is lower than that of any other Type 3 ambulance currently operating in Ontario. This was illustrated in Sections 4.6 and 4.7, and it will be demonstrated again in Section 7.

It also is relatively easy to overlook possible actions by which to manage extensive idling. We are advised that as a result of this review, Niagara EMS will be investigating options that may include changes in operational policy and use of alternate devices to maintain a constant patient compartment temperature (e.g., on-board heater, solar panels, etc.).

6 Does the Sprinter Measure up to Needs of Other Users?

This section of the report addresses the following question of interest to this review. *In the opinion of other Sprinter 3500 users, does the ambulance chassis measure up to expectations?*

To address this question, we reached out to the following 3 additional users of the Mercedes Sprinter 3500 ambulance chassis platform: Cranberry Township EMS, Pennsylvania; CoxHealth EMS, Springfield Missouri; and Renfrew County Paramedic Service, Ontario.

Below is a summary profile of the services derived from interviews with members of their respective leadership teams. The information / insights that they provided is presented on the following pages.

Exhibit 6.1: Summary Profile of Sprinter Users

	Niagara Ontario	Cranberry Township PA	CoxHealth Springfield MO	Renfrew County Ontario
Fleet Size (amb's)	43	4	28	29
<u>Mercedes Sprinter 3500's</u>				
No. Currently in Use	43	3 (w' 1 more in production)	12 (w' 4 more in production)	11
Percent of Fleet	100%	100% Shortly	43% (57% shortly)	38%
When Commissioned?	18 in late 2018 25 in 2014-2016	1 in 2018 2 in 2016	5 in late 2018 7 in 2015-16	6 in 2018 5 in 2017
Deployment Model	Station based	Station based	Dynamic	Dynamic
Annual Kms per Amb. (avg)	54,700	54,000	75,000	75,000
Suspension	VB Air	Spring Leaf	Spring Leaf	VB Air
Equipped w' Anti-Idling?	Disconnected	Disconnected	No	No
Use Power Cot / Lift?	Yes	Yes	Yes	Yes
OEM Replacement Parts or Aftermarket?	OEM	OEM	OEM	Both
Do Ambulances Idle Extensively?	Yes (hospital offload)	No	No	Yes (standby volume)
Fuel Consumption (Litres per 100 Kms)	17.7	--	13 / 20 (Hwy / Urban)	16
Target Retirement (Yrs) Kilometres (Odometer)	4.5 250,000	6 325,000	5 375,000	4 300,000

6.1 Cranberry Township EMS, Pennsylvania

Fleet Profile

Cranberry Township EMS operates with a fleet of four Type 3 ambulances. Three ambulances are Demers MX152A's manufactured using the Mercedes Sprinter 3500 chassis, and one is a relatively old 2009 vehicle manufactured with a Chevy 3500 chassis.

The Township's involvement with the Mercedes Sprinter chassis is relatively recent. They took delivery of 2 Mercedes Sprinters in March 2016 and a third in May 2018. They are awaiting next month's delivery of a fourth Mercedes Sprinter, which they will use to retire the 2009 Chevy ambulance.

Cranberry Township operates a station-based deployment model. Their ambulances travel an average of 54,000 kms a year – roughly, the same distance as Niagara EMS' Mercedes Sprinters.

The Township's ambulances are equipped with a standard spring leaf suspension. Although the service uses power cots, they do not use power lifts. We are advised that their paramedics are not overly concerned with the additional 2+ inch difference in elevation associated with the Mercedes Sprinter chassis.

The initial 2016 Mercedes Sprinters were equipped with an idle reduction system. However, as was the case in Niagara, Cranberry Township found that with the system in operation the patient compartment could not be kept at a constant temperature. Cranberry Township EMS has disconnected the idle reduction system from their 2016 Sprinters. The 2018 Sprinter is not equipped with idle reduction, and neither will the Sprinter currently in production.

Cranberry Township's ambulances are serviced by a Mercedes certified garage. They use only OEM replacement parts. Their ambulances do not idle excessively. The Township targets ambulance replacement (end-of-life) at 6 years or 200,000 kilometres.

Overall Opinion of the Sprinter

Cranberry Township EMS is generally satisfied with the Demers MX152A Mercedes Sprinter 3500 ambulance. Their Sprinters can operate on road for longer periods than their prior Ford F350 and Chevy 3500 ambulances.

Their intent going forward, is to re-mount existing MX152A patient compartments over time onto future Mercedes Sprinter 3500 chassis.

Other Information / Insights

- Absence of a locally-based commercial Mercedes dealership is an issue. The closest Mercedes certified garage is 40 miles away. Vehicle drop off and retrieval is challenging. The dealership operates on a first come / first service basis. When taken to the dealership, an ambulance can be out of service for up to 3 days, depending on the repair issue.
- They have observed a significant difference in AdBlue fluid consumption between ambulances, but they are unable to ascertain why this is the case.
- In their view, they are replacing tires and brakes too frequently. They suspect a wheel alignment issue.²²

6.2 CoxHealth EMS, Springfield Missouri

Fleet Profile

CoxHealth is a hospital-based ambulance service, which performs both 911 responses as well as inter-facility patient transfers.

CoxHealth EMS used to operate with a fleet of Life Line ambulances; however, safety concerns with respect to the bench and forward-facing seats within the patient compartment, resulted in a corporate decision to transition the fleet over time to the diesel-powered Mercedes Sprinters.

They purchased 10 Type 2 Mercedes Sprinter 2500's between 2012 and 2015. These did not fully meet their service needs. Transitioning to the Type 3 Sprinter 3500 chassis commenced in 2015.

Their fleet currently consists of 28 ambulances. This includes: 12 Type 3 Sprinters commissioned between 2015 and 2018; 10 Type 2 Sprinters commissioned between 2012 and 2015; and 6 relatively old Life Line ambulances (which are being phased out over time). They also have purchased 4 more Type 3 Sprinters, which are in production.

CoxHealth EMS operates a dynamic deployment model using a system status management system to position and re-position their ambulances throughout the day. Sixty percent of the ambulances operate in an urban area; 40% operate from rural posts, where they accumulate considerable highway mileage. Their ambulances travel an average of 75,000 kms a year.

²² Niagara EMS advised Cranberry Township that Demers sets the vehicle alignment of an empty ambulance. The equipment carried on-board an ambulance can weigh 500-600 pounds. It is Niagara EMS' practice to re-set the alignment of each fully-loaded ambulance prior to commissioning. This practice has significantly reduced tire wear and brake replacement.

CoxHealth's Mercedes Sprinter ambulances are equipped with a standard spring leaf suspension. They are not equipped with an idle reduction system. The service uses both power cots and power lifts.

CoxHealth uses only OEM replacement parts. Their ambulances do not idle extensively. They target ambulance replacement (end-of-life) at 5 years or 375,000 kilometres.

Overall Opinion of the Sprinter

As discussed above, CoxHealth EMS transitioned to the Mercedes Sprinter mainly to enhance patient and paramedic safety during ambulance transport. Safety and integrity of the patient compartment is their utmost consideration.

From this perspective, CoxHealth EMS is very pleased with the Demers MX152A Mercedes Sprinter 3500 ambulance. Their intent going forward, is to re-mount existing MX152A patient compartments over time onto future Mercedes Sprinter 3500 chassis.

They are generally pleased with the fuel-efficiency of the vehicle, which consumes an average 20 litres per 100 km urban travel and 13 litres per 100 km rural. They also are generally pleased with the relatively low CO2 emissions (which are proportional to fuel consumption).

Other Information / Insights

- Absence of a locally-based commercial Mercedes dealership is an issue. It is about a 2-hour drive to get to the closest Mercedes certified garage. Vehicle drop off and retrieval is challenging. When taken to the dealership, an ambulance can be out of service for an extended period.
- CoxHealth ambulances do not incur extensive idling. However, high mileage vehicles have encountered a few exhaust system related repair issues, requiring the replacement of key components, e.g.: fuel injectors. Overall, this has not been a significant issue.
- To manage vehicle servicing, they use a computer software system purchased from Mercedes. The software can log onto the Mercedes intranet network to perform comparative diagnostics.

6.3 Renfrew County Paramedic Service, Ontario

Fleet Profile

Renfrew County Paramedic Service used to operate with a fleet of diesel-powered Demers MX164A Type 3 ambulances manufactured on a Chev (GM) 3500 chassis platform. The Ford company's announcement to terminate production of this chassis for Ontario ambulances, resulted in a corporate

decision to transition the fleet over time to the diesel-powered Mercedes Sprinters.

Renfrew County started off in 2012, by purchasing Mercedes Sprinter Type 2's (i.e., 2500 chassis). These did not fully meet their service needs. Transitioning to the Type 3 Sprinter (i.e., 3500 chassis) commenced in 2017.

Renfrew's fleet currently consists of 29 ambulances. This includes: 11 Type 3 Sprinters commissioned in 2017-2018; 3 Type 2 Sprinters commissioned between 2012 and 2014; and 15 relatively old diesel-powered Demers MX164A Type 3 ambulances manufactured on a Chev (GM) 3500 chassis platform (which are being phased out over time).

The County operates a dynamic deployment model, frequently re-positioning their rural ambulances to provide temporary "standby" coverage for multiple rural/urban areas. Their ambulances travel an average of 75,000 kms a year.

The County's ambulances are equipped with VB Air-suspension. They are not equipped with an idle reduction system. The service uses both power cots and power lifts.

Renfrew County mechanics perform most of the servicing required by their ambulances. The nearest Mercedes certified garage is based in Ottawa, which is roughly a 2-3 hours drive depending on ambulance base of origin.

The County uses mostly OEM parts; albeit, since aftermarket parts are of significantly lower cost, they also use aftermarket products provided they meet Mercedes specifications.

The County's ambulances perform numerous "standby" calls (i.e., temporary repositioning to cover more than one area). While performing "standby" their ambulances also do an extensive amount of idling; this, to maintain a constant temperature in the cab and patient compartment.

Renfrew County targets ambulance replacement (end-of-life) at 4 years or 300,000 kilometres.

Overall Opinion of the Sprinter

Renfrew County Paramedic Service acknowledges that the Mercedes Sprinter 3500 ambulance has some quirks (as described below). However, their overall opinion is that the vehicle, and the Mercedes 3.0 litre diesel engine in particular, are superior to any of the gas-powered ambulances operating in Ontario, from the perspective of engine performance, fuel economy and costs.

They also are pleased with the fuel-efficiency of the vehicle, which consumes an average of 16 litres per 100 km, and the relatively low CO2 emissions (which are proportional to fuel consumption).

Other Information / Insights

- Absence of a locally-based commercial Mercedes dealership is an issue. The closest Mercedes certified garage is based in Ottawa, some 2 to 3 hours drive from Renfrew County ambulance bases. Up to four staff may be needed for vehicle drop off and retrieval. The dealership operates on a first come / first service basis. When taken to the dealership, an ambulance can be out of service for 2 to 3 days.
- For these reasons, the County often performs warranty work on their own, incurring servicing costs out-of-pocket. Parts under warranty can also be an issue, as they need to be shipped in.
- Renfrew County's ambulances incur extensive idling due mainly to the volume of standby calls that they perform. The extensive idling of their ambulances is of concern, as it is contributing to repeated failure and replacement of key exhaust system components (as is the situation in Niagara).
- Renfrew County EMS are of the view that the Sprinter's emissions control system is a solid piece of engineering. Its susceptibility to extensive idling does not mean that it is not sufficiently robust. Gas engines don't run troubled free and are equally susceptible to problems arising from extensive idling.
- Renfrew County's service area is relatively large and mainly rural. Many ambulance responses involve long-distance travel. Sprinters are equipped with relatively smaller fuel tanks. Paramedics must constantly keep an eye on the fuel level gage.
- Sprinter ambulances are not equipped with an on-board computer warning system to advise when emissions system servicing is needed.²³ Useful warnings would include: "DPF regeneration is in process or complete"; "AdBlue fluid level is low"; and "Check DEF" to advise of a potential system issue.

²³ Source: <https://www.autoevolution.com/news/your-guide-to-adblue-what-is-it-who-needs-it-and-how-to-refill-it-104882.html> In contrast to the above, the on-board computer of many commercial Sprinter vans will notify the driver that the AdBlue fluid level is low and that a refill is required; this by way of an instrument panel warning light. Notification commences several thousand kilometers before the refill is necessary and is repeated for a specified number of times. If the final notification is ignored, the vehicle may either refuse to start or it will default to a self-preservation/limp mode.

7 Comparison of the Sprinter to Other Ambulance Chassis

This section of the report addresses the following question. *Does the Sprinter 3500 measure up to other ambulance chassis operating in Ontario?* The assessment is based on a survey of 23 Ontario EMS peers (identified in Appendix A) whose ambulances are built with GM and Ford chassis.²⁴

7.1 Alternative Chassis Used by Ontario Peers

As illustrated by Exhibit 7.1, the GM (Chev) 3500 is the most popular chassis used by Ontario EMS peers. The Ford E350 is also a popular choice. Relatively few services operate fleets consisting mainly of the Ford E450.

Exhibit 7.1: Alternative Chassis Used by Ontario Peers

Chassis	MS 3500 Niagara	Ford E350	GM 3500	Ford E450
EMS Peers that Contributed to this Review	--	6	13	4
Type 3 Amb's that are Common to the Chassis	Demers MX152A	Demers MX164A Crestline Fleetmax	Demers MX164A Crestline Fleetmax	Demers MX164A
Engine Size	3.0L	6.8L	6.0L	6.8L
Fuel	Diesel	Gas f' also Diesel	Gas f' also Diesel	Gas f' also Diesel
Gross Vehicle Weight (kgs)	5,003	5,670	5,579	6,577
Payload (kgs)	864	1,185	1,032	1,894
Max # of Occupants (Kgs)	5 (525)	5 (525)	5 (525)	6 (630)
Cargo Capacity (kgs)	339	660	507	1,264
Overall Length (inches)	264"	271" - 278"		
Overall Width (inches)	86"	95"		
Overall Height (inches)	108"	100" - 106"		
Headroom (inches)	72"	72"		
Wheelbase (inches)	144"	158" - 159"		

²⁴ Renfrew County Paramedic Service is one of the Ontario EMS services that we surveyed. However, as Renfrew County uses the same ambulance as Niagara (Demers Mercedes Sprinter 3500), its fleet information was discussed previously in Section 6, and Renfrew is excluded from this portion of the analysis, which focuses on alternative GM and Ford chassis.

GM and Ford used to manufacture both a diesel and gas version of their chassis for Ontario ambulance use. This is no longer the case. Only their gas-powered versions are currently certified for use in Ontario.

This notwithstanding, as discussed in Section 7.2, several Ontario EMS services continue to operate fleets that include diesel-powered GM and Ford ambulances; albeit, these vehicles are ageing and are being phased out over time.

The GM 3500 chassis comes with a 6.0 litre gas-powered engine. Ford's E350 and E450 chassis come with a 6.8 litre gas-powered engine.

The Demers MX164A and Crestline Fleetmax are the most popular ambulances used by Ontario peers. Both ambulances are of a Type 3 model and depending on client preference, they can be manufactured with a GM 3500 chassis, or either the Ford E350 or E450 chassis.

The Mercedes Sprinter 3500 ambulance is certified to transport up to 5 occupants. In this respect, the GM 3500 and Ford E350 ambulances are similar.

At a gross vehicle weight of approximately 5,000 kgs, the Mercedes Sprinter 3500 is the lightest among ambulances in its weight class, regardless of chassis. The Sprinter's cargo carrying capacity, at 339 kgs, also is the lowest among ambulances in its weight class.

Ambulances manufactured with the Ford E450 chassis are significantly heavier vehicles, capable of carrying a higher number of occupants and an overall heavier payload.

Relatively few EMS services operate fleets consisting mainly of heavier Ford E450's. However, multiple services including Niagara EMS maintain a few such vehicles at hand, to serve bariatric needs, i.e., to transport patients whose weight would severely challenge the capabilities of lighter vehicles.

For convenience, the following two fleet variations are not shown in Exhibit 7.1.

Thunder Bay's fleet consists of a slightly heavier Fleetmax Commander ambulance manufactured with a gas-powered GM 3500 chassis.

Toronto EMS' fleet includes the gas-powered Crestline New Era as an additional ambulance model. The Crestline New Era is manufactured with a Chev Express 3500 chassis featuring a relatively short 139" wheelbase, which enhances the vehicle's maneuverability in the congested downtown urban area. Its payload capacity is up to 1,577 kgs.

7.2 Major Features

Major features of the alternative ambulance chassis used in Ontario are summarized in Exhibit 7.2, and they are discussed below.

Exhibit 7.2: Summary of Major Features

Chassis	MS 3500 Niagara	Ford E350	GM 3500	Ford E450
EMS Peers that Contributed to this Review	--	6	13	4
Use Power Cot / Lift?	Yes	Yes	Yes	Yes
Chassis Suspension	VB Air	100% standard	70% std / 30% fluid	50% std / 50% fluid
Equipped w' Anti-Idling?	Disconnected	75% no	65% yes / 35% no	50% yes / 50% no
Vehicle Servicing	Outsourced	100% in-house	50% outsourced	100% in-house
OEM Replacement Parts or Aftermarket?	Only OEM	Mainly OEM	50% only OEM / 50% mainly OEM	100% only OEM
Target Retirement (Yrs)	4.5	5-6	5-7	5
Kms at Retirement	250,000	220,000 - 325,000	200,000 - 325,000	180,000 - 225,000
Residual at Retirement	\$18,000 - \$22,000	\$3,000 - \$8,000	\$5,000 - \$12,000	\$13,000 - \$14,000
Fuel that the Services Use	Diesel	100% Gas / One is converting to Gas-Hybrid	60% Gas / 40% are transitioning from diesel to Gas. Two are converting to Gas-Hybrid.	100% Gas

Fuel

The Mercedes Sprinter 3500 is the only diesel-powered chassis certified for use as an ambulance in Ontario. This chassis is used by both Niagara Region and Renfrew County.

Eighteen of the 23 peers surveyed by this review, operate gas-powered ambulances. Five (5) peers are in the process of transitioning their fleets from diesel to gas, using gas-powered ambulance replacements when diesel vehicles are retired. The 5 services are: Waterloo, Oxford, Huron, Sault Ste. Marie and Essex-Windsor.

Three services – Oxford, York and Toronto – have successfully trialled gas-hybrid ambulances, and they have commenced to phase them in on a going-forward basis. For more information on gas-hybrids, refer to Section 8 of this report.

Power Cot / Power Lift

The Mercedes Sprinter 3500 used by Niagara and Renfrew is outfitted with both a power cot and a power lift. All 23 EMS peers surveyed by this review use power cots, and most also use power lifts.

Chassis Suspension

The Mercedes Sprinter 3500 used by Niagara and Renfrew is equipped with VB Air-suspension, a system that substantially reduces road shock and vibration, and improves load levelling capability, making for a quieter, smoother and more constant patient ride, better overall handling, and rollover resistance.

VB Air-suspension also enables the rear portion of the ambulance to be lowered, making it easier to load patients and equipment; albeit, this feature is not frequently used since Niagara and Renfrew also equip their ambulances with power cots and power lifts.

Almost 75% of the EMS peers surveyed operate ambulances equipped with a standard leaf spring suspension. About 25% use ambulances outfitted with a liquid suspension having patient ride and vehicle handling characteristics similar to those of an air-ride system – albeit, the rear portion of these ambulances cannot be lowered.

None of the EMS peers surveyed use an air-ride suspension. Several did mention having trialed air-ride suspension but converted to leaf spring after encountering issues with moisture seeping into the compressor lines.

Anti-Idling

The Mercedes Sprinter 3500 used by Niagara and Renfrew is not outfitted with an idle reduction system.

Niagara's Sprinters used to be equipped with the Demers EcoSmart idle reduction system; however, multiple issues were encountered, ostensibly that of not being able to maintain a constant temperature in the patient compartment. Following unsuccessful attempts to resolve the issues, Niagara EMS had the system disconnected.

Among the EMS services surveyed during this review (including peers who also operate Mercedes Sprinter 3500 ambulances), 55% have either not equipped their ambulances with idle reduction systems, or they have had the systems disconnected due to issues such as the one mentioned above.

Vehicle Servicing

Only 10 of the Ontario EMS services surveyed were asked questions regarding vehicle servicing. They consisted mainly of peers serving jurisdictions of comparable population (460,000 residents) or larger.

Niagara EMS outsources its vehicle servicing. Ten percent (10%) of comparably sized EMS services also outsource vehicle servicing. Ninety percent (90%) have their servicing performed in-house by Regional/County fleet / public works centres.

OEM Replacement Parts

As above, only 10 EMS services of comparable size were asked questions about OEM replacement parts.

Niagara EMS uses only OEM replacement parts. Among the services surveyed, 50% use only OEM parts; whereas, the other 50% use a mix of OEM and less expensive aftermarket parts, provided they meet OEM specifications.

Vehicle Retirement and Resale

As above, only 10 EMS services of comparable size were asked questions about ambulance retirement targets and end-of-life vehicle resale values.

Niagara EMS' optimum retirement target is 54 months (4.5 years) or 250,000 kilometres. The Sprinter's residual value at retirement ranges between \$18,000 and \$22,000.

For the surveyed EMS peers whose ambulances use a GM 3500 chassis, the optimum retirement target ranges between 5 and 7 years (200,000 to 325,000 kms). Vehicle resale values at retirement range between \$5,000 and \$12,000.

For peers using a Ford E350 chassis, the optimum retirement target ranges between 5 and 6 years (220,000 to 325,000 kms); and vehicle resale values are relatively low, ranging between \$3,000 and \$8,000.

For peers using a Ford E450 chassis, the optimum retirement target is 5 years (180,000 to 225,000 kms); and vehicle resale values are about \$13,000-\$14,000.

7.3 Comparison of Performance Metrics

Performance metrics for the alternative ambulance chassis used in Ontario are summarized in Exhibit 7.3, and they are discussed on the following pages.

Exhibit 7.3: Comparison of Performance Metrics

Chassis	MS 3500 Niagara	Ford E350	GM 3500	Ford E450
Fuel	Diesel	Gas	Gas	Gas
EMS Peers	--	6	8	4
Avg. Fleet Size (Amb's)	43	30	37	42
Annual Kms per Amb. (avg.)	54,700	46,400	39,700	47,100
<i>% Diff. Rel. to Sprinter</i>	--	-15%	-27%	-14%
Fuel (Litres per 100 Kms)	17.7	28.9	29.9	37.5
<i>% Diff. Rel. to Sprinter</i>	--	63%	69%	112%
CO2 Emis'ns (Kgs/100 Kms)	47	68	71	89
<i>% Diff. Rel. to Sprinter</i>	--	44%	50%	88%
Fuel (\$/Km)	\$0.22	\$0.36	0.37	\$0.42
<i>% Diff. Rel. to Sprinter</i>	--	60%	65%	89%
Servicing & Repairs (\$/Km)	\$0.25	\$0.25	0.30	\$0.56
<i>% Diff. Rel. to Sprinter</i>	--	0%	19%	122%
Total Operating (\$/Km)	\$0.47	\$0.61	\$0.67	\$0.98
<i>% Diff. Rel. to Sprinter</i>	--	28%	41%	106%

Note: Cost for fuel has been adjusted to a common base; this, to offset variances in jurisdictional purchasing practices and/or the per litre price of fuel.

Assumptions

Our objective is to compare the Sprinter 3500 to other chassis certified for use as ambulances in Ontario.

The Sprinter is the only diesel-powered chassis that is certified for such purposes. All other Ontario-certified chassis are gas-powered; albeit, there are several EMS peers who are still in the process of transitioning their fleets from diesel to gas.

We investigated key performance metrics for both groups of EMS peers, i.e., those that operate gas-powered ambulance fleets, and those that are transitioning their fleets from diesel to gas.

In consideration of the objective stated above, this report only presents the metrics relevant to EMS peers that operate gas-powered ambulance fleets.

The only grouping affected by this decision are EMS peers that operate with GM 3500 chassis. As the reader will recall, within this grouping there are 5 services that are in the process of transitioning their fleets from diesel to gas.

This report does not speak to the metrics associated with the diesels operated by those services, since they are being eliminated.

Our assessment is based on vehicle operating data for 2018, provided by Niagara EMS and the peer services that we surveyed. Costs are expressed in 2018 dollars.

References to kilometres travel are odometer-based. The figures presented do not include a kilometre equivalency for vehicle idling.

A number of the jurisdictions surveyed purchase fuel in bulk for all vehicles that they operate, including EMS, public works, traffic, administration, etc. Our analysis adjusts the cost of fuel to a common basis; this, to offset variances in jurisdictional purchasing practices and/or the per litre price. For this purpose, we adopted the cost per litre that Niagara pays for diesel and gasoline fuels.

Fleet Size

Niagara EMS currently operates with a fleet of 43 Mercedes Sprinter 3500 ambulances.

For the surveyed EMS peers whose ambulances use a Ford E350 chassis, the average fleet size is 30 ambulances. For those using a GM 3500 chassis, the average fleet size is 37 ambulances; and for those using a Ford E450 chassis, the average fleet size is 42 ambulances.

Annual Kilometres per Ambulance

Niagara EMS' diesel-powered Sprinter ambulances travel an average of 54,700 kilometres a year, which in comparison to the gas-powered ambulance chassis that Ontario peers use, is a substantially longer distance.

Ambulances that use a Ford E450 chassis travel an average of 14% fewer kilometres (47,100 kms a year). Ambulances that use a Ford E350 chassis travel an average of 15% fewer kilometres (46,400 kms a year); and those that use a GM 3500 chassis travel an average of 27% fewer (39,700 kms a year).

Fuel Consumption

Niagara EMS' diesel-powered Sprinter ambulances consume an average of 17.7 litres of fuel per 100 kilometres travel, which in comparison to the gas-powered

ambulance chassis that Ontario peers use, is a substantially more economic rate of fuel consumption.

The rate of fuel consumption for ambulances that use a Ford E350 or GM 3500 chassis is up to 69% higher, ranging between 28.9 and 29.9 litres per 100 Kms. For ambulances that use a Ford E450 chassis, the rate of fuel consumption is over twice as high, at 37.5 litres per 100 Kms.

CO2 Emissions

Niagara EMS' diesel-powered Sprinter ambulances emit 47 CO2 Kgs per 100 kilometres travel. CO2 emissions for ambulance fleets that use a Ford E350 or GM 3500 chassis are up to 50% higher, ranging between 68 and 71 CO2 Kgs per 100 Kms. For ambulance fleets that use a Ford E450 chassis, the CO2 emissions rate is 88% higher, at 89 CO2 Kgs per 100 Kms.

Fuel Costs

On a per kilometre basis, fuel costs for the Sprinter average \$0.22 per kilometre.

The comparable cost of fuel, for ambulance fleets that use a Ford E350 or GM 3500 chassis is up to 65% higher, ranging between \$0.36 and \$0.37 per Km. For ambulance fleets that use a Ford E450 chassis, the cost of fuel is 89% higher, at \$0.42 per Km.

Servicing & Repair Costs

On a per kilometre basis, servicing and repair costs for the Sprinter average \$0.25 per kilometre.

The comparable cost for servicing and repairs, for ambulance fleets that use a Ford E350 or GM 3500 chassis is up to 19% higher, ranging between \$0.25 and \$0.30 per Km. For ambulance fleets that use a Ford E450 chassis, the cost for servicing and repairs is over twice as high, at \$0.56 per Km.

Total operating Costs

On a per kilometre basis, total operating costs for the Sprinter average \$0.47 per kilometre.

The comparable total operating cost for ambulance fleets that use a Ford E350 or GM 3500 chassis is up to 41% higher, ranging between \$0.61 and \$0.67 per Km. For ambulance fleets that use a Ford E450 chassis, the total operating cost is over twice as high, at \$0.98 per Km.

8 Comparison of the Sprinter to Emerging Chassis Technology

This section of the report addresses the following question. *How well does the diesel-powered Sprinter 3500 measure up to newly emerging ambulance chassis technology?*

8.1 Fully-Electric Ambulance

Demers Ambulances recently stated its intent to investigate the development of a fully-electric ambulance.²⁵ We followed up with a Demers representative who recalls the statement but advises that at present there is no additional information to share. To date there has been no formal announcement nor has a commitment been given to a specific timeline.

8.2 XL3 Hybrid Electric Drive Train

The XL3 Hybrid, developed by XL Fleet of Boston MA, is a self-contained electric drive train and battery system which, when installed as an after-market product onto a standard OEM vehicle chassis, works seamlessly in the background to increase the vehicle's torque and make the vehicle more fuel efficient and cleaner, reportedly with zero adverse impact on the OEM systems.

XL Fleet was founded in 2009 with 3 main goals: sustainability, fuel reduction and electrification. XL Fleet is not an OEM vehicle manufacturer. They partner with vehicle manufacturers (e.g., Ford and GM) and, also with ambulance conversion manufacturers (e.g., Demers and Crestline) to attain their goals.

The XL3 Hybrid technology has been implemented and validated by numerous large-fleet operations throughout the USA and Canada, including Canada Post, Coca-Cola, Verizon, FedEx, multiple urban transit systems, multiple public utility systems and most recently by several Ontario and BC-based land ambulance services, including Toronto EMS, York Region Paramedic Services, and Oxford County Paramedic Services.²⁶

The XL3 Hybrid is available on a broad range of light and medium-duty trucks (specifically, class 2-6 vehicles with GVW ratings of 6,000 to 26,000 pounds). The technology is installed mainly on gas-powered vehicles; albeit, it also has been installed on several diesels. XL Fleet states that the technology will

²⁵ Verbal statement made at the Ontario Association of Paramedic Chiefs (OAPC) conference, September 2018.

²⁶ We are advised that other Ontario EMS services (e.g., Hamilton and Ottawa) may also be looking into the XL3 Hybrid technology.

improve a gas-powered vehicle's performance (as measured in MPG) by an average of 25%; and it will reduce CO2 emissions on average by about 20%.

Technology Overview

Traditional gas-powered, commercial fleet trucks cause more pollution and burn more fuel than any other vehicles on the road. XL Fleet takes a simple approach to making those same vehicles cleaner, greener and more sustainable.²⁷

The XL3 Hybrid technology transforms a factory OEM vehicle into a more fuel-efficient hybrid, by adding an electric motor, an advanced lithium-ion battery pack and control software, as shown schematically in Exhibit 8.1.

No other significant modifications to the vehicle are required. No changes are made to the internal combustion engine or transmission. The technology when installed, leaves the OEM factory warranty and powertrain fully intact.

Exhibit 8.1: Illustration of the XL3 Hybrid Installation

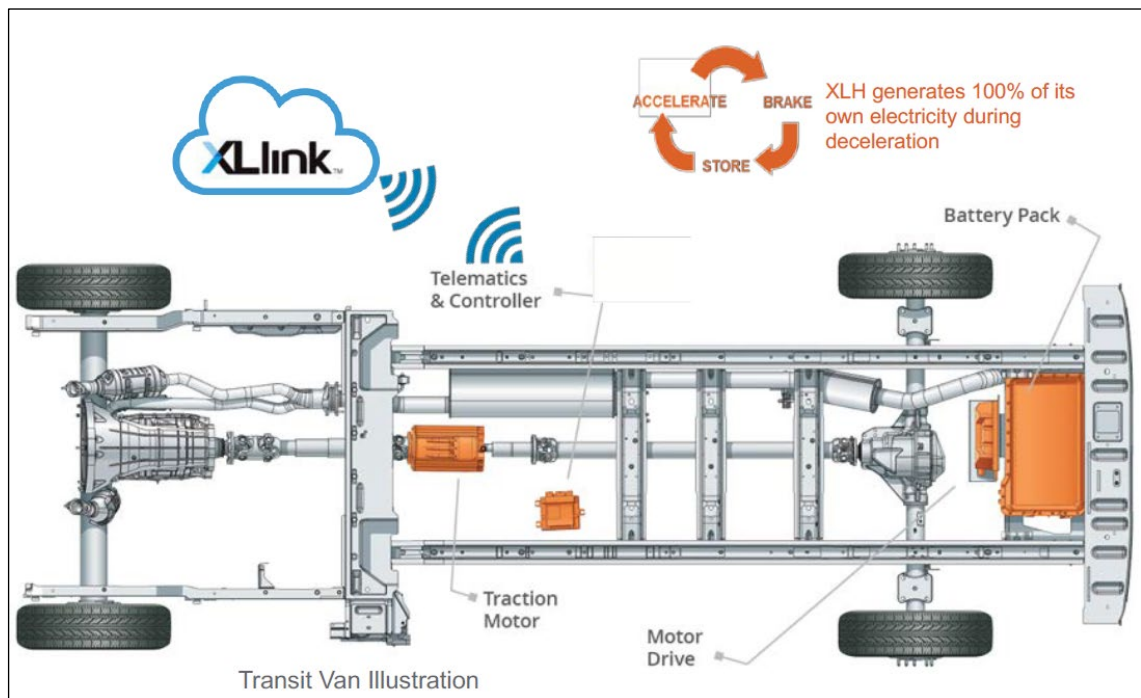


Illustration provided by XL Fleet

²⁷ <https://www.xlfleet.com/content/technology/>

Regenerative braking is how the technology functions. Regenerative braking is a process by which an electric traction motor is used to help a vehicle decelerate during braking. A lithium-ion battery stores the regenerative braking energy.

During acceleration, the battery releases stored energy to the electric traction motor, providing an electric assist to help propel the vehicle, and save fuel. A motor drive controls the current flow between the battery and the electric traction motor. A proprietary XL Link technology provides a continuous data link from each hybrid vehicle to measure system performance.

XL-equipped vehicles require no driver training and little to no operational changes from what they're used to. There are no range concerns, drivability challenges or unusual service requirements.²⁸

XL Link

The proprietary XL Link technology provides a wireless data link that provides XL Fleet (in Boston) with continuous diagnostics of the XL3 Hybrid system performance on each hybrid vehicle. The XL Link technology will also alert XL Fleet of any potential Hybrid system service requirements.

By way of the data transmitted by this technology, XL Fleet can provide each customer with periodic system performance reporting on each of their hybrid vehicles. Customers are free to help custom-design their reporting templates.

Zero Adverse Impact on OEM Systems

XL Fleet does not have extensive years of experience specific to ambulances. They do however have years of experience with large commercial fleets (e.g., Coca-Cola, FedEx, etc.). Some of these commercial vehicles have attained in-service lives of over 250,000 miles, without encountering any adverse impacts due to the on-board hybrid technology.

To the contrary, positive impacts have been reported, including less wear and tear on brake pads, which do not need to be replaced as often.

Warrantied Servicing

XL Fleet provides customers with 24-hour call centre support. The XL3 Hybrid system is warrantied for 3 years / 75,000 miles. If needed, replacement parts and a service technician can be sent to the customer's site.

²⁸ <https://www.xlfleet.com/content/technology/>

XL Plug-In

The XL3 Hybrid system operates with a 1.8-kWh lithium-ion battery. XL Fleet also manufactures an XL Plug-In system technology that is more appropriate to heavier class vehicles. That system operates with a 15-kWh battery, offering both regenerative braking and plug-in charging capacity. XL Fleet states that the XL Plug-In produces a 50% MPG improvement, and 33% CO2 reduction.

Additional Commentary

The XL3 Hybrid system is mounted on the underside of the vehicle. Hence, it does not adversely impact cargo volume carrying capacity. The electric motor and battery pack weighs between 350 and 385 pounds, which will influence a vehicle's cargo weight carrying capacity.

For these reasons, after the XL product is installed onto an ambulance, the ambulance conversion manufacturer will re-weigh the vehicle and issue updated certification.

The XL3 Hybrid technology is not restricted to gas-powered vehicles. It can be implemented on vehicles using alternative fuels, e.g., diesel fuel or natural gas. The real question is whether there is a benefit to doing so.

As stated above, the XL3 Hybrid technology is intended to increase a vehicle's torque, thereby making the vehicle more fuel efficient. Diesel engines, in comparison to gasoline engines, already provide high levels of torque; hence, there potential may not be sufficient benefit to outfit all diesels with the technology.

XL Fleet has considered partnering with Mercedes, in the same manner by which they have already partnered with GM, Ford and others. Aside from the added value benefits and technical issues which would have to be investigated, there also is the matter of economics. Pre-sales estimates would have to offset the cost of the requisite research and development.

8.3 Ontario EMS Experience

Oxford County Paramedic Services

Oxford County was the first municipality in Canada to deploy ambulances outfitted with the XL3 Hybrid technology, taking delivery of 2 such vehicles in October 2017. The technology was installed on gas-powered Crestline Fleetmax Type 3 ambulances manufactured with a GM 3500 chassis.

Oxford County took delivery of 2 more hybrid ambulances in January 2019. The County now operates with 4 such vehicles and plan to convert the rest of the fleet to hybrids, phasing them in over time, as older ambulances are retired.

Oxford County's fuel consumption data affirms that hybrid ambulances are at least 25% more fuel efficient than standard gas-powered ambulances, as attested to by XL Hybrid.

York Region Paramedic Services

York Region commissioned 2 hybrid ambulances in February 2018. Fourteen (14) additional ambulances were retrofitted with XL3 Hybrid systems in December 2018. York Region now operates with 16 such vehicles. The technology is installed on gas-powered Demers MX164A Type 3 ambulances manufactured with a Ford E350 chassis.

York Region's fuel consumption data also affirms that hybrid ambulances are at least 25% more fuel efficient than standard gas-powered ambulances, as attested to by XL Hybrid.

York Region affirms that the XL3 Hybrid system has had no adverse impact on their ambulances' OEM systems. To the contrary, the following benefit has been reported. Their standard (non-hybrid) ambulances typically need brake pad replacement at about 48,000 kilometres travel; whereas, when the initial 2 hybrid ambulances reached this milestone, the rear brake pads still had about 70% life remaining.

Toronto EMS

Toronto EMS commissioned its initial hybrid ambulances in June 2018. Ten (10) additional hybrid ambulances were commissioned in November-December 2018. Toronto EMS now operates with 12 such vehicles. The technology is installed on gas-powered Crestline New Era Type 3 ambulances manufactured with a Chev Express 3500 chassis featuring a 6.0 litre engine and relatively short 139" wheelbase.

Because of their relatively short experience with the hybrid ambulance (i.e., 6 months), Toronto EMS is currently unable to share any hard data on vehicle performance. Albeit, Toronto EMS anticipates savings of about 25% in fuel consumption (per Oxford County and York Region) and zero adverse impact on OEM systems.

8.4 Lifecycle Cost Implications

We are advised that the cost to outfit a Type 3 ambulance with the XL3 Hybrid technology is about \$30,000 (Can).

We examined the lifecycle cost implication of outfitting an ambulance with hybrid technology, using for illustrative purposes, the metrics shown previously in Exhibit 7.3 (i.e., the metrics for Ontario EMS peers).

More specifically, for illustrative purposes we used the metrics associated with the gas-powered Ford E350 ambulance.

The Ford E350 ambulance consumes gasoline fuel at an average cost of \$0.36 per kilometre. Travelling an average of 46,400 kilometres a year, the cost to fuel one Ford E350 ambulance for a span of a year, is about \$16,700.

If hybrid technology reduces gas consumption by 25% as attested to by XL Hybrid (also Oxford County and York Region), then the cost to fuel a Ford E350 ambulance over a span of a year, decreases to \$12,500, for an annual savings of \$4,200 a year.

Over a 5 to 6-year lifecycle, the fuel-related cost savings due to hybrid technology, would be between \$21,000 and \$25,000, thereby offsetting the initial \$30,000 capital outlay by up to 83%.

If these metrics and assumptions are representative of standard gasoline-powered fleets, then one may conclude following. Outfitting a gasoline-powered ambulance with hybrid technology will increase the overall lifecycle cost of that ambulance by a net of \$5,000 to \$9,000. Many would argue that this is a reasonable expenditure, by which to attain a cleaner, greener vehicle. We do not disagree.

This conclusion notwithstanding, Niagara Region which uses a diesel-powered Mercedes Sprinter equipped with an ultra-low diesel-emissions system, achieves the same objectives – a highly fuel-efficient, cleaner, greener vehicle. Moreover, Niagara accomplishes these objectives at a lower cost, as demonstrated previously in Section 7.3 of this report.

Appendix A – Contributors of Information to this Review

Appendix A: Contributors of Information to this Review

General

- Demers Ambulances, Beloeil, Quebec *[conversion manufacturer of the diesel-powered MX152A Type 3 ambulance used by Niagara Region]*
- Brock Ford *[Niagara-based dealership that services Niagara's ambulances]*
- XL Fleet, Boston, Massachusetts *[manufacturer of the XL3 Hybrid electric drive train system]*

EMS Peers that Use the Mercedes Sprinter 3500 Ambulance Chassis

- Cranberry Township EMS, Pennsylvania
- CoxHealth EMS, Springfield Missouri
- Renfrew County Paramedic Service, Ontario

EMS Peers that Use Ambulances Built w' Ford & GM Chassis

- Dufferin County Paramedic Service
- Durham Region Paramedic Service
- Essex-Windsor EMS
- Frontenac Paramedic Services
- Guelph Wellington Paramedic Service
- Haldimand Paramedic Service
- Halton Region Paramedic Service
- Hamilton Paramedic Service
- Hastings-Quinte Paramedic Services
- Huron County Paramedic Services
- Middlesex-London EMS
- Muskoka Paramedic Service
- Norfolk County Paramedic Service
- Ottawa Paramedic Service
- Oxford County Paramedic Service
- Parry Sound EMS
- Peel Regional Paramedic Service
- Sault Ste. Marie Land Ambulance Service
- Simcoe County Paramedic Service
- Thunder Bay EMS
- Toronto EMS
- Waterloo Regional Paramedic Service
- York Region Paramedic Service

Niagara Regional Housing

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October 18, 2019

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

Dear Ms. Norio:

At their October 18, 2019 meeting, the Niagara Regional Housing Board of Directors, passed the following motion as recommended in attached report NRH 12-2019:

That Niagara Regional Housing Quarterly Report April 1 to June 30, 2019 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Your assistance is requested in moving report NRH 12-2019 through proper channels to Regional Council.

Sincerely,



Mayor Walter Sendzik
Chair




Q2 (April 1 to June 30, 2019) to Board of Directors

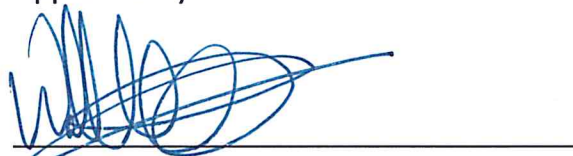
Recommendation:

That Niagara Regional Housing Quarterly Report April 1 to June 30, 2019 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Submitted by:


Donna Woiceshyn
Chief Executive Officer

Approved by:


Walter Sendzik
Chair

Directors:

Walter Sendzik, Chair
Regional Councillor
St. Catharines

Gary Zalepa, Treasurer
Regional Councillor
Niagara-on-the-Lake

Tom Insinna
Regional Councillor
Fort Erie

James Hyatt, Vice-Chair
Community Director
St. Catharines

Betty Ann Baker
Community Director
St. Catharines

Betty Lou Souter
Community Director
St. Catharines

Karen Blackley, Secretary
Community Director
Thorold

Barbara Butters
Regional Councillor
Port Colborne

Leanne Villella
Regional Councillor
Welland

HIGHLIGHTS:



VISION

That the Niagara community will provide affordable, accessible and quality housing for all residents

MISSION

To expand opportunities that make affordable housing an integral part of building healthy and sustainable communities in Niagara

As the administrator of social housing for Niagara Region, Niagara Regional Housing (NRH) works to fulfill our vision and mission through six main areas of responsibility:

1. [Public Housing \(NRH Owned Units\)](#)
2. [Non-Profit Housing Programs](#)
3. [Rent Supplement Program](#)
4. [Affordable Housing Program](#)
5. [Service Manager Responsibilities](#)
6. [Housing Access Centre and Centralized Waiting List](#)



Definitions can be found in the attached Reference Sheet.

1. Public Housing (NRH Owned Units)

DAY-TO-DAY MAINTENANCE:

In Q2, **3,084 work orders** were issued, representing \$124,094.66. \$58,706.26 of this amount was charged back to tenants who were held responsible for damages.

	2018-Q2	2018-Q3	2018-Q4	2019-Q1	2019-Q2
# of work orders issued	2,768	3,216	3,203	2,500	3,084

Work order volume increased in 2019-Q2 due to the implementation of the Electrical Safety Authority Continuous Safety Inspections.

CAPITAL PROGRAM:

The Capital Program is responsible for maintaining the Public Housing (NRH Owned Units) asset and planning for future sustainability.

In Q2, 27 contract orders were issued, seven public tenders closed and purchase orders issued \$2,033,033.

The Capital Program was responsible for 7 capital projects valued at \$4,300,000 including:

- 3 projects - washroom replacements
- 1 project - exterior insulation and finish system
- 1 project - carport rehabilitation
- 1 project - kitchen replacements
- 1 project - canopy installation
- 19 RFP's and RFQ's - various investigations, health and safety repairs, emergency and structural repairs and washroom accessibility

As of June 30, 2019, \$4,687,000 of the \$11.7 budgeted (excluding emergency) has been committed and or actually spent (40%).

TENANT MOVE OUTS:

Move Outs By Reason

Health	5
Long Term Care Facility	18
Deceased	21
Private Rental	4
Voluntarily Left Under Notice	2
Eviction – Tribunal	7

NRH Transfer	12
Moved to Coop or Non-Profit	1
Bought a House	0
Left Without Notice	1
Other/None Given	15
Cease to Qualify	0
TOTAL	86

In Q2, there were **86 move outs**. Two involved eviction orders granted under the Ontario Landlord Tenant Board (LTB) for Arrears with one enforced by the Sherriff.

	2018-Q2	2018-Q3	2018-Q4	2019-Q1	2019-Q2
# of move outs	83	89	65	51	86

ARREARS:

NRH Housing Operations actively works to reduce rent arrears and saw a slight decrease from the end of 2019-Q1 to the end of 2019-Q2.

	Jun 30, 2018	Sept 30, 2018	Dec 31, 2018	Mar 31, 2019	Jun 30, 2019
Rent charges for the month	\$1,136,607.00	\$1,165,765.00	\$1,187,770.00	\$1,203,317.00	\$1,257,090.00
Accumulated rent arrears	\$35,055.56	\$23,378.86	\$24,135.76	\$35,736.89	\$34,004.39
Arrears %	3.08%	2.01%	2.03%	2.97%	2.71%

INSURANCE:

In Q2, there were two property damage claims expected to exceed the \$25,000 deductible.

COMMUNITY RESOURCES AND PARTNERSHIPS:

In Q2, we had partnerships with **46 community agencies** across Niagara. As a result of these partnerships, more than 200 support and enrichment activities were offered to tenants at NRH sites. Each partnership contributes to tenant lives and, in turn, the success of the Public Housing community as a whole:

- NRH began a new Social Enterprise Pilot with Niagara Resource Service for Youth ("RAFT"). Through a Niagara Prosperity Initiative grant, the RAFT is hiring and training at-risk youth to be mentored by an experienced contractor in preparing NRH units for new tenants. RAFT youth will learn how to complete minor repairs, paint and clean units in NRH communities to develop skills and increase employability. This is the fourth NRH/RAFT partnership which employs tenants and RAFT youth in NRH communities.

Also during Q2, NRH Community Programs Coordinators (CPCs) offered support to **285 new referrals of tenants in need of assistance**. Of those new referrals, **52% were considered medium-high need**, (e.g. child safety concerns, eviction, social issues, cognitive concerns). In particular, there was an increase in the number of senior tenants referred to Seniors Programs.

Another highlight in Q2 was the introduction of the Pilot CPC. This one-year position is designed to assist existing CPCs with the dramatic increase in vulnerable populations in NRH communities and gauge the need and assist non-profits and co-operatives who are struggling with eviction prevention.

2. Non-Profit Housing Programs

As administrator of social housing for Niagara Region, NRH provides legislative oversight for 60 Non-Profit Housing Programs (non-profit and co-operative). Operational Reviews are conducted to determine the overall health of each.

	2018-Q2	2018-Q3	2018-Q4	2019-Q1	2019-Q2
Healthy	41	41	40	40	40
Routine Monitoring	18	18	17	18	17
Intensive Monitoring	1	1	2	0	1
Pre-PID (Project in Difficulty)	1	1	1	1	1
PID (Project in Difficulty)	1	1	1	1	1
TOTAL	62	62	61	60	60

NRH Housing Programs staff continue to work with Federal Housing Providers as they move toward End of Operating Agreements (EOA).

3. Rent Supplement Program

In Q2, there were **1,453 Rent Supplement/Housing Allowance units** across Niagara. In the Rent Supplement program, tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the market rent for the unit. The Housing Allowance program is a short-term program that provides a set allowance to help applicants on the wait list.

	2018-Q2	2018-Q3	2018-Q4	2019-Q1	2019-Q2
Fort Erie	28	28	28	26	32
Grimsby	26	26	26	34	26
Lincoln (Beamsville)	12	12	11	11	11
Niagara Falls	229	230	230	235	239
Niagara-on-the-Lake	-	-	-	4	5
Pelham	23	22	21	20	19
Port Colborne	53	51	53	67	62
St. Catharines	700	719	732	741	780
Thorold	37	54	53	57	61
Welland	201	197	201	209	203
West Lincoln	15	15	15	15	15
TOTAL	1,324	1,354	1,370	1,419	1,453

Variances in the number of Rent Supplement/Housing Allowance units reflects the general management of the program and required take-up/deletion of units due to End of Operating Agreements (EOA), move out of tenants, and/or new units/landlords. Totals will be increasing in the future as some Non-Profit Housing Programs transition into a Rent Supplement agreement upon expiry of their operating agreement. It is unknown which areas will be affected.

4. Affordable Housing Program

NIAGARA RENOVATES PROGRAM:

The Niagara Renovates program provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes.

Niagara Renovates inspections for 2019-2020 funding are underway. Inspections include all areas inside and outside of the home to ensure compliance with program guidelines. Issues are identified and a detailed Inspection Report is provided to the homeowner.

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.

HOMEOWNERSHIP PROGRAM – “WELCOME HOME NIAGARA”:

The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan.

NRH received \$180,000 through the Investment in Affordable Housing - Extension (IAH-E) program for the 2019/2020 period, with \$100,000 of that allocated to Habitat for Humanity Niagara.

In Q2, **four homeowners** received assistance through Welcome Home Niagara.

	2018-Q2	2018-Q3	2018-Q4	2019-Q1	2019-Q2
# of homeowners assisted	9	14	19	0	4

HOUSING FIRST PROGRAM:

The Housing First program helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing.

In Q2, **23 individuals/families** were housed through the Housing First program. Since 2012, Housing First has helped 407 individuals/families.

	2018- Q2	2018- Q3	2018- Q4	2019- Q1	2019- Q2
# of individuals/families housed	14	9	27	10	23
# of Housing First units (at quarter end)	170	178	184	189	198

RENTAL HOUSING (NEW DEVELOPMENT):

NRH New Development

Carlton Street, St. Catharines	Amount	Units
Investment in Affordable Housing-Extension (IAH-E), Year 3	\$5,806,000	45
Investment in Affordable Housing-Extension (IAH-E), Year 4	\$2,888,000	23
Social Infrastructure Fund (SIF), Year 1	\$2,387,817	17
Roach Avenue, Welland		
Social Infrastructure Fund (SIF), Year 3	\$1,200,000	8
TOTAL	\$12,281,817	93

At the end of Q2:

Carlton Street

- Occupancy was March 1, 2019
- Final change orders and deficiency work continuing
- Landscaping 100% complete
- Final commissioning complete, awaiting final report
- Final paving and line painting complete, minor deficiencies outstanding

Roach Avenue

- 2nd floor – drywall taping complete, prime painting has commenced
- 2nd floor – doors & carpentry installation continuing
- 1st floor – drywall boarding in progress, mechanical & electrical rough-in complete
- Building envelope – 99% complete, caulking incomplete
- Site services installation delayed one month due to scheduling issues by sub-trade
- Project approximately 70% complete
- Project is on budget, forecast completion is September 31, 2019

Additional New Development

Investment in Affordable Housing-Extension (IAH-E), Year 2 funding has been allocated to three non-profit organizations and will result in the creation of 40 units for seniors and mental health consumers in Niagara:

	Amount	Units
Gateway Residences of Niagara, Huron Street, Niagara Falls	\$720,000	9
Thorold Municipal Non-Profit, Ormond Street, Thorold	\$1,228,912	14
Stamford Kiwanis, Barker Street, Niagara Falls	\$1,089,088	17
TOTAL	\$3,038,000	40

At the end of Q2:

Gateway Residence of Niagara and Thorold Municipal Non-Profit

- Complete and operational

Stamford Kiwanis

- Construction approximately 75% complete
- Drywall taping in progress, 90% complete
- Mechanical & electrical rough-in complete
- Flashing of roof parapet, siding of soffit and mansard roof in progress
- Exterior sidewalk slabs 80% complete
- Painting in progress, floor installation in progress, finishing work has commenced
- Construction schedule to be provided, forecast completion late fall 2019

5. Service Manager Responsibilities

APPEALS:

In Q2, **12 appeals** were heard (three more than in 2018-Q2).

Five related to ongoing RGI eligibility

- One regarding illegal occupant – OVERTURNED
- One for failure to provide information – UPHELD
- Three for former tenancy arrears – one OVERTURNED; two UPHELD; all three had conditions
- Three related to review of rent increase – UPHELD; one resulted in a lower exchange rate for the calculation
- Four for decisions made by Housing Access – one OVERTURNED (Special Priority status); three UPHELD (Urgent status)

	2018-Q2	2018-Q3	2018-Q4	2019-Q1	2019-Q2
# of appeals	9	15	12	10	12

INVESTMENTS:

See Appendix A – Investment Report

6. Housing Access Centre & Centralized Waiting List

APPLICATION ACTIVITY:

# of Applications Received & Processed	804	# of Eligible Applications	771
# of Special Provincial Priority Status Applications	103	# of Ineligible Applications	33
# of Urgent Status Applications	117	# of Cancelled Applications	271
# of Homeless Status Applications	172	# of Applicants Housed	127

In Q2, **271 households were removed** from the Centralized Waiting List because they were no longer eligible, they found alternate housing or we were unable to make contact.

CENTRALIZED WAITING LIST:

CENTRALIZED WAITING LIST:		2018- Q2	2018- Q3	2018- Q4	2019- Q1	2019- Q2
		# of households				
A	Rent-Geared-to-Income (RGI) waiting list:					
	Niagara resident RGI waiting list	4,562	4,642	4,616	4,715	4,926
	Applicants from outside of Niagara	692	758	761	793	849
TOTAL RGI waiting list:		5,254	5,400	5,377	5,508	5,775
	Housing Allowance: a set allowance to help applicants on the waiting list with affordability in the private market until housed in an RGI unit	605	618	639	704	742
A1	RGI waiting list demographics:					
	Seniors	2,173	2,236	2,218	2,257	2,344
	Adults no dependents	1,727	1,764	1,761	1,805	1,881
	Adults with dependents	1,354	1,400	1,398	1,446	1,550
A2	RGI list further segmented (#'s included in A & A1):					
	SPP – Special Provincial Priority (Ministry Priority): helps victims of violence separate permanently from their abuser	129	129	131	128	148
	URG – Urgent (Local Priority): for applicants with mobility barriers and/or extreme hardship where their current accommodation puts them at extreme risk and/or causes hardship	120	123	116	117	109
	HML – Homeless (Local Priority): provides increased opportunity for placement to homeless households	894	947	954	971	1,012
	SUP – Supportive/Transitional: provides targeted, provisional services to assist individuals to transition beyond basic needs to more permanent housing	17	13	13	15	11
B	In addition, NRH manages:					
	Overhoused: households who are living in subsidized accommodation with more bedrooms than they are eligible for	167	171	168	180	176
	Transfer: households who are currently living in subsidized accommodation and have requested a transfer to another provider	525	547	535	564	573
TOTAL RGI households on waiting list managed by NRH:		5,946	6,118	6,080	6,252	6,524
C	NRH maintains a waiting list for market rent units (62 Non-Profit Housing Programs):					
	Market: applicants who have applied for a market rent unit in the Non-Profit Housing Programs portfolio	597	629	647	667	723
TOTAL households on waiting list managed by NRH:		6,543	6,747	6,727	6,919	7,274
TOTAL individuals on waiting list managed by NRH:		11,052	11,496	11,488	11,884	12,577

Note: the above chart includes only those who apply to the Centralized Waiting List and does not capture the full number of those in need of affordable housing in Niagara.

ESTIMATED WAIT TIMES:

CITY	SENIORS Age 55 and older		SINGLES Age 16-54		HOUSEHOLDS WITH DEPENDENTS			
	Bachelor	1 Bed	Bachelor	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed
	YEARS							
Fort Erie	-	9	2	8.5	2	1	5	-
Grimsby	-	4	-	-	-	-	-	-
Lincoln	-	4.5	-	12	9	8	-	-
Niagara Falls	4	6	-	16	5	3	7	14
Niagara-on-the-Lake	-	6.5	-	-	-	-	-	-
Pelham	-	3.5	-	-	-	-	-	-
Port Colborne	-	4.5	-	13	3	3	3	-
St. Catharines	-	6.5	9	13	3.5	3	9	12
Thorold	-	6.5	-	10	6	8	-	-
Welland	-	5	6	15	5	2.5	7	2
West Lincoln	-	4	-	-	5.5	7	-	-

- no units of this size available in this community

January 2018

Please note:

- wait time information can fluctuate and is an approximation only
- wait times may not reflect the actual time one may wait for affordable housing

Quarterly Report on Cash / Investments for Period Ending June 30, 2019

	This Quarter Balance	Last Quarter Balance	Variance \$	Variance %	Comments
BANK ACCOUNTS					
Current Bank Account: Royal Bank account used for day-to-day operations for the owned units. Also to cash flow various short terms programs funded by Prov and Fed gov't usch as development, homeownership and capital repair programs.	\$3,266,271.72	18,628,610.43	(15,362,338.71)	-82.47%	Since the February 2016 transition to PeopleSoft, day-to-day accounts payable transactions are paid by the Region through PeopleSoft. Reconciliation of the due to the Region account will be performed on a regular basis to transfer amounts due to the Region.
Investment Bank Account: Used to hold funds "In Trust" for designated Housing Providers for capital work.	\$384,549.92	382,377.25	2,172.67	0.57%	Interest earned at a rate of RBC Prime minus 1.70% on balances in bank and investment accounts.
Total Bank Account	\$3,650,821.64	\$19,010,987.68	(15,360,166.04)	-80.80%	

INVESTMENT VEHICLES - FUND ACCOUNTING					
Various investment vehicles are used to protect and optimize the cash that is held for specified purposes. Investments are both short-term and long-term in nature. These funds are intended to ensure continued growth without capital erosion by inflation.					
Current Instruments:	2 Year GIC, \$497,000; due date is 08/15/2019; interest rate of 1.45% to 2.25%.				
\$5,011,688.04	RBC High Interest Savings Account =	2 Year GIC, \$188,000; due date is 08/17/2020; interest rate of 2.65% to 2.74%			
		2 Year GIC, \$376,000; due date is 08/20/2020; interest rate of 2.60% to 2.65%			
		2 Year GIC, \$264,280; due date is 08/21/2020; interest rate of 2.53%			
Total		6,376,264.44	6,343,057.59	33,206.85	0.52%

Q2 Report on Reserves as at June 30, 2019

Description	Balances at December 31, 2018	Year-to-date Net Transfers from (to) Operating	Year-to-date Capital Transfers	Balance at June 30, 2019	Net Transfers Forecast from (to) Operating	Balance at June 30, 2019
NRH Owned Units Public/Local Housing Corp:						
Jubilee/Broad oak	215,569	36,000	-	251,569	36,000	287,569
Fitch Street	261,040	44,500	-	305,540	44,500	350,040
Carlton	-	105,000	-	105,000	105,000	210,000
Other Owned Units	3,644,207	305,211	(796,267)	3,153,152	1,205,211	4,358,363
NRH Owned Units Public/Local Housing Corp TOTAL	4,120,816	490,712	(796,267)	3,815,261	1,390,712	5,205,972
Niagara Regional Housing:						
Emergency Capital Funding for Housing Providers	1,924,871	637,199	-	2,562,070	637,199	3,199,268
Title Normalization for NRH Owned Units	712,381	-	-	712,381		712,381
New Initiatives, other social housing purposes and any new deposits are added to this category	3,403,047	-	(410,415)	2,992,632	-	2,992,632
Niagara Regional Housing TOTAL	6,040,299	637,199	(410,415)	6,267,083	637,199	6,904,281
Total NRH Capital Reserves	\$ 10,161,115	\$ 1,127,910	\$ (1,206,682)	\$ 10,082,343	\$ 2,027,910	\$ 12,110,253
NRH Rent Supplement:	278,301	(6,000)	-	272,301	(6,000)	266,301
NRH Stabilization Reserves TOTAL	\$ 278,301	\$ (6,000)	\$ -	\$ 272,301	\$ (6,000)	\$ 266,301
NRH Employee Future Benefits:	792,733	-	-	792,733	-	792,733
NRH Future Liability Reserves TOTAL	\$ 792,733	\$ -	\$ -	\$ 792,733	\$ -	\$ 792,733
Total	\$ 11,232,149	\$ 1,121,910	\$ (1,206,682)	\$ 11,147,377	\$ 2,021,910	\$ 13,169,287

Interest no longer applied by approval of Regional Council (CSD 02-2013).

503 NRH Owned Units Public/Local Housing Corp: This reserve was set-up by the Board of Directors as a Reserve Fund in September 2004 for capital expenses related to the NRH owned units. This reserve includes specific reserve balances to support 3 properties (Jubilee/Broad oak, Fitch, Carlton) based on the reserve fund studies completed to ensure sustainable. The balance is for all other owned units. Forecasted \$900,000 to be transferred from current 2019 operating budget to support 2020 Niagara Falls development.

502 Niagara Regional Housing

This reserve includes three major elements: (1) Emergency Capital Funding for Housing Providers *-intent to support capital repair program for housing providers; surplus from housing programs should be directed to this component of the reserve* (2) Title Normalization for NRH Owned Units (3) New Initiatives / New Development - \$2.29M *is restricted to future development/intensification in Niagara Falls (see 2017 Year-End Transfer); remainder unrestricted.*

NRH Rent Supplement: This fund was set-up by the Board of Directors in December 2008 (year end) for a new Rent Supplement program. This Rent Supplement program is budgeted annually and withdrawal from the Reserve matches that year's expenditures.

NRH Employee Future Benefits: This fund was set-up by the Board of Directors in 2011 to fund Employee Future Benefits. (retiree benefits, sick leave, vacation. etc.).

A	<p>AFFORDABLE HOUSING RENTS: Rents are established at 80% market of Canada Mortgage and Housing Corporation (CMHC) Average Market Rent, with no ongoing rental subsidy.</p>
	<p>APPEALS: Social Housing tenants/members can request reviews of decisions related to applicant eligibility, priority status, transfer requests, overhoused status, ongoing Rent-Geared-to-Income (RGI) eligibility and rent calculation issues. The NRH Appeal Committee makes decisions on appeals from applicants and tenants in Public Housing, Social Housing (where they have not established an Appeal Committee) and Rent Supplement units. All appeal decisions are final, per legislation.</p>
	<p>ARREARS: To assist with arrears collection, tenants/members are provided the option of entering into a repayment agreement but are still expected to pay full rent on time.</p>
B	
C	<p>CAPITAL PROGRAM: Is responsible for maintaining the Public Housing (NRH-owned) asset and planning for future sustainability, as well as issuing tenders for service contracts.</p>
	<p>CENTRALIZED WAITING LIST: Is comprised of almost 200 subsidiary lists of Public Housing, Social Housing and private units through the Rent Supplement program. It is maintained on a modified chronological basis (i.e. in order to ensure that applicants are treated fairly, units are offered based on the date of application). The needs of particularly at-risk populations are addressed through Priority Status groups that are offered units before other applicants on the Centralized Waiting List:</p> <ul style="list-style-type: none"> • Special Provincial Priority (SPP) Status • Urgent Status • Homeless Status
	<p>The <i>Housing Services Act, 2011</i> (HSA) requires that the Centralized Waiting List is reviewed on a regular basis. Applicants are asked to confirm their continued interest and to update information annually (# of household members, total household income) so that NRH can verify ongoing eligibility for housing subsidy. If a household is no longer interested or is deemed ineligible the application is cancelled and removed from the list.</p>
	<p>The Centralized Waiting List includes various types of households (i.e. families, seniors and singles/adults without dependents) from both within and outside Niagara, the priority groups mentioned above, RGI and Market applicants and existing tenants who are overhoused (have more bedrooms than they need).</p>
	<p>COMMUNITY HOUSING: Housing owned and operated by non-profit, co-operatives and municipal governments or district social services administration boards including subsidized or low-end-of market rents.</p>
	<p>COMMUNITY PROGRAMS: NRH's community partners offer events, presentations, activities and programs to help mitigate the effects of poverty by building community pride, offering life skills training and enhancing the lives of the tenants. While NRH does not deliver these services directly to tenants, NRH's Community Resource Unit</p>

Quarterly Report Reference Sheet

	facilitates partnerships by identifying evolving community and tenant needs, connecting with appropriate programs and supporting their ongoing success.
D	
E	<p>END OF OPERATING AGREEMENTS (EAO): EOA refers to the expiry of federally signed operating agreements. NRH is working with these providers to find innovative solutions to maintain the existing number of social housing units in Niagara and protect existing tenants/members from losing subsidy.</p> <p>END OF MORTGAGE (EOM): Federal/provincial and provincial housing providers (non-profits and co-ops) legislated under the Housing Services Act (HSA) do not have operating agreements that expire when the mortgage matures. The relationship between service manager and housing provider continues with the housing provider still obliged to follow the HSA. The obligation of service manager to pay a mortgage subsidy ends.</p> <p>EVICTIION PREVENTION/SUPPORT: Supports to help NRH tenants stay in their homes through identification of tenant needs and connection with supports and services (ex. Mental health issues, cognitive decline, addiction, family breakdown etc).</p>
F	
G	
	<p>HOMEOWNERSHIP PROGRAM – “WELCOME HOME NIAGARA”: The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan. The loan is forgivable after 20 years if the household remains in the home.</p> <p>HOUSING AND HOMELESSNESS ACTION PLAN (HHAP): Niagara’s 10-year Community Action Plan to help everyone in Niagara have a home.</p> <p>HOUSING ACCESS CENTRE: Housing Access is the gateway to affordable housing in Niagara. All applications for housing are processed through the Housing Access Centre including initial and ongoing eligibility assessment as well as management of the Centralized Waiting List. Options include accommodation with Non-profit and Co-operative housing providers (Social Housing), NRH owned units (Public Housing and two mixed income communities), or for-profit/private landlord owned buildings (Rent Supplement/Housing Allowance).</p> <p>HOUSING ALLOWANCE PROGRAM: A variation of the Rent Supplement program that provides a set allowance of up to \$300 per month to private landlords to assist applicants who are on the Centralized Waiting List.</p> <p>HOUSING FIRST: Helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing. NRH partners with Niagara Region Community Services and community agencies to provide rent supplement to landlords while agency staff provide a range of personalized supports to encourage successful tenancies and, if the tenant chooses, address personal challenges.</p>
I	<p>INVESTMENT IN AFFORDABLE HOUSING PROGRAM – EXTENSION (IAH-E): Provincial and federally funded program designed to improve access to affordable housing that is safe and suitable, while assisting local economies through job creation generated by new development and home repairs/modifications, including:</p>

Quarterly Report Reference Sheet

	<ul style="list-style-type: none"> Niagara Renovates Homeownership (Welcome Home Niagara) Rent Supplement/Housing Allowance Rental Housing (New Development)
J	
K	
L	LOCAL HOUSING CORPORATION (LHC): Also called "Public Housing", LHC refers to the communities that Niagara Regional Housing owns and manages.
M	
N	<p>NIAGARA RENOVATES PROGRAM: Provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes. Assistance is provided in the form of a forgivable loan, written off over a 10-year period, as long as the homeowner continues to live in the home.</p> <p>NON PROFIT HOUSING PROGRAMS (FORMERLY "SOCIAL HOUSING"): Includes Non-Profit and Cooperative Housing Providers, who own and manage their own housing communities and have their own independent Boards. NRH provides legislative oversight to ensure they are in compliance with the <i>Housing Services Act (HSA)</i>. Generally, 25% of these units are designated as market rent units. The remaining 75% of units are offered to households on the Centralized Waiting List that pay RGI.</p>
O	OPERATIONAL REVIEWS: In order to ensure that non-profit housing providers are in compliance with legislation and local policies, NRH investigates overall health by analyzing many factors including finances, vacancy losses, governance issues, condition of buildings etc. NRH then works with them to bring them into compliance and provide recommendations on best business practices.
P	PORTABLE HOUSING ALLOWANCE: Direct financial assistance given to the household (tenant) on the Centralized Waiting List; not tied to a housing unit.
	<p>PRIORITY STATUS GROUPS: Priority Status groups are offered units before other applicants on the Centralized Waiting List:</p> <ul style="list-style-type: none"> Special Provincial Priority (SPP) Status is the only legislated priority and is intended to help victims of violence separate permanently from their abuser Urgent Status is intended for applicants with (1) Mobility Barriers (i.e. physical limitations that require barrier-free units) and/or (2) Extreme Hardship (i.e. where the applicants' current accommodations puts them at extreme risk and/or causes hardship and relocation would reduce the risks and/or alleviate the hardship) Homeless Status provides an increased opportunity for placement to households that are homeless (1 in every 10 households offered housing) <p>PUBLIC HOUSING (ALSO CALLED "LOCAL HOUSING CORPORATION"): NRH owns and manages 2,660 units of Public Housing stock in 9 of the 12 Niagara municipalities. Tenants pay 30% of their income for rent. <i>*Note: NRH owns and manages an additional 91 units that have affordable (80% market) and market rents.</i></p>

Quarterly Report Reference Sheet

Q	
R	RENT SUPPLEMENT PROGRAM: Tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the agreed market rent for the unit. <i>*See also Housing Allowance Program and Housing First Project.</i>
S	SERVICE MANAGER: As administrator for affordable housing on behalf of Niagara Region, NRH's main responsibilities include: administering Rent Supplement Programs, oversight of Non-Profit and Cooperative Housing Providers, determining RGI eligibility, maintaining Centralized Waiting List, establishing Local Policies etc.
	SOCIAL HOUSING (FORMERLY "AFFORDABLE HOUSING"): All NRH programs and services, including Public Housing (NRH-owned), Non-Profit Housing Programs, the Rent Supplement Program and the Affordable Housing Program
T	
U	
V	
W	WELCOME HOME NIAGARA: Assists low-to-moderate income rental households to purchase their first home by providing a down payment loan. The loan is forgivable after 20 years if the household remains in the home.
X	
Y	
Z	

MEMORANDUM

COM-C 8-2019

Subject: Niagara Regional Housing 2018 Annual Report

Date: November 5, 2019

To: Public Health and Social Services Committee

From: Ann-Marie Norio, Regional Clerk

Further to correspondence dated October 18, 2019, received from Niagara Regional Housing (NRH), respecting the NRH 2018 Annual Report (attached as Appendix 1), NRH has prepared a video highlighting their 2018 accomplishments that can be viewed by copying the link provided below and pasting it in to your browser.

<https://www.youtube.com/watch?v=ssqiA2Zdg8k&feature=youtu.be>

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk



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

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

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

Main Fax: 905-687-4844
Fax – Applications: 905-935-0476
Fax – Contractors: 905-682-8301
Web site: www.nrh.ca

October 18, 2019

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

Dear Ms. Norio:

In compliance with Section II.3. of The Regional Municipality of Niagara/ Niagara Regional Housing Operating Agreement. Please find attached the NRH 2018 Annual Report on the Corporation's activities and achievements, which consists of a one page introduction to the imbedded four minute video report.

Your assistance is requested in moving NRH 14-2019, the NRH 2018 Annual Report, through the Public Health & Social Services Committee to Council for information.

Sincerely,



Mayor Walter Sendzik
Chair



Message from the NRH Board Chair

2018 ANNUAL REPORT



On behalf of the Niagara Regional Housing (NRH) Board of Directors, I am proud to share the 2018 Annual Report. NRH is a leading organization that is working hard to address the issues of affordable housing in Niagara.

Communities across Canada are struggling to keep pace with the challenges of an increasing lack of affordable housing. The issues of affordable and social housing are complex and the solutions will only come about when organizations and people work together. With a growing wait list for affordable housing that crosses all demographics and family types, NRH is committed to finding new ways, more partners and new ideas to accelerate the

building and improved maintenance of social housing in our communities.

In 2018, NRH has new housing projects in St. Catharines, Niagara Falls, Thorold and Welland. We have forged new partnerships with community organizations like Bethlehem Housing and Support Services. We have increased our investments in updating our own units, and we have worked with non-profit and cooperative housing to create stronger communities through events and programming.

This is only the beginning. NRH understands that housing is a right, not a privilege in Niagara. We are going to continue to lead, partner and support the building of new social and affordable housing in our communities.

Niagara is a place where everyone should have a home.

I hope you enjoy this video of our accomplishments: [2018 Annual Report](#)

Sincerely,
Walter Sendzik | NRH Chair

Minute Item No. 5.1

CSD 45-2019

Updates to Employee Expense Policy

That Report CSD 45-2019, dated November 6, 2019, respecting Updates to Employee Expense Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Policy C-F-007 (C3-E02) Expenses – Reimbursement of (Appendix 1 of Report CSD 45-2019), **BE REPEALED**; and
2. That the Employee Travel and Expense Policy (Appendix 2 of Report CSD 45-2019), **BE APPROVED**.

Minute Item No. 5.2

CLK 14-2019

Amendments to Regional Council Expense Policy

That Report CLK 14-2019, dated November 6, 2019, respecting Amendments to Regional Council Expense Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the amendments to the Regional Council Expense Policy (C-RC-001) as outlined in Appendix 1 of Report CLK 14-2019, **BE APPROVED**; and
2. That Schedule “A” of By-law 2017-99, being a by-law to provide for the reimbursement of expenses of the members of council for The Regional Municipality of Niagara, **BE AMENDED** to include the changes outlined in Appendix 1 of Report CLK 14-2019.

Minute Item No. 5.3

HR 02-2019

Citizen Committee on Council Remuneration

That Report HR 02-2019, dated November 6, 2019, respecting Citizen Committee on Council Remuneration, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Citizen Committee on Council Remuneration Recommendation Report contained in Appendix I to Report HR 02-2019, for the Citizen Committee on Council Remuneration, **BE RECEIVED**;
2. That the current external comparator group of municipalities including the Regional Municipalities of Waterloo, Halton, York, Durham, and Peel and the Municipalities of Hamilton, Ottawa, Windsor and Chatham-Kent, **BE MAINTAINED**;

3. That the current methodology **BE REPLACED** with the new methodology, effective December 1, 2019 and not retroactive to December 1, 2018 as follows:

That councillor remuneration (excluding the Regional Chair) be adjusted annually on December 1st, based on the salary structure increase granted to non-union employees on April 1st of the same calendar year, which was 1.5% for 2019;

4. That the new methodology **BE APPLIED** annually on December 1st each year and remain in place until such time as Regional Council directs a change to the methodology; and
5. That the new methodology **BE APPLIED** to the Regional Chair's remuneration effective the next term of Regional Council.

Minute Item No. 5.4

CLK 15-2019

Establishment of Women's Advisory Committee

That Report CLK 15-2019, dated November 6, 2019, respecting Establishment of Women's Advisory Committee, **BE RECEIVED** and the following recommendations **BE APPROVED**, as amended:

1. That the terms of reference for the Women's Advisory Committee attached as Appendix 1 to Report CLK 15-2019, **BE APPROVED** as amended, to reflect that membership for the WAC shall not exceed a maximum of 15 members (four (4) Regional Councillors and eleven (11) citizen members);
2. That up to four (4) Regional Councillors **BE APPOINTED** to the Women's Advisory Committee; and
3. That staff **BE DIRECTED** to advertise for interested citizens to serve on the Women's Advisory Committee.

Minute Item No. 6.1

CSC-C 20-2019

Councillor Information Requests October 3, 2019 Committee of the Whole

That Correspondence Item CSC-C 20-2019, being a memorandum from M. Murphy, Associate Director, Budget Planning and Strategy, dated November 6, 2019, respecting Councillor Information Requests from October 3, 2019 Committee of the Whole, **BE RECEIVED** for information.

Minute Item No. 9.1

Confidential CSD 69-2019

A Matter of Advice that is Subject to Solicitor Client Privilege – Niagara Gateway Economic Zone and Centre Community Improvement Plan (CIP) re 200, 242, 246 and 250 Buchner Road, Welland

That Confidential Report CSD 69-2019, dated November 6, 2019, respecting A Matter of Advice that is Subject to Solicitor Client Privilege – Niagara Gateway Economic Zone and Centre Community Improvement Plan (CIP) re 200, 242, 246 and 250 Buchner Road, Welland, **BE RECEIVED** for information.

**THE REGIONAL MUNICIPALITY OF NIAGARA
CORPORATE SERVICES COMMITTEE
OPEN SESSION**

**CSC 11-2019
Wednesday, November 6, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Butters, Diodati, Easton, Edgar, Fertich, Foster (Committee Chair), Gale, Heit, Ip, Redekop, Rigby, Whalen (Committee Vice-Chair)

Councillors: Huson

Absent/Regrets: Bradley (Regional Chair), Campion

Staff: E. Amirault, Associate Director, Finance Operations & Systems, K. Angrilli, Manager, Total Rewards, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, K. Lotimer, Legislative Coordinator, F. Meffe, Acting Director, Human Resources, B. Menage, Director, Procurement & Strategic Acquisitions, R. Mostacci, Commissioner, Planning & Development Services, M. Trennum, Deputy Regional Clerk, S. Wood, Legal Counsel

1. CALL TO ORDER

Committee Chair Foster called the meeting to order at 9:31 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 45-2019

Updates to Employee Expense Policy

Moved by Councillor Whalen

Seconded by Councillor Edgar

That Report CSD 45-2019, dated November 6, 2019, respecting Updates to Employee Expense Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Policy C-F-007 (C3-E02) Expenses – Reimbursement of (Appendix 1 of Report CSD 45-2019), **BE REPEALED**; and
2. That the Employee Travel and Expense Policy (Appendix 2 of Report CSD 45-2019), **BE APPROVED**.

Carried

5.2 CLK 14-2019

Amendments to Regional Council Expense Policy

Moved by Councillor Ip

Seconded by Councillor Rigby

That Report CLK 14-2019, dated November 6, 2019, respecting Amendments to Regional Council Expense Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the amendments to the Regional Council Expense Policy (C-RC-001) as outlined in Appendix 1 of Report CLK 14-2019, **BE APPROVED**; and
2. That Schedule “A” of By-law 2017-99, being a by-law to provide for the reimbursement of expenses of the members of council for The Regional Municipality of Niagara, **BE AMENDED** to include the changes outlined in Appendix 1 of Report CLK 14-2019.

Carried

Councillor Information Request(s):

Provide information respecting the publishing of receipt level details of Councillor expenses on the Region's public website. Councillor Ip.

5.3 HR 02-2019

Citizen Committee on Council Remuneration

Moved by Councillor Diodati

Seconded by Councillor Fertich

That Report HR 02-2019, dated November 6, 2019, respecting Citizen Committee on Council Remuneration, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Citizen Committee on Council Remuneration Recommendation Report contained in Appendix I to Report HR 02-2019, for the Citizen Committee on Council Remuneration, **BE RECEIVED**;
2. That the current external comparator group of municipalities including the Regional Municipalities of Waterloo, Halton, York, Durham, and Peel and the Municipalities of Hamilton, Ottawa, Windsor and Chatham-Kent, **BE MAINTAINED**;
3. That the current methodology **BE REPLACED** with the new methodology, effective December 1, 2019 and not retroactive to December 1, 2018 as follows:

That councillor remuneration (excluding the Regional Chair) be adjusted annually on December 1st, based on the salary structure increase granted to non-union employees on April 1st of the same calendar year, which was 1.5% for 2019;
4. That the new methodology **BE APPLIED** annually on December 1st each year and remain in place until such time as Regional Council directs a change to the methodology; and
5. That the new methodology **BE APPLIED** to the Regional Chair's remuneration effective the next term of Regional Council.

Moved by Councillor Ip
Seconded by Councillor Butters

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

3. That the current methodology **BE REPLACED** with the new methodology, ***effective with the new term of Council, December 1, 2022*** ~~2019 and not retroactive to December 1, 2018~~ as follows:

That councillor remuneration (~~excluding~~ ***including*** the Regional Chair) be adjusted annually on December 1st, based on the salary structure increase granted to non-union employees on April 1st of the same calendar year, ~~which was 1.5% for 2019;~~ and

- ~~5. That the new methodology **BE APPLIED** to the Regional Chair's remuneration effective the next term of Regional Council.~~

Recorded Vote:

Yes (4) – Butters, Edgar, Ip, Whalen.

No (7) – Diodati, Fertich, Foster, Gale, Heit, Redekop, Rigby.

Defeated

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

That Report HR 02-2019, dated November 6, 2019, respecting Citizen Committee on Council Remuneration, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Citizen Committee on Council Remuneration Recommendation Report contained in Appendix I to Report HR 02-2019, for the Citizen Committee on Council Remuneration, **BE RECEIVED**;
2. That the current external comparator group of municipalities including the Regional Municipalities of Waterloo, Halton, York, Durham, and Peel and the Municipalities of Hamilton, Ottawa, Windsor and Chatham-Kent, **BE MAINTAINED**;
3. That the current methodology **BE REPLACED** with the new methodology, effective December 1, 2019 and not retroactive to December 1, 2018 as follows:

That councillor remuneration (excluding the Regional Chair) be adjusted annually on December 1st, based on the salary structure increase granted to non-union employees on April 1st of the same calendar year, which was 1.5% for 2019;

4. That the new methodology **BE APPLIED** annually on December 1st each year and remain in place until such time as Regional Council directs a change to the methodology; and
5. That the new methodology **BE APPLIED** to the Regional Chair's remuneration effective the next term of Regional Council.

Recorded Vote:

Yes (8) – Diodati, Easton, Edgar, Fertich, Foster, Heit, Redekop, Rigby.

No (4) – Butters, Gale, Ip, Whalen.

Carried

5.4 CLK 15-2019

Establishment of Women's Advisory Committee

Moved by Councillor Fertich

Seconded by Councillor Rigby

That Report CLK 15-2019, dated November 6, 2019, respecting Establishment of Women's Advisory Committee, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the terms of reference for the Women's Advisory Committee attached as Appendix 1 to Report CLK 15-2019, **BE APPROVED**;
2. That up to three (3) Regional Councillors **BE APPOINTED** to the Women's Advisory Committee; and
3. That staff **BE DIRECTED** to advertise for interested citizens to serve on the Women's Advisory Committee.

The following friendly **amendment** was accepted by the Committee Chair and the mover and seconder of the motion as follows:

1. That Section 5.1 of the terms of reference for the Women's Advisory Committee, attached as Appendix 1 to Report CLK 15-2015, **BE APPROVED as amended** to reflect that ***membership for the WAC shall not exceed a maximum of 15 members (four (4) Regional Councillors and eleven (11) citizen members)***; and
2. That up to ~~three (3)~~ **four (4)** Regional Councillors **BE APPOINTED** to the Women's Advisory Committee;

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

That Report CLK 15-2019, dated November 6, 2019, respecting Establishment of Women's Advisory Committee, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the terms of reference for the Women's Advisory Committee attached as Appendix 1 to Report CLK 15-2019, **BE APPROVED**, as amended to reflect that membership for the WAC shall not exceed a maximum of 15 members (four (4) Regional Councillors and eleven (11) citizen members);
2. That up to four (4) Regional Councillors **BE APPOINTED** to the Women's Advisory Committee; and
3. That staff **BE DIRECTED** to advertise for interested citizens to serve on the Women's Advisory Committee.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 CSC-C 20-2019

Councillor Information Requests October 3, 2019 Committee of the Whole

Moved by Councillor Edgar

Seconded by Councillor Diodati

That Correspondence Item CSC-C 20-2019, being a memorandum from M. Murphy, Associate Director, Budget Planning and Strategy, dated November 6, 2019, respecting Councillor Information Requests from October 3, 2019 Committee of the Whole, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

There were no items of other business.

8. CLOSED SESSION

Committee did not resolve into closed session.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

9.1 Confidential CSD 69-2019

A Matter of Advice that is Subject to Solicitor Client Privilege - Niagara Gateway Economic Zone and Centre Community Improvement Plan (CIP) re 200, 242, 246 and 250 Buchner Road, Welland

Moved by Councillor Whalen
Seconded by Councillor Gale

That Confidential Report CSD 69-2019, dated November 6, 2019, respecting A Matter of Advice that is Subject to Solicitor Client Privilege – Niagara Gateway Economic Zone and Centre Community Improvement Plan (CIP) re 200, 242, 246 and 250 Buchner Road, Welland, **BE RECEIVED** for information.

Carried

10. NEXT MEETING

The next meeting will be held on Wednesday, December 4, 2019 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 10:12 a.m.

Councillor Foster
Committee Chair

Kelly Lotimer
Legislative Coordinator

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Subject: Updates to Employee Expense Policy

Report to: Corporate Services Committee

Report date: Wednesday, November 6, 2019

Recommendations

1. That Policy C-F-007 (C3-E02) Expenses – Reimbursement of (Appendix 1 of Report CSD 45-2019) **BE REPEALED**; and
2. That the Employee Travel and Expense Policy (Appendix 2 of Report CSD 45-2019) **BE APPROVED**.

Key Facts

- The purpose of this report is to seek Council's approval on a new corporate Employee Travel and Expense Policy.
- The current policy C-F-007 (C3-E02) Expenses - Reimbursements of has not been updated since May 2005.
- The new policy complies with the Region's Corporate Policy Framework (C-A-001) and promotes accountability, transparency, value for money, and fairness.

Financial Considerations

There are no direct financial implications to updating the employee expense policy. All expenses reimbursed to employees are to have been provided for in the current year's Council-approved operating or capital budget. Those budgets may vary by year and it is up to the departments to accommodate expense reimbursements within those budgets.

Analysis

The current policy C-F-007 (formerly C3-E02) Expenses – Reimbursements of was last revised in May 2005. It does not conform to the Region's Corporate Policy Framework (C-A-001) that was adopted in March 2017 (see Appendix 3), nor does it align with the electronic reimbursement processes used at the Region since PeopleSoft Financials was implemented in February 2016.

As such, staff completed a scan of comparable policies from Southern Ontario municipalities, colleges, and universities. Colleagues at participating members of Municipal Benchmarking Network Canada (MBNCanada) and Municipal Finance Officers' Association (MFOA) were engaged in a review of certain financial best

practices. We also solicited informal feedback on expense reimbursement pain points from various levels of employees across all Region departments, including front line staff, management, and program financial specialists. The final draft (Appendix 2) was vetted by staff in procurement, human resources, legal, clerks, and finance, as well as by the Corporate Leadership Team (CLT). The scan indicated that much of what has been included in this new framework is already in place in many areas of the organization; by undertaking these updates we are seeking to formalize for employees some financial best practices related to expenses.

This comprehensive review resulted in a high level policy that promotes accountability, transparency, value for money, and fairness, with a separate, much more detailed procedure that supports the purpose of the policy and provides clear direction to employees regarding how travel and expense reimbursement is managed at the Region.

Under the Corporate Policy Framework, we have removed the procedural items from the policy so that the new version is positioned to provide a context for decision-making as related to the Region's mission, value, and goals. The Framework also defines that Council approves corporate policies and CLT approves the related procedure. Although under this structure CLT is now responsible for approving the specific definitions of eligible and ineligible expenditures for Region employees, CLT will be bound by the guidance of the Council-approved policy.

The separate procedure has been updated, is reflective of the research completed by staff, and endeavours to eliminate any ambiguity that existed under the current policy that may have resulted in inconsistent application by approvers or confusion on the part of employees regarding whether an item could be expensed. CLT approved the policy and procedure in principle on October 10, 2019 and is recommending the policy to Corporate Services Committee before it proceeds for Council approval.

For Council's information, although the procedure does not require Council approval, where possible staff has mirrored definitions of eligible expenses and aligned rates in the new procedure with those in the Regional Council Expense Policy. In particular, under the current employee policy and the Council expense policy, the mileage rate was set by CSD 120-2013 (Appendix 4) to be one year behind the Canada Revenue Agency (CRA) automobile allowance rates. The new employee expense procedure continues with that same rate. With respect to per diems, the rate in the current policy for employees is \$65 per day. In the new procedure, this rate has been increased to \$75 per day to align with the proposed reduced Council expense policy per diem rate. As also recommended in updates to the Council expense policy, the employee per diem rate will be indexed to inflation once per term of Council. According to the staff scan, this alignment of employee and Council per diem rates corresponds to what many comparable municipalities have done.

Alternatives Reviewed

Council could choose to continue with the use of C-F-007 Expenses – Reimbursements of. This is not recommended given the age of the policy and the need for alignment with internal policy and financial best practices.

Relationship to Council Strategic Priorities

This report ties to the Council Strategic Priority of Sustainable and Engaging Government, in particular with the objectives to promote an organizational culture that values continuous improvement and to foster financial stability.

Other Pertinent Reports

CSD 120-2013 Reimbursable Mileage Two-Tier Rates

Prepared by:

Erin Amirault, MBA
Associate Director, Finance Operations
and Systems
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner, Corporate Services,
Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with department representatives from Procurement, Human Resources, Legal, Clerks, and Finance, and with the Corporate Leadership Team (CLT), and reviewed by Helen Chamberlain, Director, Financial Management and Planning, Deputy Treasurer.

Appendices

Appendix 1	C-F-007 (C3-E02) Expenses – Reimbursement of
Appendix 2	Employee Travel and Expense Policy
Appendix 3	C-A-001 Corporate Policy Framework
Appendix 4	CSD 120-2013 Reimbursable Mileage Two-Tier Rates

SECTION	NAME OF POLICY
GENERAL ADMINISTRATION	EXPENSES - REIMBURSEMENT OF

DEVELOPED BY: CORPORATE SERVICES DEPARTMENT

APPROVED BY: REGIONAL COUNCIL

DATE: NOVEMBER 18, 1981

EFFECTIVE DATE: FEBRUARY 8, 1988

LATEST REVISION: MAY 12, 2005

POLICY STATEMENT

It is corporate policy to reimburse employees of the Region for expenses incurred while engaged on authorized Regional business. The Region values continuous learning and self improvement and strives to promote a culture supportive of these goals. Such expenses must be reasonable in the circumstances and must be reflective of the Regional Ethics Policy.

PURPOSE

To establish specific procedures and guidelines with regard to the **eligibility** of expenses incurred by employees for the following:

1. Attendance at conferences, conventions, seminars and training program;
2. Expenditures related to meetings, travel, meals, hospitality and miscellaneous expenses.

POLICY

1. Conferences, Conventions, Seminars and Training Courses

The Region will **finance** costs for the items listed below where approval has been granted to attend the function (as per Training and Development Policy C3.T01.7) and an amount has been allocated in the current budget to provide for the following related items:

- (a) Transportation - Depending on economy and time, either:

CTION	NAME OF POLICY
GENERAL ADMINISTRATION	EXPENSES - REIMBURSEMENT OF

- (i) economy airfare, first class rail fare including taxi fares to and from terminals or parking where required, or
- (ii) mileage rate for personal automobile usage and parking, or
- (iii) rented automobile and parking actual cost.

Every effort should be made to share travel costs where more than one person is travelling to the same destination.

Note: If a person chooses a more expensive means of transportation, only the most economical equivalent charges will be allowed. For example, if a person chooses to drive to a destination where it is more economical to use air transportation, only the equivalent air transportation and taxi charges will be permitted. In the event of exceptional circumstances for example last minute travel, more expensive transportation will be allowed if approved by the Commissioner or C.A.O.

Calculation of Mileage:

If the trip does not align with the beginning or end of the business day, actual kilometres will be used to calculate the mileage reimbursement.

If the trip is at either the beginning or end of the business day, the mileage calculation will be based on the lesser of the actual distance from the employee's home to the destination or the distance from the employees normal work location to the destination.

- (b) Accommodation - Where overnight accommodation is required, the single room rate will be paid and must be accompanied by appropriate receipts.
- (c) Registration - Single rate registration only.
- (d) Daily Expense Allowance - A \$65.00 per diem rate will be paid to each employee attending an authorized and approved (as per Training and Development Policy C3.T01.7) conference, convention, seminar or training program of more than one day duration.

CTION

NAME OF POLICY

GENERAL ADMINISTRATION

EXPENSES - REIMBURSEMENT OF

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Where all meals are included in registration fees, the per diem rate is not applicable and other "out-of-pocket" expenses are to be claimed as set out in Item 1(e) - Other Expenses.

Where some meals are included in registration fees, the allocation for included meals shall be deducted from the daily expense allowance. Guidelines should be as follows:

Breakfast	\$10.00
Lunch	\$15.00
Dinner	\$30.00
Incidentals	\$10.00
	\$65.00

There shall be no reimbursement for any meal expenditure incurred during the time that an employee is entitled to a per diem allowance.

The daily rate allowance is to be calculated on a 24-hour basis and not a working day basis. It shall be paid from the time of leaving for the function until the time of arrival home, to the nearest 1/2 day.

All expenses incurred while attending a Conference, Convention, Seminar or Training program are to be charged directly to the Conference, Convention, Seminar or Training account.

- (e) Actual expenditures incurred may be reimbursed in lieu of the per diem rate however, such expenditures must be reasonable in the circumstances.
- (f) Monetary Exchange Costs - Exchange costs will be allowed at the prevailing rates in order to convert Canadian dollars to other currencies (primarily to U.S. dollars). **Payment will be made to employees in Canadian dollars.**

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NAME OF POLICY

GENERAL ADMINISTRATION

EXPENSES - REIMBURSEMENT OF

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2. Other Meetings, Travel and Miscellaneous Expenses

Eligible expenditures where approved will be financed on the following basis:

- (a) Transportation, as in 1(a) above.
- (b) Accommodation where applicable, as in 1(b) above.
- (c) All other expenditures incurred will be **eligible** on an actual cost basis **where approved**. These may include meals, gratuities and other miscellaneous expenses.

3. Meals and Hospitality Claims

- (a) Regional employees **are eligible** for reasonable meal expenditures incurred during the course of Regional business.
- (b) Expenditures which **are eligible** shall include the following:
 - (i) Meals for staff while travelling on behalf of the Region.
 - (ii) Meals required by reason of overtime or otherwise where circumstances warrant.
 - (iii) Meals for persons other than staff as may be appropriate in the discretion of the Commissioner or the Chief Administrative Officer as the case may be.
 - (iv) Such other expenditures as may be approved by Council from time to time.
- (c) **Alcoholic beverages are not an appropriate expenditure.**

CTION

NAME OF POLICY

GENERAL ADMINISTRATION

EXPENSES - REIMBURSEMENT OF

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PROCEDURE

1. All expenses paid prior to event are to be treated as an advance and must be supported on an expense report with appropriate documentation attached and submitted immediately following event as set out below.
2. Regional employees requesting reimbursement of expenditures as outlined in this policy must submit a completed expense report Form either on a monthly basis, or in the case of a conference, convention, seminar or training program, immediately following.
3. Claims for reimbursements and purchasing card transactions shall be submitted on approved forms with receipts attached clearly identifying the persons for whom and the circumstances under which the expenditure is incurred. Expense report forms are available on-line or on request from the Corporate Services Department.
4. Expense accounts of all employees shall be subject to review and approval of their respective non-union supervisors.
5. All requisitions, vouchers, receipts, etc. shall be subject to review of the Regional external auditor.
6. These guidelines shall not be taken to alter the terms of any collective agreement nor shall they authorize any expenditure not covered in the current budget.
7. All questions and concerns regarding this policy should be directed to the Corporate Services Department for consideration and action as required.

<i>Policy Category</i>	<i>Name of Policy</i>
Financial	Employee Travel and Expense Policy

Page 1 of 4

Policy Owner	Corporate Services, Financial Management and Planning, Manager Accounting Services
Approval Body	Council
Approval Date	
Effective Date	
Review by Date	

1. Policy

It is the policy of Niagara Region to set out rules and principles for the reimbursement of expenses that ensure fair and reasonable practices and provide an accountability framework that guides the effective oversight of resources. The Region also values continuous learning and self-improvement and strives to promote a culture supportive of these goals.

The Region will reimburse to employees allowable travel, meal, hospitality, and other expenses that support Regional business and employee growth, are of an appropriate standard, and are supported by proper documentation. The applicable rules and standards are defined in the related Employee Travel and Expense Procedure.

All expenses must be reasonable in the circumstances and must be reflective of policies C-A-004 Accountability and Transparency and C-A-007 Code of Ethics - Conflict of Interest, and any other applicable policy including those identified in section 5.

2. Purpose

The purpose of this policy is to provide guidance on the claiming and reimbursement of expenses incurred by employees for Regional business. This guidance will be based on the following four (4) key principles:

- **Accountability:** Niagara Region is accountable for funds used to reimburse travel, meal, and other expenses submitted by employees, and employees are accountable to Niagara Region for compliance with this policy and related procedure. All expenses incurred by employees must support the Region's objectives.
- **Transparency:** The rules surrounding travel, meal, and other expenses and employee reimbursement for these expenses will be clear, easily understood, and available to all employees.

<i>Policy Category</i>	<i>Name of Policy</i>
Financial	Employee Travel and Expense Policy

Page 2 of 4

- **Value for money:** Funds must be used prudently and responsibly. All travel, meal, and other expenses must support Regional business, be necessary and economical with due regard for health and safety, and have appropriate authorization.
- **Fairness:** Legitimate, authorized expenses incurred by employees during the course of Regional business will be reimbursed promptly.

3. Scope

This policy applies to all employees of the Niagara Region (excluding Niagara Regional Police Services and Niagara Regional Housing employees) and establishes the basis upon which Claimants will be reimbursed for eligible Regional expenses. The principles in this policy also apply to travel and expenses paid for using a corporate purchasing card (PCard).

Ineligible expenses will be denied and any expenses reimbursed in error must be promptly repaid to the Region. In the case of ineligible expenses paid for via a PCard, the employee will be responsible for reimbursing the Region, as per policy C-F-023 Purchasing Card. Supervisors and Budget Owners are responsible for approving employee expenses and verifying compliance with this policy and related procedure. Manager Accounting Services is responsible for auditing compliance across the corporation.

Abuse or deliberate circumvention of this policy could result in discipline, up to and including termination.

Where provisions in this policy differ from that of any legislation, collective agreement, or terms and conditions of employment between an employee and Niagara Region, the clause in the relevant legislation, collective agreement, or contract shall prevail.

3.1. Roles and Responsibilities

3.1.1. Budget Owner

- 3.1.1.1. Niagara Region employee entrusted with managing a Department ID or Project ID budget and approving allocated expenses in the Region's ERP software
- 3.1.1.2. Ensures that purchases are in line with the delegation of purchasing authority under the Procurement by-law
- 3.1.1.3. Ensures the Claimant's expense is related to the Regional business performed in that department or project and within the allocated budget, as well as approves or denies the expense in a timely manner
- 3.1.1.4. In some cases, may also be the Claimant's Supervisor

<i>Policy Category</i>	<i>Name of Policy</i>
Financial	Employee Travel and Expense Policy

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3.1.2. Claimant

- 3.1.2.1. Niagara Region employee making a formal demand for a payment
- 3.1.2.2. Abides by the terms of this policy and related procedure and ensures accurate and timely expense reports are submitted via the Region's ERP software

3.1.3. Corporate Leadership Team (CLT)

- 3.1.3.1. Approves the procedure which includes setting eligible and ineligible expenses and reimbursement rates under the guidance of this policy
- 3.1.3.2. Approves payment of any expenses that are requested as exceptions to the policy and related procedure

3.1.4. Supervisor

- 3.1.4.1. Niagara Region employee assigned on the Region's organizational chart as direct supervisor to the Claimant
- 3.1.4.2. May be (or may be in a position equivalent to) a supervisor, manager, associate director, director, commissioner, CAO, or Regional Chair
- 3.1.4.3. Ensures the Claimant has adhered to the terms of this policy and related procedure, and approves or denies the expense in a timely manner
- 3.1.4.4. In some cases, may also be the Budget Owner

3.1.5. Manager Accounting Services

- 3.1.5.1. Periodically audits corporate compliance with this policy and related procedure
- 3.1.5.2. Provides guidance on a possible resolution when disputes arise regarding interpretation of this policy and related procedure and engages the Treasurer if a formal ruling is required

3.1.6. Treasurer

- 3.1.6.1. Provides rulings on disputes that cannot be resolved by the guidance of the Manager Accounting Services regarding the interpretation of this policy and related procedure

<i>Policy Category</i>	<i>Name of Policy</i>
Financial	Employee Travel and Expense Policy

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4. References and Related Documents.

4.1. Legislation, By-Laws and/or Directives

By-Law No. 02-2016 By-law to define the procurement policies and procedures for the Regional Municipality of Niagara (as amended by by-law no. 2019-06)

CSD 120-2013 Reimbursable mileage two-tier rates

4.2. Procedures

Employee Travel and Expense Procedure

C-F-023-001 Purchasing Card Procedure

C-HR-024-001 Tuition Reimbursement Procedure

C-HR-024-002 Request to Attend External Learning Procedure

C-IMT-004-001 Mobile Device Procedure

5. Related Policies

C-A-004 Accountability and Transparency

C-A-007 Code of Ethics - Conflict of Interest

C-A-018 Recognition of Illness or Death

C-F-023 Purchasing Card

C-HR-023 Vehicle Use and Drivers License Requirements Policy

C-HR-024 Organizational and Leadership Development Policy

C-IMT-004 Information Technology Mobile Device Policy

C-IMT-008 Records and Information Management

6. Document Control

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

Approval History

Approver(s)	Approved Date	Effective Date

Revision History

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

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Corporate Policy Framework</i>

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Policy Owner	Administration, Chief Administrative Officer
Approval Body	Council
Approval Date	March 2, 2017
Effective Date	March 3, 2017
Review by Date	March 29, 2017

1. Policy

The Region of Niagara will establish a policy framework that is in compliance with all relevant legislation. In addition, as a foundation, all policies will be based on the Mission, Vision and Values of the corporation as established by Niagara Council.

Mission Niagara Region will serve its residents, businesses and visitors through leadership, partnership and the provision of effective and community focused services.

Vision Niagara Region is a unified community of communities with diverse opportunities and qualities - together we strive for a better tomorrow.

Values We Show Respect
We treat everyone equitably with compassion, sensitivity and respect.

We Serve Niagara
We serve Niagara with pride, care and excellence.

We Value Honesty
We value honesty, integrity and trust.

We Promote Choice
We believe in social, environmental and economic choices that support our diverse community.

We Foster Partnerships
We foster collaboration and value partnerships.

Overall, the corporation will collaborate, develop, communicate, implement, enforce and review its policies as vital documents that establish operational standards for all programs and services.

1.1. All corporate policies and corporate procedures must follow the established templates as per procedural documents C-A-001-002 and C-A-001-003.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Corporate Policy Framework</i>

2. Purpose

The policy is to ensure that all subsequent corporate policies will be in compliance with relevant legislation and adheres to the Mission, Vision and Values of the corporation as established by Regional Council.

The policy will establish the approval authority of all subsequent policies (ether Regional Council, Corporate Leadership Team, or CAO/Commissioner) and the most “Responsible Department” that is responsible for implementation and review.

The policy will establish a review cycle to ensure that the policy framework is regularly updated to reflect changes in legislation, operational changes, and when required, alignment with Regional Council’s Strategic Plan.

3. Scope

This policy applies to all subsequent corporate policies (resulting in the influence of departmental and divisional policies) to manage all of the corporation’s programs and services, and thus, the conduct, behavior and actions of all council members, employees, volunteers and contractors (vendors, consultants and when appropriate, suppliers).

3.1. Roles and Responsibilities

3.1.1. Regional Council

Approval authority for all corporate policies.

3.1.2. The CAO

Approval authority for all corporate procedures.

3.1.3. Office of the Regional Clerk

It is the responsibility of the Regional Clerk to ensure all corporate policies and procedures are posted to the corporate policy manual on SHERPA, and that the manual is updated, as policies are revised from time to time.

Initially, all current employees will be provided an opportunity to review the corporate policy manual, and sign (either manually or electronically) that they have reviewed and understand the policies. Thereafter, all new employees will receive policy orientation and training during their “onboarding” process.

When a corporate policy is updated, the Regional Clerk will ensure all employees have been notified of the update. It is the responsibility of the employee, upon receiving notification, to review and comply with the policy update.

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Corporate Policy Framework

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4. References and Related Documents

4.1. Legislation, By-Laws and/or Directives

CAO 5-2017: Q1 CAO Report to Regional Council, March 2, 2017

4.2. Procedures

C-A-001-001 Corporate Policy Framework-Administrative processes and review

C-A-001-002 Corporate Policy Template

C-A-001-003 Corporate Procedure Template

5. Related Policies

6. Document Control

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

Approval History

Approver(s)	Approved Date	Effective Date
Council	March 2, 2017	March 3, 2017

Revision History

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



REPORT TO: Corporate Services Committee

SUBJECT: Reimbursable Mileage Two-Tier Rates

RECOMMENDATION

1. That the mileage reimbursement rates **BE APPROVED** at the Canada Revenue Agency (CRA) 2013 rate of \$0.54 per kilometer for the first 5,000 kilometers driven, and \$0.48 for any kilometer driven in excess of 5,000 kilometers, effective January 1, 2014, for Regional Councillors and employees.
2. That staff **BE AUTHORIZED** to update, on an annual basis going forward, Corporate Administrative Policy C3.E02 to align the two-tier mileage rate with a one year delay to the CRA rates of tax-exempt allowance paid for using their personal vehicles for business purposes.

PURPOSE

Business or financial reporting to set the on-going two-tier mileage reimbursement rates at an one year lag to the CRA.

BUSINESS IMPLICATIONS

The estimated cost of increasing the rates by two cents (i.e. \$0.52 to \$0.54 for the first 5,000 kilometers driven and \$0.46 to \$0.48 for any kilometers driven in excess of 5,000 kilometers) per year is approximately \$62,000 provided the total mileage driven by Councillors and employees of Regional departments, Niagara Regional Housing (NRH), and Niagara Regional Police Services (NRPS), is similar in future years to that driven in 2012. This figure is approximate gross cost prior to attracting subsidy (where it applies to specific programs).

REPORT

This report is to set the on-going two-tier mileage reimbursement rates payable for all Niagara Region Councillors' and employees, including members of NRH and the NRPS, who use their personal vehicles for business purposes.

Niagara Region has used the CRA rates since 2006. This rate is in-line with other municipalities (see Appendix A). The CRA rates are used recognizing they do a detailed annual review to establish the allowance rate that reasonably reflects the key cost components of owning and operating an automobile, such as depreciation, financing, income, maintenance and fuel costs. CRA publishes reasonable allowance rates at the beginning of the year on an annual basis. The per-kilometer rates that CRA consider reasonable are the amounts prescribed in section 7306 of the Income Tax Regulations.


By aligning the two-tier mileage rate on an annual basis with a one year delay to the CRA rates the Niagara Region can ensure that the tax-exempt allowance paid to Councillors and employees for using their personal vehicles for business purposes reimbursement rates are relatively current, reasonable, and are known at the time of budget preparation.

The following table represents the Niagara Region's current rates and the CRA rates of the last two years.

	Rate Per Kilometer (dollars)	
	<u>Less than 5,000km</u>	<u>More than 5,000km</u>
Niagara Region - Current	0.52	0.46
Canada Revenue Agency - 2013	0.54	0.48
Canada Revenue Agency - 2012	0.53	0.47

In 2012, there were approximately 3.1 million kilometers claimed for reimbursement. The estimated cost of increasing the rates by two cents (\$0.52 to \$0.54 for the first 5,000 kilometers driven and \$0.46 to \$0.48 for any kilometers driven in excess of 5,000 kilometers) is approximately \$62,000 (before attracting eligible subsidies) provided the total mileage driven by Councilors and employees of Regional departments, NRH, and NRPS is similar in 2013 to that driven in 2012.

Submitted by:



Debbie Elliott
Acting Commissioner of Corporate Services

Approved by:



Harry Schlange
Chief Administrative Officer

This report was prepared by Adam Pigeau, Manager, Accounting and reviewed by Chris McQueen, Acting Director, Financial Management & Planning/Treasurer.

Attachments

Appendix A – 2013 Mileage Reimbursement Rates

Region	0-5000 km	5000+ km
Durham	0.54	0.48
Halton	0.53	0.47
Hamilton	0.54	0.48
Niagara	0.52	0.46
Ottawa	0.53	0.53
Toronto	0.53	0.47
Windsor	0.54	0.48
York	0.54	0.48

Local Area Municipality	0-5000 km	5000+ km
Fort Erie	0.54	0.48
Grimsby	0.52	0.46
Lincoln	0.46	0.46
Niagara-on-the-Lake	0.52	0.46
Niagara Falls	0.52	0.46
Pelham	0.53	0.47
Port Colborne	0.48	0.48
St. Catharines	0.54	0.48
Thorold	0.54	0.48
Wainfleet	0.52	0.52
Welland	0.52	0.46
West Lincoln	0.52	0.46

Appendix B – Departmental Impact of One-Cent Change

Department	KM Driven in 2013	Dollar Impact of One-Cent Change
Community Services	559,313	5,593
Corporate Administration	140,355	1,404
Corporate Services	101,849	1,018
Integrated Community Planning	19,237	192
Niagara Economic Development	5,615	56
Niagara Regional Housing	147,021	1,470
Niagara Regional Police	192,020	1,920
Public Health	1,396,782	13,968
Public Works	509,162	5,092
Grand Total	3,071,354	30,714

Subject: Amendments to Regional Council Expense Policy

Report to: Corporate Services Committee

Report date: Wednesday, October 9, 2019

Recommendations

1. That the amendments to the Regional Council Expense Policy (C-RC-001) as outlined in Appendix 1 of Report CLK 14-2019 **BE APPROVED**; and
2. That Schedule “A” of By-law 2017-99, being a by-law to provide for the reimbursement of expenses of the members of council for The Regional Municipality of Niagara, **BE AMENDED** to include the changes outlined in Appendix 1 of Report CLK 14-2019.

Key Facts

- The purpose of this report is to seek approval to amend Regional Council Expense Policy (C-RC-001).
- The Regional Council Expense Policy is meant to govern the reimbursement of expenses incurred by Members of Council during activities related to Regional business.
- The policy was approved in November 2017, revised in April 2018 and suggested revisions were approved by Council in May 2019 and sent to the Procedural By-law Review Committee for final review in June 2019.
- The Procedural By-law Review Committee recommended two further changes to the policy which are outlined in the analysis section.

Financial Considerations

There are no direct financial implications to changing the Regional Council Expense Policy; however, by removing some eligible expenses there would be some cost savings realized. The 2019 annual budget for administrative expenses is \$80,300 for the Office of the Regional Chair and \$139,352 for Members for Council.

Analysis

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

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

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

At its meeting held on June 17, 2019, the Procedural By-law Review Committee (PBLRC) conducted a final review of the revised expense policy and recommended that clause 4.8(d) which provided that promotional material related to Regional Business, including newsletters was an eligible expense be removed from the policy.

In consideration of the above, the Committee further recommended that clause 4.11(d) be removed which noted that no newsletters or promotional materials shall be distributed or reimbursement of expenses would be allowed from May 1 to the end of the Council term.

The Procedural By-law Review Committee (PBLRC) also put forward a recommendation that reimbursements to Mayors for any conferences are an ineligible expense.

The draft Regional Council Expense Policy, attached as Appendix 1, incorporates the changes suggested by the PBLRC noted above as well as some of the staff recommendations put forward in Report CSD 31-2019.

Recommendation 3 in the Alternatives Reviewed section of Report CSD 31-2019 stated:

That a clause be added to section 4 stating that allowable expenses shall be limited to an overall annual amount for each Councillor and Regional Chair, to be set as part of the annual budgeting process for the Region.

Staff are not recommending the implementation of individual councillor budgets. Currently an overall budget is set for all councillor expenses. Due to the disparity between claims for reimbursement of expenses, individual budgets would increase the overall budget amount required for councillor expenses. In addition, procedures would need to be put in place regarding how budget overages would be handled.

Staff were also requested to provide a report comparing the first two quarters to the same two quarters of the previous terms of Council to determine if there has been an increase in mileage and other similar types of expenses, since making Councillors 'whole' again after the federal tax policy change. Upon examining the data, there is no evidence to support that Councillors are now claiming additional expenses as a result of the federal tax policy change. An excerpt of mileage claims is below to illustrate that there appears to be no effect.

Quarter/Year	2016	2017	2018	2019	Total Per Quarter
Q1	\$ 6,558.10	\$ 8,082.26	\$ 3,535.45	\$ 4,303.12	\$ 22,478.93
Q2	\$ 14,662.04	\$ 13,879.41	\$ 9,138.97	\$ 7,741.73	\$ 45,422.15
Q3	\$ 16,168.91	\$ 10,409.59	\$ 8,997.73	\$ 5,526.61	\$ 41,102.84
Q4	\$ 22,107.68	\$ 13,795.04	\$ 6,372.36		\$ 42,275.08
Total Per Year	\$ 59,496.73	\$ 46,166.30	\$ 28,044.51	\$ 17,571.46	\$ 151,279.00

Alternatives Reviewed

No alternatives were reviewed as Council provided direction to proceed to amend the Regional Council Expense Policy.

Relationship to Council Strategic Priorities

This report ties to Council's strategic priority of Sustainable and Engaging Government – Objective 4.3 Fiscally Sustainable as the amendments to the policy provide specific and clear direction regarding council expenses.

Other Pertinent Reports

CSD 31-2019 Councillor Information Request re: Councillor Expense Policy
PBLRC-C 6-2019 Regional Council Expense Policy

Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk
Administration

Submitted by:

Ron Tripp, P. Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Erin Amirault, Associate Director, Finance Operations & Systems, and Lyndsey Ferrell, Program Financial System.

Appendices

Appendix 1	Amendments to the Regional Council Expense Policy
Appendix 2	Draft Regional Council Expense Policy

Current Wording	New wording	Added Provisions
<p>Section 4.1: All expenses submitted for reimbursement must be accompanied by supporting documentation and itemized receipts, except for mileage.</p>	<p>4.1. All expenses submitted for reimbursement must include the following:</p> <p>a) Itemized receipts</p> <p>b) Supporting documentation, including:</p> <p>i. A brief description of the nature of Regional business; and</p> <p>ii. A Google map print out as back up to a mileage expense.</p>	
<p>Section 4.3:</p> <p>d) Calculation of Mileage</p> <p>i) Mileage calculation will be based on the lesser of the actual distance being either from the Member's home to the destination, or the distance from the Member's normal work location to the destination.</p> <p>ii) The mileage rate applied will be in accordance with Canada Revenue Agency guidance.</p>	<p>d) Calculation of Mileage</p> <p>i. Mileage will be reimbursed for trips related to Regional business (specifically, for attendance at official Regional functions) and calculation will be based on the lesser of the actual distance from the Member's home to the destination, or the distance from the Member's normal work location (Regional headquarters is the normal work location for the Regional Chair only) to the destination; and</p> <p>ii. The mileage rate applied will be one year behind the current year's Canadian Revenue Agency (CRA) rate.</p>	
<p>Section 4.5 – Per Diem amount \$85.00</p> <p>Breakfast \$15.00</p> <p>Lunch \$20.00</p> <p>Dinner \$35.00</p> <p>Incidentals \$15.00</p>	<p>New Per Diem:</p> <p>Breakfast \$15.00</p> <p>Lunch \$20.00</p> <p>Dinner \$30.00</p> <p>Incidentals \$10.00</p> <p>Total \$75.00</p>	<p>4.5 (h) ADD:</p> <p>The per diem rate may increase once per term of council based on the Consumer Price Index</p>

Current Wording	New wording	Added Provisions
<p>Section 4.5 (f)</p> <p>f) Notwithstanding (b), (c), and (d), actual expenditures incurred may be reimbursed in lieu of the per diem rate; however, such expenditures must be reasonable in the circumstances based on the explanation provided by the Member which must accompany the receipt.</p>	<p>f) Notwithstanding (b), (c) and (d), actual expenditures incurred may be reimbursed in lieu of the per diem rate; however, such expenditures must be reasonable in the circumstances and Members must provide the names of all attendees and Regional business reason for the meeting on the meal receipt.</p>	
		<p>Meals/Per Diem ADD: Monetary exchange costs will be allowed at the prevailing rates in order to convert Canadian dollars to other currencies (primarily to U.S. dollars). Payment will be made to Members in Canadian dollars.</p>
<p>Section 4.7:</p> <p>d) Promotional material related to Regional Business</p> <p>g) 407 ETR, GO TRAIN ticket</p>	<p>d) Promotional material related to Regional Business, including newsletters;</p> <p>g) 407 ETR, public transportation ticket;</p>	
		<p>Ineligible Expenses: ADD - Reimbursement to mayors for any conferences</p>

Current Wording	New wording	Added Provisions
<p>Section 4.9 Legal Expenses:</p> <p>a) Legal costs arising from or in any way related to complaints under the Code of Conduct are Eligible Expenses.</p>	<p>Legal costs arising from or in any way related to complaints under the Code of Conduct are Ineligible Expenses.</p>	
<p>Section 4.11:</p> <p>a) Members shall submit quarterly expense reports with itemized receipts attached within 30 days after the end of each quarter to allow time for staff to verify and reconcile expenses before posting online; and</p>	<p>a) Members shall submit expense reports with itemized receipts attached at least on a monthly basis; and</p>	
		<p>5.2 Regional Administrative Staff shall: ADD: (h) Delegate approval of Councillor expenses to the Regional Clerk and to the CAO for the Regional Chair</p>
<p>Audit Committee</p> <p>a) Review any expenditures submitted by Members but not processed by Regional Administrative Staff as per this policy</p> <p>b) Provide recommendation(s) on reimbursement to Council who will make the final decision</p> <p>c) Consider reimbursements forwarded from staff when they are unable to determine eligibility.</p>		<p>a) Consider reimbursements forwarded from staff when they are unable to determine eligibility;</p> <p>b) Consider reimbursements from Members when they are in disagreement with staff determination of eligibility;</p> <p>c) Review costs involving legal proceedings against Members to ensure they are reimbursed in accordance with the current Legal</p>

Current Wording	New wording	Added Provisions
		<p>Indemnification Policy as required;</p> <p>d) Consider any requests for reimbursement of legal costs that fall outside of this policy or the Legal Indemnification Policy; and</p> <p>e) Provide recommendation(s) to Council respecting reimbursements.</p>

<i>Policy Category</i> <i>Regional Council</i>	<i>Name of Policy</i> <i>Regional Council Expense Policy</i>
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Policy Owner	Administration – Corporate Services, Office of the Regional Clerk, Regional Clerk
Approval Body	Council
Approval Date	November 16, 2018
Effective Date	November 17, 2018
Review by Date	August 31, 2019

1. Policy

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

2. Purpose

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

<i>Policy Category</i>	<i>Name of Policy</i>
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b) Maintain Accountability

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

c) Maintain Transparency

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

3. Scope

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

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

4. Roles and Responsibilities

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

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d) Calculation of Mileage

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

4.4. Accommodation

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

4.5. Meals/Per Diem

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

Breakfast	\$15.00
Lunch	\$20.00
Dinner	\$30.00
Incidentals	\$10.00
	\$75.00

- d) There shall be no reimbursement for any meal expenditure incurred during the time that a Member is entitled to a per diem allowance.

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

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- e) The daily rate allowance is to be calculated on a 24-hour basis and not a working day basis. It shall be paid from the time of leaving for the function until the time of arrival home, to the nearest 1/2 day.
 - f) Notwithstanding (b), (c) and (d), actual expenditures incurred may be reimbursed in lieu of the per diem rate; however, such expenditures must be reasonable in the circumstances and Members must provide the names of all attendees and Regional business reason for the meeting on the meal receipt.
 - g) Members may be reimbursed for reasonable Eligible Expenses related to meals incurred during the course of Regional Business and shall include the following:
 - i. Meals while travelling on behalf of Niagara Region; or,
 - ii. Meals required where circumstances warrant.
 - h) The per diem rate may increase once per term of council based on the Consumer Price Index.
- 4.6. Monetary exchange costs will be allowed at the prevailing rates in order to convert Canadian dollars to other currencies (primarily to U.S. dollars). Payment will be made to Members in Canadian dollars.
- 4.7. The following is a list, though not exhaustive, of Eligible Expenses:
- a) Memorabilia and souvenirs for constituents;
 - b) Mobile devices in accordance with the current information technology mobile device policy. While engaged in Regional business, Members shall arrange an appropriate out of country mobile device plan in order to avoid excessive roaming charges;
 - c) Office supplies (e.g. paper, pens, printer cartridges, etc.);
 - d) Subscriptions related to Regional Business or municipalities in general;
 - e) A maximum of one ticket for a Member when representing Niagara Region at an event of a public nature (e.g. community dinners, events with proceeds going to charity, etc.);
 - f) 407 ETR, public transportation ticket; and

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g) Parking related expenses, save and except parking fines.

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

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

4.9. Legal Expenses

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

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4.10. Election Year Restrictions

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

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

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

4.11. Timelines

- a) Members shall submit expense reports with itemized receipts attached at least on a monthly basis; and
- b) Expense report information will be posted online on a quarterly basis and for a rolling period of 7 years plus current year.

5. Roles and Responsibilities

5.1. Members of Council shall:

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

5.2. Regional Administrative Staff shall:

- a) Ensure consistent application of this policy;
- b) Process expenses in accordance with this policy;

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

5.3. Role of Audit Committee is to:

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

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6. References and Related Documents

6.1 Legislation

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

6.2 By-Laws

- a) By-Law 2017-99

6.3 Related Policies

- a) Expenses – Reimbursement of Policy (Corporate Policy C3.E02)
- b) Legal Indemnification Policy (Corporate Policy C-A-011)

Subject: Citizen Committee on Council Remuneration

Report to: Corporate Services Committee

Report date: Wednesday, November 6, 2019

Recommendations

1. That the Citizen Committee on Council Remuneration Recommendation Report contained in Appendix I to Report HR 02-2019, for the Citizen Committee on Council Remuneration **BE RECEIVED**.
2. That the current external comparator group of municipalities including the Regional Municipalities of Waterloo, Halton, York, Durham, and Peel and the Municipalities of Hamilton, Ottawa, Windsor and Chatham-Kent **BE MAINTAINED**.
3. That the current methodology **BE REPLACED** with the new methodology, effective December 1, 2019 and not retroactive to December 1, 2018 as follows: *That councillor remuneration (excluding the Regional Chair) be adjusted annually on December 1st, based on the salary structure increase granted to non-union employees on April 1st of the same calendar year, which was 1.5% for 2019.*
4. That the new methodology **BE APPLIED** annually on December 1st each year and remain in place until such time as Regional Council directs a change to the methodology.
5. That the new methodology **BE APPLIED** to the Regional Chair's remuneration effective the next term of Regional Council.

Key Facts

- On June 12, 2019, Council directed that a citizen committee be established to look at Councillor (excluding the Regional Chair) remuneration; that the committee include five citizen members and one staff member with knowledge on the matter; and provide a report back in November 2019.
- On August 15, 2019, (Report CLK-12-2019) Council approved the Citizen Committee on Council Remuneration (CCCR) terms of reference and the appointment of three committee members: Bob Haig, Sabrina Hill, and Margo Pinder.
- The CCCR committee met four times on September 5, 17, October 4, 16, 2019; the minutes are contained in Appendix II.

Financial Considerations

This increase to councillor remuneration as a result of the adjustment for one month effective December 1, 2019 is \$1,452.04 (31 councillors x \$46.84) and can be accommodated within the 2019 Council approved operating budget.

The increase to councillor remuneration as a result of the annualized adjustment for 2020 will be included within the 2020 operating budget, subject to Council approval. The increase applicable for 11 months in 2020 is \$15,972.44 (31 councillors x \$46.84 x 11 months). The amount of the December 1, 2020 increase is not confirmed at this time.

Analysis

The recommendations of the Citizen Committee on Council Remuneration (CCCR) are contained in Appendix I to this report and outline the scope, approach, current and historical relevant information, options considered and analysis and the recommendations.

- The CCCR reviewed the current council approved methodology used for annual council remuneration increases and considered several alternatives for a new methodology, including consideration to maintain the current methodology. Details of their analysis are included in Appendix I to this report.
- The committee's review included the current external comparator group of municipalities and considered whether to recommend maintaining or amending the existing external comparators.
- The preferred methodology and recommendation of the CCCR is to align councillor remuneration and the annual increases to base salary directly with the annual salary structure increases for non-union regional staff, ensuring council remuneration keeps up with economic factors and removes the need for council to review the methodology on a regular basis. That increase for 2019 was 1.5%.
- In 2016, Regional Council approved the current Non-Union Compensation Policy (C-HR-001) which sets the direction for staff to determine non-union salary increases.
- The CCCR determined that the work performed by staff to carry out the directives of the Non-Union Compensation Policy, which includes analyzing external market conditions measuring economic conditions of the cost of labour; was the preferred method to adjust council remuneration on a regular and recurring basis.
- Council increases are effective on December 1st of each year, aligning with the start of the term of council; the CCCR did not recommend any changes to the timing of increases.
- For clarity, non-union salary structure increases occur in the pay period containing April 1st. As such, the increase granted to non-union staff on April 1st will be applied to councillor annual remuneration (base salary) on December 1st of the same calendar year. Where non-union salary structure increases vary based on salary

grade, the average increase to the 14 non-union salary grades will be applied to councillor base salary.

A review of remuneration for the Regional Chair was out of scope for the CCCR as directed by Council.

Alternatives Reviewed

The alternatives reviewed by the CCCR are contained in Appendix 1

Although it was council's direction to exclude the Regional Chair from the Citizen's Committee review and as a result not within the scope of their review; staff strongly recommend that, if not during this term of council, that the new methodology also be applied to the Regional Chair's remuneration beginning with the next term of council.

Relationship to Council Strategic Priorities

N/A

Other Pertinent Reports

- CLK 12-2019 dated August 15, 2019, respecting the Citizen Committee on Council Remuneration.
- HR 01-2019, dated June 12, 2019, respecting 2019 Council Member Remuneration
- GM 15-2018: 2019 Council Member Remuneration – Impacts due to elimination of the non-taxable 'Municipal Officers' Expense Allowance' under the Income Tax Act, October 4, 2018
- HR 02-2015 Revised: Council Remuneration Effective December 1, 2014 to November 30, 2015
- HR 03-2015 Council Remuneration: Annual Process
- CL 2.2004 Council Remuneration Citizens Review Committee
- Recommendations from Independent External Governance Auditor – First Report

Prepared by:

Kristen Angrilli
Manager Total Rewards
Human Resources, Administration

Recommended by:

Franco Meffe
Acting Director Human Resources
Administration

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared by Kristen Angrilli, Manager Total Rewards; and reviewed by Linda Gigliotti, Associate Director Employee Services and Lyndsey Ferrell, Program Financial Specialist.

Appendices

Appendix 1 – Citizen Committee on Council Remuneration Report dated October 16, 2019

Appendix 2 – Agenda and Minutes of the Citizen Committee on Council Remuneration meeting held on September 5, 2019

Appendix 3 – Agenda and Minutes of the Citizen Committee on Council Remuneration meeting held on September 17, 2019

Appendix 4 – Agenda and Minutes of the Citizen Committee on Council Remuneration meeting held on October 4, 2019

Appendix 5 – Agenda and Minutes of the Citizen Committee on Council Remuneration meeting held on October 16, 2019

Citizen Committee on Council Remuneration

October 16, 2019

Executive Summary

The Citizen Committee on Council Remuneration (CCCR) recognizes the importance of considering both the unique circumstance of public office within the Niagara Region, and the review of compensation as it relates to municipal public office in a manner that reflects the duties, responsibilities, skill, effort, authority and decision-making.

Considering the principles established by the CCCR and the broader general principles as laid in this report, the Recommendations strike a balance between providing a total rewards package that attracts suitable candidates and acts in the interest of accountability and transparency.

To avoid any perceived conflict of interest in the process for councillor remuneration adjustments, the annual base salary increases for members of Regional Council should be adjusted by an arm's length process. Tying remuneration to the salary structure increases for non-union regional staff keeps up with economic factors and removes the need for council to frequently revisit this issue.

While it is reasonable to consider basing increases to council remuneration to increases of unionized workers in the Region, especially considering the various unions represent a large portion of the workforce, because of logistics and the nature of the bargaining process, such a process is deemed unfeasible at this time.

The CCCR doesn't believe that CPI (as it is redundant) should be a part of the formula for determining remuneration (directly) and that the Conference Board of Canada percentage is not an ideal metric and should not be considered as a part of the formula for future increases. The process of determining increases for non-union employees by the Human Resources staff already considers inflation through benchmarking the cost of labour.

Background

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

Scope of Committee (as per the Terms of Reference approved by Regional Council)

Goals/Purpose:

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

The Regional Chair remuneration remains out of scope of the 2019 Citizen Committee on Council Remuneration (CCCR).

Approach

Roles and Responsibilities:

The Committee members and authors of this report are:

- Bob Haig
- Sabrina Hill
- Margo Pinder

The Chair and Vice Chair were elected from Committee members.

- Margo Pinder serves in the role of the Chair to preside over Committee meetings so that its business can be carried out efficiently and effectively, and to act as a liaison between the Committee, the Corporate Services Committee and Regional Council
- Bob Haig serves in the role of the Vice Chair to preside over Committee meetings in the absence of the Chair and to perform any other duties delegated by the Chair or as assigned by the Committee through a majority vote.

Specific Deliverables:

1. Recommendations to maintain or alter the comparator group
2. Recommendations on the annual increase methodology for Regional Councillors

Principles for the Recommendation

These principles are intended as an overall preference and not absolute rules to be adhered to.

- Any recommendations would be guided by evidence based information and conducive to *transparency, simplicity, and fairness.*
- The policy recommendations attempt to strike a balance between *the work that is required of a public official and the call to serve our's community.*
- Members of Regional Municipality of Niagara Council will be provided with *fair and reasonable remuneration* for performing the duties of their office.
- The CCCR should recognize the importance of considering both the unique circumstance of public office within the region of Niagara, and the review of compensation as it relates to municipal public office in a manner that reflects the duties, responsibilities, skill, effort, authority and decision-making.

Broader Principles Considered by the CCCR

1. Remuneration must be *transparent, fiscally responsible, and easily understood by the electorate.*
2. Fair relativity with comparable positions.
3. The need to be fair to the individuals whose pay is being set, and to the taxpayer and other related individuals;

4. The requirements of the job;
5. The need to attract and retain competent individuals as councilors;
6. The economic conditions.

Data Analysis for Assessing Current State of Remuneration

1. Niagara Region Union and Non Union wage increases over the period of 2008 to 2019
2. Councilors wage increase history, including both elements of the current methodology
 - a. Core consumer price index (CPI)
 - b. Annual policy line change for non-unionized employees for Ontario, as per the Conference Board of Canada
3. Current Regional Council Comparator group available data
 - a. The Regional Municipalities of Waterloo, Halton, York, Durham, and Peel and the Municipalities of Hamilton, Ottawa , Windsor and Chatham Kent
 - i. Current base pay across jurisdictions
 - ii. Council size across jurisdictions
 - iii. Budget size across jurisdictions
 - iv. Population size across jurisdictions
 - v. Population Growth across jurisdictions
 - vi. Income Growth
 - vii. Residents per Councilor
4. Local Municipalities within the Niagara Region including but not limited to the City of St. Catharines' current methodology
5. Other municipal methodologies and citizen committee reports, outside of the current Regional comparator group and the Niagara local municipalities
6. Landscape brief of feedback collected by Committee Member Sabrina Hill
7. While input from councilors through a survey was considered by the CCLR, due to several factors including the time to prepare a survey and gather responses, time constraints for the CCLR to make recommendations and the previous CCLR survey low response rates, it was determined that a survey of councilors was not feasible.

Current and Historical Relevant Information

1. Niagara Region Council Annual Salary Formula Details 2008-2019

Year	Core CPI	Conference Board of Canada Policy Line %	Total Wage Increase %
2008	2.28	2.40	4.68
2009	1.61	2.50	4.11
2010	1.93	1.30	3.23
2011			0.00
2012			0.00
2013			0.00
2014	1.20	1.80	3.00
2015	1.53	1.40	2.93
2016	2.20	1.30	3.50
2017	2.00	1.30	3.30
2018	1.30	1.30	2.60

2. Niagara Region Non-Union Salary Increase History 2008-2019

Year	Non-Union Wage Increase %
2007	2.75
2008	3.00
2009	2.75
2010	2.00
2011	0.00
2012	0.00
2013	1.40
2014	0.00
2015	1.00
2016	1.00
2017	0.75
2018	0.75
2019	1.50

3. Union increases for the period of 2008 – 2019 were considered, however the details of the specific settlements were not contained in this report as the details are reported in camera.

Options Considered and Analysis

1. Considered no longer including the Conference Board of Canada non-union policy line percentages as part of the methodology – While this measure is currently included in the increase methodology, the CCCR determined that the policy line percentages reported by the Conference Board of Canada was not the most appropriate measure. The process that Human Resources currently utilizes with respect to non-union salary increases, which is being recommended for council increase methodology, is more relevant to Niagara and more easily understood by citizens.
2. Considered tying the increase to the core consumer price index (CPI) – While this measure is currently included in the increase methodology, the CCCR determined that the increase in the price of goods or **cost of living** increase, is not the most appropriate measure, rather a measure that follows the **cost of labour** is preferred.
3. Ensure any methodology includes consideration of both CPI and economic indicators in the Niagara Region – It was determined that a measure that reflects these is reasonable and that the CCCR recommendation indeed ensures consideration of local economic indicators.
4. Considered a cap on the amount if the current methodology was to be maintained – A cap was considered but if council accepts the recommendation to tie to non-union salary increases, a cap was then deemed unnecessary.
5. Considered use of a rolling weighted average of union staff increases – While a large portion of the Niagara Region's workforce salary increases are determined through collective bargaining; it was determined that due to a variety of factors including the timing of collective bargaining and interest arbitration awards; that the logistics and nature of the bargaining process make this an impractical indicator for council increases. It was agreed that a measure that reflects internal factors was preferred.
6. Considered a methodology that includes alignment with non-union increases blended with the Conference Board of Canada non-union policy line percentages – It was concluded that a measure reflecting these 2 factors is reasonable for consideration and determined that Human Resources staff captures the Conference Board of Canada information to determine increases for non-union staff.
7. Considered tying the increase to non-union staff increases – It was determined that the work of council is most similar to non-union work in general, although not the same. And that several of the local municipal and regional comparatives tie councilor annual increases to that of non-union and/or management and professional staff increases. Regional Council in 2016, approved the current Non-Union Compensation Policy setting the direction and parameters for Human Resources and the Corporate Leadership Team to determine non-union salary increases and the policy states:

It is Niagara Region's policy to compensate its employees for their services in a way that attracts, retains and motivates top talent required to achieve Niagara Region's mission. Based on Council's strategic priorities, external market conditions, legislation and internal factors, Niagara Region strives to pay salaries which will compare competitively with similar occupations in the municipal public sector and the broader public and private sector comparator market. It is not intended for Niagara Region to be a market leader; but rather ensure pay structures are responsive to prevailing market conditions.

- *External competitiveness is maintained by regular reviews of the Council approved comparator group.*
- *Niagara Region's salary structure has been created and is maintained based on market best practices and in a manner that supports Niagara Region's organizational design and people strategy.*
- *Niagara Region strives to maintain salaries for benchmarked positions at the 50th percentile of the comparator group.*

The work performed by Human Resources to carry out the directives of the Non-Union Compensation Policy, which includes analyzing external market conditions measuring economic conditions of the cost of labour, was determined by the CECB to be the most appropriate method to adjust council remuneration on a regular and recurring basis.

Recommendations

1. That the current external comparator group of municipalities including The Regional Municipalities of Waterloo, Halton, York, Durham, and Peel and the Municipalities of Hamilton, Ottawa, Windsor and Chatham Kent **be maintained**.
2. That that current methodology approved in 2004, (Citizens Committee on Council Remuneration: CLP – 2004) as follows:

That councillor's pay continue to be adjusted by inflation annually. This adjustment should be based on a twelve month average of core consumer price index (CPI) as reported by the Bank of Canada, plus an increment equal to the Conference Board of Canada's annual policy line change for non-unionized employees for Ontario."

Not be maintained

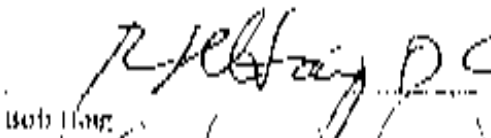
3. That that currently methodology **be replaced with the new methodology**, effective December 1, 2019 and not retroactive to December 1, 2018 as follows:

that councillor remuneration be adjusted annually on December 1st, based on the salary structure increase granted to non-union employees on April 1st of the same calendar year.

For clarity, when warranted, non-union salary structure increases occur in the pay period containing April 1st. As such, the increase granted to non-union staff on April 1st will be applied to councillor annual remuneration (base salary) on December 1st of the same calendar year. Where non-union salary structure increases vary based on salary grade, the average increase to the 14 non-union salary grades will be calculated by Human Resources staff and applied to the Regional Councillor base salary.

4. That the new methodology **remain in place** and be applied annually on December 1st until such time as Regional Council directs a change to the methodology.

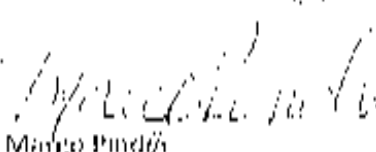
Approved by:


Bob Harg

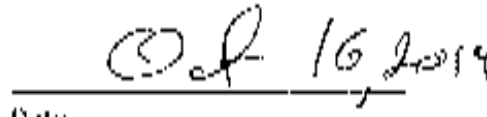
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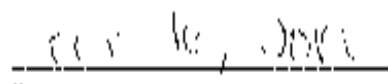

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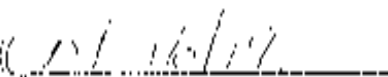
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Margo Pindoff

Margo Pindoff


Date


Date


Date



**THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
AGENDA**

CCCR 1-2019

Thursday, September 5, 2019

2:00 p.m.

Campbell East (CE) 103

Niagara Region Headquarters, Campbell East

1815 Sir Isaac Brock Way, Thorold

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
3. <u>SELECTION OF COMMITTEE CHAIR AND VICE CHAIR</u>	
4. <u>PRESENTATIONS</u>	
4.1 <u>Review of Council Remuneration - History and Methodology</u> Kristen Angrilli, Manager, Total Rewards	3 - 11
5. <u>ITEMS FOR CONSIDERATION</u>	
5.1 <u>CCCR-C 2-2019</u> Meeting Schedule	12
6. <u>CONSENT ITEMS FOR INFORMATION</u>	
6.1 <u>CCCR-C 1-2019</u> Introduction and Background Materials	13 - 184
7. <u>OTHER BUSINESS</u>	

8. **NEXT MEETING**

The next meeting is scheduled for Tuesday, September 17, 2019 at 2:00 p.m. in Room CE 103, Regional Headquarters.

9. **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).

Council Remuneration History and Methodology

Citizen Committee on Council Remuneration (CCCR)

September 5, 2019

Agenda

- CCCR Goals and Purpose
- Background
- Current State
- Key Dates

CCCR Goals and Purpose

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

Background

2003 Citizen Committee

- Formed at the request of Council to develop base salary recommendation and to develop a formula for annual adjustment
- Also reviewed the 1/3 tax free portion and whether to retain

Outcome: Option B

- Continue to adjust base salary annually
=12 month average Core CPI + Conference Board annual policy line
for non union employees for Ontario
- Committee Chair honoraria/stipend - \$12,000 total (\$2,000 per chair)
- Retain 1/3 tax free portion

Background

2012 Citizen Committee

- Formed at the request of Council to review base pay remuneration and annual increase methodology
- Also reviewed the 1/3 tax free portion and whether to retain

Outcome:

- Several recommendations were made by the CCCR
- The report was received for information only and therefore the CCCR recommendations were not approved

Annual Increase History

Regional Council & Regional Chair	
Annual Remuneration Increase	
2008	4.68%
2009	4.11%
2010	3.23%
2011	0.00%
2012	0.00%
2013	0.00%
2014	3.00%
2015	2.93%
2016	3.50%
2017	3.30%
2018	2.60%

Current State: Annual Increase Formula

Item and Source	%
12 month average Core CPI	1.4%
Conference Board of Canada: Annual Policy Line for non union employees	1.5%
Total	2.9%

Annual increases are effective December 1st of each calendar year

This example illustrates the December 1, 2018 increase for 2019, which is deferred.

Current State: Annual Salaries

Position	Salary
Regional Councillor – December 1, 2014	\$29,183.56
Regional Councillor – December 1, 2015	\$30,204.98
Regional Councillor – December 1, 2016	\$31,201.75
Regional Councillor – December 1, 2017	\$32,019.99
Regional Councillor – January 1, 2019	\$37,472.99
Committee Chair	\$2,000.00

Key Dates

CCCR Meeting Dates:

- September 17 2:00 p.m.
 - September 30 2:00 p.m.
 - October 16 9:30 a.m.
 - October 28 2:00 p.m.
-
- Report and Recommendations Due – October 28, 2019
 - Corporate Services Committee – November 6, 2019
 - Regional Council Meeting – November 14, 2019

**CITIZEN COMMITTEE ON COUNCIL REMUNERATION
MEETING SCHEDULE**

**TUESDAY, SEPTEMBER 17
2:00 P.M.
ROOM CE 103**

**MONDAY, SEPTEMBER 30
2:00 P.M.
ROOM CE 103**

**WEDNESDAY, OCTOBER 16
9:30 A.M.
ROOM CE 103**

**MONDAY OCTOBER 28
2:00 P.M.
ROOM CE 103**

Final Report to Council

1. BACKGROUND

At its September 18, 2003 meeting, Niagara Regional Council agreed

That the matter of Councilors' remuneration be referred to the Regional Chair and Regional Clerk, to form a citizens' committee to review and make recommendations on a base salary for Regional Councilors, and to develop a formula for annual adjustment.

In October 2003, the seven-person Citizens' Committee on Council Remuneration (CCCR) was established to address these concerns

In addition to the objectives listed in Council's direction above, the committee has also been directed to make recommendations to Council regarding whether Council should retain the 1/3 tax-free component of its remuneration package or adopt a fully taxable approach to remuneration. Finally, the citizens' committee was further directed by Regional Council to report on its deliberations by November 20, 2003. At its November 20, 2003 meeting, the chair of the citizens' committee provided an interim report to Regional Council, and indicated that the CCCR would issue its final report in approximately one month's time.

As was noted at the November 20 meeting, determining remuneration for politicians at all levels of government is a demanding assignment. In this respect, council's choice to seek guidance from a citizens' committee is both commendable and prudent.

In addressing a similar task at the Federal level, The Commission to Review Allowances of Members of Parliament pointed to the particular challenges associated with trying to answer whether politicians are adequately remunerated for their work. In this respect, the CCCR concurs with the Commission's general sense that,

The answer is not as simple as it appears, however, for the job of members is difficult to categorize, and it is not easily compared with the jobs other people do. Moreover, unlike most jobs, establishing the relationship between recruitment and retention of qualified and competent members and the amount they are paid is difficult if not impossible, given the widely varying circumstances and motivations of individuals seeking public office (1998, 1).

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The task is equally challenging at the regional level.

The level of pay for elected officials is a matter of public importance. Accordingly, the CCCR has taken its responsibilities seriously. It has worked diligently to understand issues associated with Council pay, including the nature of Council's work, its profile in comparative perspective, and the general difficulties related to determining pay levels for elected officials. These efforts have been undertaken with a view to providing a solidly reasoned set of recommendations for Regional Council's consideration. The CCCR hopes that Council will be guided by the recommendations contained in this report.

CITIZENS' COMMITTEE PRINCIPLES

As an aid in making its eventual recommendations, the CCCR adopted a number of principles to help guide it. These principles were intended as overall preferences, and not absolute rules to be slavishly adhered to. Specifically, the CCCR identified the current remuneration arrangement as a default. That is, it would not make recommendations to change current practices in the absence of compelling reasons to do so. In addition, any recommendations would be guided by strong preferences for transparency, simplicity, and fairness.

2. POLITICIANS' REMUNERATION IN CONTEXT

Since modern democracy's earliest days, remuneration for politicians has been a matter of some concern. No less a student of democracy than Alexis de Tocqueville worried that underpaying public officials might be endemic to democracy, and that this feature had some potential to erode the quality of democratic representation. More recently, democratic governments throughout the world have struggled with the issue of remuneration for politicians. The issue is informed by a number of criteria that are not entirely reconcilable, but which are all relevant. Peters and Hood identify these criteria as representativeness, the alimentation principle, and market value (1995, 190-1).¹

Representativeness is tied to the democratic notion that officeholders ought to be generally "representative of those they rule in terms of the income that they enjoy" (ibid., 190). While this principle may be of diminishing importance, the authors point out that it has proven to be durable and unlikely to disappear anytime soon.

¹ While Peters and Hood are particularly concerned with remuneration for holders of high public office, their comments on the core criteria upon which policy makers in a variety of jurisdictions have relied are broadly applicable to all elected officeholders.

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The *alimentation principle* refers to the notion that pay for officeholders should be at a level such that they are more likely to focus on the general interest rather than their private financial needs. That is, elected officials should be remunerated "at a level which guarantees for them a comfortable standard of living in order to shield them from temptations to corruption or extortion" (Ibid. 190-1). As well, this principle is aimed at avoiding Tocqueville's concern that democracies may be systematically predisposed to under-remunerating their elected officials, thereby making private wealth a precondition for holding political office.

Finally, *market values* inform decisions around pay for elected officials. This criterion is rooted in the idea that officials should be paid according to the market for their types of skills. Given the recent influence of economic rationalism in the field of public administration, it might be expected that market values would predominate in questions of remuneration. However, Peters and Hood point out that, its attractiveness notwithstanding, market valuation is somewhat indeterminate in that it is often not possible to ascertain the most appropriate market for comparison (Ibid., 191). For example, the authors point out that

Executive reward consultants tend to assume automatically that private sector corporation executives are in the same market as top public officials; but it could just as well be argued that the relevant market might be that for teachers or social workers (Ibid.).

Regardless of its problems, the market criterion remains attractive and intuitively appealing. The logic of market value addresses the spectre of low remuneration that encourages a "brain drain" to the private sector. That is, top performers will not be sufficiently attracted to government due to a public-sector pay discount (Ibid.).

All of the above criteria are relevant in efforts to determine adequate remuneration for elected officials. Nonetheless they are not likely reconcilable nor easily operationalized. For example, representativeness may be in tension with either, or both of, market and alimentation principles. Moreover, it is unclear at what level the alimentation principle is adequately addressed. Nor, as discussed, is the question of what constitutes a comparable market for elected politicians entirely knowable. Yet, for all their ambiguity, these principles do offer some guidance to policy makers, though overemphasis on any one of them is unlikely to produce a satisfactory remuneration policy. As in most matters of public policy, good choices turn on prudence and sound judgment, however difficult these qualities may be to grasp with any finality.

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In addition to compelling criteria underlying remuneration for politicians is a range of related public attitudes and values that make reasoned debate on the matter of remuneration for politicians particularly challenging. The 1980s and 1990s can be characterized as an era in which citizens lost substantial confidence in governmental institutions and the elected officials responsible for them. Both in Canada and elsewhere "confidence in government's abilities to deal directly with complex social issues" has given way to a much more circumspect view. General notions of what the appropriate scope of government activity should be are changing, along with a diminishing sense of the state's overall capacity to get things done" (Wiseman and Whorley 2002, 382). To some significant degree, government itself has tended to be seen as "the problem," and influential politicians have in some substantial measure come to power through reliance on anti-governmental rhetoric. In this respect, Donald Savoie (1994) discusses the rise of Margaret Thatcher in Great Britain, Ronald Reagan in the United States, and Brian Mulroney in Canada, all of whom identified government itself as being a central problem.

Neil Nevitte argues that social values in Canada and elsewhere have undergone substantial change. This shift to "post-materialism" is said to manifest itself in, among things, an increasing level of citizen distrust toward government and other hierarchical institutions in general. For example, during the period between 1981 and 1990, the percentage of Canadians expressing high levels of confidence in government institutions dropped considerably from 36.9 per cent to 29.4 per cent (1996, 56).

Whatever the reason, Canadians do not hold their elected representatives in high esteem. Recent survey work concerning levels of trust for various occupations in Canada reveal some alarming results (see table 1). While the survey does not make the distinction between national, provincial, regional, or local politicians, the overall results are nonetheless unsettling. Both nationally and in Ontario, respondents expressed very low levels of trust in politicians as a class, with only 18 and 17 percent respectively reporting to trust them. Notably, the low trust levels do not seem to be tied to the public sector in general, given that the highest levels of trust are demonstrated for firefighters, nurses, doctors, police officers and judges.

In general, citizens attach very low regard to both government programs and the politicians who must answer for them. Even when their actual experiences with government are positive, citizens are reluctant to generalize from these encounters. For example, Barbara Carroll and David Siegel observe that that in those instances where members of the public have satisfactory interactions with government programs "people are more likely to believe that their repeated positive experiences with government services are anomalies.

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regardless of how many times they personally experience 'anomalous behaviour' (Carroll and Siegel 1999, 182). This tendency to discount positive personal experiences speaks to a strong anti-governmental predisposition in the general public.

Given persistent anti-governmental rhetoric, declining levels of confidence in government institutions, and high levels of distrust in politicians, the impact on reasoned public debate concerning pay for politicians is obvious. Since satisfactory experiences have only limited capacity to displace a general

Table 1: Trust by Selected Occupations

Occupation	Trust		Occupation	Trust	
	Canada	Ontario		Canada	Ontario
Fire Fighters	98%	99%	Lawyers	54%	56%
Nurses	96%	96%	Journalists	53%	53%
Farmers	93%	93%	Real Estate Agents	44%	41%
Doctors	92%	93%	Unionists	41%	39%
Police Officers	88%	87%	Car Salespeople	23%	20%
Judges	80%	82%	Politicians	18%	17%

(Source: Legor Marketing 2001. Maximum margin of error +/- 2.6 percent 19 times out of 20)

anti-governmental perspective, it is understandable that members of the public will tend to be cynical about upward adjustments to remuneration. Wendy Mizuno draws attention to the resulting political dynamic, noting that "[c]ompensation adjustments are often perceived as politically self-serving, and therefore occur somewhat infrequently. After all, how many occupations are there where the employees can decide on, and approve, their own salary increases (Mizuno, 2000)? A similar assessment emerged in the committee's discussions with key respondents, former regional councilors. This dynamic is probably reflected in the fact that between 1990 and 1997, Council did not apply the annual CPI escalator to its pay. Politically, it simply seems easier to forego pay increases. The resulting tendency is to lurch from one remuneration crisis to the next driven by political considerations.

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Even though levels of public approval for politicians and government remain low, the work of governments at all levels is nonetheless critical. Government, at one level or another, is routinely asked to address society's most difficult problems, matters that typically cannot be resolved through markets.

Some of the complexity of policy issues facing Regional Council is suggested in a recent report (CAO 18-2003). While the overall number of reports going to Council has declined from 312 to 259 between 2001 and 2003, the number of joint reports between 2000 and 2003 has increased substantially, from 20 to 63. This trend suggests that policy issues coming before Council are increasingly complex, and therefore cross-cut traditional policy areas (Regional Municipality of Niagara 2003, 6). Despite public cynicism, the work of Council is both challenging and crucial.

3. CURRENT PRACTICE

Presently, each of Niagara's 30 part-time regional councilors are paid \$21,012.00 per year, one-third of which is non-taxable, an arrangement permitted pursuant to the *Municipal Act*. Under the act, the nontaxable element could be deemed to be for councilor expenses incident to the discharge of duties. Adjusted to the 100 per cent taxable equivalent, annual councilor pay would be approximately \$27,077.00. While the one-third nontaxable arrangement is not entirely transparent, it does at least represent a foregone cost to taxpayers. The difference between current pay and the grossed-up fully taxable amount would otherwise be passed on to residents.

In addition to annual pay, councilors receive a number of other benefits. Councilors are eligible for health and dental insurance, though not all councilors participate. Members who are covered under another plan as a result of their full-time employment elsewhere are requested to submit claims first to their non-regional plan. Any unpaid balance may then be submitted to the Region. For the period from September 1, 2001 to August 31, 2002, based on participation of 21 councilors, actual paid claims totaled \$18,726.00, or an average of \$892.00 per participant. Other benefits include participation in the OMERS pension plan. Participation in OMERS is mandatory for new councilors, though optional for returning councilors. Contributions are required on the taxable portion of pay only. For 2004, the contribution rate will be 6%, with contributions matched by the Region. Finally, councilors receive travel reimbursement (\$0.389 per kilometre), a home computer, and access to in-house training programs offered to employees (Aon Consulting 2003).

Council's pay is adjusted annually based on the total consumer price index (CPI). This inflationary adjustment ensures that councilor pay does not

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could do to price changes. As noted above, however, Council has sometimes decided not to apply the escalation factor -- a mistake in the opinion of the CCCR. Apart from the CPI adjustment, there is no provision for real wage increases in the current escalation arrangement.

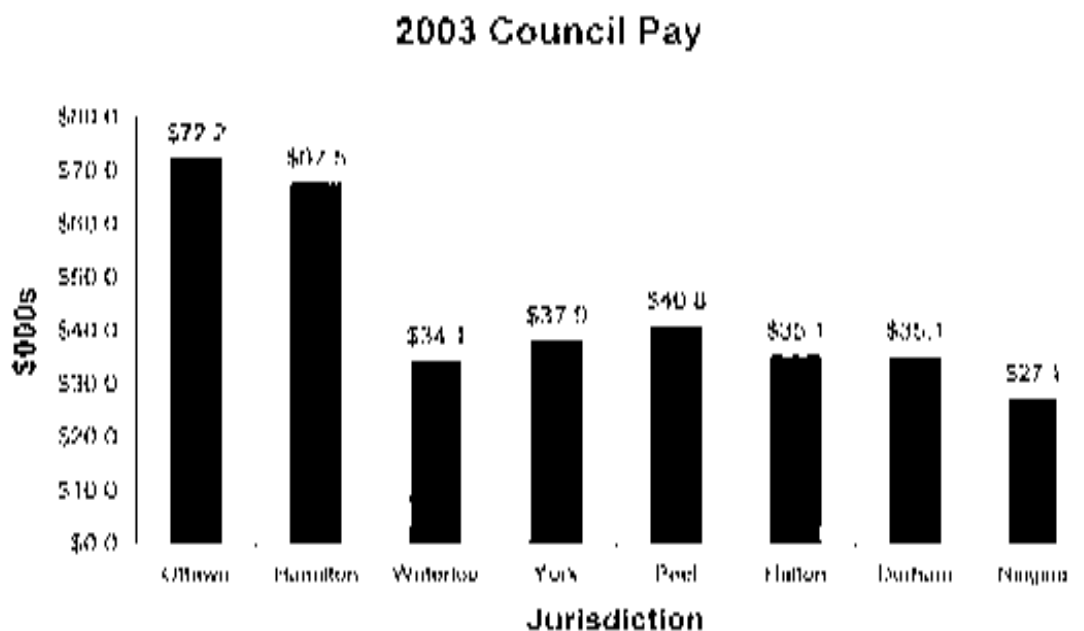
4. NIAGARA REGION IN COMPARATIVE PERSPECTIVE

As noted, in evaluating appropriate remuneration for politicians the basis for comparison is contentious. Nonetheless, comparison with other jurisdictions can offer some general guidance with the proviso that what constitutes a "comparable jurisdiction" will always be in some doubt. The analysis that follows attempts to capture the broad contours of governing in a range of locations.

4.1 Base Pay

Table 2 lists annual base pay by regional government. Pay levels have been adjusted to account for the one third non-taxable component of pay; that is, all amounts have been grossed-up to the 100 per cent taxable equivalent for the purposes of comparison. A number of features emerge from the data. Though

Table 2: 2003 Council Pay



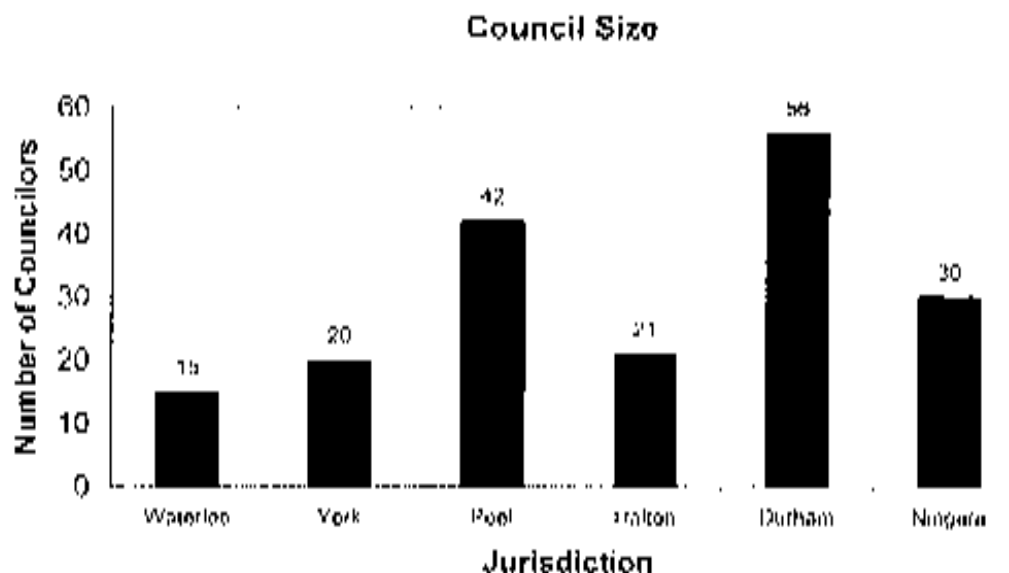
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Peel, Durham, Hamilton and Ottawa all have full-time councilors, Hamilton and Ottawa are clearly outliers in terms of pay. The underlying reasons for the two anomalies are not entirely apparent. With populations of approximately 774,100 and 375,200 for Ottawa and Hamilton respectively, as reported by Statistics Canada, the size of the two jurisdictions is within the range of other areas considered in the table. While Ottawa's budget of approximately \$1.8 billion is by far the largest of any of the jurisdictions in table two, Hamilton's at slightly under \$1 billion is not. As well, per capita expenditures also seem anomalous compared to the other jurisdictions.² For the purposes of comparison, neither Ottawa nor Hamilton appears to be as useful as the other jurisdictions. Nonetheless, whether comparing across eight regional governments or six, Niagara Region ranks last in terms of base pay.

4.2 Council Size

A second relevant feature for comparison is Council size. This fact gets at the question of "how many hands" are available to carry out Council's work. Table 3 below provides a break out. The jurisdictions below have been adjusted

Table 3: 2003 Council Size -- Part-time Equivalency



Note: non-adjusted council sizes are as follows: Waterloo 15; York, 20; Peel 21; Hamilton 21; Durham 28, and Niagara 30.

² Per capita expenditures by jurisdiction are: Ottawa, \$2,311.00; Hamilton, \$2,638.00; Waterloo, \$692.00; York, \$997.00; Peel, \$1,473.00; Hamilton, \$1,125.00; Durham, \$1,142.00; and Niagara, \$1,148.00.

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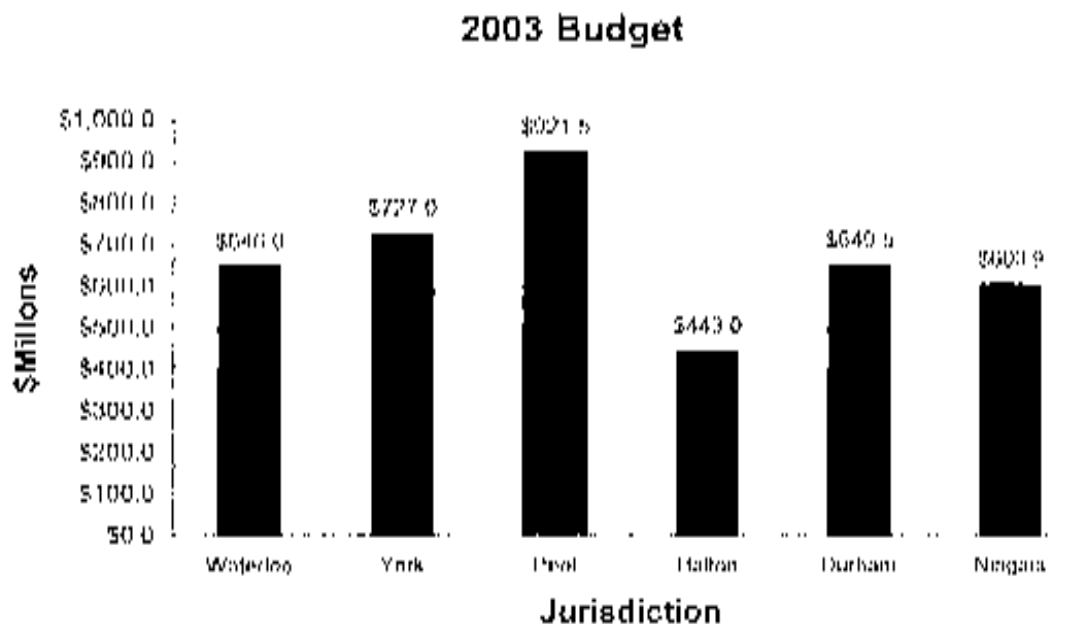
to convert full-time councilors to a part-time basis, similar to those in the Niagara Region; to achieve this common base, full-time council numbers are somewhat crudely doubled. Waterloo emerges with the lowest number of councilors at 15 followed by York and Halton at 20 and 21 respectively. Durham has the highest at 56 on an adjusted basis. Niagara emerges in the mid-range with 30 councilors.

4.3 Budget Size

While council size gets at the notion of available hands for work, the measure is not entirely meaningful on its own. The total amount of work carried out is obviously a relevant variable. The annual budget provides some indication of the total level of work managed by council as measured in dollars.

Table 4 provides a comparative breakout of gross budgets across six jurisdictions for 2003. Peel has the largest budget at approximately \$921.5 million, while Halton has the lowest at approximately \$443.0 million. At approximately \$603.9 million, Niagara Region falls into middle-low end of the range.

Table 4: 2003 Budgets by Jurisdiction



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4.4 Population/Population Growth

If budget size is one indication of overall responsibility and workload, population is another. Population reveals the number of residents for which councils have service and representation obligations. Table 5 below provides comparative population figures based on 2001 Statistics Canada data measured across six jurisdictions. Peel Region has the largest population of the various jurisdictions with slightly fewer than 989,000 people. Halton, with about 600,000 fewer people than Peel Region, is the least populous jurisdiction in the group with approximately 388,000 people. For its part, Niagara Region falls in the lower end of the population measure with a little under 411,000 people.

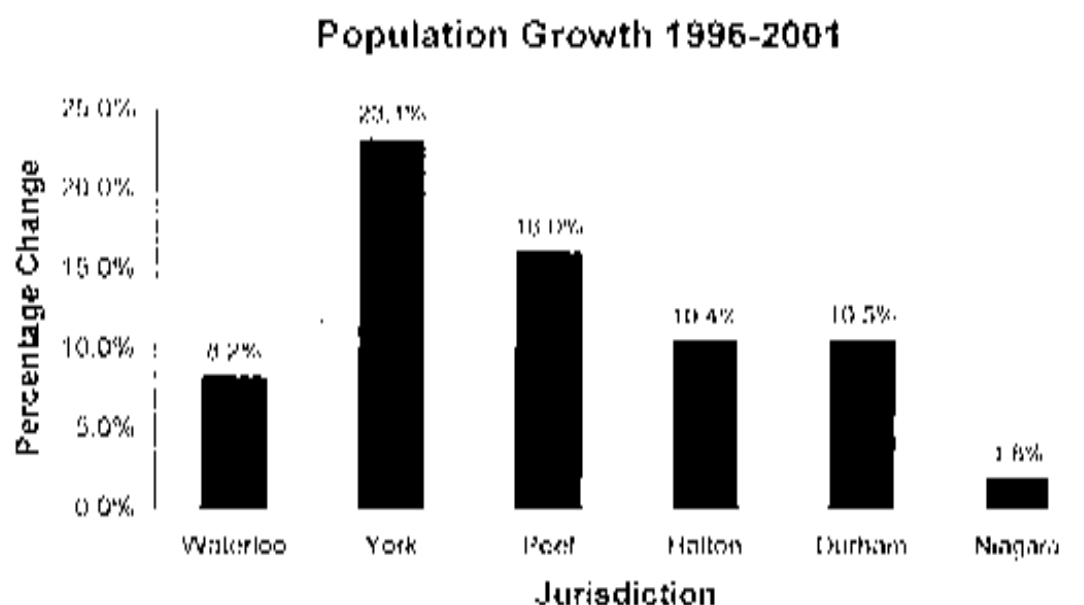
To make the population figure more dynamic, it is helpful to consider the issue of population growth. This measure helps to reveal an important factor of workload as related to population -- specifically whether the population load is increasing, and to what extent. Table 6 reveals some startling comparative findings regarding population change between 1996 and 2001 based on Statistics Canada data. Some jurisdictions clearly face extraordinary challenges in managing dramatic population increases. Nearly all areas display double-digit

Table 5: 2001 Population

Region	Size	Operating Budget per Citizen per Councillor	Rank	Population (2001)	Households	Density	Growth to 20
Niagara	29	\$ 50.72	6	410,574	170,876	220.4	
Durham	29	\$ 38.78	8	506,901	175,738	200.9	1
Halton	21	\$ 64.37	4	388,000	136,668	401.2	1
Hamilton	15	\$ 134.62		490,265	194,154	438.9	
Ottawa	21	\$ 110.07		774,072	310,132	278.6	
Peel	22	\$ 42.35	7	988,948	313,650	706.3	1
Waterloo	15	\$ 98.21	3	438,515	188,813	320.4	
York	19	\$ 52.47	5	729,254	229,230	414.0	2
Middlesex				403,185	170,915	121.5	
Simcoe				377,050	162,520	77.9	1
Haldimand-Norfolk				104,670	42,907	36.2	
Brant				118,485	46,367	108.4	
St. Dev							
Mean	21						

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Table 6: Population Growth 1996-2001



population growth. Between 1996 and 2001, York Region grew by an extraordinary 23.1 per cent. As well, Peel Region, the most populous of the jurisdictions, grew by an impressive 16% over the period. In comparison, Niagara Region's population level was relatively stable, growing by 1.8 percent over 5 years. While still facing population growth pressure, Niagara region's rate of growth is not explosive.

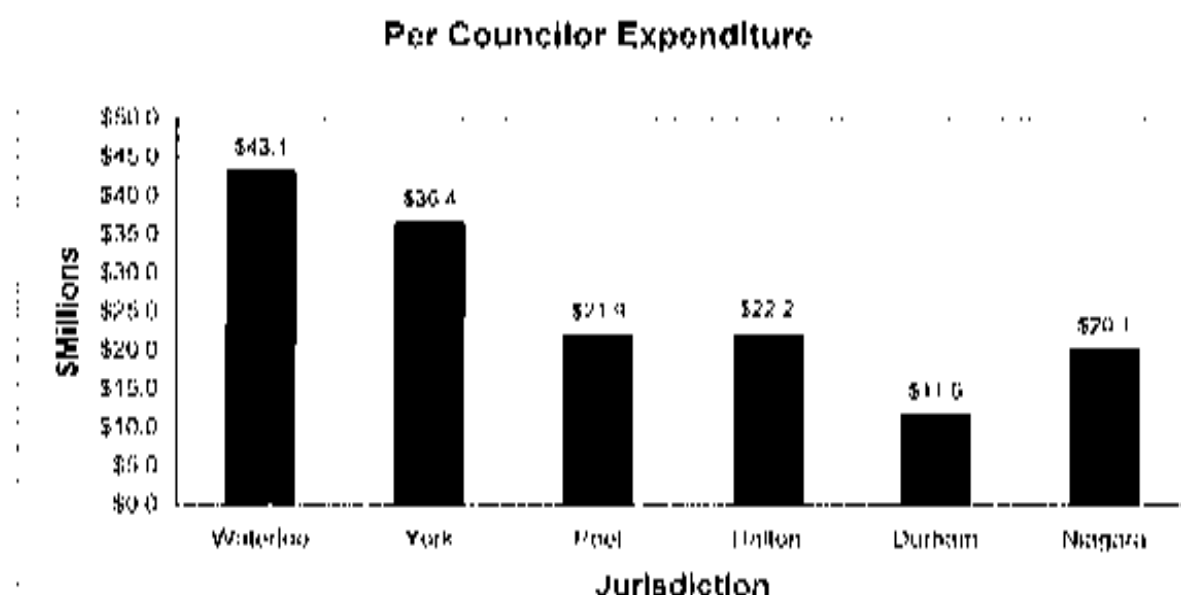
4.5 Ratio Analysis

The descriptive data above provide useful comparative descriptions of the various jurisdictions. This picture can be more fully explored by examining the relationships among the assorted data. For example, some indication of comparative average workload is available by examining the ratio of total expenditures to total number of councilors. This average admittedly provides a somewhat artificial basis for comparison given that budget allocations are not set out this way within the various jurisdictions examined. Notwithstanding this reservation, the ratio is helpful when viewed in comparative perspective (Table 7).

Waterloo, with its mid-sized budget and small council, emerges with the highest per councilor expenditure responsibility at \$43.1 million. Conversely, Durham with its large council displays the lowest per councilor expenditure

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Table 7: Per Councilor Expenditure -- Part-time Equivalency

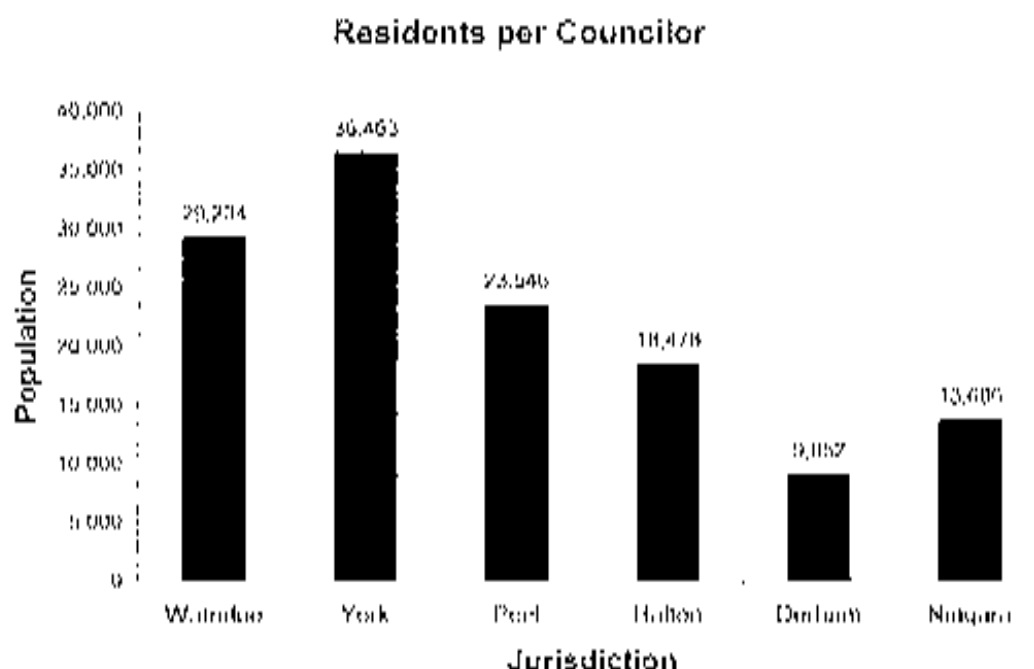


responsibility at \$11.6 million. At \$20.1 million, Niagara Region is in the same approximate range of Peel and Halton.

The average representational load per councilor can be captured in part through the ratio of total population per councilor (see table 8). York Region with its relatively small council and large population displays the heaviest average representational load among the jurisdictions reviewed, with approximately 36,500 people per councilor. Waterloo's moderate population combines with a small council to yield a high resident-to-councilor level of approximately 29,200. Peel Region's large population at just under one million people yields a quite high per councilor representation load of about 23,500 people per councilor. It is helpful to recall the extraordinary population growth pressure currently brought to bear on both York and Peel, at approximately 23 per cent 16 per cent respectively between 1996 and 2001 (see table 6). Given ongoing strong population growth pressure, these governments should continue to expect significant increases in the representational load per councilor, with Peel expected to surpass Waterloo.

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Table 8: Residents per Councilor



In comparison, Niagara Region yields a lower per councilor representation load, at approximately 13,700 people per representative. Durham Region emerges with the lowest load. However, given Durham Region's population growth of 10.5 per cent between 1996 and 2001 compared to Niagara's of 1.8 per cent over the same period, Niagara can be expected to decline in the foreseeable to the lowest resident per councilor load among the governments in table 8.

5. NIAGARA REGIONAL COUNCIL -- WORKLOAD

Niagara Regional Council is comprised of 30 part-time councilors and the Regional Chair. Reporting to council are six standing committees: Community Services, Public Health, Corporate and Financial Services, Human Resources, Planning Services, and Public Works and Utilities.³ Councilors' work

³ Until the end of 2003 there were five standing committees

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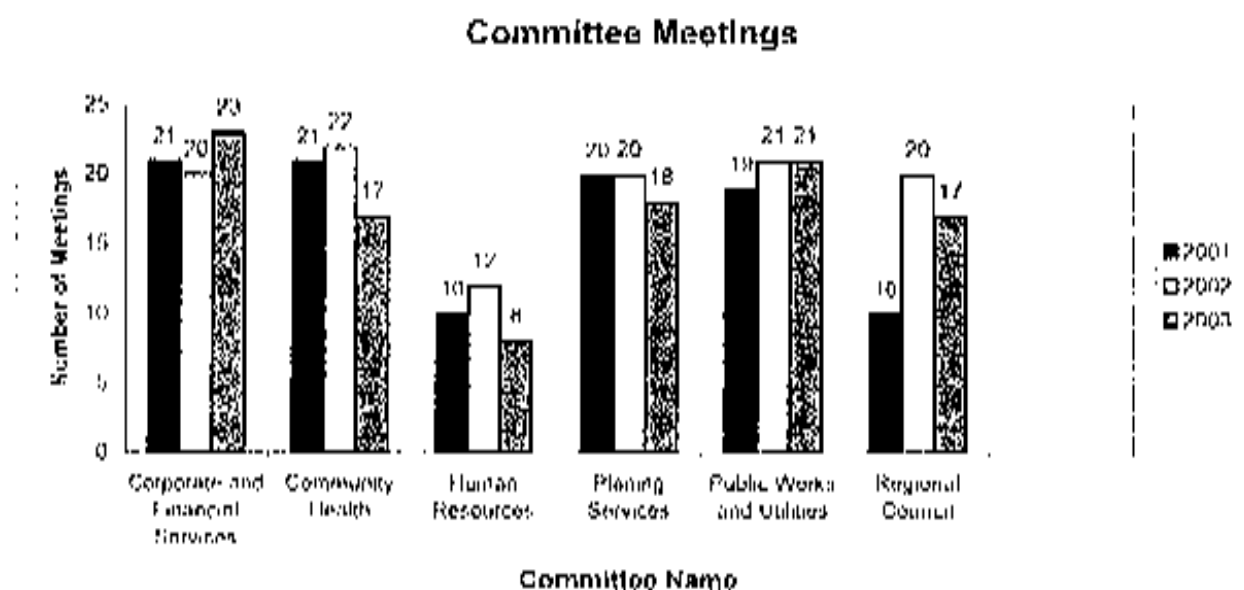
falls under two broad categories: constituency work, and legislative work. In key respondent interviews, respondents estimated that, over the long run, legislative work takes up between 80 to 85 per cent of councilor time, while constituency work accounts for between 15 to 20 per cent of their time. Respondents also noted that the budgetary cycle is a key driver to council's work. The budget process has the capacity to increase both types of work dramatically over the short run. In contrast, during the summer, work typically slows. Respondents estimated that, over the long run, they spent between 12 to 20 hours per week on Council related work.

5.1 Legislative Work

Legislative work breaks down into work associated with committees of Council or the various agencies, boards, and commissions, and work with the Committee of the Whole (Regional Council meetings). In general, in addition to their Committee of the Whole obligations, councilors are expected to sit on at least two committees, with the exception of the Police Services Board. The discussion below reviews meetings and meeting times as workload indicators. These indicators are provided as an aid to understanding trends in councilors' activities, and are not intended as comprehensive workload measures.

Table 9 below provides historical information tracking the number of

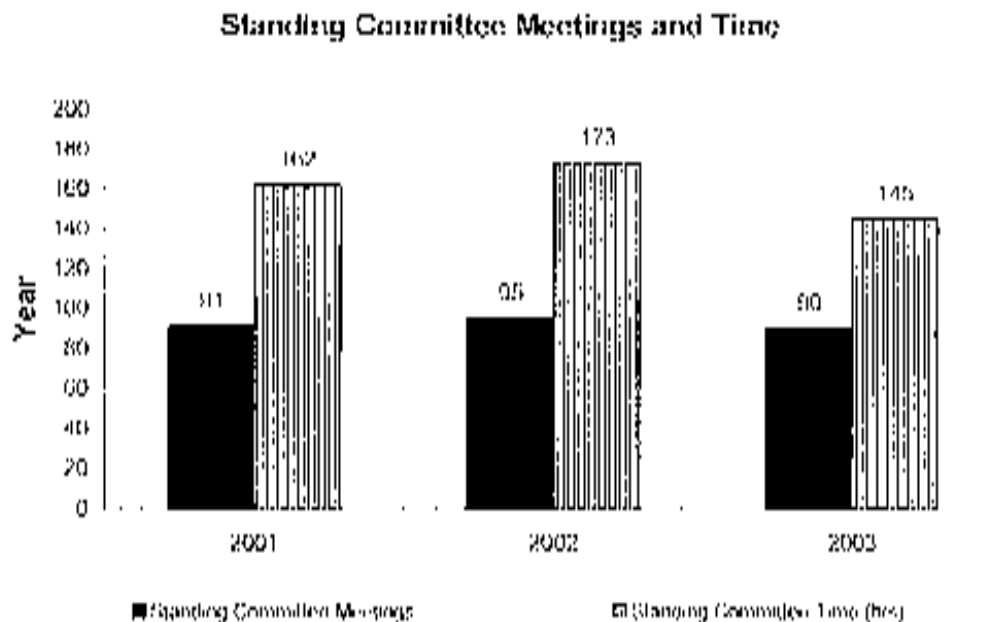
Table 9: Committee Meetings 2001 -2003



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meetings by committee between 2001 and 2003. For the various standing committees and Council, the number of meetings has declined in varying degrees from 2002 levels. However, viewed over the entire 2001 - 2003 period the picture is slightly different, with the Corporate and Financial Services Committee, the Public Works and Utilities Committee and Council itself all showing increases in meeting number. The profile of Council meetings reveals a certain degree of volatility, doubling from ten to 20 meetings from 2001 to 2002, and then declining somewhat to 17 in 2003. After holding steady at 20 meetings per year over 2001 and 2002, Planning Services Committee declines slightly to 18 in 2003. Overall, total standing committee meetings increase from 91 meetings in 2001 to 95 meetings in 2002 and decline in 2003 to 90 meetings (table 10)

Table 10: Committee Meetings and Time 2001 - 2003

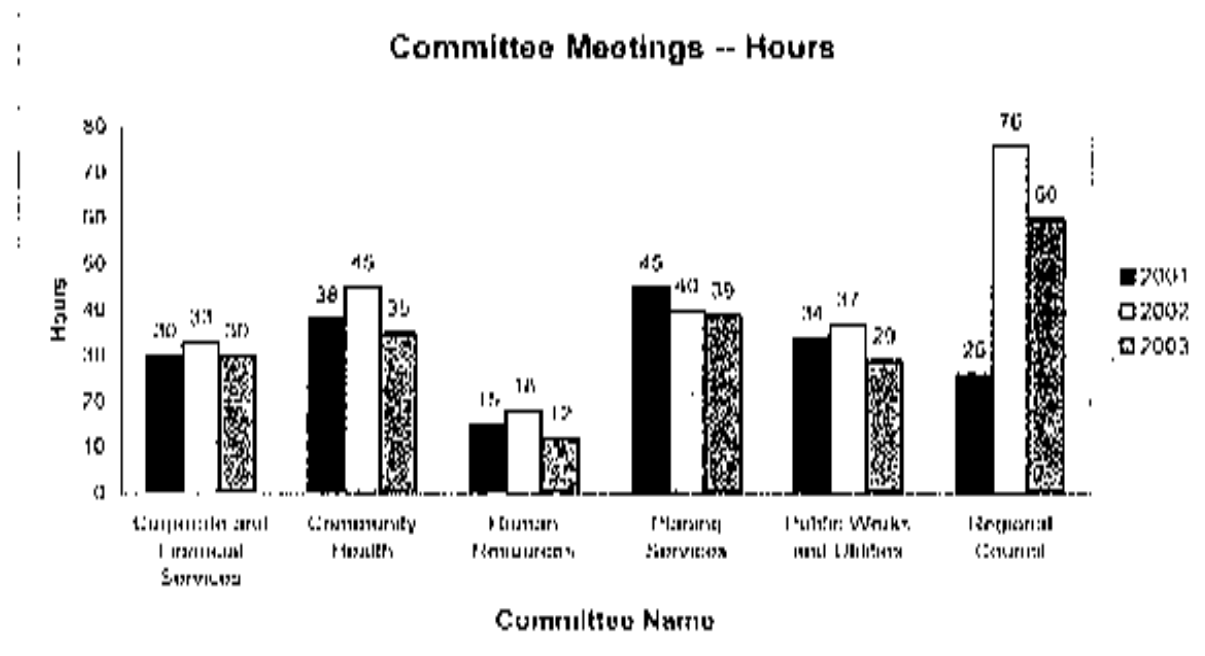


Further details of committee meetings are provided in table 11 below which tracks total meeting hours by committee over the same three-year period. Meeting hours decline in various amounts from 2002 to 2003 for all standing committees and Council. However, at one hour, the decrease in total meeting time for Planning Service Committee is minor. Total Council meeting time decreases from 76 hours in 2002 to 60 hours in 2003.

Again, taken for the entire 2001 - 2003 period, a slightly different picture emerges. For Council, total meeting time jumps from 26 hours to 60 over three years. Over the three-year period, the decreases in meeting times for the various

Final Report to Council

Table 11: Committee Meetings in Hours

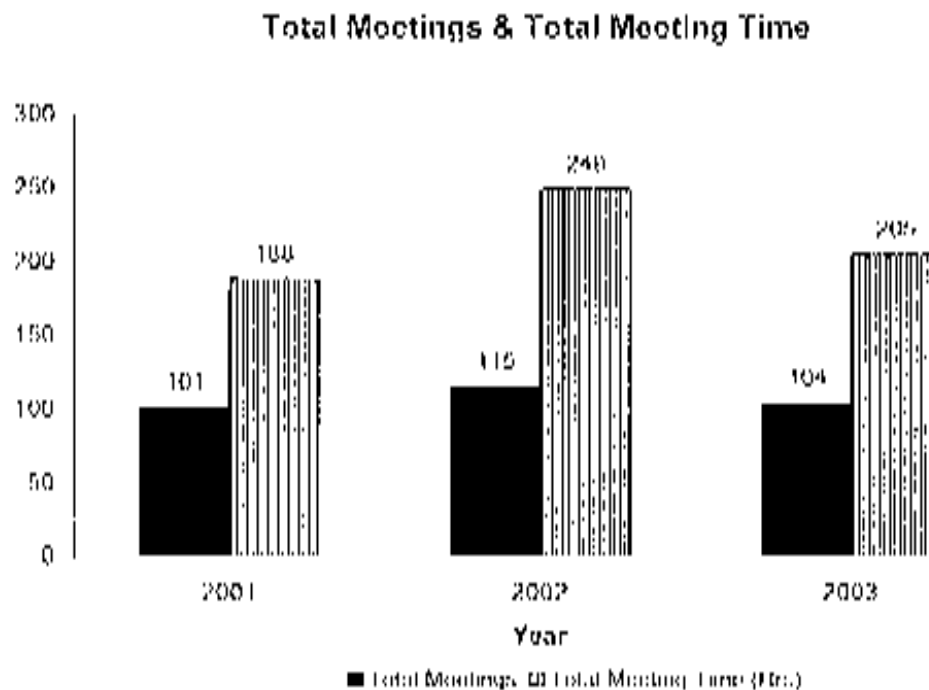


committees are generally less significant. Planning Services shows a somewhat different pattern, with meeting time declining by just one hour from 2002 to 2003, but six hours from 2001 to 2003. In general, standing committee meeting hours decline from 2001 to 2003. As table 10 demonstrates, total standing committee meeting time is 162 hours in 2001, increasing somewhat to 173 hours in 2002, followed by a sharp decline to 145 hours in 2003.

Compared to the standing committees, Regional Council demonstrates a quite different dynamic over the same period. Total Council meeting time increases by fully 50 hours from 26 hours in 2001 to 76 hours in 2002. By 2003, Council meeting time declines significantly to 60 hours. However, over the three-year period, Council meeting time increases from 26 to 60 hours. This trend, in contrast to standing committee meeting time, combined with a high degree of variation in both meeting numbers and hours, is perhaps the most notable feature in the meeting hours data. The meeting profile for Regional Council seems unpredictable, subject to fairly sharp spikes and declines. Over the tracking period, total meeting time – Council and standing committees combined – is up. Overall, combined meeting time increases sharply from 188 hours in 2001 to 249 hours in 2002, and then declines from 249 to 205 in 2003 (see table 12).

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Table 12: Total Meetings & Meeting Time (Council and Committees)



5.1.1 Preparation Time

Key respondent interviews revealed that work associated with Council and committee meetings extends beyond the time actually expended during the meetings. For Council meetings, a considerable amount of preparatory work is required, an amount in excess of the meeting time. Preparatory activities include simply mastering the "blue book" containing materials for the upcoming Council meeting. Preparatory time can vary considerably given the nature of the issues on any particular agenda; they may run the gamut from short and straight-forward to lengthy and complex. In addition to reading the agenda materials, there is also a range of follow up activities stemming from this work. Key respondents noted that such follow-up work could typically include telephone discussions and/or meetings with staff and other councilors. A similar picture emerged for the work of the standing committees. Preparatory work included substantial reading, follow-up meetings and discussion with staff and colleagues.

Final Report to Council

Based on the limited number of key respondent interviews undertaken during the course of this study, and the natural variation in Councilors' interests, determining a simple preparatory time factor per hour of committee time is fraught with analytical peril. Though quite reasonably reluctant to suggest such a ratio, given the variation of the work -- a sense strongly supported by the substantial swings in the number of Council meetings and meeting time seen in the tables above -- one estimate for average Council meeting preparation time was 12 hours. The CCCR is reluctant to base its analysis to any great extent on this figure; however, it is helpful, if in a limited way, in casting light on the nature of councilors' work. Similarly, searching for a standard preparatory time factor for standing committee meetings seems misguided. While the work of the committees, as reflected in tables above, does seem somewhat more stable than the work of Council, they are also subject to significant variation. Moreover, as with the work of the Committee of the Whole, different councilors will simply require different amounts of preparation time. In this respect, the CCCR is inclined toward generosity in considering the question of Council and committee preparatory time as part of legislative workload.

5.1.2 *Committee Chairs*

Key respondent interviews also revealed an important -- and probably under-appreciated -- element of the regional government's work: the particular tasks of the standing committee chairs. Respondents noted that committee chairs face a considerable amount of additional preparatory work compared to committee members. This work is associated with the demands of agenda management; and additional meetings with staff, colleagues, stakeholders, and the public. It was felt that while all committee chairs faced heavier workloads by virtue of their positions, it was probably not the case that all committee chairs necessarily encountered the same degree of workload increase. The CCCR spent considerable time assessing this difficult issue, and makes specific recommendations in this report in recognition of the work of standing committee chairs (see recommendation 1 option B).

5.2 *Constituency Work*

In addition to legislative work carried out through Council and its committees, councilors also perform an important representational function. Here key respondent information helps to fill out the general picture of representation workload seen in table 8 above. As noted, key respondents indicated that constituency work made up an important, though relatively small component, of councilors' work -- between 15 and 20 per cent. This work seems highly unpredictable; it is never clear which issues will generate constituent telephone calls, email, letters, or representations, nor how intense public interest will be on

Final Report to Council

any given matter. There was some sense that constituency work for local councilors is probably higher than it is for regional councilors, this due to a lack of understanding by the public concerning the work of regional government.

5.3 *Administrative Support*

At the November 20, 2003 meeting of Council, the chair of the CCCR agreed to look into the matter of administrative support, recognizing that there might possibly be workload implications stemming from different levels of access to administrative support staff. There are a variety of methods through which different jurisdictions provide administrative support to councilors.

In Niagara Region, a legislative assistant processes expense claims, and makes conference and travel arrangements for councilors. However, all of the staff in the Administrative Division of the Clerk's Office are available to provide other administrative support to councilors as needed. Such activities have included typing letters, making personalized letterhead, and providing research information. In addition, Records Division staff are available to provide assistance when necessary.

Overall, it has generally been the case that the directly-elected councilors receive the most administrative support from regional staff, as the mayors of the area municipalities tend to rely on their own administrative assistants.

In Peel, Halton and Durham, administrative support is not provided by the regional governments, but rather through the local area municipalities. Waterloo, however, supports its councilors through a method similar to that of Niagara's; one administrative assistant is on hand to provide support in areas such as processing expense sheets, making travel arrangements, typing letters, preparing powerpoint presentations, and delivering research.

In Niagara, councilors seem to be provided with good access to administrative support compared to other governments.

5.4 *Load Factors*

As discussed, workload divides into two general categories, constituency work and legislative work. The latter takes up the majority of councilor time, while the former, though significant, demands considerably less time. As well, standing committee chairs seem to face substantial additional workload pressures. In attempting to reconcile various components of work time with the general key respondent estimates that total councilor time demanded

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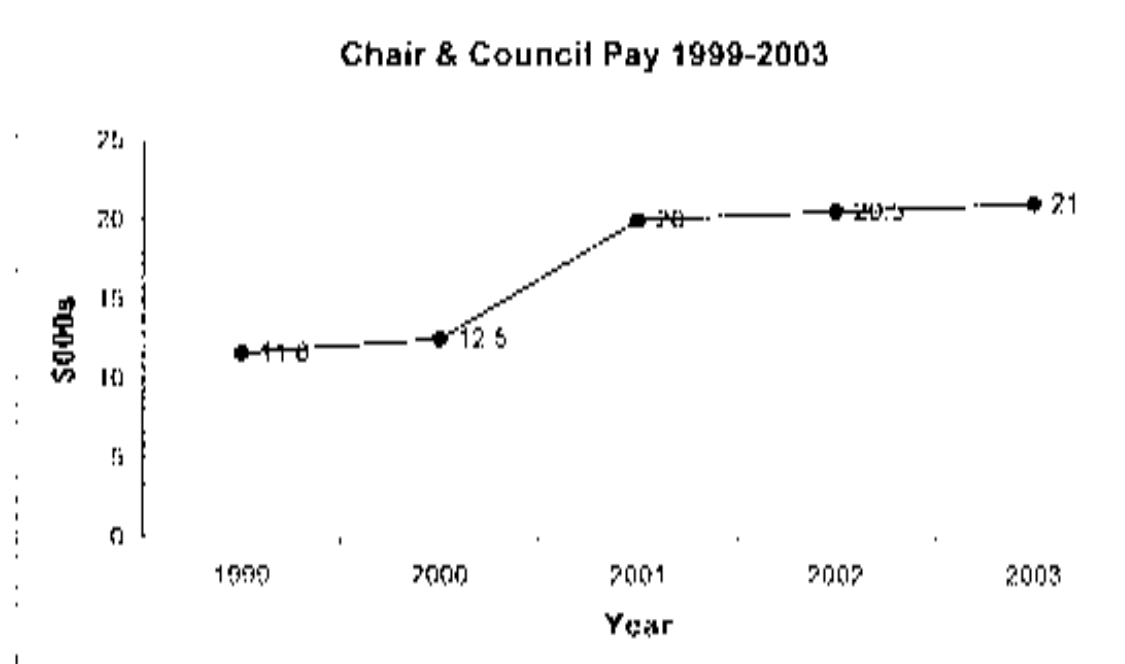
between 12 to 20 hours per week, the CCCR developed a set of ratios for each hour of actual council and committee meeting time. The objective here was not to establish goals for each work item, nor to suggest that the factors were necessarily generally representative. Rather, the committee found it useful to understand the amount of work in its variety of forms that might fit within the estimated 12 - 20 hour weekly envelope.

Based on the standing committee assignments of the previous council, numbers of meetings, and the average meeting times for Regional Council and each of its standing committees, the CCCR ran a number of ratios based on hour of meeting time. For each meeting hour, the committee allocated three hours of preparatory time for members, six hours of preparatory time for chairs and three hours of constituency time. These ratios, applied by councilor assignment, yielded an average workweek of slightly over 16 hours, or the mid-point of the 12 to 20 hour key respondent estimate.

6. REMUNERATION TRENDS

From 1999 to 2003, council remuneration has increased from approximately \$11,600.00 per year to about \$21,000, a nominal change of about 81 per cent over 4 years. This trend is illustrated in table 13 below. As noted

Table 13 : Council Pay 1999-2003



Final Report to Council

above, council pay is generally escalated annually by the all-items consumer price index (CPI). This index is based on the prices for a number of consumer goods, some of which can be extremely volatile from one month to the next. The standard "market basket" is made up of food; shelter, household operations and furnishings; clothing and footwear; transportation; health and personal care; recreation, education and reading; alcoholic beverages and tobacco products (Statistics Canada 1996, 4). The most volatile elements within these categories are fruit, vegetables, gasoline, fuel oil, natural gas, mortgage interest, inter-city transportation and tobacco products. As Bank of Canada analysts point out, items such as food and energy prices are notoriously more volatile compared to many other prices, given their relatively high exposure to supply shocks (Hogan, Johnson, and Lafleche 2001, 13-14). By comparison, core CPI removes the more volatile elements from the basket, and may be a more reliable foundation over the long for developing annual pay adjustments.

The most notable feature in the pay time series data in table 13 is the sharp increase in 2000. Here remuneration increases from approximately \$12,500.00 to \$20,000.00, or 60 per cent. This increase stemmed from changes driven by the Local Service Realignment (LSR) provisions brought about by the provincial government. According to the September 14, 2000 report to Council (CAO 34-2000), there had been

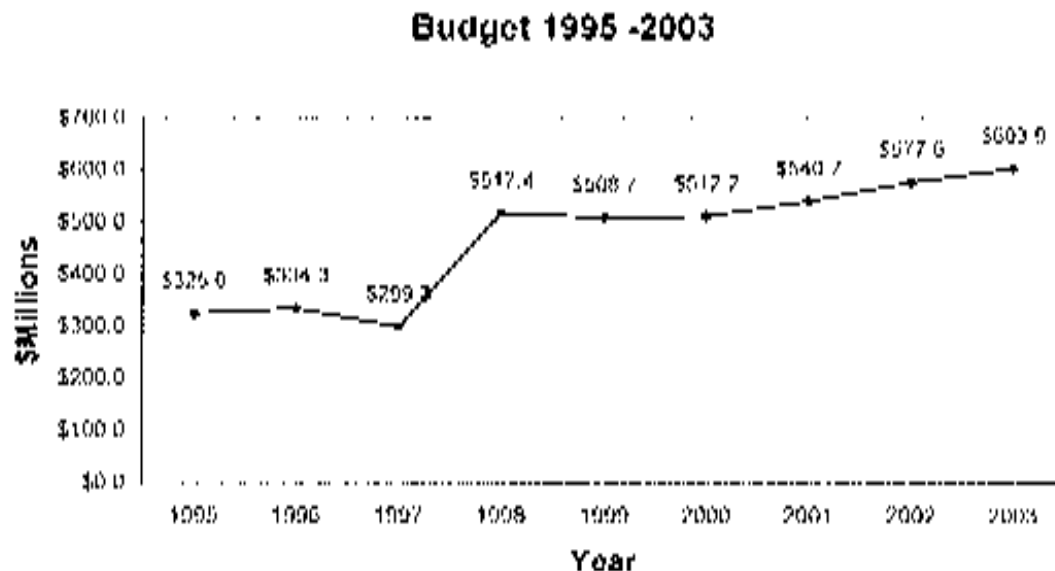
a significant change in responsibilities due to the Local Service Realignment making Regional Government responsible for additional service which were downloaded from the Provincial Government. As a result the size of the budget and the number of committees, which require councillor participation, have increased (2).

The associated change in responsibilities -- reflected in an overall budget increase from \$299 million to \$517.4 million -- was the primary rationale for the increase. Budgetary time series data are contained in table 14 below. Similar to the remuneration data, the most notable feature is the sharp increase between 1997 and 1998, reflecting the impact of LSR on regional finances.

The most recent consideration of base remuneration occurred in 2003 when Council contemplated an increase of approximately 33 per cent to \$28,000.00 annually. Eventually Council decided not to proceed with this course of action.

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Table 14: Regional Budgets 1995 - 2003



7. CONCLUSIONS

At \$603 million, Regional Council is responsible for a substantial budget. Moreover, meeting the needs of approximately 411,000 people in the region is also a task not to be taken lightly. In this respect, public cynicism directed toward elected representatives, as outlined earlier in this report, is misplaced. The late 1990s in Ontario were a particularly difficult time for local governments. As noted, local service realignment has had a serious impact at the local and regional levels, both in Niagara, and throughout Ontario; as seen, the associated effect on regional expenditures has been very great indeed.

The preceding review also points out the variety of circumstances in which regional governments find themselves. Some clearly face challenges related to enormous population growth, while others such as Niagara Region face relatively low levels of population growth pressure. As well, the various jurisdictions reviewed briefly here also allocate different levels of responsibility to their elected officials. As seen, the councilor to resident and dollar per councilor ratios vary significantly from government to government. In this respect it would be an error to base remuneration policy on average or median performance data, and in particular with regard to mean or median compensation. While the comparative information is useful, in itself it does not provide a solid foundation

Final Report to Council

upon which to construct remuneration policy. The temptation to "chase the average" is powerful, though ultimately unsatisfying: it results in a continual upward pay spiral among various governments that is only loosely related to local conditions. In light of the preceding analysis, there seems no compelling reason to give analytical pride of place to averages. As seen, the various jurisdictions face quite different environmental pressures.

Notwithstanding these reservations, a picture emerges through this review. Like other areas, Niagara Region faces population growth, though at a relatively modest level. Looking more closely at Council workload reveals an environment subject to sharp swings in demand. As noted over the period reviewed here, combined meeting time was seen to jump dramatically from 2001 to 2002, from 188 hours to 249 hours, a change of approximately one-third. The following year saw workload decline to 206 hours, representing a three year change of approximately nine percent. Given the fluctuations in this measure, it is unclear what the longer-term trend might be, though over three years the trend is upward.

The committee also recognizes that councilors face a volatile work environment, alarming levels of public cynicism, and increasingly complex policy challenges. Moreover, as noted, due to prevailing public attitudes toward government, there is a quite understandable reluctance to address the matter of pay for politicians. The result is a related tendency to lurch from one remuneration crisis to the next, something that makes effective policy making difficult.

The recommendations that follow stem from the CCCR's best efforts to synthesize the evidence provided throughout this report. It is hoped that they are responsive to the reality of Niagara Region, and consistent with the committee's guiding principles of transparency, simplicity and fairness.

Final Report to Council

8. RECOMMENDATIONS

1. Base adjustment.

OPTION A

That annual base pay for councilors not be adjusted except by the annual escalation factor set out in recommendation 2 below.

Based on its analysis, the CCCR does not find sufficient evidence to warrant a significant base adjustment over and above the annual escalation formula set out in recommendation 2 below.

OPTION B

That annual base pay for councilors not be adjusted except by the annual escalation factor set out in recommendation 2 below.

Further, that an annual envelope of \$12,000 be created to be applied as honoraria to the chairs of Council's standing committees. This envelope should not be subject to the escalation formula set out below, but should be reviewed from time-to-time as directed by Council.

This envelope should be apportioned to standing committee chairs on a pro rata basis, or on any other appropriate basis as determined by Council.

This recommendation adopts a broader view of compensation than Option A. Option B recognizes the standing committee chairs' additional responsibilities and workload as discussed in this report and is presented here for Council's consideration should it wish to introduce the principle of variable pay.

2. Annual escalation formula.

That councilors' pay continue to be adjusted by inflation annually. This adjustment should be based on a twelve-month average of core CPI as reported by the Bank of Canada, plus an increment equal to the Conference Board of Canada's annual policy line change for non-unionized employees for Ontario.

Final Report to Council

Councillors' pay should not be allowed to erode due to inflation. At the same time, some provision should be made to allow for a modest real increase in pay. This recommendation recognizes the general upward pressures on councillors' work as set out in this report.

While the CCCR would have preferred more region-specific data upon which to build its escalation adjustment, the Conference Board of Canada does offer a valid adjustment factor -- one both publicly available and reputable -- that can be used in the formula. The policy line value, indicating annual increase in salary ranges for non-unionized employees, provides a solid and bias-free measure linked to the general market value of jobs in Ontario.

3. Tax-Free Component of Remuneration.

That the one-third tax-free component of councillor remuneration be retained.

Under the previous *Municipal Act* one-third of councillor remuneration could be deemed to be for expenses incident to the discharge of duties. The revised *Municipal Act* provides for the continuation of the one-third tax-free component. However, the CCCR believes that this component should not be considered anything other than part of councillors' base pay.

As noted in this report, this arrangement clearly offends against the committee's strong preference for transparency. However, as noted, increasing gross pay passes costs directly to regional taxpayers.

4. Policy evaluation.

That a citizens' committee be struck to assess the impact of the recommendations made in this report at least six months prior to the end of council's term with the aim of ensuring councillors are paid appropriately. This future committee should file a public report for council consideration and decision before the regional election.

5. Implementation.

That these measures come into force effective December 11, 2003.

Final Report to Council

Appendix 1:

COST IMPACT

	Base	Escalation	Revised Pay
		Total CPI	
Current Policy	\$21,012.00	2.2%	\$21,474.00

	Base	Escalation		Revised Pay
		Core CPI 2.37%	CB of C 2.0%	
Recommendations	\$21,012.00	4.37%		\$21,030.00

	Current	Recommendations	Net Difference
Revised Pay	\$21,474.00	\$21,030.00	\$446.00
Council Pay Envelope	\$644,220.00	\$657,900.00	\$13,680.00

Summary:

Net Pay Change: \$13,680.00
 Committee Chairs Honoraria: \$12,000.00

Maximum Cost Impact: \$25,680.00

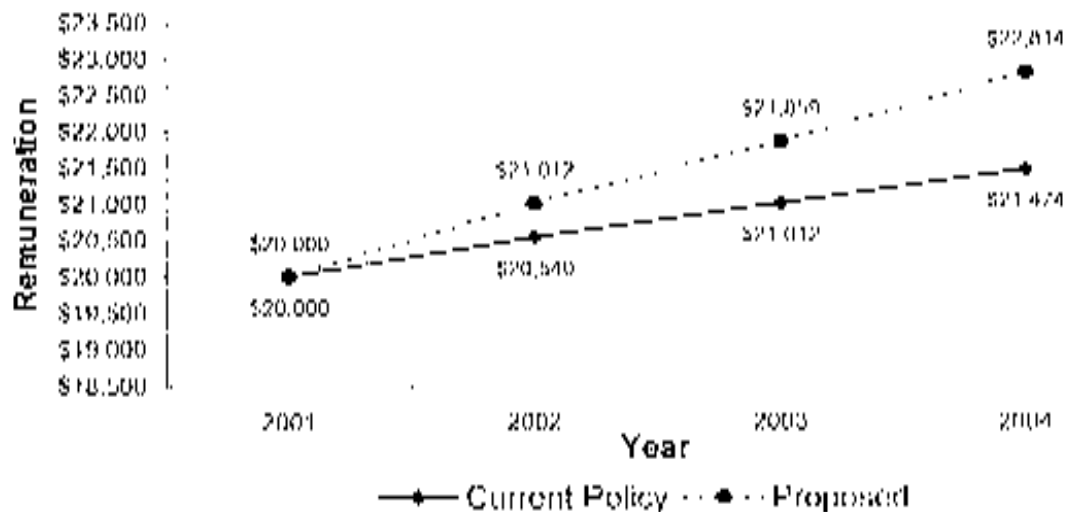
Final Report to Council

Appendix 2:

CURRENT POLICY VS. RECOMMENDATIONS

The graphic below provides a comparison of changes to councilor pay between the current all-item CPI escalation policy and the recommendations for annual escalation contained in this report had the recommendations been in effect in 2002.

Comparison: Current Policy vs CCCR Recommendations 2000-2004



By 2004, the difference between the two curves is \$1,340.00, or about 0.2% compared to current policy over the entire period.

Final Report to Council

Appendix 3:

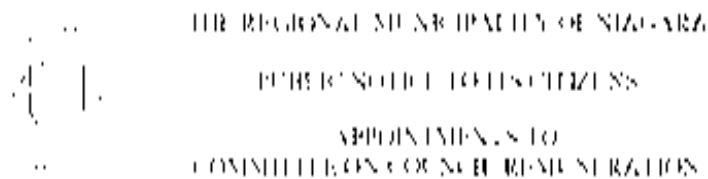
CITIZENS' COMMITTEE ON COUNCIL REMUNERATION MEMBERS

Jennie Balasak - Thorold
David Black - St. Catharines
Adam Bradley - St. Catharines
Scott Busch - Grimsby
Wayne Gates - Niagara Falls
Ron Planche -- Niagara Falls
David Whorley (chairman) - St. Catharines

Final Report to Council

Appendix 4:

Public Notice



Regional Council at its meeting of September 18, 2003, determined that a citizens' committee be established to make recommendations on a base salary for Regional Councillors, and to develop a formula for annual adjustment, and report back to Regional Council before the end of its current term.

Persons interested in serving on this committee are invited to submit their expression of interest in a letter to the Office of the Regional Chair at the address shown below or by email via www.regionofniagara.on.ca. Applicants should express their interest in serving on this committee as well as provide relevant information on their background and experience in 200 words or less. Applicants should be prepared to work evenings or weekends over the next six to seven weeks as the committee must submit a report no later than November 14, 2003.

The selected seven to be appointed to the committee will represent a broad cross section of the Niagara Region in terms of its geography, economic sectors and demographics of the population.

Citizens seeking appointment should note that **applications must be received no later than October 10, 2003.**

Applications may be delivered to Regional Headquarters at 550 St. David's Road, Thorold or mailed to:

The Regional Municipality of Niagara
P.O. Box 1042
Thorold, ON
L2Y 4T7

Attn: Office of the Regional Chair

Date of first publication: September 26, 2003

Final Report to Council

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ACKNOWLEDGEMENTS

The Citizens' Committee on Council Remuneration has benefited from the valuable assistance supplied by a large number regional staff throughout its work. In particular the committee wishes to thank the following people for their generosity and forbearance during the development of this report: Rod Hollick, Pam Gilroy, Debbie Elliot, Kirk Weaver, Margaret Murphy, Patrick Robson, and Janet Pilon. As well, the committee wishes to thank former councilors who provided important background through their roles as key respondents.

THE REGIONAL MUNICIPALITY OF NIAGARA

HUMAN RESOURCES COMMITTEE

REPORT 1-2004

Minutes of a meeting of the Human Resources Committee, held in Committee Room 4, Regional Municipal Building, Thorold, Ontario, on Tuesday, January 13, 2004, commencing at 9:30 a.m.

ATTENDANCE

Committee: Councillors Nicholson, Chair; Partington, Regional Chair; Bentley, Collins, Davidson, Harry, Heit, Leavens, Mastroianni, Salci, Saracino.

Staff: Messrs. Trojan, Chief Administrative Officer; Nicol, Commissioner, Human Resources Department, Ms. Gilroy, Acting Regional Clerk; Ms. Huddlewhite, Acting Deputy Regional Clerk

Staff (Part-time): Ms. Elliott, Director, Organizational Development and Compensation Services; Ms. Fontana, Director of Corporate Health Services and Employee Relations; Mr. Miron, Corporate Health Services Manager.

ADMINISTRATION

1. Agenda

Moved by Councillor Collins
Seconded by Councillor Bentley

That Committee deal with the Citizen's Committee on Council Remuneration first.

Carried

2. Citizen's Committee on Council Remuneration

Councillor Collins commended the Citizen's Committee on their work and Dr Whorley on his leadership and thanked them for their efforts.

Moved by Councillor Collins
Seconded by Councillor Leavens

That the recommendations including Option B, in the Final Report to Council – Citizen's Committee on Council Remuneration – December 18, 2003 be approved.

HR 01 2004
January 13, 2004

Moved by Councillor Harry
Seconded by Councillor Mastroianni

That the above motion be amended to incorporate an effective date of December 1, 2003.

Carried

Moved by Councillor Heit
Seconded by Councillor Mastroianni

That the envelope should be apportioned to standing committee chairs on a *pro rata* basis.

Carried.

Upon a vote being taken, the Committee Chair declared the motion, as amended, and which now reads as follows was approved.

That the recommendations the Final Report to Council - Citizen's Committee on Council Remuneration - December 18, 2003 be approved, including Option B, (that the annual base pay for councilors not be adjusted except by the annual escalation factor as set out in said report) with an effective date of December 1, 2003 and that an annual envelope of \$12 000 should be apportioned to standing committee chairs on a *pro rata* basis.

3. Structure of the Budget Review Committee (BRC)

Mr. Nicol, Commissioner of Human Resources, provided the Committee with an overview of Report CHR 1-2004 regarding Structure of the Budget Review Committee (BRC).

Moved by Councillor Collins
Seconded by Councillor Mastroianni

That Report CHR 1-2004, January 13, 2004 respecting the Structure of the Budget Review Committee (BRC) be received for information and that Chair Nicholson and Vice-Chair Collins be appointed to the Budget Review Committee with Councillor Mastroianni serving in the capacity of alternate

Carried.

HR 01-2004
January 13, 2004

HUMAN RESOURCES DEPARTMENT

4. Corporate Learning Calendar January through to December 2004

Mr. Nicol, Commissioner, Human Resources Department submitted to the Committee a booklet outlining the Corporate Learning Calendar - January through to December 2004. He highlighted the success of the Corporate Learning Calendar, noting that there has been enthusiastic participation in the course offerings from area municipalities and agencies, boards and commissions.

Moved by Councillor Davidson
Seconded by Councillor Bentley

That Report HR 1-2004, January 13, 2004 respecting Corporate Learning Calendar - January through to December 2004, be received for information.

Carried.

5. Council Representation Employee Assistance Program Advisory Committee

Mr. Nicol, Commissioner, Human Resources Department, gave a brief overview of Report HR 3-2004.

Moved by Councillor Collins
Seconded by Councillor Harry

That Report HR 3 2004, January 13, 2004 regarding the Council Representation - Employee Assistance Program Advisory Committee, be approved and that Councillor Davidson be nominated by the Human Resources Committee and approved by Council to sit on the EAP Committee for the tenure of the Council term

Carried.

6. Niagara Police Services Board Proposed "Human Resources" Shared Services Agreement

Mr. Nicol, Commissioner, Human Resources Department, gave a brief overview of Report HR 4-2004, noting that the Human Resources Department continues to work with Niagara Regional Police to pursue potential shared service efficiencies; however, the 2001 Police Board proposed agreement does not meet the needs of the Parties

HR 01-2004
January 13, 2004

Moved by Councillor Bentley
Seconded by Councillor Leavens

That Report HR 4-2004, January 13, 2004 regarding the Niagara Police Services Board Proposed "Human Resources" Shared Services Agreement, be received for information;

That the Niagara Police Services Board be advised as to Council's interest in pursuing Human Resources administrative efficiencies through ongoing discussion between staff and that the November 22, 2001 "Human Resources Shared Services Agreement" proposed by the Niagara Police Services Board for Human Resources advisory services not be endorsed at this time.

Carried.

CORRESPONDENCE

- 7 Moved by Councillor Hart
Seconded by Councillor Collins

That Communication correspondence, HR 1-2004 – Letter from Commissioner of Human Resources to Chair and Members of Human Resources Committee regarding outstanding reports, dated January 7, 2004, was received for information.

Carried.

PRESENTATION

- 8 Overview of the Human Resources Department
and Anticipated Challenges

Mr. Nicol, Commissioner, Human Resources Department, provided the Committee with a presentation regarding Human Resources Department and Anticipated Challenges. Ms. Lora Fontana, Director of Corporate Health Services and Employee relations gave an overview of her function, and highlighted upcoming contract negotiations with a variety of bargaining units. Ms. Debbie Elliott, Director of Organizational Development gave an overview of her function, and highlighted the role of organizational development in achieving the corporation's long term goals.

Please refer to Staff Directions.

HR 01 2004
January 13, 2004

CLOSED SESSION

9. Moved by Councillor Bontley
Seconded by Councillor Harry

That this Committee do now meet in Closed Session for purposes of receiving information of a confidential nature relating to personnel matters.

Carried.

10. Voluntary Early Retirement Agreement

Moved by Councillor Salci
Seconded by Councillor Leavens

That Report HR 2 2004, January 13, 2004 respecting Voluntary Early Retirement Agreement, be received and that the recommendations therein be approved.

Carried.

11. Moved by Councillor Mastroianni
Seconded by Councillor Saucino

That this Committee do now rise with report.

Carried.

STAFF DIRECTIONS

Staff was asked to:

- Provide Committee with a representation of trends with regard to the OMERS early retirement window, including projections to 2005.
(Minute Item 8) (Councillor Salci)

HR 01-2004
January 13, 2004

ADJOURNMENT

The Committee adjourned at 11:20 a.m. to meet again on Tuesday, February 10, 2004, Committee Room #4, at Regional Headquarters.

Rob Nicholson
Chair

Anne Hopplewhite
Acting, Deputy Clerk

Pam Gilroy
Acting, Regional Clerk

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THE REGIONAL MUNICIPALITY OF NIAGARA

PROCEEDINGS OF COUNCIL

REPORT CL 2-2004

The Municipal Council of the Regional Municipality of Niagara met in the Council Chamber, Regional Municipal Building, Thorold, Ontario, on Thursday, January 22, 2004 commencing at 6:30 p.m.

ATTENDANCE

Council: Regional Chairman Partington; Councillors Almas, Bailey, Baty, Bentley, Bodner, Burroughs, Casselman, Collins, Davidson, Eke, Gabriel, Goulbourne, Harry, Heit, Hodgson, Katzman, Leavens, Marshall, Martin, Mastroianni, Redekop, Rigby, Salci, Saracino, Smeaton, Timms, Trombetta, Zimmerman.

Staff: Messrs. Trojan, Chief Administrative Officer; Bacchus, Commissioner of Corporate Services; Cambray, Director of Planning Services, Planning Department; Neville, Commissioner of Public Works; Nicol, Commissioner Human Resources Department; Dr. Williams, Medical Officer of Health, Commissioner of Public Health; Ms. Reid, Commissioner of Community Services Department; Ms. Gilroy, Acting Regional Clerk; Ms. Hepplewhite, Acting Deputy Clerk; Ms. Pilon, Legislative Assistant.

Staff

(Part-Time): Messrs. Brcic, Director, Water & Wastewater; Cunnane, Director of Public Safety.

CLOSED SESSION

9. Moved by Councillor Gabriel
Seconded by Councillor Burroughs

That this Council do now move into Closed Committee of the Whole for the purposes of receiving information of a confidential nature relating to legal, personnel and property matters.

Carried.

10. Community Member Appointment
To the Niagara Regional Police Services Board

Council discussed the appointment of the Community Member to the Niagara Regional Police Services Board. Please refer to Minute Item #26, for further details.

11. Niagara Ambulance Communications Service Pilot Project
Request from the Ministry of Health and Long-Term Care

Council was apprised of the request from the Ministry of Health and Long-Term Care for an extension to the Niagara Ambulance Communications Service Pilot Project RFP's irrevocability date. Please refer to Minute Item # 32, for further details.

CLOSED COMMITTEE OF THE WHOLE, RISE AND REPORT

12. Moved by Councillor Harry
Seconded by Councillor Smeaton

That this Council do now rise with report.

Carried.

Following Committee of the Whole, Council met in regular session, commencing at 7:10 p.m. with an Invocation by Councillor Almas, followed by the singing of O' Canada.

13. **CONFLICTS OF INTEREST**

Councillor Almas declared an indirect pecuniary interest with respect to any matters related to the Regional Development Charges in general, as he may have clients that have an interest in development charges, and he therefore took no part in the discussion of, or voting, on these matters.

Councillor Almas declared an indirect pecuniary interest with respect to Mr. Larry Iggulden, as his firm deals with Mr. Iggulden's accounting firm, and he therefore took no part in the discussion of, or voting, on these matters.

Councillor Bodner declared an indirect pecuniary interest with respect to any matters related to the Tobacco Enforcement Program, as he sells tobacco products in his store, and he therefore took no part in the discussion of, or voting on these matters.

Councillor Burroughs declared an indirect pecuniary interest with respect to the DPD 5-2004, Official Plan Amendment NO. 20, Ezxpansion of Ridley College, Ridley Road and Louth Street in the City of St. Catharines, as he sits on the Ridley College Foundation and he therefore took no part in the discussion of, or voting on, this matter.

Councillor Heit declared an indirect pecuniary interest with respect to Cheque #143253 to Telus Mobility, as he is a senior sales representative for Telus Mobility products, and he therefore took no part in the discussion of, or voting, on this matter.

Councillor Marshall declared an indirect pecuniary interest with respect to the Presentation being made by the Citizens for a Smart Growth Hospital, as he

is employed by the Niagara Health System and he therefore took no part in the discussion of, or voting on, this matter.

Regional Chairman Partington declared an indirect pecuniary interest with respect to the Presentation being made by the Citizens for a Smart Growth Hospital, as he is representing the property owners of the subject property and he therefore took no part in the discussion of, or voting on, this matter.

Regional Chairman Partington declared an indirect pecuniary interest with respect to DPD 4-2004, Official Plan Amendment No. 22, Proposed Inn and Restaurant, Niagara River Parkway and John Street in the Town of Niagara-on-the-Lake, as he received a campaign contribution from an associate of the proponent and he therefore took no part in the discussion of, or voting on, this matter.

Councillor Smeaton declared an indirect pecuniary interest with respect to any matters related to the Homes for the Aged, as he is an employee of a Seniors Home, and he therefore took no part in the discussion of, or voting, on these matters.

Councillor Timms declared an indirect pecuniary interest with respect to any matters related to the Regional Development Charges in general, and he therefore took no part in the discussion of, or voting, on these matters.

14.

PUBLIC MEETING

2004 Uniform Sewer & Water Rates

Regional Chairman Peter Partington advised Council that notice of the Public Meeting for the 2004 Water and Wastewater Rates was advertised in local papers to invite interested parties to make a presentation, or submit written comments, on this matter.

He advised Council that would consider that input in setting the uniform water and wastewater rates proposed for 2004 and this matter was contained in a report from the joint meeting of the Corporate and Financial Services Committee and Public Works and Utilities Committee.

The 2004 uniform water and wastewater rates will ensure that each system remain self-sufficient while balancing the need for affordability with that of meeting service level standards. The financing strategy from which the rates are calculated is driven to a significant degree by the recommendations contained in the recently developed Water and Wastewater Master Plans.

Several requests for information were received by the Corporate and Financial Services Department staff, and to date, no requests for presentation were

received. One written submission was included in the Council Addendum as Communication C 6196.

Moved by Councillor Timms
Seconded by Councillor Davidson

That Communication C6196, being a letter from Norbert Preiner, Councillor City of Thorold, (January 13, 2004) requesting that any increase in water/sewer rates be kept to the rates of inflation, be received.

Carried.

The Regional Chair asked if there was anyone present who wished to speak. There being no one in attendance to speak on this matter, the consideration of the 2004 Uniform Sewer & Water Rates were dealt with during the normal course of business. (Refer to Minute Item # 28)

15. **ADOPTION OF THE AGENDA**

Moved by Councillor Collins
Seconded by Councillor Martin

That the Council Agenda CL 2-2004 be adopted as presented with the Human Resources Committee and Planning Services Committee minutes being brought forward following the presentations.

Carried.

16. **CHAIRMAN'S REMARKS**

Regional Chairman Partington expressed thanks to De Ruyter Greenhouses in the City of St. Catharines for the beautiful flowers in the Council Chamber.

Regional Chairman Partington noted that in the last two weeks he has had the opportunity to visit many areas in Niagara and been advised of local concerns.

Regional Chairman Partington met with Erie County Executive Joel Giambra, Roger Marsham of the Canadian Consulate and Ron Rienas, General Manager of the Peace Bridge Authority to discuss Niagara's relationship with our counterparts in the U.S., in particular trade and tourism.

Regional Chairman Partington stressed the importance of public consultation within Niagara's Budget deliberations, noting that the public will be given ample notice about the consultation and the events that will be held in various communities.

Regional Chairman Partington extended an invitation to members of Regional Council to be members of the Working Group that will be formed to review the Council/Committee structure.

Councillors Baty, Goulbourne, Martin, Timms and Saracino volunteered to represent Council on the Working Group

APPROVAL OF MINUTES

17. **Report 19-2003**

Moved by Councillor Baty
Seconded by Councillor Timms

That Report 19-2003, being the minutes of the Proceedings of Council of December 18, 2003, be approved and adopted.

Carried.

18. **Report Committee of the Whole 1-2004**

Moved by Councillor Bodner
Seconded by Councillor Leavens

That Report 1-2004, being the minutes of the Committee of the Whole of Thursday, January 8, 2004, be approved and adopted.

Carried.

CORRESPONDENCE

19. Communications were received and dealt with as follows:

C6186 Card of thanks from Carol Reece, an employee of the Community Services Department, and family for the kind donation to the Canadian Arthritis Society in memory of her mother Margaret Jones.

Received.

C6187 Card of thanks from Ruth Bertnik, an employee of the Public Health Department, and family for the kind donation to the Canadian Cancer Society in memory of her father Harold Shaver.

Received.

- C6188 Nancy Clark, St. Catharines (December 16, 2003) respecting concerns regarding the medical situation and ambulance service within the City of St. Catharines

Moved by Councillor Timms
Seconded by Councillor Eke

That Correspondence, C6188, a letter from Nancy Clark, St. Catharines (December 16, 2003) respecting concerns regarding the medical situation and ambulance service within the City of St. Catharines, be received and referred to Public Health Services Committee.

Carried.

- C6189 Jake Sinke, President, Canada Family Action Coalition, (November 28, 2003) expressing appreciation to those governing the Niagara Region and extending best wishes to the Chairman and Members of Council in all future deliberations.

Received.

- C6190 Card of thanks from Darlene Laurin, an employee of the Community Services Department, and family for the kind donation to the March of Dimes in memory of her mother Lisa Laurin.

Received.

- C6191 Card of thanks from John Naar, an employee of the Public Works Department, who was presented with the gift of a clock upon his retirement from the DeCew Falls Water Plant.

Received.

- C6192 E-Mail from Mark Zwolak, a 4th year Brock Student and a student of Niagara College, respecting the establishment of a forum at Brock concerning the implications of developing St. Catharines' new hospital in the Southwest End (1st Street & Fourth St Louth) for Monday, January 19, 2004.

Received.

- C6193 Memorandum to Regional Chairman Peter Partington and Members of Council respecting A Public Notice – Council Budget Meeting.

Moved by Councillor Martin
Seconded by Councillor Trombetta

That Correspondence, C6193, a Memorandum to Regional Chairman Peter Partington and Members of Council respecting A Public Notice – Council Budget Meeting, be approved.

Carried.

- C6194 Brian Skrydstrup, St. Catharines (January 19, 2004) requesting to speak at Regional Council on Thursday, January 22, 2004, on the matter of Councillors' Remuneration.

Approved to Address Council.

- C6195 Peter Partington, Regional Chairman (January 21, 2004) respecting Resolutions from other Municipalities.

Maria Gardiner, Legislative Co-ordinator, Legislative Services, Region of Peel (January 2, 2004) respecting their resolution that the Prime Minister of Canada be requested to appoint a Cabinet Minister with a clear focus on Federal Housing Policy and Delivery.

Received.

- C6196 Norbert Preiner, Councillor City of Thorold, (January 13, 2004) requesting that any increase in water/sewer rates be kept to the rates of inflation.

(Refer to Minute Item # 14)

- C6197 Councillor Michael Collins, (January 22, 2004), requesting Council's approval of the submission of a Letter of Intent to host the 2005 AMO Counties and Regions Conference.

Moved by Councillor Collins
Seconded by Councillor Martin

That Correspondence, C6197, a letter from Councillor Michael Collins, (January 22, 2004), requesting Council's approval of the submission of a Letter of Intent to host the 2005 AMO Counties and Regions Conference, be approved.

Carried.

20. Moved by Councillor Burroughs
Seconded by Councillor Davidson

That Communications C6186 to C6197, be received and dealt with as directed by this Council and as noted in these minutes.

Carried.

PRESENTATIONS

21. Status of United Way Campaign

Ms. St. John, Chair, Regional United Way Action Group was please to update Council on the status of the Region's United Way Campaign and announced that the \$60,000 target had been greatly exceeded.

Ms. St. John introduced members of the United Way Action Team to Council and with the assistance of Regional Chairman Partington and Mr. Trojan, Chief Administrative Officer, she presented members of the United Way with a cheque in the amount of \$98,113.48, which was raised through Regional Niagara's employee fund-raising initiatives and payroll deductions.

22. Niagara Community Foundation

Ms. Ann-Louise Branscombe, President of the Niagara Community Foundation provided Regional Council with an overview of their activities for the year as well as an overview of the foundation for new Council members.

Mr. Frank Branscombe raised the idea for a community foundation and former Regional Chair Debbie Zimmerman brought together a group of leaders from across the region for a meeting to discuss the establishment of a community foundation as a millennium project of the Region. This meeting took place in March of 1999. Representatives from the four United Ways, hospital foundations, educational institutions, various charities, political leaders and the private sector participated in this meeting. As a result of the interest shown, a Steering Committee was formed in September to lay the groundwork for the Niagara Community Foundation. Through the efforts of the Committee, the Foundation was incorporated in April 2000 and received charitable status in June 2000.

The Niagara Community Foundation serves the people of the Niagara peninsula by building permanently endowed charitable funds for the changing needs and opportunities of the community, making grants, and providing leadership that contributes to the health and vitality of the community.

Ms. Branscombe noted that Regional Council will be kept up to date on the foundation's activities through the foundation's newsletter and our annual report in June 2004.

Ms. Branscombe thanked former Regional Chair Zimmerman for the substantial contribution from the Chair's Golf Tournament and Mr. Neville and his staff for their coordination of this event.

23. Council Remuneration - Increase

Mr. Brian Skrydstrup, a business owner and life long resident of the City of St. Catharines appeared before Regional Council in opposition to the recommended Council remuneration increase.

Mr. Skrydstrup noted that Niagara Region will be facing several bargaining unit negotiations this year and that any decision on an increase for Regional Council will reflect how those negotiations proceed.

In closing, Mr. Skrydstrup advised Regional Council that the decision they make tonight will be a stepping stone for the future and thanked Ms. Gilroy, Acting Regional Clerk and her staff for their assistance.

HUMAN RESOURCES COMMITTEE

24. **Report 1-2004**

Moved by Councillor Collins
Seconded by Councillor Leavens

That Report HR 1-2003, being the minutes of the Human Resources Committee meeting of Tuesday, January 13, 2004, be approved and adopted.

Moved by Councillor Bailey
Seconded by Councillor Collins

That Minute Item # 2, respecting the Citizen's Committee on Council Remuneration, be lifted and dealt with by this Council at this time.

Carried.

25. **Citizen's Committee on Council Remuneration**

Following a thorough discussion on this matter, it was:

Moved by Councillor Bailey
Seconded by Councillor Collins

That the recommendations respecting the Citizen's Committee on Council Remuneration, Minute Item #2, in Report 1-2004 of the January 13, 2004, Human Resources Committee minutes, be approved.

Upon a recorded vote being requested, Council divided on the motion as follows:

Voting for the Motion:

Baty	Katzman
Bentley	Leavens
Bodner	Martin
Burroughs	Mastroianni
Casselman	Redekop
Collins	Rigby
Eke	Salci
Gabriel	Saracino
Goulbourne	Smeaton
Harry	Timms
Heit	Trombetta
	Zimmerman (23)

Voting against the Motion:

Almas
Bailey
Davidson
Hodgson
Marshall

(5)

Upon the recorded vote being taken, the Regional Chair declared the motion was carried.

Upon a vote being taken, the Regional Chair declared the original motion on Report 1-2004, being the minutes of the Human Resources Committee meeting of Tuesday, January 13, 2004, was carried.

26. Community Member -Appointment
To the Niagara Regional Police Services Board

Moved by Councillor Salci
Seconded by Councillor Eke

That Larry Iggulden be appointed to the Niagara Region Police Services Board for a three-year term commencing immediately; and

That the Acting Regional Clerk advise Mr. Iggulden and the Niagara Regional Police Services Board Administrator of this appointment; and

That the Acting Regional Clerk express written appreciation to the other 39 citizens who put their names forward.

Carried.

Councillor Martin assumed the Chair during the approval of the Planning Services Committee minutes due to Regional Chairman Partington's conflict of interest (See page CL-11).

PLANNING SERVICES COMMITTEE

27. **Report 1-2004**

Moved by Councillor Smeaton
Seconded by Councillor Bodner

That Report PS 1-2004, being the minutes of the Planning Services Committee of Wednesday, January 14, 2004, be approved and adopted.

Councillor Burroughs noted that his conflict should read:

Councillor Burroughs declared an indirect pecuniary interest with respect to the DPD 5-2004, Official Plan Amendment No. 20, Expansion of Ridley College, Ridley Road and Louth Street in the City of St. Catharines, as he sits on the ***Ridley College Foundation*** and he therefore took no part in the discussion of, or voting on, this matter.

Councillor Burroughs also advised Regional Council that he is unable to sit on the Budget Review Committee as Planning Services Committee's alternate member, due to time constraints; therefore the appointment of an alternate should be referred back to the Committee.

Upon a vote being taken the Regional Chair declared that Report PS 1-2004, being the minutes of the Planning Services Committee of Wednesday, January 14, 2004, be approved and adopted, as amended was carried.

Regional Chairman Partington assumed the Chair for the remainder of the meeting.

JOINT CORPORATE AND FINANCIAL SERVICES COMMITTEE & PUBLIC WORKS & UTILITIES COMMITTEE

28. **Report CFS 1/PW 2-2004**

Moved by Councillor Martin

Seconded by Councillor Saracino

That Report CFS 1/PW 2-2004, being the minutes of the Joint Corporate and Financial Services Committee and Public Works and Utilities Committee meeting of Wednesday, January 14, 2004 be approved and adopted.

Carried.

CORPORATE AND FINANCIAL SERVICES COMMITTEE

29. **Report 2-2004**

Moved by Councillor Martin
Seconded by Councillor Saracino

That Report 1-2004, being the minutes of the Corporate and Financial Services Committee meeting of Wednesday, January 14, 2004, be approved and adopted.

Carried.

Councillor Saracino asked to be recorded as opposed to Minute Item 3.3.4 of the Regional Development Charges Task Force minutes of Monday, December 15, 2003.

COMMUNITY SERVICES COMMITTEE

30. **Report 1-2004**

Moved by Councillor Marshall
Seconded by Councillor Almas

That Report CSC 1-2004, being the minutes of the Community Services Committee meeting of Monday, January 12, 2004, be approved and adopted; and

That a letter be forwarded to the Ministry of Health and Long-Term Care, to invite them to tour Niagara Region's Long-Term Care Facilities, to observe actual examples of best practices.

Carried.

PUBLIC HEALTH COMMITTEE

31. **Report 1-2003**

Moved by Councillor Timms
Seconded by Councillor Baty

That Report PHSC 1-2004, being the minutes of the Public Health Committee meeting of Monday, January 12, 2004, be approved and adopted.

Carried.

32. Niagara Ambulance Communications Service Pilot Project
Request from the Ministry of Health and Long-Term Care

Moved by Councillor Timms
Seconded by Councillor Zimmerman

That the request of the Ministry of Health and Long-Term Care for an extension to the RFP's irrevocability date for the Niagara Ambulance Communication Service Pilot Project Submission, from February 21, 2004 to April 30, 2004, be approved, and the Ministry be so advised; and

That the extension results in a corresponding extension to the Region's implementation timelines as outlined in our RFP.

Carried.

PUBLIC WORKS AND UTILITIES COMMITTEE

33. Report 1-2004

Moved by Councillor Rigby
Seconded by Councillor Redekop

That Report PW 1-2004, being the minutes of the Public Works and Utilities Committee of Tuesday, January 13, 2004, be approved and adopted.

Carried.

34. **CHIEF ADMINISTRATIVE OFFICER'S REPORT**

Mr. Trojan highlighted the actions of the Budget Review Committee, at the meeting that took place prior to Council, which referred CSD 153-2003 - 2004 Capital Program - Final Report to all Standing Committees next week.

OTHER BUSINESS

35. Raising the Roof's Toque Tuesday

Regional Council invited everyone to attend the events which will be taking place through the Niagara Region on February 3, 2004 in support of Raising the Roof's

Toque Tuesday a national campaign that gives people from all walks of life the chance to raise funds, raise fun and raise awareness in the fight against homelessness in Canada.

Councillor Collins reminded everyone of the Toque Tuesday event that Councillor Rigby will be hosting at the Market Square on February 3, 2004 at 7 a.m., if you purchase a toque you are provided with a wonderful breakfast.

36. Open House for Former Mayor Ray Konkle

Councillor Hodgson invited everyone to an Open House for former Mayor Ray Konkle at Grandstand Hall at the Beamsville Fairgrounds on February 1, 2004 from 1 - 3 p.m.

37. Sewer & Water Late Payment - Interest Charges

Councillor Redekop noted that the rate of interest (15%) being charged on late payments for sewer and water should be reviewed by the province.

38. Niagara Peninsula Conservation Authority - Appointment

Regional Council congratulated Councillor Gord Harry on his re-appointment as Chairman of the Niagara Peninsula Conservation Authority.

BY-LAWS

39. Moved by Councillor Casselman
Seconded by Councillor Trombetta

That the following bills be now read and do pass:

Bill 01

A by-law to establish part of Lots 2 and 3, Plan 592, in the City of Welland, as part of Regional Road No. 50 (Niagara Street)

Bill 02

A by-law to adopt, ratify and confirm the actions of the Regional Council at its meeting held on the 22nd day of January 22, 2004

Carried.

40. Moved by Councillor Davidson
Seconded by Councillor Bodner

That the following bills be now read and do pass:

Bill 03

A by-law to establish Part of Lot 20, Concession 2, in the City of Niagara Falls as part of Regional Road No. 116 (Sodom Road)

Bill 06

A by-law to amend by-law No. 9055-98 to establish a property tax rebate program for Charitable Organizations

Bill 07

A by-law to amend by-law 29-2003, being a by-law to appoint members to the Accessibility Advisory Committee

Carried.

41. Moved by Councillor Eke
Seconded by Councillor Rigby

That the following bills be now read and do pass:

Bill 04

A by-law to fix the rates to be charged for Wastewater received from Lower-Tier Municipalities during the Year 2004

Bill 05

A by-law to fix the rates to be charged for Water supplied to Lower-Tier Municipalities during the Year 2004

Carried.

STAFF DIRECTIONS

Staff was requested to:

- provide Council with information relating to e-mail privacy at their homes and businesses.
- review the issue of the television cameras left with their red lights on, during Closed Session of Regional Council.

ADJOURNMENT

The Council meeting adjourned at 9:40 p.m.

Peter Partington
Regional Chairman

Janet Pilon
Legislative Assistant

Pam Gilroy
Acting Regional Clerk

C7927

2012 Report to Council on Councillor Remuneration for the Regional Municipality of Niagara

Presented by Co-Chairs:

Douglas Mathews
Dr. Deborah M. McPhee, MBA, PhD, CHRP
Kim Shennan, CHRP
Diane Zakraysek

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EXECUTIVE SUMMARY

The Citizen's Committee on Council Remuneration (CCCR) was officially formed on June 6, 2012. The CCCR consisted of four members of varying backgrounds. Two of the members possess senior HR experience and have extensive experience in Compensation Management. One of the members has an extensive legal background along with experience working with local council, and the fourth member is experienced with middle management operations, processes and finance, along with executive experience with community organizations. These complimentary skills were important to the discussions that ensued. All members acted as Co-chairs in this project and met 11 times between June and October in whole or in part.

The main goal of the committee was to review the base pay remuneration of the councillors and the Chairman. The CCCR was not to consider other aspects of pay. There are 30 councillors and one Chair. Twelve of the councillors are mayors from various cities and townships across the Niagara region, while the remaining 18 are elected to a part-time position. Councillors are paid \$27,527 per annum, based on approximately 10-12 hours per week. This represents a per hour wage of between \$44 and \$53 per hour. The median total family income reported in 2010 for St. Catharines' families was reported to be \$65,900 in 2010, or \$33.79 per hour for a family.¹ The Regional Chair receives \$113,913 per annum in a full-time role. One third of their remuneration is non-taxable. Councillors pay has not changed since December 2009. Previous to 2009, remuneration was increased based on a 12 month average of CPI, plus an incremental equal to the Conference Board of Canada's average increase for non-unionized employees in Ontario. A continuation of this pay structure does not fit in the current economic and political climate.

The CCCR utilized various reports in their investigation. It was believed that the original 2003 report may provide some valuable insight, as well as some current salary surveys, but in the end it was determined that Niagara is a unique region and that decisions regarding remuneration needed to be within the context of the region. Two surveys were sent out to the chairs and co-chairs of standing committees and to individual councillors via email. The first survey to chairs and co-chairs solicited invaluable information. The second survey to Councillors resulted in low participation, so additional information was sought from Regional Staff, retired and current councillors, with the promise of confidentiality to ensure a multiple stakeholder input.

The Municipal Act identifies the role of Regional Councillor as attending council meetings as a representative of their constituents. Beyond that, no other roles or expectations are identified. There is an expectation that Councillors will also sit on Council Standing

¹ Accessed at <http://www.statcan.gc.ca/tables-tableaux/surveys-sond/l01/ex01/famil107a-eng.htm> Statistics Canada, CANSIM, table J11-0009, Last modified: 2012-06-27.

Committees, although the exact expectation remains unclear with responses stating this expectation as none, one or two as being the requirement. As such, no real job description exists beyond this attendance at council meetings and participation in some way on standing committees. There is also an expectation of some Councillors to sit on some important boards and committees. Since they are remunerated separately for this participation, the committee did not include this in their deliberations.

Recent constraints employed by the provincial government have halted increases since 2009. *The CCCR believes that such constraints need to be continued until such time that there is an upswing in the economy and in government policy.*

It is also the understanding of the CCCR that remuneration must be attractive enough for individuals to pursue regional representation. The most common means to increase salary increases is the Consumer Price Index (CPI). *For future increases, once all constraints are lifted, salary increases will be based on CPI Index for the past year with a cap of 2%. This is based on the premise that the average of the past 10 years CPI amounts to 2%. There will also not be any retroactive wage increases permitted once the constraints are lifted by the provincial government. Additionally, it is recommended that Councillors maintain the 2/3 taxable and 1/3 non-taxable formula currently in existence.*

Another factor making wage increases difficult to determine is the lack of traditional measurement tools used to accurately evaluate the performance of both the Regional Chair and the Councillors. One measure that continuously arose during our discussions with the various stakeholders previously discussed pertained to the lack of commitment to attendance at meetings, either in whole or in part. Maintaining QUORUM was difficult to obtain at times. *Therefore, the only measureable item for evaluating a Regional Councillor's effectiveness in doing his or her job is meeting attendance. We recommend that Regional Councillor's salaries be affected by their attendance at all required council and committee meetings. Further details are discussed in the report.*

It is also recommended that *the Committee Chairs stipend be increased to \$2,500 and the stipend for the Co-Chair be decreased to \$1,500.*

Further it was determined that the Regional Chair's salary *be maintained at the current salary and that the per meeting formula not apply to the Regional Chair due to the vast number of commitments he has to maintain. Future increases will follow the same formula as Regional Councillors.*

This committee was charged with a mandate to consider only base pay. It is recommended that *in future total compensation be considered.* It was difficult to complete this analysis without consideration for all aspects of pay.

We have made a concerted effort to apply what we consider to be a fair assessment of performance factors and to make recommendations that will be deemed to be acceptable to the constituents of the Niagara Region.

BACKGROUND

A motion from Council was made on December 2, 2011, to establish a Citizens Committee to make recommendations on a base salary for Regional Council and Regional Chair; determine a methodology for annual increases; and to report back to Regional Council before the end of 2012.

A Report to Corporate Services Committee, No. SCD 46-2012, dated April 4th, 2012 was prepared setting out the Scope of the Committee and Timelines. On May 24, 2012, the Committee was approved by Regional Council.

SCOPE OF COMMITTEE (As directed by Council)

"The mandate of the Citizens Committee on Council Remuneration will be to review and make recommendations on the *base salary* for both the Regional Councillors and Regional Chair; to review and make recommendations on the committee stipends for Committee Chairs and Co-Chairs; to establish a methodology for annual increases to base salary; and to report back to Council by October 4, 2012. *The Committee will not be reviewing or make recommendations regarding expenses paid or benefits provided to either Councillors or the Regional Chair.*"

The Citizen's Committee on Council Remuneration (CCCR) was officially formed on June 6, 2012 and the four members met regularly over the next several months. The CCCR held 11 meetings between June and October, putting in approximately 20 hours of meeting time, and individually spending approximately 10 hours in preparation and research time.

A report was provided to the committee at that first meeting that was completed by the previous CCCR in 2003. The committee spent some time reviewing and discussing that report, particularly the data that compared the population, budgets and size of other jurisdictions in comparison to Niagara. In the end, the committee decided that Niagara was a unique region and a decision about council remuneration would need to be geared towards that, without much consideration being given to the current pay levels and structures of other areas.

In order to gather information the CCCR developed two surveys which were sent out to the chairs and co-chairs of the Council standing committees (Appendix 1), and to the individual councillors (Appendix 2) via email. In addition to the survey responses, the committee

gathered additional relevant information from Regional staff, and held individual interviews with several councillors (both current and previous members) and some current Regional staff members. This was to ensure that multiple stakeholder points of views were being represented, and that all pertinent facts were obtained.

CURRENT INFORMATION

According to updated information provided by Regional staff, there are currently 30 councillors and one chair (for a total of 31). Twelve of those councillors are also mayors from the various cities and townships across the region, while the remaining 18 are elected specifically to the position. The position of Regional Councillor is considered to be a part time position.

Regional Councillors in Niagara are currently paid a salary of \$27,527 per annum. The Regional Chair is paid \$113,913 per annum, and there is an additional \$2000 stipend that is available for each chair and co-chair of committees. One third of a Councillor's salary is non-taxable, in accordance with the *Municipal Act*.

Councillor wages have remained at this rate since December 2009. Prior to 2009, Councillor wages were increased based on the 12 month average of CPI, plus an increment equal to the Conference Board of Canada's annual average increase for non-unionized employees in Ontario.

In addition to pay, Councillors are also eligible for health and dental insurance, mileage and other benefits, however, the instructions to the CCCR did not include reviewing this portion of their compensation.

WORKLOAD

In attempting to determine a fair level of compensation, the CCCR attempted to determine whether a job description existed. The *Municipal Act* identifies the role of a Regional Councillor as attending council meeting as a representative of their constituents. Beyond that, no other definitions of the roles and expectations of the position appear to exist. There is an expectation that in addition to attending the Committee of the Whole (Regional Council meetings), Councillors are to also sit on Council Standing Committees, although the exact expectation remains unclear with some of the responses received indicating none, one or two as being the requirement.

In order to be effective in their jobs, Councillors are provided with written reports and agendas for both committee and council meetings, which they are expected to read prior to

attending meetings. The schedule for councillors appears to be on a three week rotation of one week to read and review reports, one week for committee meetings and one week for council meetings.

Councillors also have constituency work that they are responsible for, that consists of attending grand openings, dedications and other special events in both their own constituency and across the region. While these events were considered to have some importance, the estimated time spent by regional councillors is about 10%. Chairs of the standing committees face additional workload pressures, as they generally have meetings with staff to review committee work in addition to their regular duties.

Estimates of the amount of time required of Regional Councillors to complete these duties varied amongst the reports received, with the CCCR ultimately estimating the time demanded as being, on average, between 10-12 hours per week. At their current rate of pay, this represents a wage of between \$44 and \$53 per hour. The median total family income reported in 2010 for St. Catharines' families was reported to be \$65,900 in 2010, or \$33.79 per hour for a family.² It would appear that this is a very reasonable rate of pay.

In addition to council work, Councillors are expected to have representation on a number of important boards and committees throughout the Niagara Region, such as the Police Services Board or the Niagara Parks Commission. Many of these boards have their own pay scale attached to attendance and therefore the CCCR did not take the time for attendance at these meetings into consideration when determining current remuneration, as they are being reimbursed for their time by the outside committee respectively.

FACTORS AFFECTING SALARY INCREASES:

Certain conditions would apply during periods of "Economic Restraint". These conditions could be triggered by National, Provincial or Regional fiscal policies. Wage freezes or salary caps for public sector workers would be an example how the policies of other government agencies might affect Councillors in the Niagara Region. When the other higher government agencies have imposed a Zero percent wage increase or have affixed a specific limit, the lower tier government would be expected to follow suit and apply the same wage increase for that year. We believe that policy should remain in place.

The recommendation in view of the CCCR is that the salary of the Regional Chairman and Regional Councillors remain unchanged from 2009 until there is a change in the economy and in government policies.

² Ibid. 2012-06-27.

ANNUAL PAY INCREASE FOR REGIONAL COUNCILLORS

Pay increases for public servants has always been a sensitive subject due the perception of the public. In the case of elected officials this sensitivity was clearly demonstrated in the previous report to council in 2003. However it should be noted that appropriate pay increases should be applied to keep pace with current economic conditions and be a reflection of the local economy. The level of pay should adequately compensate persons for their time and be attractive enough to encourage greater interest in being an elected official.

The most often referred to procedure when formulating salary increases is the Consumer Price Index. This tool averages the increase of many necessary commodities and provides a number that is generally accepted as fair to all. Below is a table of the past 10 years of CPI.

CPI for Past 10 Years ³		
Year	All Items	Change from Previous Year
2002	100.0	2.2
2003	102.8	2.8
2004	104.7	1.8
2005	107.0	2.2
2006	109.1	2.0
2007	111.5	2.2
2008	114.1	2.3
2009	114.4	0.3
2010	116.5	1.8
2011	119.9	2.9
Average increase in CPI over the past 10 Years is 2.05%		

Using CPI as a very reliable and accepted standard, the recommended future annual salary increases for The Niagara Region Chairman and the Niagara Region Councillors should be based on the average CPI Index for the past 10 years with a cap of 2%.

In other words, if the specific limit recommended by the higher tier government or by the annual CPI exceeds 2%, the Niagara Region would continue to respect 2% as the maximum applicable increase.

³ <http://www.statcan.gc.ca>

It is also recommended that once the wage freeze is lifted, any wage increase does not apply retroactively. It is further recommended that Councillors maintain the 2/3 taxable and 1/3 non-taxable formula that is currently in existence.

PAY STRUCTURE

Another factor making wage increases difficult to determine is due to the lack of traditional measurement tools to be able to accurately evaluate the performance of both the Regional Chair and the Councillors. There is no simple way to evaluate debate or a stance on the many issues presented at council. Through the feedback received from Regional Councillors and past Regional Councillors the CCCR learned that having and maintaining a QUORUM at all meetings is of utmost importance to ensure the timely passing of bylaws and preserve the ability to run an efficient system of Regional Government. The committee realizes the importance of this along with the *Municipal Act's* job description of an elected official stating that attending meetings was the job of an elected official.

Therefore, as the only measurable item for evaluating a Regional Councillor's effectiveness in doing his or her job is meeting attendance, the CCCR is recommending that Regional Councillors salaries be affected by their attendance at all required council and committee meetings. The following tables on the following page outline the current average attendance rate for both Council and Committee meetings.

Attendance Averages Year to Date	
Average Attendance for Committee Meetings 2012	
Committee	Average Attendance by %
Business Planning	78.00%
Public Works	79.70%
Public Health	79.75%
Integrated Community Planning	83.10%
Community Services	78.00%

Regional Council Meeting Attendance	
Average % Attendance	Number of Meetings where Councillors left before the end of the Meeting
91.14%	4 of 7

It is the CCCR's opinion that councillors should be expected to attend all Council Meetings, sit on the Budget Committee and at least one other of the Standing Committees. Using the current salary amount of \$27,527, a base salary of \$20,525 would be provided to each councillor, with the remainder of the amount being an extended salary depending on each individual's attendance at meetings. Through research, the CCCR deemed that there is an average of 16 Regional Council Meetings, 16 Budget Meetings and 12 other Committee Meetings per year. Therefore, the additional \$7,000 would be considered the amount allocated to "extended salary", as proposed by the CCCR.

Current Pay	Recommended Base Salary	Extended Salary
\$27,527	\$20,525	\$7,000

Definition of Attendance

The following constitutes the attributes that would define attendance as determined by the research conducted by the CCCR:

- Councillors would be on time and present for the entire meeting
- There would no reason for Councillors to leave while a meeting is in progress
- Exceptions for not attending scheduled meetings would be the same as found in the Collective Agreement for Regional staff for leave, such as bereavement, illness and so on
- If Councillors choose to arrive late or leave meetings early they would forfeit meal and mileage allowance for that meeting
- Regional Chair and Committee Chairs would be responsible to monitor attendance which should be documented in the meeting minutes

As mentioned previously, the expectation is that each Councillor will attend Council Meetings, be a member of the Budget Committee as well as hold membership on one additional Committee at large. Each councillor would receive \$175 for each Council meeting fully attended. In addition, councillors would receive \$131.25 for each Budget meeting and \$175.00 for each Committee meeting attended. Councillors may volunteer to be on additional committees as time permits however no additional compensation would be applied for attendance at those meetings.

Compensation Per Meeting		
Council Meetings (16)	Budget Committee Meetings (16)	Other Committee Meetings (12)
\$175 per meeting	\$131.25 per meeting	\$175 per meeting

If additional meetings are scheduled then the per meeting allowance would NOT apply as attendance at those extra meetings would be covered in the base salary.

Extended Salary		
Council Meetings	Budget Committee Meetings	Other Committee Meetings
\$2,800	\$2,100	\$2,100

The rationale behind this is that each councillor should be seen as being available to their electorate and fully participating in the governing process.

Committee Chair and Co-Chair Stipend

It is recommended that the salary of Committee Chairs be increased to \$2,500 and the salary of the Co-Chair be decreased to \$1,500. This could be also broken down to per meeting amounts of \$156.25 per meeting for the Chair and \$93.75 per meeting for the Co-Chair. This change reflects the added responsibility for the chair to meet with staff and other officials, prepare meeting agenda and apply attendance reports. The co-chair, although an important part of the committee structure, is only fully accountable to that committee in the absence of the chair.

Regional Chair's Salary

It is recommended that the Regional Chair's salary be maintained at the current salary structure of \$113,913 and that the per-meeting formula would NOT apply. The Regional Chair carries a heavy work burden on behalf of the Region, and his salary is in line with other senior executives. Any future increases follow the same formula as that of the Regional Councillors.

SUMMARY OF RECOMMENDATIONS

1. The recommendation in view of the CCCR that the salary of the Regional Chairman and Regional Councillors remain unchanged from 2009 until there is a change in the economy and in government policies.
2. Once the wage freeze is lifted, the recommended annual salary increases for The Niagara Region Chairman and the Niagara Region Councillors should be based on the CPI Index for the past year with a cap of 2%.
3. It is also recommended that once the wage freeze is lifted, any wage increase does not apply retroactively.

4. It is further recommended that Councillors maintain the 2/3 taxable and 1/3 non-taxable formula that is currently in existence.
5. Using the current salary amount of \$27,527, a base salary of \$20,525 would be provided to each councillor, with the remainder of the amount being an extended salary depending on each individual's attendance at meetings.
6. Each Councillor would receive \$175.00 for each Council meeting fully attended. In addition, councillors would receive \$131.25 for each Budget meeting and \$175.00 for each Committee meeting attended.
7. It is recommended that Committee Chair's salary be increased to \$2,500 and the Co-Chair salary be decreased to \$1,500. This could be also broken down to per meeting amounts of \$156.25 per meeting for the Chair and \$93.75 per meeting for the Co-Chair.
8. It is recommended that the Regional Chairman's salary be maintained at the current salary structure of \$113,913, that the per meeting formula would NOT apply and that any future increases follow the same formula as that of the Regional Councillors.
9. The CCCR was asked to review only base salaries and not to consider other aspects of pay. Reviewing the base salary in isolation of benefits and prerequisites was a difficult task. In fact, it was so difficult to look at these issues in isolation that the CCCR had no option than to include a small aspect of prerequisites, suggesting that mileage and meals be tied to attendance. The concept of total compensation is an important consideration when reviewing the remuneration of any individual, particularly as the amount of those additional items can be just as expensive, if not more expensive, than base salaries. The important point here is that as paid public officials, there is an accountability to the constituents of the region, and in future it is recommended that any Citizen's Review of Regional Councillor's pay be conducted with a view to Total Compensation and not relegated to only base salary. Such a review would then be complete.

Closing

The Committee extends their gratitude to everyone who provided assistance throughout this venture. We wish to thank Councillors' Timms and Augustine, Judy Delaney and Kelly Bradbury, for our initial meetings. In addition to those who responded to our surveys and

who spoke to us directly or by telephone, we are indebted to their input. Most notably, we also wish to acknowledge the assistance of both Judy Delaney and Alisha Parry. It was an honor to serve on such an important committee. We trust that our recommendations will be openly accepted by Council in the spirit to which they were intended – that the remuneration of councillor's be fair with respect to services provided to and expected by the constituents of the Region of Niagara. The Committee looks forward to answering any questions that may arise out of this report.

APPENDIX 1

June 27, 2012

As you are aware, we are members of the newly formed Citizen's Review Committee for Councillor Remuneration. As such, we have a number of questions that we would like each of you to respond to by *July 3, 2012* as it pertains to your specific committee. This information will be helpful for our deliberations at our meeting set for July 5, 2012. The questions are as follows:

1. How often do you meet?
2. How long are the meetings?
3. What are the chair's responsibilities?
4. What are the co-chair's responsibilities?
5. Explain the chair and co-chair's stipend.
6. What in your estimation is the average attendance of committee members?
7. What is the term of the committee?
8. What in your opinion is the responsibility of the committee members?

In addition to answering these questions, please feel free to add any other information you feel would be helpful to our committee. If you have any questions, please feel free to contact us. We will be happy to respond to your concerns.

Yours sincerely,

Dr. Deborah M. McPhee (dmcphee@brocku.ca)

Diane Zakraysek (dzak@flettbeccario.com)

Kim Shennan (kshennan@jhs-niagara.ca)

Doug Mathews (doug.mathews@sympatico.ca)

Appendix 2

As you are aware we have been asked to serve on the Citizen's Committee concerning your remuneration. I was supposed to have sent this to you earlier, but discovered a glitch in accessing your e-mails, and so this is being sent later than planned. We as a committee are meeting next Tuesday, and so would appreciate your answering this short questionnaire to be sent to me no later than Tuesday, July 17, 2012, at noon.

- a. What in your opinion are the specific job duties of a regional councilor?
- b. {Chairman Burroughs – could you also incorporate your specific duties as Regional Chair also}.
- c. How much time do you estimate you spend on each of these tasks?
- d. What, if any, are issues that arise that can impact on your ability to complete your duties?
- e. If possible, please provide us with calendar of events for the past year.

We appreciate your input. Thank you so much.

Dr. Deborah M. McPhee, Kim Shennan, Diane Zak, Doug Mathews

REPORT TO: Budget Review Committee of the Whole

MEETING DATE: Thursday, January 29, 2015

SUBJECT: Council Remuneration: Annual Process

RECOMMENDATIONS

That the information in this report regarding the annual salary increases, for Regional Councillors and the Regional Chair, in accordance with Council approved methodology, **BE APPROVED**; and

That staff **BE DIRECTED** to continue to apply the Council approved methodology this year and future years until otherwise directed by Council.

KEY FACTS

- This topic was previously considered by the Corporate Services Committee at its meeting held on January 7, 2015 under Report HR 02-2015, which was then referred to the Budget Review Committee of the Whole. Staff has separated the two topics addressed by HR 02-2015 and issued them under Reports HR 03-2015 and HR 04-2015.
- Council Remuneration Citizens Review Committee, CL 2.2004, established a compensation methodology that was approved by Council in 2004, and reaffirmed in 2012.
- The approved methodology directs the implementation of an annual salary increase for Regional Council effective December of each year. This methodology is based on an annual increase calculated on a twelve-month average of core consumer price index (CPI) plus an increase equal to the Conference Board of Canada's annual policy line change for non-unionized employees for Ontario.
- The annual salary for Regional Councillors would increase to \$29,184 and the annual salary for Regional Chair would increase to \$120,768.

CONSIDERATIONS

Financial

The approved methodology results in a 2.93 % wage increase for Regional Councillors and the Regional Chair for a total cost \$28,368 for the next 12-month period (December 1, 2014 - November 30, 2015).

Corporate

No impact to corporate activities.

Governmental Partners

No impact to governmental partners.

Public and/or Service Users

No impact to the public and/or service users.

ANALYSIS

In 2003, Council authorized a Citizens Committee to review Councillor remuneration. The annual escalation formula was approved by Council (Citizens Committee on Council Remuneration: CL2 - 2004) as follows:

“That councillor’s pay continue to be adjusted by inflation annually. This adjustment should be based on a twelve month average of core consumer price index (CPI) as reported by the Bank of Canada, plus an increment equal to the Conference Board of Canada’s annual policy line change for non-unionized employees for Ontario.”

The Regional Chair increase was based solely on core CPI for 2004, 2005, and 2006. In 2007, Regional Council approved and adopted (CL3 – 2007) as follows:

“That the remuneration for the Regional Chair be adjusted annually on the same basis as the annual adjustment of remuneration for Regional Councillors effective December 1, 2006 and further, that the December 1, 2006 adjusted salary be \$101,260.61.”

In 2012, Council approved creating a Citizens Committee to review Councillor remuneration and the methodology for annual increases. The Citizens Committee presented their recommendations to Council on October 4, 2012. The recommendations were received for information and Council reaffirmed the methodology approved in 2004.

In the past, Council has made some annual decisions to enact a wage change that differs from the approved formula. The following chart outlines the wage increases that have been approved over the past seven years for the Regional Chair and members of Council:

Regional Council & Regional Chair
Annual Wage Increases

2008	4.68%
2009	4.11%
2010	3.23%
2011	0.00%
2012	0.00%
2013	0.00%
2014	3.00%
2015	2.93%

Based on the approved formula, established in 2004, the annual salary for Regional Council and the Regional Chair would increase by 2.93%, effective December 1, 2014. This number is comprised of a 1.53% increase related to core CPI and a 1.4% increase based on the Conference Board of Canada's annual policy line change for non-unionized employees for Ontario. As a result, the annual salary for Regional Councillors increases to \$29,184 and the annual salary for the Regional Chair increases to \$120,768.

Currently, compensation for Regional Councillors and the Regional Chair, based on a review of market comparators, is below industry average. The current remuneration of \$28,353 is 25.42% less than the annual part-time Councillor salary of \$35,562 in the comparator group. In terms of annual compensation for the Regional Chair, the current remuneration of \$117,330.39 represents 26.13% less than the average annual Regional Chair salary of \$147,995 in the comparator group.

(see **Figure 1**: Councillor Remuneration Comparison and **Figure 2**: Councillor Chair Remuneration Comparison for comparative data: source Niagara Region Council Salary Survey 2014)

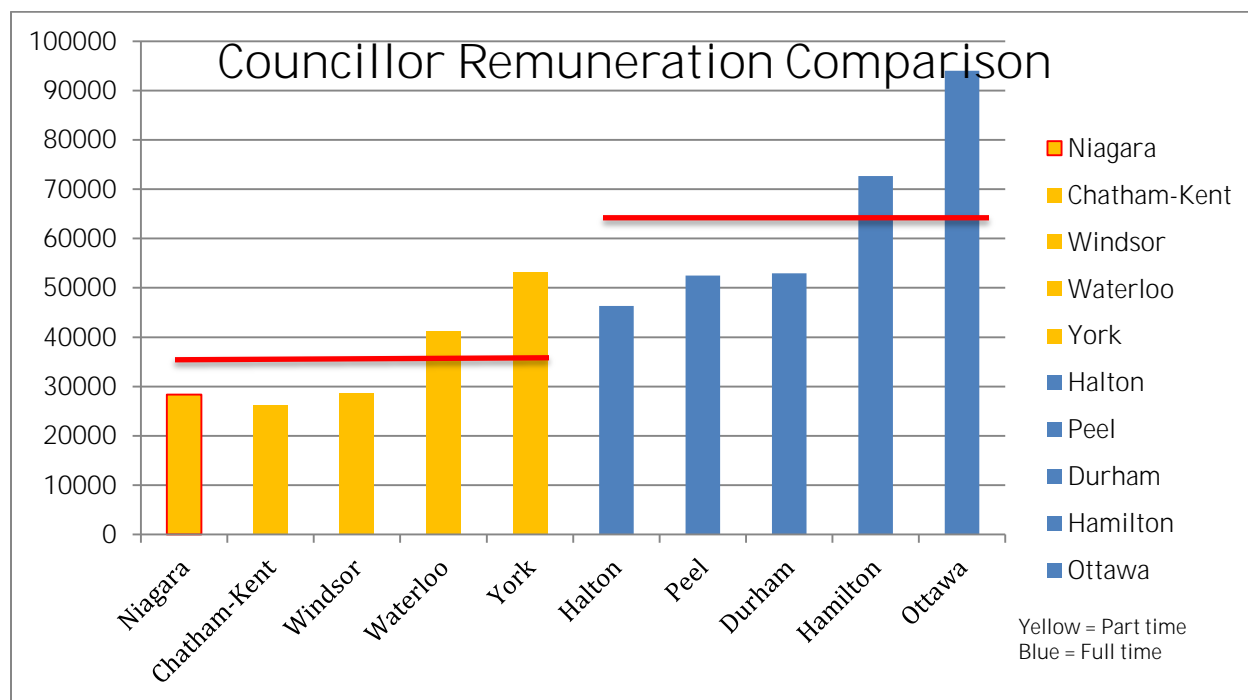


Figure 1: Councillor Remuneration Comparison

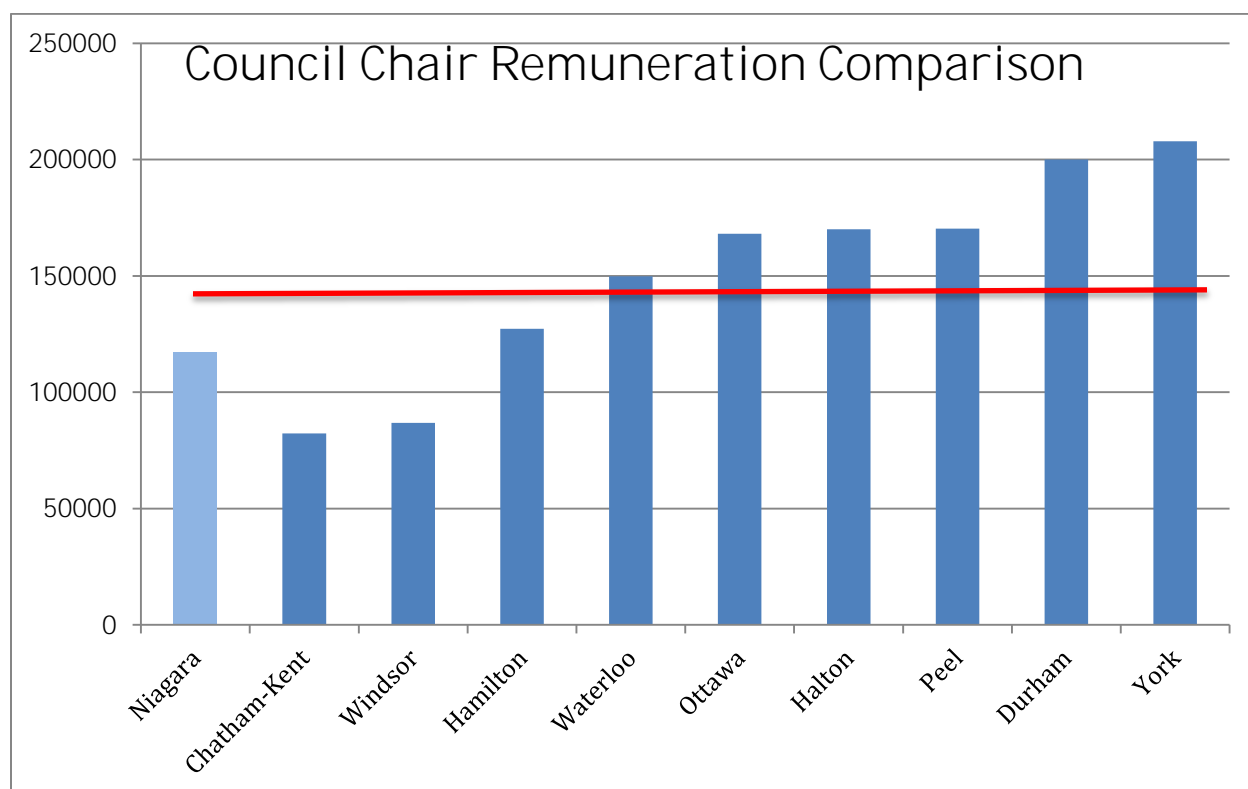


Figure 2: Council Chair Remuneration Comparison

ALTERNATIVES REVIEWED

The previously approved compensation methodology was applied and maintained to the calculations contained within this report.

ORIGIN OF REPORT

To provide information to Council regarding the annual increases for Regional Councillors and the Regional Chair, based on the methodology established by a Council Remuneration Citizens Review Committee, CL 2-2004 and approved by Council.

OTHER PERTINENT REPORTS

CL2-2003, Citizens Committee on Council Remuneration, Council approved January 22, 2004
CL3-2007, Minutes of the Corporate Services Committee, March 1, 2007
CSD 13-2011, Corporate Services Committee, January 12, 2011
CSC 53-2013, Memo to Corporate Services Committee, November 13, 2013

SUBMITTED & SIGNED BY:

Fiona Peacefull, Director, People
Services and Organizational
Development, Administration

APPROVED & SIGNED BY:

Harry Schlange
Chief Administrative Officer

This report was prepared by Linda Gigliotti, Associate Director, Employee Services.

Report Approval Details

FACT BOOK

Prepared by Andrew Sancton Consulting:

Dr. Andrew Sancton

Dr. Timothy Cobban

September 30, 2018

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1. INTRODUCTION

We are presenting this *Fact Book* as the first phase in our work for Niagara because we believe that our consultation phase – which comes next – will be much more effective if participants at least have the opportunity to be exposed to some basic facts about what is happening in Ontario's other five regional municipalities: Waterloo, Halton, Peel, York, and Durham.

The items presented here are based on our *Work Plan*, which was approved by Regional Council on 26 July 2018. It is important to note at the outset that we are not confined to the subjects discussed below. We are anxious to hear views relating to all aspects of governance within the Region, with one important restriction: that it falls within the Region's jurisdiction. This means, for example, that proposals to abolish the Region or to amalgamate area municipalities cannot be considered in our project because these are matters that the Region itself cannot change. But, as the material presented here demonstrates, there is much that does fall within the Region's purview.

In what follows below, we report key facts related to the various subjects falling within our scope of work. We begin by examining the system of standing and advisory committees operating in the Region, and comparing it with those found in Ontario's five other regional governments. We then briefly introduce the idea of having a Deputy Regional Chair, a position with many equivalents among lower-tier municipalities in Ontario, but with none among regional governments. The related issues of council remuneration and expenses are explored in a comparative context, as is the use of other non-financial resources to support Regional Councillors in their work. We discuss the Region's Code of Conduct, drawing comparisons to those in effect in other regional governments. We survey educational opportunities for Regional Councillors, finding them limited, and discuss what form a customized solution could take. Finally, we examine the composition of Regional Council and the issue of territorial representation, comparing the representation of the area municipalities in Niagara Region with those in Ontario's five other regions, and introducing the concept of weighted voting and demonstrating how it might work in Niagara.

Throughout, we pose questions that are intended to focus and animate—but not limit—our discussions through the consultation phase of this project. During this consultation phase we shall make a special effort to consult with the following people:

- Members of Regional Council from both the 2014-18 and 2018-22 terms
- Members of the Region's senior staff
- Chairs of regional special-purpose bodies and advisory committees
- Representatives of the regional media.

There will also be one public meeting at a time and place to be announced on the Region's website.

Following our consultations, our first report, due by November 30, will address the following issues:

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- Systems of standing and advisory committees in all regional municipalities: membership, functions, frequency of meetings, selection and remuneration of chairs and vice-chairs
- Desirability of having a Deputy Regional Chair
- Content of the Code of Conduct
- Relevant available educational material relating to roles and responsibilities of regional councillors, staff, regional stakeholders, and the general public; proposed course of action if appropriate materials are not available. Andrew Sancton Consulting could thereafter prepare and deliver the training as part of a separate contractual arrangement.

The second report, scheduled for December 20, will be concerned with:

- Remuneration of the Regional Chair and regional councillors in light of the elimination of the 1/3 tax exemption for municipal councillors
- Councillor expense policies, including the role of regional staff in administering the policies
- Non-financial resources (e.g. regional staff, office supplies, etc.) allocated to regional councillors.

Our third report – due by the end of January – will address a “review framework” for Regional Council to consider concerning the determination of the number of members of its council that will represent each lower-tier municipality in future municipal elections of 2022. This final report will also consider other significant items raised during our consultation process.

2. SYSTEMS OF STANDING AND ADVISORY COMMITTEES IN REGIONAL MUNICIPALITIES: MEMBERSHIP, FUNCTIONS, MEETING FREQUENCY, AND SELECTION AND REMUNERATION OF CHAIRS AND VICE-CHAIRS

2.1 Standing Committees

In this section we are reporting only on standing committees that meet regularly to deal with ongoing regional business. Most regional municipalities also have audit and budget committees that only meet occasionally.

2.11 Niagara Region

Niagara has four standing committees:

- Public Health and Social Services
- Corporate Services
- Planning and Economic Development
- Public Works

Section 24. 6-9 of the Region’s Procedural By-law states:

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24.6 The principal business of the Council meeting held the week after the inaugural meeting shall consist of: (a) The establishment of the size of each Standing Committee of Council; (b) The appointment of Councillors to Standing Committees, Advisory Committees, Agencies, Boards and Commissions; and (c) Appointment of Acting Chair(s) until appointment of Chairs and Co- Chairs of Standing Committees as Acting Chairs.

24.7 Prior to the inaugural meeting, each person who has been elected to Council shall submit to the Clerk his or her preferences for the Standing and Advisory Committees of Council (including agencies, boards and commissions) upon which he or she wishes to serve.

24.8 If the number of Members wishing to serve on any Standing or Advisory Committee of Council (including agencies, boards and commissions) is greater than the number of positions available, then the selection shall be conducted by open ballot.

24.9 Each Member shall serve on at least one (1) Standing Committee.

There is considerable variation in the number of committees on which each councillor serves. Some are on all four; others on only one.

Committees elect their own chairs or co-chairs and vice-chairs for two-year terms

2.12 Durham Region

Effective with the new term (2018-2022) of Regional Council, Durham will be moving back to a standing committee model, after having previously used a committee-of-the-whole system (see examples below), which was ultimately judged by regional councillors to be unsatisfactory. Members regularly complained about the length of the meetings and the deleterious effect this had on participation and attendance as the meetings progressed. Durham will have four standing committees comprising 7 members each for the upcoming term: Finance and Administration, Health and Social Services, Planning and Economic Development, and Public Works.

Standing committee chairs and vice-chairs will be appointed by Council at their first meeting in the new term, at which time Regional Council will also assign members to each councillor to one committee.

Chairs of standing committees in Durham are paid an extra \$6000 annually. At this time we have been unable to obtain information on this matter from other regional municipalities.

2.13 Halton Region

Halton has three standing committees:

- Health and Social Services
- Planning and Public Works
- Administration and Finance.

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Members are appointed annually by a Striking Committee composed of the Regional Chair and the four mayors of the area municipalities. The Procedural By-law specifies how many members each municipality has on each committee.

2.14 *Waterloo and York Regions*

Waterloo and York have variations on a committee-of-the-whole system in which all council members review all items in one committee or another prior to the items proceeding to regional council.

Waterloo has three standing committees comprising all members of Regional Council:

- Planning and Works
- Administration and Finance
- Community Services.

The committees meet on the same day, one after the other, once a month. Each committee elects a chair and vice-chair at its first meeting after the beginning of a new term.

York has two committees of the whole which meet monthly: Meeting 1 and Meeting 2. Each Meeting is divided into sections. The sections for Meeting 1 are transportation services; environmental services; and community and health services. The sections for Meeting 2 are planning and economic development; and finance and administration. Each section is presided over by a chair and vice-chair appointed by the Regional Council.

2.15 *Peel Region*

Peel has no standing committees and does not make regular use of a Committee of the Whole. However, Council Section chairs and vice-chairs are elected by Regional Council for two-year terms. There is a Section Chair for each of the following areas of regional jurisdiction: Health; Public Works; Human Services; and Enterprise Programs and Services. Section chairs or vice-chairs preside over Regional Council when staff reports relating to their areas are under discussion.

Would Niagara Regional Council operate more effectively if it adopted a committee system more like one of the other systems described above?

2.2 *Advisory Committees*

It seems impossible to provide a comprehensive systematic account of the various advisory committees in the different regional municipalities. They each classify and describe these committees in different ways on their respective websites. Niagara lists more than any thirty on its website (see the links below), some of which have not met for years, likely because they have completed their work. A roughly equivalent count for York region produces about ten such advisory committees.

[Burgoyne Bridge Replacement Project Taskforce](#) last met on 2 May 2017

[Chief Administrative Officer Recruitment Committee](#) No longer operational

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[Corporate Communications Sub Committee](#) last met on 29 November 2016

[Corporate Labour Relations Strategy](#) last met in June 2017

[Economic Development Working Group](#) last met in December 2015

[Federation of Canadian Municipalities 2014 Niagara Committee](#) no longer operational

[Greater Niagara Circle Route Committee](#) last met in December 2015

[Human Resource Taskforce](#) no evidence of membership or meetings

[Inter-Municipal Transit Steering Committee](#) last met 15 November 2017; became the Linking Niagara Transit Committee

[Investment Committee](#) last met on 11 May 2012

[Niagara Gateway Economic Zone & Centre Implementation Committee](#) no meetings since 2013

[Niagara Regional Housing Board Structure Committee](#) last meeting was 30 May 2017

[Procedural By-law Review Committee](#) last meeting with a quorum was in July 2017

[Property Assessment and Taxation Review Committee](#) last met in March 2013

[Regional Development Charge Policy Task Force](#) last meeting was for one minute on 19 April 2017

[Regional Niagara Active Transportation Sub Committee](#) last met on 3 November 2015

[Task Force to Recommend a Response to the Expert Panel Report](#) last met on 13 October 2017

[Water and Wastewater Review Task Force](#) last met in May 2013

[Humberstone Landfill Site Public Liaison Committee](#) last met in June 2015

[Niagara Road 12 Landfill Site Citizen's Liaison Committee](#) last met in February 2014

[Long Term Care Task Force](#) has not met since 2016

In our consultations, we would like people to consider whether there is any reason to maintain the above committees, ones which we believe have probably outlived their usefulness:

Are there other existing advisory committees that should be changed or eliminated?

Are there any matters of regional concern for which new advisory committees should be created?

3. DEPUTY REGIONAL CHAIR

As in most municipalities in Ontario, Niagara's Procedural By-law provides for an Acting Regional Chair. Section 4.7 states:

In accordance with the Act, in each term, as soon after the commencement of the term as is reasonably possible, Council shall appoint by by-law, and in alphabetical order, each of the members of council to serve as Acting Chair for designated periods of time, which periods shall insofar as is practicable, be of equal duration. The Acting Chair shall serve in circumstances where the Chair is absent or refuses to act or the office is vacant and while so acting in the place and stead of the Chair, such Member shall have all powers and duties of the Chair.

As far as we can determine, no regional municipality in Ontario has a Deputy Regional Chair with assigned duties and responsibilities. We see no reason, however, why such a position could not be created as long as it was filled by someone who was already a member of Regional Council. Adding such a position may open up a number of organizational options for Regional Council, including having the Deputy Regional Chair serve as the chair of one or more of the standing committees.

Does Niagara need a Deputy Regional Chair with assigned responsibilities?

If so, should the person be chosen at Regional Council's First Meeting for a full four-year term, or should the term be shorter.

What should be the initial remuneration?

4. COUNCIL REMUNERATION

Thinking about appropriate remuneration for a Deputy Regional Chair raises the broader question of remuneration for all members of Niagara Regional Council. We have been asked to review council remuneration, and provide our recommendation, particularly in light of the federal government's decision to remove the tax exemption that applies to 1/3rd of the salaries of municipal elected officials, beginning in January 2019.

To provide a context for our discussions, Table 1 below provides the remuneration rates for members of regional councils in Ontario. The data are taken from the annual remuneration and expense reports that all Ontario municipalities are required to prepare and make public. It is important to note that the figures shown below do not include benefits, nor do they include councillor expenses—a subject that will be addressed later in this fact book. The figures also do not include any additional stipends that members of regional councils receive for being chairs of standing committees—as is the case in Niagara and in Durham—or for being appointed to serve on local special purpose bodies, such as conservation authorities and police service boards—as is the case for all regional councils. Finally, the figures only include the remuneration that councillors receive for serving as *members of regional councils*. In other words, they do not include the remuneration that many regional councillors in Ontario receive for serving on their local municipal councils.

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Table 1. Remuneration for Regional Councillors in Ontario, 2017

Region	Councillors			Chairs		
	<i>Salary</i>	<i>% of 2017 operating budget</i>	<i>per capita (2016)</i>	<i>Salary</i>	<i>% of 2017 operating budget</i>	<i>per capita (2016)</i>
Durham	\$54,695	0.0038	\$0.08	\$206,611	0.0145	\$0.32
Waterloo	\$43,008	0.0036	\$0.08	\$156,613	0.0133	\$0.29
York	\$55,955	0.0027	\$0.05	\$233,872	0.0111	\$0.21
Halton	\$55,773	0.0064	\$0.10	\$219,779	0.0252	\$0.40
Peel	\$55,130	0.0025	\$0.04	\$178,928	0.0080	\$0.13
Niagara	\$31,267	0.0035	\$0.07	\$129,391	0.0144	\$0.29

In Table 1, we also express councillor remuneration as a percentage of the overall 2017 regional operating budget and in per capita terms, using the 2016 Census population figures. We do this, not because we think compensation for elected officials should be strictly tied to the scale of the operations they oversee, or to size of the populations they serve, but because some may find it helpful to keep such factors in mind when comparing compensation across Ontario's regional councils. Arguably the most important factor to keep in mind in assessing Table 1 is that only Waterloo and Niagara have councillors that serve *only* at the regional level. In the other four regional governments, all regional councillors are also members of a local council, and thus receive compensation for both roles.

There is not much that can be said with any certainty about determining appropriate levels of compensation for municipal councillors, other than that remuneration should be periodically reviewed and, at a minimum, adjusted for inflation. The main distinction is whether or not the job of a municipal politician is to be considered a full-time position. It is clear from the figures reported in Table 3 that the job of a regional councillor is probably assumed by most to be a part-time role. This makes sense, especially when considering that most regional councillors in Ontario do have at least one other important job—being a member of a local council. Even if everyone agrees that the job of a regional councillor is a part-time role, reasonable people may disagree on how much money should be paid to those who serve in such a role. We look forward to hearing a diversity of views on what is fair and appropriate compensation for members of Niagara Regional Council.

Finally, even for those who think that the current level of compensation for regional councillors in Niagara is fair and appropriate, the pending removal of the federal 1/3rd tax exemption for the salaries of municipal politicians should cause them to consider whether or not change is needed. In Ontario, some municipalities have responded to the elimination of the tax exemption by adjusting councillor salaries upward to offset the income that will be lost to the additional taxation; others have chosen to leave remuneration levels unchanged, with the end result that the after-tax income of councillors will fall. Among regional governments, neither Durham nor Waterloo need contemplate any changes—their councils opted not to use the federal tax exemption years ago. At the time of writing, none of the remaining regional governments have communicated to us that any changes are planned or are even being discussed.

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Is the current remuneration for Regional Councillors fair and appropriate?

What changes, if any, should be made to remuneration for Councillors in light of the pending elimination of the 1/3rd tax exemption for municipal politicians?

5. COUNCILLOR EXPENSE POLICIES

In addition to recording and reporting remuneration paid to members of council, Ontario municipalities are also required to make public any payments made for the expenses incurred by council members in the conduct of their duties. In practical terms, such payments usually take the form of reimbursements for expenses such as attending municipal conferences and community events, mileage, and communication devices (e.g., smart phones). At a minimum, municipalities must have a bylaw in place that authorizes the payment of such expenses. Since work-related expenses are also often incurred by staff, most if not all municipalities also have in place a general policy that outlines the process through which such expenses can be submitted, approved, and reimbursed, along with criteria for determining eligibility. Some municipalities—including Niagara Region—also have a policy specifically for the work-related expenses of their council members. We have been asked to review the Niagara Regional Council Expense Policy, and recommend revisions, if any, with a particular focus on the use of individual budgets for regional councillor expenses, and the role of staff in administering councillor expenses.

Not all regional governments have a separate expense policy for their councillors. In Durham, for example, regional councillors are subject to the same general expense policy that applies to staff. There is, however, a separate provision that establishes a \$10,000 limit per four-year term for regional councillors for costs incurred in attending conferences and conventions. This amount can be used at the discretion of each individual councillor, although deviations from the listed per diem rates require approval from the Chief Administrative Officer.

In Waterloo, there are three separate policies governing councillor expenses. Although there is no budget limit for conference attendance, councillors are only permitted to claim expenses for up to three conferences per year, with a maximum of three councillors permitted to attend any one particular conference. Any exceptions, including attendance at international conferences, require council approval.

Regional councillors in Waterloo also have access to an annual communications expenditure allowance of \$3,250 that is intended to cover the cost of maintaining a home office: landlines are acceptable expenses, as are computers, printers, internet access, and smartphone devices (as long as it's a BlackBerry). Finally, there is also a separate annual allowance of \$1,200 for attending community events and local functions. In all cases, expense claims flow through a full-time research and administrative assistant to council, while final approval authority is ultimately the responsibility of the regional chair.

In Peel Region, councillors are similarly restricted to claiming expenses for up to three conferences per year, and exceptions, again, require council approval. There are also provisions specifying eligible expenses for home office equipment, constituency communication (e.g., newsletters), and community events that are similar to those in Waterloo. The main difference,

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however, is that such costs are subject to a total budget limit of \$22,805 per four-year term of council. It is also worth noting that final approval authority is vested with the chief financial officer in Peel Region, rather than the regional chair, as is the case in Waterloo. At the time of writing, we are awaiting more information on regional councillor expense policies in Halton and York.

In comparing Niagara Regional Councillor Expense Policy with those operating in Durham, Waterloo, and Peel, one obvious difference is the existence of budget limits. In each of the other three regional municipalities, there is some form of upper constraint on conference attendance costs—indirectly, through a limit on the number of conferences that councillors can attend annually in Waterloo and Peel, and directly through a hard budgetary constraint in Durham. Neither limit exists in Niagara Region. In Waterloo and Peel, there is also a term budget limit on the other work-related expenses that councillors normally incur when performing their various representative functions—attending community events and communicating with constituents. One obvious question that we shall pose in our interviews, then, is whether or not such expense limits are needed in Niagara Region, and, if so, what would be an appropriate amount.

A second and perhaps less obvious difference between the expense policy in Niagara Region and those in Waterloo, Peel, and Durham, is that the former specifically deems eligible certain legal costs, including those “arising from or in any way related to complaints under the Code of Conduct.” As we shall soon see, the Code of Conduct in Niagara Region has not been without controversy, and will be addressed separately in our work. And some municipalities do have policies in place that compensate councillors for legal costs involved with integrity commissioner investigations, usually under various conditions. But it is reasonable to question whether such costs should be considered sufficiently routine so as to be included within a councillor expense policy.

Finally, there are some differences among the regional municipalities in how the expense policies are administered. At a fundamental level, it is worth noting that, in Peel Region, final approval authority concerning expense claims is vested with the Chief Financial Officer, rather than the Regional Chair, as is the case in Waterloo, or an audit committee, as is the case in Niagara. It is also noteworthy that there is a single staff member responsible for much of the processing involved with councillor expense claims in Waterloo. This staff member also functions as a full-time administrative and research resource for regional council, which is interesting in its own right, as we discuss below. But policy documents describe how policies are *supposed* to be implemented. Actual practice can be quite different. We look forward to learning more about how the councillor expense policy is administered in Niagara, and how the role of staff may be clarified.

Should there be a budget limit for the expenses of Regional Councillors?

What changes, if any, should be made to the eligibility criteria for councillor expenses in Niagara?

6. NON-FINANCIAL RESOURCES AVAILABLE TO REGIONAL COUNCILLORS

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As we have seen, regional governments—like most municipalities—have some mechanism in place to help provide their councillors with the essential tools for governing in the modern age—internet service, a computer, and a smartphone device. In Waterloo, for example, regional councillors are provided a computer (or tablet), a multi-functional printer/scanner/copier, and various software licenses in addition to the home office equipment that councillors can purchase on their own and claim as eligible expenses. Durham reports that councillors are provided with a smartphone device for data purposes. Indeed, it is difficult to conceive of arguments *against* providing regional councillors with such devices either directly or by allowance.

Beyond computers and smartphones, even the most capable of regional councillors require at least some administrative support to do their work. In Waterloo, as we reviewed above, all regional councillors share one full-time administrative assistant, whose job duties also include conducting research on behalf of councillors. In Durham, we are informed that administrative support is provided through staff members in the regional chair's office, and through the clerk's office. In our interview process, we will be asking councillors, staff, and other stakeholders their views on what resources should be made available to Niagara Regional Councillors.

Are the current non-financial resources available to Regional Councillors sufficient?

7. CODE OF CONDUCT

Niagara's Code of Conduct has been controversial in two different ways:

1. During 2017 there was a debate within Regional Council, stemming from recommendations by the Integrity Commissioner, about the content of the Code of Conduct.
2. Since then there has been considerable dissatisfaction that the Code of Conduct seems to have been violated by some members of Regional Council on various issues – including leaks of confidential information – and many seem to feel that there must be better ways of insuring that the provisions of the Code of Conduct are implemented.

Each of these matters will be discussed in turn. Current Codes of Conduct from five of the six regional municipalities are reproduced in Appendix A of this *Fact Book*. All regional municipalities except Waterloo have adopted a Code of Conduct. For our purposes, it is unfortunate that there is no Waterloo document because Waterloo is most like Niagara in that, except for the mayors of the area municipalities, all regional councillors are elected to serve only at the regional level. In the other regional municipalities, all councillors (but not the Regional Chair) also serve on local councils and are therefore covered by their Codes of Conduct.

In his Annual Report dated 11 September 2018 (see Appendix B), the Integrity Commissioner recounted that one of his first tasks on being appointed in 2017 was to present to Regional Council a draft of a proposed Code of Conduct to replace the existing one. He states that the proposed Code was rejected by Regional Council in December 2017. It seems to us that anyone wishing to address issues connected with Niagara's Code of Conduct needs to understand the issues at stake at that time. Regional Council's debate on the Code can be watched at:

https://www.youtube.com/embed/WfpK_Xbaec?rel=0&autoplay=1

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One of the concerns of regional councillors at the time was that the proposed Code was too long and detailed, containing nine pages of small type. Codes in Durham, Peel and York are approximately the same length. Halton's is notable in that it is only three pages long. Niagara's current Code is less than four full pages long. The main underlying issue here is the extent to which the Code should attempt comprehensively to cover a wide range of specified potential offences or whether it should be more restricted to statements of principle.

Question to consider: Given the content of the Codes of Conduct in other regional municipalities, do you believe Niagara's should be more detailed or less detailed?

In his recent annual report, Niagara's Integrity Commissioner outlined his activities over the preceding year. Unfortunately, his annual report contains no links to his reports on individual incidents, nor does the Integrity Commissioner's webpage on the Region's website. We discovered some of these individual reports in the Agendas of regional council meetings only with the help of reports in the *St. Catharine's Standard* that were found through Google. Examining the issues involved in these individual cases helps explain why Regional Council was unable to come to agreement on a new Code of Conduct in late 2017. At least three main issues have emerged relating to the extent to which the Code should be interpreted and enforced so as to apply to:

1. the actions of Regional Councillors when they are not acting in any "official capacity";
2. the use of demeaning words between councillors inside or outside the council chamber such that the Code might be seen as limiting freedom of speech in political discourse; and
3. the likelihood that alleged violations of the Code can be used as a "political weapon" for one councillor to attack another.

It is not clear to us how the Code can be worded so as satisfactorily to resolve these issues. *Nevertheless, we wish to hear people's views on these matters.*

All of the codes of conduct in the various regions specify that councillors must not "leak" unauthorized information. Even Halton's very short code is very specific on this point:

All information, documentation, or deliberations received, reviewed, or taken in Closed Sessions of Committees and Council are confidential.

Members shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so, and shall not permit any persons other than those who are entitled thereto to have access to information which is confidential.

It appears that Niagara might have experienced more leaks of confidential information than any other regional municipalities. After our original Work Plan was submitted and approved, we were asked by Regional Council "to make recommendations to Niagara Regional Council for process improvements relating to Confidentiality." We shall be pursuing this issue in more detail later, but during our consultation period *we are asking participants to consider possible ways in which leaks of confidential information can be reduced or eliminated.*

8. EDUCATIONAL OPPORTUNITIES AVAILABLE FOR REGIONAL COUNCILLORS

Effective 1 March 2019, Section 223 (1).7 of the Ontario Municipal Act specifies that one of the possible duties to be assigned to any municipal integrity commissioner is:

The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act*, 2017.

Section 239 of the same Act states:

Educational or training sessions

(3.1) A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.
2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee

We recognize that providing educational opportunities for elected officials raises sensitive issues.¹ It would obviously be inappropriate for any “instructor” to claim that some possible policies merit their support rather than others. Nevertheless, there are issues of process that undoubtedly merit discussion in a confidential and academic-like setting where councillors – new and old – can share knowledge and ask questions.

As far as we can determine, the only existing courses available to Ontario municipal councillors are offered by the Association of Municipalities of Ontario (AMO). Their description is excerpted below:

¹ Félix Grenier and Anne Mévellec, “Training Local Elected Officials: Professionalization Amid Tensions Between Democracy and Expertise,” *Lex Localis – Journal of Local Self-Government* 14-1 (January 2016), 33-52.

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1) MUNICIPAL LEADERSHIP ESSENTIALS

This full-day interactive sessions builds on the skills you already have and will provide you with the tools you need to lead your council.

- What makes a good leader?
- What tools do you need to navigate complex new expectations?
- What tricks can you use to be a more effective communicator?
- What you need to know about financial planning, budgeting and asset management

COURSE COSTS

- Registration includes all materials, and lunch - \$425 plus HST (\$480.25)

2) AS A MEMBER OF COUNCIL WHAT YOU NEED TO KNOW

This day and half training, when coupled with Land Use Planning: Beyond the Basics, will prepare Members of Council for the term ahead. Topics on the agenda include:

- The ABC's of Municipal Government
- Limiting Your Risk - The Rules
- Making a Difference
- Managing Differences
- Improved Budgeting and Planning...
- and more...

COURSE COSTS

- Registration includes all all materials, and lunch - \$340 plus HST (\$384.20)

3) LAND-USE PLANNING

Aimed at both seasoned and first-term councillors, the land-use planning module of AMO's municipal councillor training program is designed to build upon the Association's on-line primer on planning. This three-hour workshop is presented back to back with As a Member of Council What You Need to Know. It is also available as a stand-alone educational session.

The workshop will reinforce the central role that municipalities play in implementing and managing the land use policy framework in Ontario. It will include a review of the relevant elements of the Ontario Planning Act as well as a run-down of the key planning tools and how they are applied in the municipal context. The module will identify the nature and role of the Provincial Policy Statement as the overall roadmap for land use management in Ontario. The program will also update participants on the conversion of the Ontario Municipal Board to the new Local Planning Appeal Tribunal and the implications of this new regime on how municipal councils take decisions on planning matters.

COURSE COSTS

- Registration includes all materials - \$200 plus HST (\$226.00)

We are informed by AMO that:

Our facilitators/trainers pull from their current or past municipal experience to help us deliver all of our training. For example, *Municipal Leadership Essentials* and *As a Member of Council...* is facilitated by a retired municipal CAO and a retired municipal

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Solicitor. *Land Use Planning: Beyond the Basics* is facilitated by a recently retired municipal CAO with extensive land use planning experience at a number of municipalities in Ontario; and the precursor the online course *Land Use Planning: The Basics* was written and edited by two municipal land use planners.

We would certainly not discourage regional councillors from registering individually for any or all of these courses. However, it is important to note that, as of now, none of these courses are scheduled to be offered in the Niagara area (in most cases the closest location would be Toronto) and none focus on the special circumstances in which regional councillors find themselves.

For these reasons, we believe that the best educational opportunities for Niagara regional councillors will likely emerge from a form of partnership between Niagara's Integrity Commissioner and academics with experience in managing open-ended discussions about sensitive municipal issues relating to the municipal policy-making process. Andrew Sancton Consulting would be open to discussing such a partnership with the Integrity Commissioner.

Questions: Do you believe custom-developed educational opportunities relating to the role and responsibilities of regional councillors and to the municipal policy-making process should be made available to all regional councillors? Are there any issues in particular that you think should be covered?

9. A "REVIEW FRAMEWORK" FOR REGIONAL COUNCIL

We have been asked to investigate a "review" framework for Regional Council to consider concerning the determination of the number of members of its council that will represent each lower-tier municipality following the municipal election of 2022.

In 2017 Regional Council added an additional seat for Wainfleet in accordance Sections 218 and 219 of the Ontario Municipal Act. Although this action has helped equalize representation for the less populous area municipalities in Niagara, it has exacerbated the obvious under-representation of the more populous municipalities, especially Niagara Falls and St. Catharines. Because Niagara made a change to its council composition during the period 2014-18 and because of the provisions of Section 218 (11) of the Ontario Municipal Act, the Niagara Regional Council is not obliged to review its representation system until after the municipal election of 2026. If Regional Council does not affirm or amend its representation system between 2018 and 2028, the Minister of Municipal Affairs may make a regulation under subsection (7) to change the representation of one or more area municipalities. Subsection (10) states that "When considering whether to make a regulation under subsection (7), the Minister shall, in addition to anything else the Minister wishes to consider, have regard to the principle of representation by population." A lot can change between now and 2028. However, even if subsection (10) did not exist, there is much to be said for the argument that representation on regional councils, including Niagara's, should adhere more closely to the principle of representation by population. In this regard, Halton Region after 2018 can serve as a model (see Table below for Halton).

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If Wainfleet were to continue to have one seat with one vote on Regional Council, and if the other municipalities were to be represented in strict accordance with the principle of rep-by-pop, then the council would need to have about seventy members (447,888 divided by 6372). Such a “solution” would presumably be acceptable to no one. Many other arrangements are imaginable, but all would involve further increasing the size of council, unless some or all mayors were removed and regional wards were constructed so as to cross at least some regional boundaries. But rep-by-pop can be respected without any such elaborate arrangements simply by introducing weighted voting, a mechanism provided for in Section 218 (3) of the Municipal Act.

9.1 Weighted Voting

Simcoe County (like Niagara Region, an upper-tier municipality) is a long-standing user of weighted voting at county council. Simcoe County has been using weighted voting since the 1994 introduction of the *County of Simcoe Act*, which restructured the County into sixteen municipalities. In addition, the Act provided the composition for council (mayor and deputy mayor of the 16 member municipalities) and prescribed a method for allocating votes to members. After portions of the Act were repealed, the County of Simcoe enacted a by-law regarding Council’s composition which included a formula for allocating votes to its members that mirrored the previously used provincially-imposed formula.

The formula (County by-law No. 4789) prescribes that the member representatives to County Council continue to be the Mayor and Deputy Mayor of each of the sixteen member municipalities, with the following vote allocation formula:

- Each local municipality is entitled to a minimum of three votes.
- Each local municipality having more than 5,000 municipal electors is entitled to one additional vote for every 2,000 municipal electors over 5,000.
- The Mayor and Deputy Mayor of a local municipality split the total number of votes to which the municipality is entitled, so that the Mayor has the same number as, or one vote more than, the Deputy Mayor.

Each municipality’s weighted share is determined on the basis of its population at the beginning of each Council term. Weighted votes are used for recorded votes only. As it currently stands, the number of votes for each municipality is listed below in Table 2.

Table 2. Distribution of Weighted Votes, County of Simcoe Council

<i>Municipality</i>	<i>Population (2016)</i>	<i>Number of Votes</i>
Adjala-Tosorontio	10,975	4
Bradford West Gwillimbury	35,325	11
Clearview	14,151	6
Collingwood	20,102	9
Essa	21,083	6
Innisfil	23,992	13
Midland	24,353	7
New Tecumseth	34,242	12
Oro-Medonte	21,036	9
Penetanguishene	8,962	4
Ramara	9,488	6
Severn	13,477	7
Springwater	19,059	8
Tay	10,033	5
Tiny	11,787	9
Wasaga Beach	20,675	10
Total	298,740	126

*votes weighted on the basis of eligible electors

Weighted voting is rarely used on Simcoe County council. For instance, weighted recorded votes were only used four times in three meetings between October 11, 2016 and September 12, 2017, over which time there were 20 council meetings. Of the four instances where recorded weighted votes were called, three related to budgetary issues and the fourth involved water and wastewater planning to achieve compliance with the provincial growth plan.

Grey County is another upper-tier government that also uses weighted voting. In Grey County, the weighting formula is more straightforward: each municipality receives one vote per 1,000 electors or part thereof. Much like in Simcoe County, recorded (and thereby weighted) votes are used sparsely in Grey County. Thus far in 2017, a recorded, weighted vote has only been called on two occasions, both during the same meeting. Both votes concerned a local long-term care facility; one was defeated, while the other was carried. A 2009 report from the Clerk's department confirms that weighted, recorded votes are used infrequently, but argues that when used, it is not necessarily a sign of a contention on council: "It's also noteworthy that often the purpose of a recorded vote isn't necessarily to affect the outcome of the vote but rather a way for councillors to go "on the record" of their position on a matter."²

Outside Ontario, British Columbia's regional districts also use a form of weighted voting, though it is admittedly more complex and so we will not explore it in detail here.

² County of Grey, Committee WR-CC-02-09, 5.

9.2 Systems Of Regional Representation

In the rest of this section we use Tables to illustrate the existing representation system in Niagara as well as just one possible way in which weighted voting could work. Then we provide comparative data from the other regional municipalities. So as to have a common mechanism for measuring population, we use the 2016 Census of Canada. Regional chairs are not included in the numbers presented here for regional councillors.

9.21 Niagara Region

- 2016 population is: 447,888.
- As of the end of 2018, there are 31 regional councillors.
- Average number of people per councillor: 14,448.

Table 3. Representation on Niagara Regional Council

Lower-tier municipality	Population (2016 Census)	Share of regional population (%)	Number of regional seats	Share of regional seats (%)	Number of Residents per regional councillor	Relationship to regional average (%)
Fort Erie	30,710	6.9	2	6.5	15,355	+6.3
Grimsby	27,314	6.1	2	6.5	13,657	-5.4
Lincoln	23,787	5.3	2	6.5	11,894	-17.7
Niagara Falls	88,071	19.7	4	12.9	22,018	+52.4
Niagara-on-the-Lake	17,511	3.9	2	6.5	8,756	-39.4
Pelham	17,110	3.8	2	6.5	8,555	-40.8
Port Colborne	18,306	4.1	2	6.5	9,153	-36.6
St. Catharines	133,113	29.7	7	22.6	19,016	+31.6
Thorold	18,801	4.2	2	6.5	9,401	-34.9
Wainfleet	6,372	1.4	1	3.2	6,372	-55.9
Welland	52,293	11.7	3	9.7	17,431	+20.6
West Lincoln	14,500	3.2	2	6.5	7,250	-49.8
TOTALS	447,888	100	31	100.4	--	--

COMMENTS:

- Niagara Region has more constituent municipalities, more regional councillors, and the lowest number of residents per councillor than any other regional municipality.
- Wainfleet is the least populous area municipality in any regional municipality in Ontario.
- On the basis of the principle of representation-by-population, Niagara Falls is the most under-represented municipality on its regional council of any area municipality within an Ontario regional municipality.

A possible arrangement for Niagara would be to introduce a modified form of weighted voting so as to treat Niagara Falls and St. Catharines more fairly while simultaneously slightly reducing the size of Regional Council. Niagara Falls could be given two more votes, and St. Catharines one more. At the same time, Niagara Falls would have its representatives reduced from four to three, and St. Catharines from seven to four. But, with weighted voting, each of the

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representatives from these two cities would have two votes. Once again using 2016 population numbers from the Census of Canada, the resulting system would have each vote representing 13,173 people (447888 divided by 34) as shown in the Table 4 below.

Table 4. Representation on Niagara Regional Council with Weighted Voting

Lower-tier municipality	Population (2016 Census)	Share of regional population (%)	Number of regional votes	Share of regional seats (%)	Number of Residents per regional councillor	Relationship to regional average (%)
Fort Erie	30,710	6.9	2	5.9	15,355	+16.6
Grimsby	27,314	6.1	2	5.9	13,657	+3.7
Lincoln	23,787	5.3	2	5.9	11,894	-9.7
Niagara Falls	88,071	19.7	3x2=6	17.6	14,679	+11.4
Niagara-on-the-Lake	17,511	3.9	2	5.9	8,756	-33.5
Pelham	17,110	3.8	2	5.9	8,555	-35.1
Port Colborne	18,306	4.1	2	5.9	9,153	-30.5
St. Catharines	133,113	29.7	4x2=8	23.6	16,639	+26.3
Thorold	18,801	4.2	2	5.9	9,401	-28.6
Wainfleet	6,372	1.4	1	2.9	6,372	-51.6
Welland	52,293	11.7	3	8.8	17,431	+32.3
West Lincoln	14,500	3.2	2	5.9	7,250	-45.0
TOTALS	447,888	100	34	100.1	--	--

The above Table is meant to illustrate how the principle of representation by population can be better (but far from perfectly) implemented in Niagara without causing great disruption. Under this arrangement the actual number of regional councillors would be reduced from 31 to 27.

It is important to keep in mind that, whenever a modified representation system is again contemplated, new population numbers will likely be available, either from the Region or from the 2021 Census of Canada.

Existing arrangements in other regional municipalities are shown in the Tables that follow, with briefs comments on any particularly salient features.

9.22 *Waterloo Region*

- 2016 population: 535,154.
- As of the end of 2018, there are 15 regional councillors.
- Average number of people per councillor: 35,677.

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Table 5. Representation on Waterloo Regional Council

Lower-tier municipality	Population (2016 Census)	Share of regional population (%)	Number of regional seats	Share of regional seats (%)	Number of Residents per regional councillor	Relationship to regional average (%)
Cambridge	129,920	24.3	3	20	43,306	+21.4
Kitchener	233,222	43.8	5	33.3	46,644	+30.7
North Dumfries	10,215	1.9	1	6.7	10,215	-71.4
Waterloo	104,986	19.6	3	20	34,995	-1.9
Wellesley	11,260	2.1	1	6.7	11,260	-68.4
Wilmot	20,545	3.8	1	6.7	20,545	-42.4
Woolwich	25,006	4.7	1	6.7	25,006	-29.9
TOTALS	535,154	100.2	15	100.1	--	--

COMMENTS:

- Waterloo has the smallest regional council among Ontario's regional municipalities.
- The representation system for Waterloo Region was last adjusted in 2000.

9.23 Halton Region

- 2016 population: 548,435.
- As of the end of 2018, there are 23 regional councillors.
- Average number of people per councillor: 23,845.

Table 6. Representation on Halton Regional Council

Lower-tier municipality	Population (2016 Census)	Share of regional population (%)	Number of regional seats	Share of regional seats (%)	Number of Residents per regional councillor	Relationship to regional average (%)
Burlington	183,314	33.4	7	30.4	26,188	+9.8
Halton Hills	61,161	11.2	3	13	20,387	-12.6
Milton	110,128	20.1	5	21.7	22,026	-7.6
Oakville	193,832	35.3	8	34.8	24,229	+1.6
TOTALS	548,435	100	23	99.9	--	--

COMMENTS:

- As the result of a staff-led process, Halton adjusted its representation on regional council in the term of council immediately prior to the 2018 municipal election.
- Among the regional municipalities, it appears to have the system that most closely reflects the principle of representation-by-population.

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9.24 Peel Region

- 2016 population: 1,381,739.
- As of the end of 2018, there are 24 regional councillors.
- Average number of people per councillor: 57,572.

Table 7. Representation on Peel Regional Council

Lower-tier municipality	Population (2016 Census)	Share of regional population (%)	Number of regional seats	Share of regional seats (%)	Number of Residents per regional councillor	Relationship to regional average (%)
Brampton	593,638	43	7	29.2	84,805	+47.3
Caledon	66,502	4.8	5	20.8	13,300	-76.9
Mississauga	721,599	52.2	12	50	60,133	+4.4
TOTALS	1,381,739	100	24	100	--	--

COMMENTS:

- Peel is the most populous regional municipality in Ontario.
- Mississauga is the most populous area municipality within an Ontario regional municipality and the only one comprising more than half of its Region's population.
- On average, regional councillors in Peel represent more people than regional councillors in any other regional municipality.
- On the basis of the principle of representation-by-population, Caledon is the most over-represented area municipality within any Ontario regional municipality. Its over-representation comes at the expense of Brampton, which is second only to Niagara Falls in its under-representation.
- Peel's representation system was last adjusted, by provincial legislation, in 2006.

9.25 York Region

- 2016 population (excluding Indian Reserves): 1,109,648.
- As of the end of 2018, there are 20 regional councillors.
- Average number of councillors per person: 55,482.

Niagara Region Independent External Governance Auditor

Table 8. Representation on York Regional Council

Lower-tier municipality	Population (2016 Census)	Share of regional population (%)	Number of regional seats	Share of regional seats (%)	Number of Residents per regional councillor	Relationship to regional average (%)
Aurora	55,445	4.9	1	5	55,445	-0.1
E. Gwillimbury	23,991	2.2	1	5	23,991	-56.7
Georgina	45,418	4.1	2	10	22,709	-59.1
King	24,512	2.2	1	5	24,512	-55.8
Markham	328,966	29.6	5	25	65,793	+18.6
Newmarket	84,224	7.6	2	10	42,112	-24.1
Richmond Hill	196,022	17.7	3	15	65,341	+17.8
Vaughan	306,233	27.6	4	20	76,558	+38.0
Whitchurch-Stouffville	45,837	4.1	1	5	45,837	-17.4
TOTALS	1,109,648	100	20	100	--	--

COMMENTS:

- York Region's representation system was last adjusted in 2003.

9.26 Durham Region

- 2016 population (excluding Indian Reserves): 645,731.
- As of the end of 2018, there are 28 regional councillors.
- Average number of councillors per person is: 23,062.

Table 9. Representation on Durham Regional Council

Lower-tier municipality	Population (2016 Census)	Share of regional population (%)	Number of regional seats	Share of regional seats (%)	Number of Residents per regional councillor	Relationship to regional average (%)
Ajax	119,677	18.5	4	14.2	29,919	+29.7
Brock	11,642	1.8	2	7.1	5,821	-74.8
Clarington	92,013	14.2	3	10.7	30,677	+33.0
Oshawa	159,458	24.7	6	21.4	26,576	+15.2
Pickering	91,771	14.2	4	14.2	22,943	-0.5
Scugog	21,617	3.3	2	7.1	10,809	-53.1
Uxbridge	21,176	3.3	2	7.1	10,588	-54.1
Whitby	128,377	19.9	5	17.9	25,675	+11.3
TOTALS	645,731	99.9	28	99.7	--	--

COMMENTS:

- Durham adjusted its regional representation in 2016 after striking a special committee chaired by the President of the University of Ontario Institute of Technology.

Niagara Region Independent External Governance Auditor

- Durham is the only Region in Ontario in which the most populous municipality comprises less than one quarter of the Region's total population.

From what we have observed from the records of Niagara Region that have been supplied to us, the question of the representation system in Niagara has been extensively debated in the past. It is not clear to us at this point that a new and elaborate "review framework" is required. Nevertheless, during our consultation process, we would like to consider the following questions:

Would you consider accepting in principle the concept of weighted voting on Regional Council so as to simultaneously better implement the principle of representation by population while also slightly reducing its size? Are there other factors or issues that should be considered?

When do you think the process of modifying Niagara Region's representation system should begin?

Appendix A: Codes of Conduct in other Regional Municipalities

Halton Region Code of Conduct

APPENDIX A: COUNCIL CODE OF CONDUCT

PREAMBLE

Since its inception in 1974, Council has demanded a high level of integrity and ethical conduct from its Members. The Region's exemplary reputation has relied upon the good judgement of individual Members of Council. While tacit understandings have served well for many years, a written Code of Conduct helps to ensure that all Members share a common basis for acceptable conduct. Formalized standards help to provide a useful reference guide and a supplement to the legislative parameters within which Members must operate. Further, they enhance public confidence that the Region's elected representatives operate from a base of integrity, justice, and courtesy.

This Code of Conduct is a general standard. It augments the laws which govern the behaviour of Members, and it is not intended to replace personal ethics.

1. GENERAL

All Members shall serve their constituents in a conscientious and diligent manner. No Member shall use the influence of office for any purpose other than for the exercise of his/her official duties.

2. GIFTS AND BENEFITS

Members shall not accept fees, gifts or personal benefits that are connected directly or indirectly with the performance of duties as elected Members, except compensation authorized by law. This Section does not apply to tokens, mementos, souvenirs, or such gifts or benefits that are received as an incident of protocol or social obligations that normally accompany the responsibilities of office.

3. CONFIDENTIALITY

All information, documentation, or deliberations received, reviewed, or taken in Closed Sessions of Committees and Council are confidential.

Members shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so, and shall not permit any persons other than those who are entitled thereto to have access to information which is confidential.

Particular care should be exercised in releasing information including, but not limited to, the following:

- personnel matters;
- information about suppliers provided for evaluation which might be useful to other suppliers;
- matters relating to the legal affairs of the Region;
- sources of complaints where the identity of the complainant is given in confidence;
- items under negotiation;
- schedules of prices in contract tenders;
- information deemed to be personal information under MFIPPA.

The list above is provided for example and is not exclusive.

4. USE OF REGIONAL PROPERTY

No Member shall use for personal purposes any Regional property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Regional duties or associated community activities of which Council has been advised.

No Member shall obtain financial or political gain from the use or sale of Region-developed intellectual property, computer programs, computer hardware and software, the Region's Website, technological innovations, or other patentable items, while an elected official or thereafter. All such property remains the exclusive property of the Region and must only be used for Regional business.

5. WORK OF A POLITICAL NATURE

No Member shall use Regional facilities, services or property for his/her re-election campaign. No Member shall use the services of Regional employees for his/her re-election campaign during hours in which the employees are in the paid employment of the Region.

6. CONDUCT AT COMMITTEE AND COUNCIL

During Committee and Council Meetings, Members shall conduct themselves with decorum by demonstrating respect for Delegates and for fellow Members. Members shall be courteous and not distract from the business of the Committee or Council Meeting. Members shall not enter into debate with Delegates or presenters and may be called upon by the Committee/Regional Chair as per Section 12.2.

7. REPRESENTING THE REGION

Members shall make every effort to participate in the activities of the Local Boards, Committees and other bodies to which they are appointed.

8. INFLUENCE ON STAFF

Members shall be respectful of the fact that staff work for the whole corporation and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence from any individual Member or faction of Council.

9. BUSINESS RELATIONS

No Member shall borrow money from any person who regularly does business with the Region unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No Member shall act as a paid agent before Committee or Council or any agency, board, or committee of the Region, except in compliance with the terms of the Municipal Conflict of Interest Act.

10. ENCOURAGEMENT OF RESPECT FOR THE REGION AND ITS BY-LAWS

Members shall encourage public respect for the Region and its by-laws.

11. HARASSMENT

Harassment of another Member, staff or any member of the public is misconduct. It is the policy of the Region that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment.

Harassment may be defined as any behaviour by any person, including a co-worker, that is directed at or is offensive to another person on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, or disability and any other prohibited grounds under the provisions of the *Human Rights Code*, R.S.O. 1990, c. H.19, as amended from time to time.

12. INTERPRETATION

Members of Council seeking clarification of any part of this Code of Conduct should consult with the Clerk or Corporate Counsel.

THE REGIONAL MUNICIPALITY OF PEEL

BY-LAW NUMBER 1-2017

**A by-law to govern the Regional Council
Code of Conduct and to repeal By-law
65-2014.**

WHEREAS the Council of the Regional Corporation enacted By-law 100-2012 on November 22, 2012, being a by-law which governs the proceedings of Council and its Committees;

AND WHEREAS, By-law 100-2012 was amended by By-law 65-2014 on September 11, 2014 by appending Appendix 4, being the Regional Council Code of Conduct;

AND WHEREAS, Council of the Regional Corporation has by Resolution 2016-757 on October 13, 2016 authorized an amendment to the Regional Council Code of Conduct;

NOW THEREFORE, the Council of the Regional Corporation enacts as follows:

1. That the Regional Council Code of Conduct be and is hereby attached as Schedule A.
2. That By-law 65-2014 be repealed thereby deleting Appendix 4 to By-law 100-2012.

READ THREE TIMES AND PASSED IN OPEN COUNCIL this 12th day of January, 2017.

K. Lockyer

Regional Clerk

F. Dale

Regional Chair

Peel Regional Council Code of Conduct

A. Application and Purpose

- i. The Regional Chair and Members of Council are members of the public appointed or elected, respectively, to represent the residents of the Region of Peel interest through the legislated authority given to Regional Council.
- ii. The Peel Regional Council Code of Conduct (hereinafter after known as the Code) is Council's statement governing the conduct of its Chair and Members of Council in the performance of their official functions and reflects Council's commitment to meet the community's expectations of transparent, accountable and ethical conduct.
- iii. This Code applies to the Regional Chair and Members of Council as they perform their duties in cooperation with Council colleagues, Regional staff, and the public, as elected officials of the Region of Peel.
- iv. The purpose of the Code is to provide the basis upon which any person, including other Members of Regional Council, may promote high standards of ethical conduct of the Regional Chair and Members of Council through a direct referral, or recourse to public opinion.

B. Definitions

- i. **Accountability**
The municipality is obligated to demonstrate and take responsibility for its actions, decisions and policies, and is answerable to the public at large.
- ii. **Benefit**
"Benefit" means anything (other than a gift) given that confers an advantage, including but not limited to discounted or free services, food or beverages for immediate consumption, activities or event tickets, unless there is payment in any form, including the exchange of goods or services of equal or greater value, to the individual or entity giving the benefit.
- iii. **Confidential Information**
Personal information in the custody or control of the Region or information not available to the public and which, if disclosed could result in damage or loss to the corporation of the Region of Peel (corporation), or could give the person to whom it is disclosed an improper advantage.
- iv. **Gift**
"Gift" means any real or personal property given, including but not limited to artwork, clothing, money, gift certificates or gift cards, unless there is payment in any form, including the exchange of goods or services of equal or greater value, to the individual or entity giving the gift.
- v. **Hospitality**
"Hospitality" means food, beverages, entertainment and/or accommodation.
- vi. **Personal Gain**
The direct or indirect financial gain of the Regional Chair or Members of Council as defined by Section 3 of the *Municipal Conflict of Interest Act*, but does not include remuneration of the Chair or Councillor by the Region for the performance of the duties of office.

vii. Purchasing Processes

Any process started under the Region's Purchasing By-law or in response to Council direction.

It also includes any negotiation or communication for the extension or renewal of an existing contract for the purchase of goods, services or land and any negotiation, expropriation or other process for the acquisition of land.

viii. Transparency

The municipality will conduct its business in an accessible, clear and visible manner, with activities that are open to examination by the public.

C. Guiding Principles

- i. The Region of Peel is a responsible and accountable government with respect to matters within its jurisdiction, and is given powers to be exercised by its Regional Council for the purpose of providing good government.
- ii. Through the promotion of trust and confidence, it is the policy of the Region of Peel to provide Regional government "as it should be".
- iii. The Regional Chair and Members of Council are committed to honour, support and employ the Regional values:
 - Supportive and Respectful Environment
 - Teamwork
 - Effective Communication
 - Integrity
 - Quality Service
- iv. The decision-making process of Regional Council is to be transparent, accessible and fair.
- v. The Regional Chair and Members of Council will adhere to the standards required as stated in the Oath of Office.
- vi. The Regional Chair and Members of Council will be fair and respectful of differences and have a duty to work together for goodwill, the common good and the public interest.

D. Community Involvement and Values

- i. This Code recognizes the responsibility of the Regional Chair and Members of Regional Council to actively serve and represent their communities in their roles as elected officials. This Code is intended to be applied in a manner that supports the Regional Chair and Members of Council in undertaking community involvement, to the greatest extent consistent with Regional principles and values.

E. Legislative Environment

The Region of Peel demonstrates a commitment to accountability and transparency by providing a framework of policies, procedures and practices that foster sound governance and its sustainability. This

Code operates along with and supplements the existing legislation governing the Regional Chair and Members of Council.

i. Federal and Provincial Legislative Requirements and Municipal By-laws

Federal and provincial laws and municipal by-laws outline legal authorities, obligations and unlawful activity. The Regional Chair and Members of Council are responsible under this Code to be aware of and to understand the legal obligations affecting them as individual office holders.

The Regional Chair and Members of Council are governed individually or collectively by federal and provincial legislation including:

- Criminal Code of Canada
- Ontario Human Rights Code
- *Municipal Act*
- *Municipal Conflict of Interest Act*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Municipal Elections Act*
- *Occupational Health and Safety Act*
- *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace), 2009*
- *Safe Drinking Water Act*

In addition, municipalities are often dealt with in provincial and federal legislation and agreements as having roles both as authorities and a partner providers in the delivery of public services (e.g. as both a service manager and housing provider under the Housing Services Act). The Regional Chair and Members of Council should understand their legal obligations within the legal effect of those legislative frameworks and/or partnership agreements. Where greater clarity is required in this regard, the Regional Chair and Members of Council should direct inquiries to the Regional Clerk and/or the Regional Solicitor.

This Code is enacted under Part V.1 (Accountability and Transparency), s. 223.2 of the *Municipal Act*, 2001.

ii. Regional By-laws

There are several Regional By-laws that the Regional Chair and Members of Council are committed to adhering to including:

- Procedure By-law
- Investigation Request Process (G00-17)
- Accountability and Transparency (G20-01)
- Appointments to Special Purpose Bodies (G20-05)
- Corporate Value Statements (G00-09)
- Region of Peel Purchasing By-Law, Peel Living Resolution, Peel Regional Police Policy (F35-00)

iii. Closed Meeting Investigator

The Region of Peel has appointed Local Authority Services Ltd. (a subsidiary of the Association of Municipalities of Ontario) as the investigator of complaints regarding Regional Council and committee meetings closed to the public. Council and its committees have limited authority to close meetings under the *Municipal Act*, 2001, section 239.

iv. Area Municipal Codes of Conduct

Regional Councillors also serve as Members of Council for the City of Mississauga, the City of Brampton, or the Town of Caledon. All three area municipalities have their own codes of conduct.

The Code applies to the activities of the Regional Chair and Members of Council while executing their responsibilities as Regional Chair and Councillors respectively. Area municipal codes of conduct will apply to the activities of the Members of Council in accordance with their role as area municipal councillors.

Should an issue arise that is of joint responsibility for the Region and the area municipality, both parties will work together to develop a process to resolve the matter and report the findings to both Regional and City/Town Council.

F. Conduct at Regional Council

i. General Conduct

During Regional Council proceedings, the Regional Chair and Members of Council are to conduct themselves in a manner which demonstrates respect for their Council colleagues, Region of Peel staff, and the members of the public, and in accordance with the Region of Peel's Procedure By-law.

The Regional Chair and Members of Council will conduct themselves with dignity, for themselves and towards all others. Members will strive to create an environment free of discrimination and harassment, and will not engage in intimidating or bullying behaviour, acting in accordance with *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace), 2009*.

Councillors will continue in this same manner during other similar proceedings as a result of their membership on other agencies, boards, commissions or sub-committees of Regional Council appointed by Regional Council.

ii. Member Interest

The Regional Chair and Members of Council will serve their communities so that the public interest is upheld and is the Member's primary consideration.

The Regional Chair and Members of Council will not create a real or apparent conflict of their private interests with the public interest, and will act proactively to avoid such conflict to the best of their ability.

The Regional Chair and Members of Council will not use improper influence or be improperly influenced such that personal or private interests are promoted over the public interest.

G. Conduct in Relation to Regional Business

i. Confidentiality

When making decisions, the Regional Chair and Members of Council will have access to information that may be confidential or contentious.

The Regional Chair and Members of Council will respect and maintain the confidentiality of information communicated to them in confidence by staff or colleagues.

The Regional Chair and Members of Council will not disclose a document or information contained within a document provided for use in connection with a closed (in camera) meeting of Regional Council, a Committee of Council, or of any body to which the Member has been appointed by Regional Council.

The Regional Chair and Members of Council will not disclose the deliberations of a closed session without the prior permission of the body holding the closed session.

ii. Decisions about Regional Resources

The Regional Chair and Members of Council will not commit or agree to commit the Region's resources (whether money, staff time, equipment, or otherwise) unless such commitment has been requested and confirmed by Council or by the Regional staff (Chief Administrative Officer, Commissioner, Director, Manager or Supervisor) charged with authority to manage the resources in question.

While they may advocate for a particular decision, the Regional Chair and Members of Council will not attempt to direct the use of Regional resources or property for a purpose not authorized by Council or the appropriate municipal staff.

iii. Procurement

The Region purchases goods, services and land using well established and professionally managed processes as outlined in the Region of Peel's *Purchasing By-Law*.

Should questions arise related to the conduct of Regional Chair or Members of Council in the procurement process, they should consult the Region of Peel Purchasing By-law, other applicable policy or by-law and/or an appropriate staff contact.

H. Decision-Making

- i. Decision-making authority lies with Regional Council as a whole. All members of the public interacting with Council are entitled to a clear, transparent and accountable decision-making process.
- ii. The Regional Chair and Members of Council will serve their communities with transparency, making candid disclosure of the considerations influencing them in their decision-making conduct.
- iii. The Regional Chair and Members of Council will be open to receiving reasonable representations and information from municipal staff, interested persons and the broader community.
- iv. The Regional Chair and Members of Council will not have matters dealt with in closed session (in camera) in cases where Council is unauthorized to do so.
- v. The Regional Chair and Members of Council may communicate a position that is contrary to that taken by Regional Council but in doing so should make clear that they are not representing the Council and refrain from making disparaging comments about other Members of Council and demonstrate respect for Council's processes and decisions.

I. Regional Chair

- i. This Code applies in all respects to the Chair as a Member of Regional Council.

- ii. The role of the Regional Chair is prescribed the *Municipal Act*, 2001 and states that as Head of Council the Regional Chair is:
 - to act as Chief Executive Officer of the municipality
 - to preside over council meetings so that its business can be carried out efficiently and effectively
 - to provide leadership to Council
 - to represent the municipality at official functions
- iii. As Chief Executive Officer, the Regional Chair is responsible to:
 - uphold and promote the purposes of the municipality
 - promote public involvement in the municipality's activities
 - act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally
 - participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents
- iv. The Regional Chair is the Head of Council and political head of the Region, and Chief Executive Officer of the Regional Corporation. The Regional Chair represents the Region in dealing with other levels of government and plays a strong role as liaison with Regional staff through the Chief Administrative Officer.
- v. The Regional Chair will work with Regional Council with regard to those decisions or authorities which have not been delegated to the Regional Chair by Council or provided to the Chair by legislation. The Regional Chair will represent and promote those decisions reached by Regional Council as a whole.

J. Relations with the Corporation, Council and Staff

- i. The Regional Chair and Members of Council will respect the role of staff to work for The Regional Municipality of Peel as a corporate body, with responsibility to make recommendations that reflect their professional expertise and corporate objectives.
- ii. Regional staff are governed by a separate and complementary *Employee Code of Conduct (HR02-01)*.
- iii. The Regional Chair and Members of Council must respect the fact that staff carry out directions and implement actions and policies of Council as a whole. A Member shall not attempt to influence staff to perform their duties or functions other than in accordance with either the expressed will of Council or in accordance with corporate policy.
- iv. The Regional Chair and Members of Council will not defame the reputation of the Region, its Council, its collective administration or its employees on any basis which the member is not willing and prepared to substantiate to the Council sitting in open session.
- v. The Regional Chair and Members of Council will conduct themselves with decorum demonstrating respect toward colleagues and staff and avoid behavior that could be interpreted as bullying and/or harassment.
- vi. The Regional Chair and Members of Council will not obstruct an officer, employee or agent of the Region of Peel in the performance of their duties.

- vii. The Regional Chair and Members of Council will encourage those employed or otherwise engaged by the Region of Peel to provide advice or services, to do so in a politically neutral, objectively determined and professionally bound manner. No attempt to influence such persons to depart from these standards in the provision of advice or services will be made.
- viii. The Regional Chair and Members of Council will respect the principle that decision-making, including policy making, the direction of staff and the commitment of municipal resources is only to be exercised by Members acting collectively through the Council as a whole.
- ix. The Regional Chair and Members of Council are not to use the services of Regional staff or services contracted by the Region, for personal purposes or for purposes other than the purposes of the Region, and for the purposes of the Region, only under the direction of the staff responsible.

K. Expenditures, Hospitality and Gifts

- i. The Regional Chair will disclose in writing all gifts, benefits or hospitality received from individuals, firms or associations having any value, and include in such disclosure the estimated values, the nature of the gift, benefit or hospitality, the source of the gift, benefit or hospitality and the date of receipt. The disclosure of gifts received by the Regional Chair, as aforementioned, shall be posted on the Region of Peel Website on a quarterly basis.
- ii. The Regional Chair and Members of Council may be offered gifts, hospitality or benefits from community organizations or others wishing to express appreciation. Members are permitted to accept these offers of gratitude, provided they are not offered by a vendor or potential vendor under an active Regional procurement process. Some gifts may extend a pecuniary benefit to the receiving Member, and be subject to restrictions under the *Municipal Conflict of Interest Act*.
- iii. The Regional Chair and Members of Council should be aware that gifts, hospitality or benefits received from the community could be perceived as an attempt to influence individual Councillor's actions as they pertain to Regional business. Any receipt of good or service from the community, regardless of value, should be viewed through a lens of any possible real or perceived influence.
- iv. The Regional Chair and Members of Council will respect the need for transparency and accountability in all circumstances, including participation with community organizations, not-for-profit groups or community associations seeking the benefit of the Chair's and/or Member's involvement.
- v. If the Regional Chair or Member of Council agrees to fundraise on behalf of any community organization, not for profit group or community association, the Member should ensure that contributions are received by a means that does not involve cash. Contributions should be made directly to the applicable organization, group or association.
- vi. The Region of Peel has established guidelines for Council expenses and remuneration, outlined in the "Regional Councillor Reference Manual" (Section 6 – Council Remuneration/Benefits/Expenses). These guidelines apply to the Regional Chair and all Members of Council.
- vii. For guidance in relation to gifts, Members of Council should refer to established policies at their area municipality.

L. Compliance

- i. The Regional Chair and Members of Council who observe or are credibly informed of a possible contravention of this Code have an obligation to proactively address what they observe or are informed of - whether with the Member concerned, in consultation with other Members, or ultimately through the Council.
- ii. In advance of each Inaugural meeting of Regional Council, the Code will be circulated to the Regional Chair and Members of Council to formally confirm that the Code has been reviewed and there is understanding related to a Councillors obligation to adhere to the Code.
- iii. Under Section 223.1 of the Municipal Act, a municipality has the discretionary authority to appoint an Integrity Commissioner to independently investigate possible violations of the Code and report the findings to Council.
- iv. Should Regional Council chose to use its authority under the Act and appoint an Integrity Commissioner, the Code and all related and relevant Region of Peel policies and procedures will assist the appointee(s) in determining an appropriate course of action.
- v. The Regional Chair and Members of Council will participate, cooperate and provide full disclosure in connection with all measures undertaken by the Region or by an Integrity Commissioner for the implementation and enforcement of this Code including training and the promotion of public transparency, accountability and ethical conduct on the part of Members.
- vi. The imposition of penalties, as outlined under Section 223.4 of the Municipal Act, can only occur following the investigation by an Integrity Commissioner and a Code contravention reported to Regional Council by the Integrity Commissioner.

M. Review Process

- i. To ensure this Code remains relevant and current, Regional staff will review any significant legislative or internal policy changes for possible impact to the Code and report to Regional Council where necessary.
- ii. At the beginning of the mandate of each new Council, this Code will be reviewed in connection with the development of corporate strategies (i.e. Strategic Plan, Term of Council Priorities).
- iii. A mandatory Council review and endorsement of the Code will occur at the beginning of each new term of Council.
- iv. Members of Council will be provided with an overview of their obligations and responsibilities related to the Code at the beginning of each new term of Council.

Particular care should be exercised in releasing information including, but not limited to, the following:

- personnel matters;
- information about suppliers provided for evaluation which might be useful to other suppliers;
- matters relating to the legal affairs of the Region;
- sources of complaints where the identity of the complainant is given in confidence;
- items under negotiation;
- schedules of prices in contract tenders;
- information deemed to be personal information under MFIPPA.

The list above is provided for example and is not exclusive.

4. USE OF REGIONAL PROPERTY

No Member shall use for personal purposes any Regional property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Regional duties or associated community activities of which Council has been advised.

No Member shall obtain financial or political gain from the use or sale of Region-developed intellectual property, computer programs, computer hardware and software, the Region's Website, technological innovations, or other patentable items, while an elected official or thereafter. All such property remains the exclusive property of the Region and must only be used for Regional business.

5. WORK OF A POLITICAL NATURE

No Member shall use Regional facilities, services or property for his/her re-election campaign. No Member shall use the services of Regional employees for his/her re-election campaign during hours in which the employees are in the paid employment of the Region.

6. CONDUCT AT COMMITTEE AND COUNCIL

During Committee and Council Meetings, Members shall conduct themselves with decorum by demonstrating respect for Delegates and for fellow Members. Members shall be courteous and not distract from the business of the Committee or Council Meeting. Members shall not enter into debate with Delegates or presenters and may be called upon by the Committee/Regional Chair as per Section 12.2.

7. REPRESENTING THE REGION

Members shall make every effort to participate in the activities of the Local Boards, Committees and other bodies to which they are appointed.

8. INFLUENCE ON STAFF

Members shall be respectful of the fact that staff work for the whole corporation and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence from any individual Member or faction of Council.

9. BUSINESS RELATIONS

No Member shall borrow money from any person who regularly does business with the Region unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No Member shall act as a paid agent before Committee or Council or any agency, board, or committee of the Region, except in compliance with the terms of the Municipal Conflict of Interest Act.

10. ENCOURAGEMENT OF RESPECT FOR THE REGION AND ITS BY-LAWS

Members shall encourage public respect for the Region and its by-laws.

11. HARASSMENT

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Harassment may be defined as any behaviour by any person, including a co-worker, that is directed at or is offensive to another person on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, or disability and any other prohibited grounds under the provisions of the *Human Rights Code*, R.S.O. 1990, c. H.19, as amended from time to time.

12. INTERPRETATION

Members of Council seeking clarification of any part of this Code of Conduct should consult with the Clerk or Corporate Counsel.



Status: **Final / Archived (select one)**
Approved By: **Council / CAO (select one)**

The Regional Municipality of York

Code of Conduct for Members of Regional Council

Policy No.: (Same as document eDOCS No.)

Original Approval Date: (First time policy was approved by Council or CAO)

Current Approval Date: (Last time policy was approved by Council or CAO)

Last Review Date: N/A

Policy Statement:

This Code of Conduct establishes standards of conduct for Members of Council in the individual conduct of their official duties.

Application (who this policy applies to):

This Code of Conduct applies to the Regional Chair and to Regional Council Members acting in their 'Official Capacity'. This includes, but is not limited to, the conduct of a Regional Council Member in the following circumstances:

- While on Regional property
- When interacting with York Regional staff and/or another Member of Regional Council
- In relation to matters immediately before and/or solely within the purview of York Regional Council

Code of Conduct for Members of Regional Council <Insert Most Recent Approval Date>

- In relation to business directly provided by York Region
- During a York Regional event and/or function
- During a non-York Regional event and/or function where the Member has been expressly invited or is participating as a representative of York Regional Council and not on behalf of a local municipality
- While serving on any Board, Committee or other body to which the Member was appointed by Regional Council

In this context, 'Official Capacity' as a Member of Regional Council expressly does not relate to the Regional Council Member's conduct in the following situations:

- While executing their duties as a member of council for a local municipality
- In relation to business that is before the local council and/or within the purview of a local municipality
- When solely representing the council of a municipality other than York Region

Should an issue arise where it may be unclear whether a complaint falls within the mandate of the Region or the local municipality, both the Regional and local Integrity Commissioners will work together to develop a process to resolve the matter and report the findings to the appropriate council(s). In such instances, consideration should be given to the following:

- The municipality in which the complaint was filed
- The municipality in which the expense/mileage claim was submitted for the event or function
- The reasonableness for that municipality's Integrity Commissioner to undertake the investigation

Purpose:

This Code of Conduct sets a standard of conduct for Regional Council Members to promote good governance and maintain the public confidence.

Code of Conduct for Members of Regional Council
<Insert Most Recent Approval Date>

Definitions:

Child:

A child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family.

Committee:

Any board, advisory or other committee, subcommittee or similar entity, and as established from time to time by Regional Council.

Council:

York Regional Council.

Member:

A member of Regional Council or a member of a Committee of the Region.

Non-pecuniary interest:

A private or personal interest that a Member may have that is non-financial in nature but that arises from a relationship with a person or entity that would be considered by a reasonable person, apprised of all the circumstances, as being likely to influence the Member's decision in any matter in which the non-pecuniary interest arises.

Parent:

A person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child.

Region:

The Regional Municipality of York.

Spouse:

A person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage.

Code of Conduct for Members of Regional Council <Insert Most Recent Approval Date>

Description:

1.0 Statement of Principles

1.1 The following principles will guide Members and assist with the interpretation of the Code of Conduct:

- Members shall serve the public in a conscientious and diligent manner
- Members shall always act and are expected to perform their functions with integrity, accountability and transparency, and shall avoid the improper use of influence of their office and conflicts of interest, both apparent and real
- Members shall perform their duties and arrange their private affairs in a manner that promotes public confidence and will bear public scrutiny
- Members will observe and comply with the laws of Canada, Ontario and the laws and policies adopted by Council, including but not limited to the following:
 - Municipal Act, 2001
 - Municipal Conflict of Interest Act
 - Municipal Elections Act, 1996
 - Municipal Freedom of Information and Protection of Privacy Act
- Members will seek to advance the public interest with honesty and refrain from making statements known to be false or with the intent to mislead Council, staff or the public
- Members will refrain from making disparaging comments or unfounded and speculative accusations about the motives of another Member, staff or the public

2.0 Conduct at Meetings

2.1 Members will conduct themselves at all Council, Committee or any other Region related meetings with decorum and in accordance with the Region's Procedural Bylaw or other applicable procedural rules and policies.

3.0 Staff and Council Relations

3.1 Council as a whole approves budget, policy and governance of the Region through its by-law and resolutions. Individual Members do not direct or oversee the functions of the administration or staff of the Region or a Committee.

Code of Conduct for Members of Regional Council
<Insert Most Recent Approval Date>

3.2 Members shall respect the role of staff in the administration of the business affairs of the Region. Members shall respect that:

- a) Staff provide advice and make policy recommendations in accordance with their professional ethics, expertise and obligations and that Members must not falsely or maliciously injure the reputation of staff members whether professional or ethical or otherwise
- b) Under the direction of the Chief Administrative Officer (CAO), staff serves Regional Council as a whole, and the combined interests of all members as evidenced through the decisions of Council. Members must not make requests or statements or take actions which may be construed as an attempt to influence the independent administration of Regional business. Members shall not attempt to intimidate, threaten, or influence any staff member from carrying out that person's duties, including any duty to disclose improper activity.
- c) Staff carry out their duties based on political neutrality and without undue influence from any individual Member and, therefore, Members must not invite or pressure any member of staff to engage in partisan political activities or be subjected to discrimination or reprisal for refusing to engage in such activities

4.0 Use of Regional Property

4.1 Council is the custodian of the Region's assets. The community places its trust in Council and those it appoints to make decisions for the public good in relation to these assets.

4.2 By virtue of their office or appointment, Members must not use or permit the use of Regional lands, facilities, equipment, supplies, services, staff or other resources for activities other than the Region's business. No Member shall seek financial gain for themselves, family or friends from the use or sale of Regionally-owned intellectual property, computer programs, technological innovations, or other patent, trademarks or copyright held by the Region.

5.0 Gifts and Benefits

5.1 Gifts to Members risk the appearance of improper influence. Gifts may induce influence or create an incentive for Members to make decisions on the basis of relationships rather than in the best interests of the municipality. No Member shall accept a fee, advance, gift, gift certificate, cash or personal benefit connected directly or indirectly with the performance of his or her duties. A gift, benefit or hospitality provided with the Member's knowledge to a Member's spouse, child, or parent, or to a Member's staff that is connected directly or indirectly to the performance of the Member's duties is deemed to be a gift to that Member.

Code of Conduct for Members of Regional Council
<Insert Most Recent Approval Date>

5.2 Notwithstanding Section 5.1, Members shall not accept any gift or benefits in their public capacity other than in the following circumstances:

- a) Compensation authorized by law
- b) Such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation
- c) A political contribution otherwise reported by law, in the case of Members running for office
- d) Services provided without compensation by persons volunteering their time
- e) A suitable memento of a function honouring the Member
- f) Food, lodging, transportation and entertainment provided by provincial, regional and local governments or political subdivisions of them, by the federal government or by a foreign government within a foreign country, or by a conference, seminar or event organizer where the Member is either speaking or attending in an official capacity
- g) Participating in or consuming food and beverages at banquets, receptions, sporting events or similar functions, if:
 - Attendance serves a legitimate business purpose, or supports a charitable cause in the community, a board of trade or chamber of commerce; and,
 - The person extending the invitation or a representative of the organization is in attendance; and further,
 - The value is nominal.
- h) Gifts of nominal value (for example, a baseball cap, t-shirt, flash drive, book, etc.)
- i) Any gift or personal benefit, if the Integrity Commissioner is of the opinion, before the gift or personal benefit has been accepted, that it is unlikely that receipt of the gift or benefit gives rise to a reasonable presumption that the gift or benefit was given in order to influence the Member in the performance of his or her duties.

6.0 Confidentiality

6.1 Members receive confidential information from a number of sources as part of their work. This includes information the Region receives in confidence that falls under the privacy provisions of the *Municipal Freedom of Information and Protection of Privacy Act* and other applicable privacy laws and information received during closed meetings of Council, one of its Boards or Committees.

Code of Conduct for Members of Regional Council <Insert Most Recent Approval Date>

6.2 No Member shall disclose the content of any such matter, or the substance of deliberations, of a closed meeting and the Member has a duty to hold information received at closed meetings in strict confidence for as long and as broadly as the confidence applies. Members must not, either directly or indirectly, release, make public or in any way divulge any such information or any confidential aspect of the closed deliberations to anyone, unless authorized by Council or as required by law.

6.3 Members must not disclose, use or release information in contravention of applicable privacy laws. Members are only entitled to information in the possession of the Region that is relevant to matters before the Council, a Committee or a Board.

7.0 Discrimination and Harassment

7.1 York Region is committed to providing and maintaining a working environment that is based on respect for the dignity and rights of everyone in the organization, and meeting its obligations under *the Ontario Human Rights Code* and *the Ontario Occupational Health and Safety Act*. It is York Region's goal to provide a healthy, safe, and respectful work environment that is free of any form of harassment or discrimination.

All Members have a duty to treat members of the public, one another and staff with respect and without abuse, bullying or intimidation and to ensure that their work environment is free from discrimination, harassment and violence. In carrying out their affairs, all Members will comply with the Region's Workplace Harassment and Discrimination Policy as well as the Preventing and Managing Violence in the Workplace Policy.

8.0 Improper Use of Influence

8.1 Members shall not use the influence of their office or appointment for any purpose other than the exercise of his or her official duties.

8.2 Members should not use the status of their position to influence the decision of another person to the private advantage or non-pecuniary interest of themselves, their parents, children or grandchildren, spouse, or friends or associates, or for the purpose of creating a disadvantage to another person.

9.0 Conflicts of Interest

9.1 Members shall take appropriate steps to avoid conflicts of interest, both apparent and real. Proactive steps to mitigate conflict of interest are important to maintaining public confidence in elected officials. Members may seek guidance from the Integrity Commissioner if they may have a conflict between their responsibilities to the public as a Member of Regional Council and any other interest, pecuniary or non-pecuniary.

Code of Conduct for Members of Regional Council

<Insert Most Recent Approval Date>

9.2 When a member discloses a pecuniary interest, the member must file a written statement of the member's interest at the meeting, or as soon as possible afterwards. The Region is required to establish and maintain a registry of statements and declarations of interests of members, which shall be available for public inspection.

10.0 Election Activity

10.1 Members of Council are required to conduct themselves in accordance with the Municipal Elections Act, 1996, as may be amended from time to time, and any Region policies. The use of Regional resources, both property and staff time, for any election-related activity is strictly prohibited. Election-related activity applies to the Member's campaign and any other election campaigns for municipal, provincial or federal office.

Responsibilities:

Role: Members of Regional Council

Responsibilities: Adhere to the provisions of the Code of Conduct for Members of Regional Council and ensure compliance with all applicable legislation as well as all procedures, rules or policies of the Region governing their ethical behaviour

Role: Regional Integrity Commissioner

Responsibilities: Investigate complaints related to a Member's alleged non-compliance with the Code of Conduct for Members of Regional Council

Provide advice to Members of Regional Council with respect to their obligations under the Code of Conduct and the *Municipal Conflict of Interest Act*.

Provide educational information about the Code of Conduct and about the *Municipal Conflict of Interest Act*.

Non-Compliance:

Allegations of non-compliance with the Code of Conduct may be investigated by the Integrity Commissioner.

Code of Conduct for Members of Regional Council <Insert Most Recent Approval Date>

The Integrity Commissioner will establish a process to investigate claims of non-compliance. Members shall not act in reprisal or threaten reprisal against a person who makes a complaint or provides information to the Integrity Commissioner during an investigation.

Members are expected to cooperate with requests for information during investigations under the Code of Conduct. Members shall not destroy documents or erase electronic communications or refuse to respond to the Integrity Commissioner where a complaint has been lodged under the Code of Conduct or any process for complaints adopted by the Region.

Where a report is received from the Integrity Commissioner that there has been a violation of the Code of Conduct, Regional Council may impose either of the following penalties on the Member as permitted by the Municipal Act, 2001:

- a) A reprimand
- b) A suspension of the remuneration paid to the Member in respect of his or her services on Regional Council for a period up to 90 days

Regional Council may, on the basis of a recommendation from the Integrity Commissioner, also take any or all of the following actions in furtherance of any penalty imposed and require that the Member:

- Provide a written or verbal apology
- Return property or make reimbursement of its value or of money spent
- Be removed from the membership of a Committee
- Be removed as chair of a Committee

Reference:

Legislative and other authorities

- [Municipal Act, 2001](#)
- [Municipal Conflict of Interest Act](#)
- [Municipal Elections Act, 1996](#)

Code of Conduct for Members of Regional Council
<Insert Most Recent Approval Date>

- [Municipal Freedom of Information and Protection of Privacy Act](#)

Contact:

Regional Clerk, Corporate Services Department, 1-877-464-9675 ext. 71320

Approval Information:

Council Approval

Council Approval Date: <input type="text"/>	Committee Name: <input type="text"/>
Council Minute No.: <input type="text"/>	Report No.: <input type="text"/>
Extract eDOCS #: 8279887	Clause No.: <input type="text"/>

Accessible formats or communication supports are available upon request.

REGIONAL MUNICIPALITY OF DURHAM

COUNCIL CODE OF CONDUCT

**REGIONAL MUNICIPALITY OF DURHAM
CODE OF CONDUCT FOR MEMBERS OF COUNCIL**

1. PRINCIPLES

- 1.1 Improving the equality of Regional administration and governance can best be achieved by encouraging high standards of conduct on the part of all municipal officials. In particular, the public is entitled to expect the highest standards of conduct from the members that it elects to local government. In turn, adherence to these standards will protect and maintain the Region's and the Council members' reputation and integrity.
- 1.2 Key statements of principles that underline this Code of Conduct are as follows, members shall:
- A) Serve and be seen to serve their constituents in a conscientious and diligent manner;
 - B) be committed to performing their functions with integrity, avoiding the improper use of the influence of their office, and conflicts of interest, under the *Municipal Conflict of Interest Act*;
 - C) perform their duties in office in a manner that promotes public confidence and will bear close public scrutiny;
 - D) recognize and act upon the principle that democracy is best achieved when the operation of government is made as transparent and accountable to members of the public as possible; and
 - E) seek to serve the public interest by upholding both the letter and spirit of the laws of Parliament and the Ontario Legislature, as well as the by-laws and policies adopted by the Council.

2. DEFINITIONS

- 2.1 In this Code of Conduct:
- A) "child" means a child born within or outside marriage and includes an adopted child and a person whom a member has demonstrated a settled intention to treat as a child of his or her family;
 - B) "Code of Conduct" means the rules which govern the conduct of members established pursuant to the authority of section 223.2 of the *Municipal Act, 2001, S.O. 2001, c. 25*;
 - C) "complaint" means a written request to investigate the conduct of any member for a possible violation of the Code of Conduct filed in accordance with the Complaint Procedure;

- D) "confidential information" mean any information in the possession of, or received in confidence by, the Region that the Region is prohibited from disclosing, or has decided to refuse to disclose, under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, or any other law, which includes, but is not limited to:
- (1) information of a corporate, commercial, scientific or technical nature received in confidence from third parties,
 - (2) personal information as defined in subsection 2(1) of the *Municipal Freedom of Information and Protection of Privacy Act*,
 - (3) information that is subject to solicitor-client privilege,
 - (4) information that concerns any confidential matters pertaining to matters related to an identifiable individual, personal, labour relations, litigation, property acquisition, the security of the property of the municipality or a local board,
 - (5) any other information lawfully determined by the Council to be confidential, or required to remain or be kept confidential by legislation or order, and
 - (6) any information considered by or made available to Council during a closed meeting pursuant to subsection 239(2) of the *Municipal Act, 2001*.
- E) "Council" means the council of The Regional Municipality of Durham;
- F) "gift and benefits" means any cash or monetary equivalent, fee, object of value, service, travel and accommodation, or entertainment;
- G) "information" means any record, document, data, material, correspondence or evidence however recorded, whether oral or in printed form, on film, by electronic means or otherwise;
- H) "Integrity Commissioner" means the Integrity Commissioner appointed by the Council pursuant to section 223.3 of the *Municipal Act, 2001*;
- I) "member" means a member of the Council, unless the context otherwise requires;
- J) "parent" means a person who has demonstrated a settled intention to treat a child as a part of his or her family whether or not that person is the natural parent of the child;
- K) "person" includes a corporation, partnership, association and any other entity, as the context allows, and expressly includes a member as well as Council;
- L) "Region" means The Regional Municipality of Durham;

M) "spouse" means a person to whom a person is married or with whom the person is living in a conjugal relationship outside marriage;

N) "staff" means the municipal administrative staff of the Region and of its municipal corporations and local boards.

3. APPLICATION OF THIS CODE

3.1 This Code of Conduct applies to every member.

4. COMPLIANCE WITH DECLARATION OF OFFICE

4.1 Every member shall act in accordance with his or her declaration of office sworn pursuant to section 262 of the *Municipal Act, 2001*.

5. ADHERENCE TO COUNCIL POLICIES AND PROCEDURES

5.1 Every member shall observe and comply strictly with every provision of this Code of Conduct, as well as all other policies and procedures adopted or established by Council affecting the member, whether or not acting in his or her capacity as a member of Council.

6. CONDUCT AT MEETINGS

6.1 Every member shall conduct himself or herself properly and in a civil manner at Council, committee and other meetings, and in accordance with the provisions of the Region's Council Rules of Procedure By-law, this Code of Conduct, and any other applicable law.

7. CONDUCT RESPECTING OTHERS

7.1 Every member has the duty and responsibility to treat all members of the public, other members and all staff appropriately and without abuse, bullying or intimidation, and to ensure that the work environment is free from discrimination and harassment.

7.2 Every member shall:

A) not use indecent, abusive or insulting-words or expressions toward any other member, any member of staff or any member of the public; and

B) not speak in a manner that is discriminatory to any individual, based on that person's race, ancestry, place of origin, creed, gender, sexual orientation or gender identification, age, colour, marital status, or disability.

8. CONDUCT RESPECTING STAFF

- 8.1 Every member acknowledges that staff operate under the direction of the senior municipal administration, and in accordance with the decisions of Council, and are required to serve the Region as a whole and not the needs or desires of any individual member.
- 8.2 Every member shall:
- A) be respectful of the role of staff to provide advice based on political neutrality and objectivity and without undue influence from any member or faction of the Council; and
 - B) show respect for staff, and for their professional capacities and responsibilities.
- 8.3 Every member shall not:
- A) maliciously or falsely injure or impugn the professional or ethical reputation of any member of staff;
 - B) compel any member of staff to engage in partisan political activities, or subject any member of staff to threat or discrimination for refusing to engage in any such activity; and
 - C) use or attempt to further his or her authority or influence by intimidating, threatening, coercing, commanding or influencing improperly any staff member or interfering with that staff person's duties, including the duty to disclose improper activity.

9. GIFTS, BENEFITS, SERVICES AND HOSPITALITY

- 9.1 In order to preserve the image and integrity of the Region, business gifts to Members are discouraged. The Region recognizes that moderate hospitality is an accepted courtesy of a business relationship. However, Members should not accept any gift, benefit, service, entertainment or hospitality which could be seen to compromise their decision on a matter or create any obligation or special consideration by an individual, group or organization;
- 9.2 There will be no solicitation of gifts, benefits, services or hospitality in recognition of the fulfillment of the Member's official duties;
- 9.3 If the refusal of any gift or act of hospitality will strain the Region's business relationship, the Regional Chair or Chief Administrative Officer may accept it on behalf of the municipality with the appropriate acknowledgment;

- 9.4 Generally, the Regional Chair or Chief Administrative Officer will be the official recipient of those gifts afforded to the Region for ceremonial, symbolic, protocol or official business purposes. Members will turn over such a gift to the Regional Chair or Chief Administrative Officer. Wherever possible, ceremonial, symbolic, protocol or official business gifts should be presented at a meeting of Council;
- 9.5 This section does not preclude Members from accepting:
- A) Token gifts, souvenirs, mementos, or hospitality received in recognition for service on a committee, for speaking at an event, or for representing the Region at an event;
 - B) Political contributions that are otherwise offered, accepted, and reported in accordance with the *Municipal Elections Act* or other applicable law;
 - C) Food and beverages at meetings, banquets, receptions, ceremonies, or similar events;
 - D) Food, lodging, transportation, entertainment provided by other levels of government, by other local governments, or by local government boards or commissions;
 - E) A stipend from a board or commission that the Councillor serves on as a result of an appointment by Council;
 - F) Reimbursement of reasonable expenses incurred in the performance of their office, and the performance of activities connected with municipal associations;
 - G) Gifts of a nominal value that are received as an incident of protocol or social obligation that normally and reasonably accompany the responsibility of the office;
 - H) Services provided without compensation by persons volunteering their time for an election campaign.
- 9.6 This section further does not preclude Members from soliciting funds or donations in support of charitable or philanthropic causes, organizations or charities within the community.
- 9.7 Members will be required to exercise their personal judgment of the provisions within this section.

10. CONFIDENTIAL INFORMATION**10.1 No member shall:**

- A) disclose, release or publish by any means to any person or to the public any confidential information acquired by virtue of his or her office, in any form, except when required or authorized by Council or otherwise by law to do so;
- B) use confidential information for personal or private gain or benefit, or for the personal or private gain or benefit of any other person or body;
- C) disclose a matter, the substance of the matter, and information pertaining to a matter, that has been debated or discussed at a meeting closed to the public, and shall be maintained as confidential, unless authorized by the Council or legislation to be released, generally or subject to conditions, and such are complied with;
- D) disclose the content of any matter referred to in the preceding paragraph or the subject-matter of deliberations, at a meeting closed to the public meeting, only after the Council or committee lawfully and knowingly discusses the information at a meeting that is open to the public or releases the information to the public;
- E) without lawful authority, disclose, or make personal use of, any of the following types of confidential information:
 - (1) information concerning litigation, negotiation or personnel matters,
 - (2) information the publication of which may infringe on the rights of any person (e.g. source of a complaint where the identity of a complainant is given in confidence),
 - (3) price schedules in any contract, tender or proposal document while such remains a confidential document,
 - (4) information deemed to be "personal information" under the *Municipal Freedom of Information and Protection of Privacy Act*, and
 - (5) any other information or statistical data required by law not to be released; and
- F) obtain access, or attempt to gain access, to confidential information in the custody of the municipality except to the extent that such access is necessary for the performance of his or her duties and such access is not prohibited by Council or otherwise by law.

11. USE OF REGIONAL PROPERTY, SERVICES AND OTHER RESOURCES

11.1 Subject to 11.2 below, no member shall:

- A) use, or permit the use of, Regional land, facilities, equipment, supplies, services, staff or other resource, including any municipally-owned information, website, transportation delivery service or funds allocated for the member expenses of his or her office, for any purpose or activity other than the lawful business of the Region; or
- B) seek or acquire any personal financial gain from the use or sale of confidential information, or of any Regionally-owned intellectual property including any invention, creative writing or drawing, computer program, technical innovation, or any other information or item capable of being patented or copy righted, of which property remains exclusively that of the Region.

11.2 Incidental and occasional personal, non-commercial use of email/internet and a personal communication device (i.e. blackberry) is permitted.

12. CONDUCT OF ELECTION CAMPAIGN

12.1 Every member shall comply with all applicable requirements of the *Municipal Elections Act, 1996*, S.O. 1996, c. 32, Sched.

12.2 No member shall:

- A) use confidential information, facilities, equipment, supplies, services or other resources of the Region, including any member newsletter or website linked through the Region's website, for any election campaign or campaign-related activity;
- B) undertake campaign-related activities on municipal property during regular staff working hours unless authorized by the Region; or
- C) use the services of any person for election-related purposes during hours in which that person receives any compensation from the Region.

13. NO IMPROPER USE OF INFLUENCE

13.1 No member shall:

- A) use the influence of his or her office for any purpose other than for the lawful exercise of his or her official duties and for municipal purposes;
- B) use his or her office or position to influence or attempt to influence the decision of any other person, for the member's private advantage or that of the member's parent, child, spouse, staff, friend, or associates, business or otherwise;

- C) attempt to secure preferential treatment beyond activities in which members normally engage on behalf of their constituents as part of their official duties; or
 - D) hold out the prospect or promise of future advantage through the member's supposed influence within Council, in return for any action or inaction..
- 13.2 For the purposes of this provision, "private advantage" does not include a matter that:
- A) is of general application;
 - B) affects a member, his or her parents/children or spouse, staff, friends or associates, business or otherwise, as one of a broad class of persons; or
 - C) concerns the remuneration or benefits of a member.
- 13.3 Section 13.1 does not prevent a member from requesting that Council grant a lawful exemption from a Regional policy not including this Code of Conduct.

14. NO REPRISAL OR OBSTRUCTION IN THE APPLICATION OR ENFORCEMENT OF THIS CODE

- 14.1 Every member must respect the integrity of the Code of Conduct and inquiries and investigations conducted under it, and shall cooperate in every way possible in securing compliance with its application and enforcement.
- 14.2 No member shall obstruct the Integrity Commissioner, his or her designate, or any other Regional official involved in applying or furthering the objectives or requirements of the Code of Conduct, in the carrying out of such responsibilities, or pursuing any such objective. No member shall undertake any act of reprisal or threaten reprisal against a complainant or any other person for providing relevant information to the Integrity Commissioner or any other person under the Code of Conduct.

15. STATUTES REGULATING THE CONDUCT OF COUNCILLORS

- 15.1 Members acknowledge that in addition to this Code of Conduct, the following legislation also governs the conduct of members:
- A) *Municipal Act, 2001*;
 - B) *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*;
 - C) *Municipal Elections Act*;
 - D) *Municipal Freedom of Information and Protection of Privacy Act*;
 - E) *Occupational Health and Safety Act, R.S.O. 1990, c. O.1*;

F) *Human Rights Code, R.S.O. 1990, c. H.19*; and

G) *Criminal Code, R.S.C. 1985, c. C-46*.

15.2 A member may become disqualified and lose his or her seat by operation of law, including being convicted of an offence under the *Criminal Code* or the *Municipal Elections Act, 1996*, or being found to have failed to comply with the *Municipal Conflict of Interest Act*, whether or not the conduct in question involves a contravention of this Code of Conduct.

15.3 In the case of any inconsistency between this Code of Conduct and a federal or provincial statute or regulation, the statute or regulation shall prevail.

15.4 All references to any statute, regulation, by-law or legislation shall be deemed to be a reference to the statute, regulation, by-law or legislation as amended, consolidated, replaced or superseded.

16. INTEGRITY COMMISSIONER

16.1 The Integrity Commissioner shall be responsible for performing in an independent manner the following functions as assigned by the Region with respect to:

- A) the application of the Code of Conduct; and
- B) the application of any procedures, rules and policies of the Region governing the ethical behaviour of members;

and, without limiting the generality of the foregoing, shall be entitled to undertake investigations or not undertake investigations in accordance with provisions of Part V.1 of the *Municipal Act, 2001*.

16.2 In addition, to the responsibilities set out in Section 16.1, the Integrity Commissioner shall also provide:

- A) information to Council as to members' obligations under the Code of Conduct and the Complaint Procedure;
- B) advice to individual members regarding specific situations as they relate to the application of the Code of Conduct;
- C) advice to Council on other policies and procedures that relate to the ethical behavior of members;
- D) information to the public regarding the Code of Conduct and the obligations of members under the Code of Conduct; and
- E) an annual report to Council on the activities of the Integrity Commissioner.

- 16.3 Without limiting the generality of Section 16.1, the Integrity Commissioner may determine, on a case-by-case basis, whether to undertake an investigation or not to undertake an investigation. The Integrity Commissioner shall be entitled to summarily dismiss a complaint filed in accordance with the Complaint Procedure on the basis that it constitutes in his or her opinion, an abuse of process or is frivolous or vexatious.
- 16.4 Without limiting the generality of Article 16, all determinations of the Integrity Commissioner under the Code of Conduct shall be made in his or her own absolute discretion and shall be final and binding.

17. COMPLAINTS

- A) All complaints pursuant to the Code of Conduct shall be filed in accordance with the Complaints Procedure in Appendix "A" attached hereto.

18. PENALTIES

- 18.1 Council may, where it has received a report from its Integrity Commissioner that there has been a violation of the Code of Conduct, impose one of the following penalties on a member who has been found to be in contravention of the Code of Conduct:
- A) a reprimand; or
- B) suspension of the remuneration paid to the member in respect of his or her services as a member for a period of up to ninety (90) days.

19. ANNUAL REPORTS

- 19.1 The Integrity Commissioner shall submit an annual report to Council which will include information on the nature and volume of activity for the past year and provide examples, while maintaining the anonymity of the persons involved, in respect of advice provided and the nature of complaints received and responded to.
- 19.2 The annual report of the Integrity Commissioner shall be provided to Council for information purposes. The report is a public document.

Appendix B: Niagara Region Integrity Commissioner, Annual Report



ADR
CHAMBERS

**Integrity Commissioner Office
for Niagara Region**

September 11, 2018

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**

Dear Ms. Norio:

Thank you for the opportunity to act as the Integrity Commissioner (or "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*, we are providing our annual report for the first operating period of the Agreement covering the period August 17, 2017 to August 16, 2018.

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"). The IC is available to educate and provide advice to Members on matters governing their ethical behaviour and compliance with the Code. 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.

There is no question that the first year of operation undertaken by the Office of the Integrity Commissioner and this Integrity Commissioner was indeed a busy one.

At the outset, we were charged with the responsibility of processing three complaints which had been outstanding for some months as the selection process to secure a new IC unfolded. We immediately turned to dealing with these complaints and were able to process and bring them to final conclusion in a reasonable time frame. 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. Mascarini, that had been the subject of considerable input and debate both by Members 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.

Complaints received during the first year

The Office of the IC received 14 formal requests for investigation of contraventions of the Code. Twelve of these complaints had been completed and determined by the Integrity Commissioner as at of July 25, 2018, although since then, two additional complaints have now been received by the Office of the Integrity Commissioner and are now in the course of being processed.

With respect to the 12 requests for investigation that were received and disposed of during the first year of operation:

- One Complainant did not submit a signed Consent and Confidentiality Agreement in accordance with the terms of the protocol and accordingly the matter was not proceeded with.

- Five of the requests for investigation were disposed of on a summary basis with rulings issued to the Complainants denying the complaints on various grounds without or after a partial investigation.
- Six requests (excluding the two most recent ones) were fully investigated and reported on to Council with the determination being made as to whether the Councillor in question had or had not violated the terms of the Code and if a contravention was found, the penalty which the IC recommended that Council adopt. Of the six which were fully investigated, two resulted in a recommendation of a penalty.

It is of some interest to note that of the 14 complaints filed:

- Four of the complaints were initiated by a Councillor (although one was not proceeded with);
- Three complaints were initiated by the same citizen;
- Three complaints were initiated against one Member;
- Two complaints were initiated against each of two Members.

In addition a significant number of complaints touched upon the use of social media or email by a Member.

Cost

Aside from the work associated with reviewing the proposed new draft Code and attending before Council in that respect, the total costs incurred by the Region during the year (up to and including the end of July 2018) for the investigation and adjudication process amounted to \$65,218.17 including tax.

Two of the complaints initiated by a Councillor resulted in a cost of \$23,551.56. A third was still in progress as at August 17, 2018 and had not been completed or billed at the end of the period covered by this Report. The three complaints initiated by one citizen involved a total cost of \$22,578.19.

Issues to be considered going forward

As a result of our experience during the past year, it is respectfully suggested that Council consider the following issues:

- The provisions of Bill 68 will come into force on March 1, 2019 and will contain some significant amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act* which affect the role and powers of the Integrity Commissioner and the obligation of Members under the Region's Code. Once the new Council is in place, an *in camera* education seminar should be scheduled in order to familiarize all Councillors with the effect of these new amendments as well as emphasizing the importance of not disclosing confidential information in accordance with the requirements of the Code.
- We are seeing a significant increase in complaints being filed by a Member against other Members both within and out of the Region. The Region's investigation protocol should include a provision conferring on the IC the discretion to mandatorily order a mediation session when circumstances so warrant.
- Council should formally adopt a new and updated investigation protocol as the current complaint process was adopted by Council in contemplation of the Regional Chair, rather than the Integrity Commissioner, dealing with complaints under the Code. We would be pleased to submit a revised protocol for consideration by Council.

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,

A handwritten signature in dark ink, appearing to read 'E. McDermott', is written over a faint, circular official stamp. The signature is fluid and cursive.

Edward T. McDermott
Integrity Commissioner
Office of the Integrity Commissioner for Niagara Region

Subject: Citizen Committee on Council Remuneration

Report to: Regional Council

Report date: Thursday, August 15, 2019

Recommendations

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

Key Facts

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

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

Financial Considerations

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

Analysis

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

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

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

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

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

Alternatives Reviewed

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

Relationship to Council Strategic Priorities

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

Other Pertinent Reports

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

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

Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk
Administration

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

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

Appendices

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

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

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

TERMS OF REFERENCE

DRAFT

Appendix to Report CLK 12-2019

Recommended for Approval by Regional Council on <date>

Ratified by Regional Council on <date>

Consolidated Version as of <date>

Citizen Committee on Council Remuneration
Terms of Reference

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Citizen Committee on Council Remuneration**Terms of Reference**

1. PREAMBLE

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

2. MANDATE

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

3. GOALS/PURPOSE

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

4. REPORTING STRUCTURE

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

5. WORK PLAN

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

6. BUDGET

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

Citizen Committee on Council Remuneration**Terms of Reference**

7. MEMBERSHIP**7.1 Composition**

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

Membership for the CCCR shall include:

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

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

Staff from Human Resources will support the committee.

7.2 Term

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

7.3 Privacy

The meetings of the CCCR are public. Members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Member information, other than name or municipality, will be kept confidential in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

8. ROLES & RESPONSIBILITIES**8.1 Chair & Vice Chair**

A Chair and Vice Chair will be elected from Committee members at the first meeting to preside over meetings and Committee business.

It is the role of the Chair to preside over Committee meetings so that its business can be carried out efficiently and effectively, and to act as a liaison between the Committee, the Corporate Services Committee and Regional Council.

It is the role of the Vice Chair to preside over Committee meetings in the absence of the Chair and to perform any other duties delegated by the Chair or as assigned by the Committee through a majority vote.

Citizen Committee on Council Remuneration**Terms of Reference**

8.2 Committee Members

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

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

9. RESOURCES

The Corporate Administration department and Human Resources division is the designated lead department/division providing resource support for the CCCR; however, the Committee also has access to the technical expertise of staff from other Regional departments as may be required. It is recognized that staff time and the level of participation will be dependent on other departmental priorities as determined by senior management and/or Regional Council. As required, additional resources may be sought.

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

10. MEETINGS

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

The CCCR meetings will be held at Regional Headquarters at a time as determined by the members. All meetings will be open to the public.

Meetings shall be governed by the Region's Procedural By-law, being a by-law to govern the calling, place and proceedings of the meetings of Council and its Committees, as may be amended from time-to-time.

If necessary, a schedule setting the due dates for materials to be included on the agenda will be circulated to each member pending adoption of a meeting schedule or the scheduling of a meeting date.

A committee member who is unable to attend a meeting, shall forward his/her regrets to the Office of the Regional Clerk as soon as possible. Should the Office of the Regional Clerk not have confirmation of quorum 24 hours prior to the meeting, the meeting shall be cancelled.

Citizen Committee on Council Remuneration
Terms of Reference

11. ABSENTEEISM

Members who miss two unauthorized consecutive meetings shall be deemed to have resigned from the Committee and will be notified of this in writing by the Committee Chair.

12. AMENDMENTS TO THE TERMS OF REFERENCE

Proposals to amend the Terms of Reference shall require the approval of a majority of the members present. Proposed amendments to the Terms of Reference shall be submitted to Regional Council for approval through the Corporate Services Committee and shall take effect only upon the approval of Council.

DRAFT

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

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

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

Absent/Regrets: Campion, Easton, Foster, Sendzik

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

1. CALL TO ORDER

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

2. LAND ACKNOWLEDGMENT STATEMENT

Councillor Gale read the Land Acknowledgment Statement.

3. MOMENT OF REFLECTION

Councillor Butters read the statement of reflection.

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

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

5. **ADOPTION OF AGENDA**

5.1 **Addition of Items**

Moved by Councillor Ip
Seconded by Councillor Darte

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

Carried

5.2 **Changes in Order of Items**

Moved by Councillor Ip
Seconded by Councillor Butters

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

Carried

Moved by Councillor Huson
Seconded by Councillor Ip

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

Carried

6. **DISCLOSURES OF PECUNIARY INTEREST**

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

7. PRESENTATIONS

7.1 Regional Chair's Award of Valour

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

7.2 Brock University Strategic Plan

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

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

8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

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

9. DELEGATIONS

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

9.1.1 Brian Skrydstrup, Resident, City of St. Catharines

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

12. COMMITTEE REPORTS - OPEN SESSION

12.3 Corporate Services Committee

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

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

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

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

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

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

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

Moved by Councillor Steele
Seconded by Councillor Bylsma

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

Recorded Vote:

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

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

Defeated

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

Clause 2 of the motion was not reconsidered.

Moved by Councillor Ip
Seconded by Councillor Butters

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

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

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

Moved by Councillor Heit
Seconded by Councillor Redekop

That the question **BE CALLED**.

Recorded Vote:

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

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

Carried

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

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

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

Recorded Vote:

Yes (2): Bylsma, Greenwood.

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

Defeated

Moved by Councillor Steele
Seconded by Councillor Gibson

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

Recorded Vote:

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

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

Carried

Moved by Councillor Darte
Seconded by Councillor Gibson

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

Carried

10. ADOPTION OF MINUTES

Moved by Councillor Heit
Seconded by Councillor Redekop

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

Carried

11. **CORRESPONDENCE**

11.1 **Receive and/or Refer**

Moved by Councillor Gibson
Seconded by Councillor Greenwood

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

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

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

Carried

11.2 **For Consideration**

11.2.1 CL-C 46-2019

Niagara Peninsula Conservation Authority Board Appointments

Moved by Councillor Bylsma
Seconded by Councillor Edgar

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

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

Moved by Councillor Gibson
Seconded by Councillor Darte

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

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

Recorded Vote:

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

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

Defeated

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

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

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

Recorded Vote:

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

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

Carried

Councillor Information Request(s):

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

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

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Public Works Committee

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

Moved by Councillor Edgar

Seconded by Councillor Bylsma

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

Carried

12.2 Public Health and Social Services Committee

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

Moved by Councillor Greenwood

Seconded by Councillor Gibson

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

Carried

12.3 Corporate Services Committee

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

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

12.4 Planning and Economic Development Committee

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

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

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

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

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

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

Moved by Councillor Fertich
Seconded by Councillor Jordan

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

Carried

12.4.2 Balance of the recommendations from Planning and Economic Development Committee

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

Carried

13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

13.1 CAO 7-2019

2019-2022 Council Strategic Plan

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

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

Moved by Councillor Rigby

Seconded by Councillor Insinna

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

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

Carried

14. MOTIONS

14.1 Establishment of Niagara Region 50th Anniversary Committee

Moved by Councillor Greenwood

Seconded by Councillor Witteveen

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

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

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

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

NOW THEREFORE BE IT RESOLVED:

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

Carried

14.2 Reconsideration of Reimbursement of Legal Expense

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

Moved by Councillor Greenwood
Seconded by Councillor Fertich

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

Recorded Vote:

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

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

Carried

Moved by Councillor Greenwood
Seconded by Councillor Fertich

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

Recorded Vote:

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

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

Carried

Moved by Councillor Insinna
Seconded by Councillor Darte

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

Carried

14.3 Response to Proposed Provincial Restructuring of Local Public Health Agencies

Moved by Councillor Ip
Seconded by Councillor Greenwood

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

NOW THEREFORE BE IT RESOLVED:

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

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

Moved by Councillor Rigby
Seconded by Councillor Bylsma

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

Recorded Vote:

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

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

Carried

15. NOTICES OF MOTION

There were no notices of motion.

16. OTHER BUSINESS

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

17. MOTION FOR CLOSED SESSION

Council did not resolve into closed session.

18. CLOSED SESSION

Council did not resolve into closed session.

19. REPORT FROM CLOSED SESSION

Moved by Councillor Huson
Seconded by Councillor Ugulini

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

Carried

20. BY-LAWS

Moved by Councillor Diodati
Seconded by Councillor Ip

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

Bill 2019-49

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

Bill 2019-50

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

Bill 2019-51

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

Bill 2019-52

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

Bill 2019-53

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

Bill 2019-54

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

Bill 2019-55

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

Carried

21. ADJOURNMENT

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

Jim Bradley
Regional Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
MINUTES**

**CCCR 1-2019
Thursday, September 5, 2019
Campbell East (CE) 103
Niagara Region Headquarters, Campbell East
1815 Sir Isaac Brock Way, Thorold**

Committee: B. Haig , S. Hill, M. Pinder

Staff: K. Angrilli, Manager, Total Rewards, L. Gigliotti, Associate
Director, Employee Services, A.-M. Norio, Regional Clerk

1. CALL TO ORDER

Ann-Marie Norio, Regional Clerk, called the meeting to order at 2:00 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. SELECTION OF COMMITTEE CHAIR AND VICE CHAIR

Moved by S. Hill
Seconded by B. Haig

That Margo Pinder **BE APPOINTED** as the Chair of the Citizen Committee on Council Remuneration; and

That Bob Haig **BE APPOINTED** as the Vice Chair of the Citizen Committee on Council Remuneration.

Carried

At this point in the meeting Margo Pinder assumed the chair.

4. **PRESENTATIONS**

4.1 **Review of Council Remuneration - History and Methodology**

Kristen Angrilli, Manager, Total Rewards, provided information respecting Review of Council Remuneration - History and Methodology. Topics of the presentation included:

- Citizen Committee on Council Remuneration Goals and Purpose
- Background
- Current State
- Key Dates

Committee Information Request(s):

It was suggested that consideration be given for the establishment of a committee to examine Councillor expenses at the conclusion of the review of Council remuneration. S. Hill.

5. **ITEMS FOR CONSIDERATION**

5.1 **CCCR-C 2-2019**

Meeting Schedule

Moved by B. Haig

Seconded by S. Hill

That Correspondence Item CCCR-C 2-2019, being the Citizen Committee on Council Remuneration Meeting Schedule, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Citizen Committee on Council Remuneration **MEET** on the following dates: Tuesday, September 17 at 2:00 p.m., Friday, October 4 at 2:00 p.m., Wednesday, October 16 at 9:30 a.m. and Monday, October 28 at 2:00 p.m.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 CCCR-C 1-2019

Introduction and Background Materials

Moved by B. Haig

Seconded by M. Pinder

That Correspondence Item CCCR-C 1-2019, being Introduction and Background Materials respecting council remuneration, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

7.1 Requests for Information

Committee members requested the following information:

- union and non-union staff wage increase information from 2008 to 2019
- breakdown of the councillor remuneration increase methodology (core consumer price index and Conference Board of Canada non union policy line percentages)
- comparator group information
- Town of Banff councillor remuneration methodology

8. NEXT MEETING

The next meeting will be held on Tuesday, September 17, 2019 at 2:00 p.m. in Room CE 103, Regional Headquarters.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 3:56 p.m.

Margo Pinder
Committee Chair

Ann-Marie Norio
Regional Clerk



**THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
AGENDA**

CCCR 2-2019

Tuesday, September 17, 2019

2:00 p.m.

Campbell East (CE) 103

Niagara Region Headquarters, Campbell East

1815 Sir Isaac Brock Way, Thorold

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
3. <u>ITEMS FOR DISCUSSION</u>	
3.1 <u>CCCR-C 3-2019</u> 2008-2019 Wage Increase History - Niagara Region Union and Non-Union Employee Groups	3 - 5
3.2 <u>CCCR-C 4-2019</u> Niagara Region Council Annual Salary Formula Details 2008-2019	6
3.3 <u>CCCR-C 5-2019</u> Town of Banff - Council Remuneration Review Committee Report	7 - 28
4. <u>CONSENT ITEMS FOR INFORMATION</u>	
4.1 <u>CCCR 1-2019</u> Minutes - Citizen Committee on Council Remuneration Thursday, September 5, 2019	29 - 31
5. <u>OTHER BUSINESS</u>	

6. NEXT MEETING

The next meeting will be held on Friday, October 4, 2019 at 2:00 p.m. in Room CE 103, Regional Headquarters.

7. 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).

2008-2019 Wage Increase History - Niagara Region Union and Non-Union Employee Groups

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2008	CUPE 1019	Freely Negotiated	3
Niagara Region	2008	CUPE 1263	Freely Negotiated	3
Niagara Region	2008	CUPE 1287	Freely Negotiated	3
Niagara Region	2008	CUPE 1757	Freely Negotiated	2.75
Niagara Region	2008	Non-Union	Freely Negotiated	3
Niagara Region	2008	ONA Homes	Arbitrated	3.25
Niagara Region	2008	ONA Public Health	Freely Negotiated	3

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2009	CUPE 1019	Freely Negotiated	3
Niagara Region	2009	CUPE 1263	Freely Negotiated	2.5
Niagara Region	2009	CUPE 1287	Freely Negotiated	2.5
Niagara Region	2009	CUPE 1757	Freely Negotiated	3
Niagara Region	2009	Non-Union	Freely Negotiated	2.75
Niagara Region	2009	ONA Homes	Arbitrated	3
Niagara Region	2009	ONA Public Health	Freely Negotiated	2.75

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2010	CUPE 1019	Freely Negotiated	3
Niagara Region	2010	CUPE 1263	Arbitrated	2.5
Niagara Region	2010	CUPE 1287	Freely Negotiated	2.5
Niagara Region	2010	CUPE 1757	Freely Negotiated	2
Niagara Region	2010	Non-Union	Freely Negotiated	2
Niagara Region	2010	ONA Homes	Arbitrated	3
Niagara Region	2010	ONA Public Health	Freely Negotiated	2.5

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2011	CUPE 1019	Freely Negotiated	1.99
Niagara Region	2011	CUPE 1263	Arbitrated	2.75
Niagara Region	2011	CUPE 1287	Freely Negotiated	2.75
Niagara Region	2011	CUPE 1757	Freely Negotiated	1
Niagara Region	2011	Non-Union	Freely Negotiated	0
Niagara Region	2011	ONA Homes	Arbitrated	0
Niagara Region	2011	ONA Public Health	Freely Negotiated	0

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2012	CUPE 1019	Freely Negotiated	1.99
Niagara Region	2012	CUPE 1757	Freely Negotiated	0
Niagara Region	2012	Non-Union	Freely Negotiated	0
Niagara Region	2012	CUPE 1263	Arbitrated	1.85

Niagara Region	2012	CUPE 1287	Freely Negotiated	0
Niagara Region	2012	ONA Homes	Arbitrated	0
Niagara Region	2012	ONA Public Health	Freely Negotiated	0

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2013	CUPE 1019	Freely Negotiated	2
Niagara Region	2013	CUPE 1263	Arbitrated	1.85
Niagara Region	2013	CUPE 1287	Freely Negotiated	1
Niagara Region	2013	CUPE 1757	Freely Negotiated	1
Niagara Region	2013	Non-Union	Freely Negotiated	1.4*
Niagara Region	2013	ONA Homes	Arbitrated	2.75
Niagara Region	2013	ONA Public Health	Freely Negotiated	2

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2014	CUPE 1757	Freely Negotiated	2
Niagara Region	2014	Non-Union	Freely Negotiated	0
Niagara Region	2014	CUPE 1263	Freely Negotiated	1.5
Niagara Region	2014	CUPE 1287	Freely Negotiated	2
Niagara Region	2014	ONA Homes	Arbitrated	1.4
Niagara Region	2014	ONA Public Health	Freely Negotiated	1.4
Niagara Region	2014	CUPE 1019	Freely Negotiated	1.5

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2015	CUPE 1019	Freely Negotiated	1.25
Niagara Region	2015	CUPE 1263	Freely Negotiated	1.25
Niagara Region	2015	CUPE 1287	Freely Negotiated	1.5
Niagara Region	2015	CUPE 1757	Freely Negotiated	1.5
Niagara Region	2015	Non-Union	Freely Negotiated	1**
Niagara Region	2015	ONA Homes	Arbitrated	1.4
Niagara Region	2015	ONA Public Health	Freely Negotiated	1.25

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2016	CUPE 1019	Freely Negotiated	1.5
Niagara Region	2016	CUPE 1263	Freely Negotiated	1.5
Niagara Region	2016	CUPE 1287	Freely Negotiated	1.25
Niagara Region	2016	CUPE 1757	Freely Negotiated	1.25
Niagara Region	2016	Non-Union	Freely Negotiated	1
Niagara Region	2016	ONA Homes	Freely Negotiated	1.4
Niagara Region	2016	ONA Public Health	Freely Negotiated	1.5

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2017	CUPE 1019	Freely Negotiated	1.6

Niagara Region	2017	CUPE 1263	Freely Negotiated	1.4
Niagara Region	2017	CUPE 1287	Freely Negotiated	1.5
Niagara Region	2017	CUPE 1757	Freely Negotiated	1.25
Niagara Region	2017	Non-Union	Freely Negotiated	0.75
Niagara Region	2017	ONA Homes	Freely Negotiated	1.4
Niagara Region	2017	ONA Public Health	Freely Negotiated	1.4

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2018	CUPE 1019	Freely Negotiated	1.5
Niagara Region	2018	CUPE 1263	Freely Negotiated	1.4
Niagara Region	2018	CUPE 1287	Freely Negotiated	1.6
Niagara Region	2018	CUPE 1757	Freely Negotiated	1.6
Niagara Region	2018	Non-Union	Freely Negotiated	0.75
Niagara Region	2018	ONA Public Health	Freely Negotiated	1.4

Employer	Year	Union	Type of Settlement	Wage Increase %
Niagara Region	2019	CUPE 1019	Freely Negotiated	1.5
Niagara Region	2019	CUPE 1287	Freely Negotiated	1.5
Niagara Region	2019	CUPE 1757	Freely Negotiated	1.5
Niagara Region	2019	Non-Union	Freely Negotiated	1.5
Niagara Region	2019	ONA Public Health	Freely Negotiated	1.6

*represents the average as grade increases varied

**total increase was 1% to implement the new salary structure following Mercer job evaluation project

Niagara Region Council Annual Salary Formula Details
2008-2019

Year	Core CPI	Conference Board of Canada Policy Line %	Total Wage Increase %
2008	2.28	2.40	4.68
2009	1.61	2.50	4.11
2010	1.93	1.30	3.23
2011			0.00
2012			0.00
2013			0.00
2014	1.20	1.80	3.00
2015	1.53	1.40	2.93
2016	2.20	1.30	3.50
2017	2.00	1.30	3.30
2018	1.30	1.30	2.60



Council Remuneration Review Committee Report

June 2017

Committee Members:

David Bayne

Connie Macdonald

Brian Smythe

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Appendices

1. Council Remuneration Review Committee Terms of Reference
2. Comparator Municipalities Market Analysis Table
3. Municipal Officers Expense Allowance Elimination Calculations
4. Council Remuneration Policy 076-2

Background

Council has established a Council Remuneration Policy that sets out compensation and benefits for the duly elected council of the day. The policy attempts to strike a balance between the work that is required of a public official and the call to serve one's community.

Council Compensation Policy C076-2 states that members of Banff Town Council will be provided with fair and reasonable remuneration for performing the duties of their office and reimbursement for the expenses that they incur in fulfilling their responsibilities.

Council salaries were first established in 1989 by a consultant hired to set salary grids for staff and council prior to the town's incorporation. Council salaries were adjusted in 2000 using a calculation based on cost of living increases received by the Town of Banff employees for the previous ten years. In 2006, the Town of Banff Corporate Affairs Sub-Committee was established to review and make recommendations on the remuneration provided to council. Following submission of the sub-committee's report, Council established its current remuneration and formula to determine increases on an annual basis.

In 2012, council convened a public committee to review council compensation and provide their recommendations for change. The Council Compensation Review Committee was established with a mandate to review, develop and present a report and recommendation of Council Remuneration for the term 2013-2016. The current Council Remuneration Policy C076-2 was adopted by council in July of 2013. The new policy stipulated that that a comprehensive remuneration review would take place every election year prior to the election, and that the review will be conducted through a committee comprised of Banff residents.

In the fall of 2016, council established the terms of reference and recruitment profiles for a Council Remuneration Review Committee (CRRC) and directed administration to advertise for the positions. Administration recruited members for the committee using newspaper advertisements, social media and the Town's website. Council appointed members at their 2016 annual organizational meeting. The appointed members brought a wealth of experience including expertise in financial management, human resources, intergovernmental relations and leadership.

The 2017 CRRC is comprised of three members: Mr. David Bayne, Ms. Connie Macdonald, and Mr. Brian Smythe. Two individuals who served during the 2013 remuneration review were appointed once again in 2016, thus providing the Committee with continuity and further insights into previous recommendations.

The Manager of Human Resources and the Municipal Clerk provided staff support to the public committee.

Committee Terms of Reference

The Terms of Reference identifies the Committee as an independent body charged with reviewing and bringing forward recommended changes on guiding principles for remuneration, base salary and per diems, benefits and allowance, full time equivalent status and periodic adjustments and remuneration review for the mayor and councilors.

The final report and recommendation of the CRRC are not binding upon council, and may be amended or set aside as council deems appropriate.

The Terms of Reference are attached to this report as Appendix B.

Statement of Guiding Principles for Town of Banff Council Remuneration

The CRRC recognized the importance of considering both the unique circumstance of public office within the Town of Banff, and the review of compensation as it relates to municipal public office in a manner that reflects the duties, responsibilities, skill, effort, authority and decision making. The residents of Banff believe that the Mayor and Councillors bring value to the community and should be remunerated appropriately in accordance with Banff's unique iconic stature as an international tourist destination and associated public profile of its elected officials.

The philosophy is to base the compensation for the Mayor and Councillors on a realistic scale and should reflect the demanding nature and responsibilities of that public office in order to attract capable candidates; however such compensation must also be reasonable to both members of council and to the citizens of Banff.

The CRRC's deliberations and resulting recommendations were undertaken with consideration of the following:

- There is a need for greater accountability to address growing expectations of the community with respect to the Mayor and Councillors' responsibilities and obligations throughout their term of office.
- Council salaries should not be perceived as a barrier to those seeking to serve the public in the office of Mayor or Councillor.
- The level of compensation should attract competent, motivated and well qualified community-minded citizens for the offices of Mayor and Councillor.
- The complexity, responsibilities, time commitments and accountabilities associated with the role of Mayor and Council in our community is unique based on its stature as an international tourist destination.
- Remuneration must be transparent, fiscally responsible, and easily understood by the electorate.

Approach

The first meeting of the CRRC was held in February of 2017. Following a review of the Terms of Reference for the Committee, members spent time in each meeting reviewing background information gathered to support their work. Information included previous council compensation review documentation and reports, Town of Banff policies pertaining to council remuneration, allowance and expenses, comparator municipality compensation information and recent compensation review reports from other municipalities. The CRRC reviewed, in detail, the approved remuneration recommendations following the 2013 compensation review to determine if they were still relevant given today's circumstances.

The CRRC held three subsequent meetings. Meetings focused on the selection of an appropriate comparator group of municipalities based on criteria to compare compensation practices, the establishment of a Statement of Principles, a review of total compensation, and development of the included recommendations against the Statement of Principles.

The review process was consistent with the Committee Terms of Reference and as part of the review process, the following documents, surveys and information were reviewed and discussed by the CRRC:

- Approved Town of Banff documents related to Council remuneration
- Information concerning the roles and responsibilities of municipal councils
- 2013 Town of Banff Council Compensation Review Report to Council
- Survey of current council on compensation and with an estimation of time commitments for the current Mayor and Council
- Council Remuneration Municipal Comparisons
 - City of Airdrie
 - Town of Canmore
 - Town of Chestermere
 - Town of Cochrane
 - Town of High River
 - Town of Okotoks
 - Town of Strathmore
 - MD of Foothills
 - Rockyview County
 - Resort Municipality of Whistler
 - Town of Sylvan Lake

* All reference documents are available from the Town of Banff Municipal Clerk.

Input from Members of Council

Members of council were asked to complete a questionnaire developed by the CRRC. Questions posed to council related to past, current and future demands being placed on council and the compensation received for performing their duties.

Town of Banff Council Compensation Philosophy

The CRRC was briefed on the Town of Banff's compensation philosophy and principles around council's current remuneration based on the work of the previous review committee. These are the guiding principles that drive the Town's decision-making about how to pay council. In keeping with the compensation philosophy the committee aimed at providing a total compensation package that attracts suitable candidates balanced with the commitment to effective stewardship of public funds.

Market Survey Findings of Comparative Municipalities

The CRRC engaged administration to conduct research of comparator municipalities to assist them in making informed recommendations.

The following municipalities were established by the CRRC as the appropriate comparator for the purposes of establishing compensation for elected officials:

- Town of Canmore
- Town of Cochrane
- Town of Okotoks
- Resort Municipality of Whistler

Compensation and allowance information provided from these comparative municipalities are included within this report as Appendix C.

Municipal Officers Expense Allowance - 2017 Federal Budget Changes

The CRRC was updated by administration on changes in the 2017 Federal Budget that would affect council's current municipal officer's expense allowance.

Under the current federal tax legislation, up to one-half of a municipal councilor's total remuneration can be excluded from income (tax free). Total remuneration consists of a council members salaries, per diems, and general expense allowance.

While the federal tax laws allow up to one-half of total salary to be excluded from income, Alberta council members are only entitled, under the Municipal Government Act to receive one-third of their remuneration as a general allowance. Councillor's are not required to account for the allowance.

257.1(2) One third of the remuneration paid in 1999 and later years by a municipality to a councilor is deemed to be an allowance for expenses that are incidental to the discharge of the councilor's duties.

Currently Town council members remain under this provision with one-third of their remuneration being treated as expenses related to carrying out their duties (a tax free allowance) and two-thirds of their council remuneration remains taxable. This sum is not reflected in their salaries.

The 2017 Federal Budget eliminates the councillor tax exemption

- *Remove the tax exemptions for non-accountable expense allowances paid to members of provincial and territorial legislative assemblies and to certain municipal office-holders. This exemption is only available to certain provincial, territorial and municipal office holders, and provides an advantage that other Canadians do not enjoy.*

Further detail in the 2017 Federal budget States:

The reimbursement of expenses incurred in the course of carrying out the duties of an office or employment is generally not a taxable benefit to the recipient. By contrast, a non-accountable allowance for which an individual does not have to provide details or submit receipts to justify amounts paid is generally a taxable benefit.

Municipal officials may, however, receive non-accountable allowances for work expenses that are not included in computing income for tax purposes.

Budget 2017 proposes to require that non-accountable allowances paid to these officials be included in income. The reimbursement of employment expenses will remain a non-taxable benefit to the recipient.

In order to provide affected organizations more time to adjust their compensation schemes, this measure will apply to the 2019 and subsequent taxation years.

The CRRC considered the various options including:

- 1) Continuation of one-third tax free for 2018 and fully taxable, no change in gross pay in 2019.
- 2) Continuation of one-third tax free for 2018 and fully taxable and adjust gross pay to maintain same net pay in 2019.
- 3) Discontinuation of one-third tax free in 2018 and establish fully taxable gross pay starting the beginning of the 2017-2021 term of office.

There are no additional financial implications should the council decide to retain the one-third tax exempt status starting for 2018 and not adjust the gross pay in 2019.

Eliminating the one-third tax exempt status in 2018 and establishing the total compensation amounts starting at the beginning of the next council term would result in an annual financial impact of approximately \$35,000 starting in 2019 rather than 2018 due to increased compensation amounts.

A comparative analysis of the three options with detailed calculations (i.e. income tax projections) is attached as Appendix D to this report. The calculation for mayor assumes single source of income from the Town, and the calculations for councillor assume multiple sources of income. Actual marginal tax rates will vary based on all sources of income and deductions available to members of council.

Recommendations & Rationale

Recommendations on the Remuneration of the Mayor

The position of Mayor should remain a full-time position.

That effective upon the swearing in of a new Council in October, 2017, the Mayor remuneration should be adjusted to reflect the average of the comparator group (Canmore, Cochrane, Okotoks and Whistler); and that the mayor should not receive per diems.

Further it is recommended that the 1/3 tax exempt allowance be retained for the year 2018. Effective 2019, the one-third tax-free portion of the mayor's remuneration would be eliminated and the mayor's salary be adjusted to generally reflect a neutral impact on the mayor's net salary.

Specifically, it is recommended that the base salary for the Mayor be adjusted as follows:

- (a) Effective October 23, 2017 until December 23, 2018 increase from \$79,953 to \$80,540. (1/3 non taxable)
- (b) Effective December 24, 2018 (first pay of 2019) increase from \$80,540 to \$93,426 (100% taxable); plus the market percentage increase approved in the annual budget and granted to all other Town of Banff employees.
- (c) In 2020 and 2021 increase the salary by the same market percentage approved in the annual budget and granted to all other Town of Banff employees.

Rationale

The role of the Mayor of Banff has evolved over time. The Mayor has all the responsibilities of the other members of Council as well as actively advocating for the Town of Banff at local, provincial, national and even international levels. There is an expectation from the public that there is more importance placed on the role of the Mayor, including visibility and public commitments. There is also a need to establish a system of remuneration which would appropriately reflect these job requirements while recognizing the loss of other income opportunities while serving as mayor.

The work of the Mayor cannot be confined to a definable period of daily business, but is a seven-day-a-week commitment. Personal time, including vacations, can only be planned around this commitment.

The remuneration of Mayor is reflective of the time commitment and degree of responsibility for this position.

Analysis was conducted using the comparator municipalities to determine what the salary level should be for the position of Mayor.

Analysis indicated that no additional compensation should be provided for items such as chairing committees or representing the Town at an agency, board or committee.

With regard to the 1/3 tax exempt allowance, the CRRC is of the view that while members of council may not necessarily anticipate a salary increase during their term of office, they do not expect a decrease, nor is a decrease appropriate. As the current one-third tax free provides a savings to the municipality it should be maintained in 2018.

Recommendations on the Remuneration of Councillors

Recommendation

The position of councilor continues should continue to be considered part-time with remuneration to be based on one-third of the mayor's salary.

That effective upon the swearing in of a new Council in October, 2017, Councillors should be remunerated at approximately one-third of that of the Mayor, which would be \$26,900 per annum.

Further it is recommended that the 1/3 tax exempt allowance be retained for the year 2018. Effective 2019, the one-third tax-free portion of a councillor's remuneration would be eliminated and the councillor's salary adjusted to generally reflect a neutral impact on the councillor's net salary.

Specifically it is recommended that the base salary for the Councillors be adjusted as follows:

- (a) Effective October 23, 2017 until December 23, 2018 increase from \$26,478 to \$26,900. (1/3 non taxable)
- (b) Effective December 24, 2018 (first pay of 2019) increase from \$26,900 to \$30,185 (100% taxable); plus the market percentage increase approved in the annual budget and granted to all other Town of Banff employees.
- (c) In 2020 and 2021 increase the salary by the same market percentage approved in the annual budget and granted to all other Town of Banff employees.

Rationale

Banff Councillors' work is such that a significant part-time commitment on the part of the elected official to fully perform their duties and obligations is necessary. Councillors' responsibilities require members to prepare for and attend meetings and events in addition to keeping informed on current issues while maintaining contact with residents. It should be understood that Councillors in a small community have a high public profile and that they are often required to be engaged with constituents on a daily basis.

Again, with regard to the 1/3 tax exempt allowance, the CRRC is of the view that while members of council may not anticipate a salary increase during their term of office, they do not expect a decrease, nor is a decrease appropriate. As the current one-third tax free provides a savings to the municipality it should be maintained in 2018.

Recommendation on Per Diems

Recommendation

That Councillors continue to receive a per diem for required attendance as an official representative outside the Bow Valley and that the same rates for per diems be retained in 2018.

It is recommended that the per diem rate be adjusted starting in 2019 to be net pay neutral based on the elimination of the 1/3 tax-free municipal officers expense. As the current one-third tax free provides a savings to the municipality it should be maintained in 2018.

Specifically the per diem rates should be as follows:

(a) Effective October 23, 2017

4 hours and less	\$90.00 (1/3 non taxable)
More than 4 hours	\$180.00 (1/3 non-taxable)

(b) Effective December 24, 2018

4 hours and less	\$105.00 (100% taxable)
More than 4 hours	\$210.00 (100% taxable)

Further, the CRRC recommends that for the purposes of travel the Bow Valley continued to be defined to include only Banff and Canmore.

Rationale

Currently the per diem rate is \$180 per day (4 hours or more) and \$90 per half day (4 hours or less). This is an amount that a Councillor would receive when out of the Bow Valley on Town business. This amount is to offset the salary amount when they need to take a day off work.

The Mayor would not receive a per diem as she or he would now be compensated as working in a full-time position and would continue to receive regular salary.

Recommendation on the Process for Future Remuneration Increases

Recommendation

That Mayor and Council Base Remuneration continue to be adjusted effective January 1 of each year by the same market formula used in the annual adjustment for Town wages approved in the Financial Plan for all Town of Banff employees.

Rationale

Due to the perceived conflict of interest in the process for wage adjustments, the level of compensation from members of council should be adjusted from time to time by an arm's length process.

The CRRC concluded that the amount of this adjustment was an acceptable basis for annual changes in compensation for council. The CRRC believes that an annual adjustment to the pay system ensures that council remuneration keeps pace with inflation and that large adjustment increases will not be required in the future.

Recommendation on Health Benefits Offered

Recommendation

That the current group extended health benefits plan and contributions rates provided for the class of elected officials be maintained for those members of Council who choose to be covered.

Council Member Group Benefits include:

- Life Insurance and Accidental Death and Dismemberment
- Dental Care
- Extended Health Care
- Employment and Family Assistance Program (confidential counselling)

Rationale

Following an analysis of the health benefits provided to council of other comparator municipalities in each case the comparator group mirrored those provided by the Town of Banff.

The group plan benefits are optional for members of Council. Using this benefit plan offers economies of scale because administration systems are already in place for Town employees. It is a cost-effective method of providing health benefits to Council.

Recommendation on RRSP Benefit Program

Recommendation

That council members be offered enrollment in the Town's group RRSP benefit where the Town contributes an agreed upon percent of bi-weekly regular wages each pay period. Contributions would begin at the commencement of the elected term and cease on the final date of the term.

Rationale

Elected officials are not eligible to participate in the Local Authorities Pension Plan of which the Town is a participating member. Since this policy was last reviewed, the Town of Banff has implemented a Registered Retirement Savings Plan for employees who are not eligible for in the LAPP due to employment status.

Following an analysis of the benefits provided to council of other comparator municipalities it was found that some municipalities provide a retirement benefit. Providing enrolment in a retirement plan would support the CRRC's total compensation consideration; "The level of compensation should attract competent, motivated and well qualified community-minded citizens for the offices of Mayor and Councillor" (page 4 of this report).

For consistency purposes the CRRC recommends that the RRSP contribution amounts be aligned with one of the two existing plan designs:

- | | | |
|-----------------------|---------------------------|--------------------------------------|
| a.) Internal FT Terms | 8% bi-weekly contribution | Approximate annual cost: \$19,400.00 |
| b.) Contracted Terms | 5% bi-weekly contribution | Approximate annual cost: \$12,100.00 |

Recommendation on Computer Allowance

Recommendation

No recommendation for change at this time.

Recommendation on Travel Expenses

Recommendation

No recommendation for change at this time.

Recommendation on Conference, Convention and Seminar Registration Fees

Recommendation

No recommendation for change at this time.

Recommendation on Attendance at Local Functions

Recommendation

No recommendation for change at this time.

Recommendation on Child Care Expenses

Recommendation

No recommendation for change at this time.

Recommendation on the Review of Council Remuneration

Recommendation

That Council continue to appoint an independent committee to review Council remuneration every four (4) years, during the last year of the term of each Council. No recommendations for change at this time.

Rationale

The CRRC deems that it would be good practice to conduct a review of the council compensation policy every council term. Having an independent public committee separates the process of determining remuneration from Council while providing a process that is both transparent and accountable.

Summary of Recommendations

It is recommended that Governance and Finance Committee direct administration to bring back to council amendments to Council Remuneration Policy to implement the following recommendations:

1. That the base salary for the Mayor be adjusted as follows:
 - a) Effective October 23, 2017 until December 23, 2018 increase from \$79,953 to \$80,540. (1/3 non taxable).
 - b) Effective December 24, 2018 (first pay of 2019) increase from \$80,540 to \$93,426 (100% taxable); plus the market percentage increase approved in the annual budget and granted to all other Town of Banff employees.
 - c) In 2020 and 2021 increase the salary by the same market percentage approved in the annual budget and granted to all other Town of Banff employees.
2. The base salary for the Councillors be adjusted as follows:
 - a) Effective October 23, 2017 until December 23, 2018 increase from \$26,478 to \$26,900. (1/3 non taxable)
 - b) Effective December 24, 2018 (first pay of 2019) increase from \$26,900 to \$30,185 (100% taxable); plus the market percentage increase approved in the annual budget and granted to all other Town of Banff employees.
 - c) In 2020 and 2021 increase the salary by the same market percentage approved in the annual budget and granted to all other Town of Banff employees.
3. Effective December 24, 2018 Per diem rates be adjusted as follows:
 - a) 4 hours and less \$105.00 (100% taxable)
 - b) More than 4 hours \$210.00 (100% taxable)
4. That Councillors be eligible for enrollment in the Town of Banff's group Registered Retirement Savings Plan from one of the following options:
 - i. Contribution rate of 8% of regular bi-weekly wages; or
 - ii. Contribution rate of 5% of regular bi-weekly wages
 With:
 - a) Optional councillor contribution
 - b) Contributions begin in the first pay period of the term and cease in the last pay period of the term (or on termination of position).

TOWN OF BANFF

Terms of Reference

Council Remuneration Review Committee

1.0 COMPOSITION OF COMMITTEE

- 1.1 The Council Remuneration Review Committee (the “Committee”) is comprised of three (3) members of the public eligible in accordance with the Town of Banff Committee Appointments Policy.
- 1.2 The Committee shall elect a chairperson at their first meeting.
- 1.3 Members of the Committee will be appointed by Council directly, according to the Town of Banff Committee Appointments Policy.
- 1.4 If a member resigns or is unable to serve, a replacement may be appointed from the original list of applicants.

2.0 TERM OF OFFICE

- 2.1 In the year prior to a general municipal election, the Committee is established as a temporary Council committee.
- 2.2 The Committee shall terminate upon acceptance of the Committee’s final report by Council, which shall be completed on or before June 30th of the year of a general municipal election.

3.0 STATEMENT OF PURPOSE

- 3.1 The purpose of the Committee shall be to review and provide recommendation to the Town of Banff Council (the “Council”) with respect to the Town of Banff Council Remuneration Policy for the next term of office.
- 3.2 The report may include, but is not limited to, recommendations with respect to:
 - i) establishing a set of guiding principles for council remuneration;
 - ii) establishing the appropriate remuneration to be paid to the Council including specific recommendations on base salary and per diem amounts;
 - iii) benefits offered;

- iv) allowances and expenses;
- v) full time equivalent status;
- vi) options for making periodic adjustments to established remuneration; and
- vii) the establishment of standards for remuneration review.

4.0 DUTIES AND POWERS

- 4.1 The Committee is advisory in nature, making recommendations to Council by way of report.
- 4.2 The chairperson and/or another Committee member shall present the Committee's recommendation to the Governance and Finance Committee prior to a public Council meeting to ensure comprehensiveness and completeness.
- 4.3 All decisions and recommendations of the Committee will be made through a consensus based approach. Consensus does not mean a decision that is perfect for all participants. It does mean a decision that all participants can live with, and that all participants agree to support the decision. For issues where consensus cannot be reached, the majority vote will determine the final decision.
- 4.4 The Committee will review relevant survey data and practices of other comparable markets (such as the Small Municipalities Human Resources Team – SMHRT) and the Alberta Municipal Services Corporation/Alberta Urban Municipalities Association – AUMA/AMSC. The Committee may conduct other reviews it feels are necessary to enable it to make recommendations.
- 4.5 The Committee is permitted to solicit external submissions and expertise as required.
- 4.6 Committee members will receive no honorarium for their volunteer services.

5.0 MEETINGS

- 5.1 The Committee will determine the meeting schedule they require to complete their mandate.
- 5.2 All Committee meetings shall be open to the public, with item protected by the Freedom of Information and Protection of Privacy Act discussed in camera in accordance with usual procedures.
- 5.3 The Committee meeting is to comply with the requirements of the *Municipal Government Act*, as amended, and the Procedural Bylaw of the Town of Banff, as amended or repealed and replaced from time to time.

6.0 LIAISON

- 6.1 The Manager of Human Resources, or designate, shall attend Committee meetings to act in an advisory capacity as a non-voting member.
- 6.2 The Municipal Clerk, or designate, shall provide administrative support to the Committee.

7.0 REVIEW

- 7.1 The Committee Terms of Reference shall be reviewed in the year preceding a general election to ensure that they reflect the current mandate of the Committee.

	A	B	C	D	E	F	G	H	I	K	L	M	N	O	P	Q	R
1	Location (Rate Year)	Population 2016	Full Time/Part Time	Mayor Salary from 2015 Financial Statements	Benefits & Allowances from 2015 Financial Statements	Full Time/Part Time	Councillor Average Salary from 2015 Financial Statements	Councillor Average Salary from 2015 Financial Statements	Councillor Average Benefits and allowances from 2015 Financial Statements	Comp	Per Diem-Mayor	Car	Per Diem-Council	Car	Benefits	Conference Training/Travel/Subsistence	Other
2	Banff	7851 (Fed) 9386 (Muni)	FT	\$78,674	\$3,361	6 PT	\$26,055	\$26,055	\$3,726	\$29,781	Reasonable childcare upon submission of receipt		< 4hrs-\$90.00 > 4hrs-\$180.00 Reasonable childcare upon submission of receipt		80% ER paid EHC + 100% ER paid Dental 100% ER paid AD&D, Life	As per Travel Policy (attached) 2016 Budget - \$6000.00 total	Computer All \$500.00/year (Nov 1 - Oct 31)
3	Canmore	13992 perm 3890 non perm	FT	\$77,647	\$10,314	6 PT	\$37,144	\$37,144	\$6,985	\$44,129	No	cra	< 4hrs-\$100 4-8 hrs-\$200 > 8hrs-\$300 no annual max	cra	Life, AD&D, Dep Life-70% ER 30%EE: Hlth, Dental-100%ER; HSA-\$850; Group RRSP 8.65%ER, 5.5%EE	Travel/Subs: M -up to \$1,500 C- up to \$750 Conferences: \$3,000 per council and for mayor	Computer
4	Cochrane	25,122	FT	\$83,086	\$11,311	6PT	\$27,967	\$27,967	\$6,880	\$34,847	no	cra	no	cra	Life, AD&D Dependant life, health/dental 100 ER also 100 EE Pd Options: Life, ad&D & Critical illness	Travel/Subs: M -up to \$5,000 C- up to \$1,667 Training: \$1,857 per council and for mayor	
5	Okotoks	28,881	FT	\$76,387	\$5,042	6 PT	\$38,672	\$38,672	\$3,210	\$41,882	< 4hrs-\$100 > 4hrs-\$200 or Child Carew/rcpt max \$2800 annually	cra	< 4hrs-\$100 > 4hrs-\$200 or Child Carew/rcpt max \$2800 annually	cra	ER- 100%-Life,DepLife,AD&D,HCS EE-45%-Medical, Dental		
6	Whistler	12,000		\$85,038			\$34,384	\$34,384	\$0	\$34,384	Covered under expense policy (attached). No per diem. Reimbursed upon receipt.	no	Covered under expense policy. No per diem. Reimbursed upon receipt.	no	MSP, Extended Health, Dental (100% ER Paid), AD&D (\$15,000), Group Life (\$15,000), 6 month paid Maternity/Parental Leave, EFAP.	Covered under expense policy (attached)	
7	Mayor Average (w/Banff)			\$80,166.40			\$26,722.13	\$32,844.40	\$4,160.20	\$37,004.60							
8	Mayor Average (w/O Banff)			\$80,539.50			\$26,846.50	\$34,541.75	\$4,268.75	\$38,810.50							

	Gross	Taxable	Federal Tax	Alberta Tax	CPP	Total Tax	Take Home	Gross up amount	Gross up rate	Additional Cost to Town
Mayor										
100% Taxable	\$ 80,540.00	\$ 80,540.00	\$ 12,064.78	\$ 5,939.18	\$ 2,564.10	\$ 18,003.96	\$ 62,536.04			
1/3 Tax Free	\$ 80,540.00	\$ 53,693.33	\$ 5,721.30	\$ 3,027.44	\$ 2,564.10	\$ 11,312.84	\$ 69,227.16	\$ 93,426.40	1.16	\$ 12,886.40
Gross Up Amount 100% Taxable	\$ 93,426.40	\$ 93,426.40	\$ 14,433.12	\$ 7,226.70	\$ 2,564.10	\$ 24,223.92	\$ 69,202.48			
Councillor										
100% Taxable	\$ 26,900.00	\$ 26,900.00	\$ 3,624.40	\$ 2,533.96	\$ 1,137.50	\$ 7,295.86	\$ 19,604.14			
1/3 Tax Free	\$ 26,900.00	\$ 17,933.33	\$ 2,362.62	\$ 1,692.86	\$ 700.44	\$ 4,755.92	\$ 22,144.08	\$ 30,666.00	6.84	\$ 22,596.00
Gross Up Amount 100% Taxable	\$ 30,666.00	\$ 30,666.00	\$ 4,149.34	\$ 2,883.92	\$ 1,347.06	\$ 8,380.32	\$ 22,285.68			\$ 3,766.00 Per councillor

Mayor Basic Remuneration - 0 Tax Free	\$ 80,540.00	Bi-weekly	\$ 3,097.69		
Federal Tax	\$ 11,558.30		\$ 444.55		
Alberta Tax	\$ 5,869.50		\$ 225.75		
CPP	\$ 2,564.10		\$ 145.55		
Net Take Home	\$ 60,548.10		\$ 2,281.84		
Mayor Basic Remuneration - 1/3 Tax Free	\$ 80,540.00	Bi-weekly	\$ 3,097.69	Taxable Income	\$ 1,974.35
Taxable Income	\$ 53,693.33		\$ 1,974.35		
Federal Tax	\$ 5,721.30		\$ 220.05		
Alberta Tax	\$ 3,027.44		\$ 116.44		
CPP	\$ 2,564.10		\$ 91.07		
Net Take Home	\$ 69,227.16		\$ 2,670.13		
Mayor Basic Remuneration - 0 Tax Free	\$ 93,426.00	Bi-weekly	\$ 3,593.31		
Federal Tax	\$ 14,433.12		\$ 555.12		
Alberta Tax	\$ 7,226.70		\$ 277.95		
CPP	\$ 2,564.10		\$ 171.39		
Net Take Home	\$ 69,202.08		\$ 2,588.85		
Councillor Basic Remuneration - 0 Tax Free	\$ 26,900.00	Bi-weekly	\$ 1,034.62		
Federal Tax	\$ 3,624.40		\$ 139.40		
Alberta Tax	\$ 2,533.96		\$ 97.46		
CPP	\$ 1,137.50		\$ 43.75		
Net Take Home	\$ 19,604.14		\$ 754.01		
Councillor Basic Remuneration - 1/3 Tax Free	\$ 26,900.00	Bi-weekly	\$ 1,034.62	Taxable Income	\$ 689.74
Taxable Income	\$ 17,933.33		\$ 689.74		
Federal Tax	\$ 2,362.62		\$ 90.87		
Alberta Tax	\$ 1,692.86		\$ 65.11		
CPP	\$ 700.44		\$ 26.94		
Net Take Home	\$ 22,144.08		\$ 851.70		
Councillor Basic Remuneration - 0 Tax Free	\$ 30,184.00	Bi-weekly	\$ 1,160.92		
Federal Tax	\$ 4,149.34		\$ 159.59		
Alberta Tax	\$ 2,883.92		\$ 110.92		
CPP	\$ 1,347.06		\$ 51.81		
Net Take Home	\$ 21,803.68		\$ 838.60		

Mayor assumes basic tax exemption (code 1) at 2017 rates
Councillor assumes claim code "0" at 2017 rates



POLICY COUNCIL REMUNERATION

Policy C076-2

1.0 POLICY

Members of Council will be provided with fair and reasonable remuneration for performing the duties of their office and reimbursement for the expenses that they incur in fulfilling their responsibilities.

2.0 PURPOSE

This policy is intended to clarify the remuneration and benefits available to a member of Council as well as determine which expenses will be assumed by the municipality when carrying out their official duties.

3.0 SCOPE

This policy applies to Council.

4.0 RESPONSIBILITIES

- 4.1 Council is responsible for approving this policy and any amendments to it.
- 4.2 The Manager of Corporate Services is responsible for ensuring members of Council are compensated in accordance with this policy.

5.0 RELATED POLICIES

- 5.1 C048 – Travel Guidelines

6.0 DEFINITIONS

- 6.1 **Bow Valley** means the area between and including Francis Cooke Landfill and Lake Louise.
- 6.2 **Council** includes the positions of Mayor and Councillors.
- 6.3 **Base remuneration** is an all-inclusive amount provided to members of Council for their time and service with respect to attending to municipal matters including all meetings of Council or one of its boards, committees or commissions.

7.0 GENERAL

- 7.1 While the hours of work for members of Council are not regulated, the position of Mayor is considered to be “full-time” while Councillor’s positions are considered to be “part-time”.
- 7.2 In accordance with provisions of the Municipal Government Act, one-third of the annual remuneration paid to a member of Council will be paid as an allowance for expenses incidental to the discharge of their duties and will not be included in computing council’s taxable income in a taxation year. This allowance for expenses is intended to cover costs related to maintaining a home office and travel within the Bow Valley.

8.0 BASE REMUNERATION

- 8.1 Base remuneration shall be paid to members of Council for the performance of their duties as elected officials and provided for in Schedule “A” of this policy.

- 8.2 Effective January 1 of each year the Manager of Corporate Services shall adjust the base remuneration by the same percentage salary change approved in the annual budget and granted to all other Town of Banff employees.
- 8.3 Base remuneration will be paid biweekly with the regular Town of Banff pay cycle.

9.0 PER DIEMS

- 9.1 Councillors may claim a per diem for required attendance as an official representative of the Town at conferences, workshops, seminars and meetings outside the Bow Valley as provided for in Schedule 'A' of this policy.
- 9.2 The Mayor is not eligible to claim per diems.
- 9.3 In situations where a member of Council is appointed to represent the Town in an official capacity on and external agency, board or committee, and a per diem is paid by that organization, the per diem received must be reported to the Town Manager and paid into Town revenue.

10.0 BENEFITS

- 10.1 Members of Council participate in Town of Banff benefit programs where eligible and as outlined in the terms of the contract with the chosen benefit provider and based on the cost share provided to Town of Banff employees.

11.0 ALLOWANCES AND EXPENSES

11.1 Computer Allowance

- a) Members of Council are required to use a computer device for municipal business. Members of Council that wish to use their own personal computer instead of having the Town supply them with a computer for municipal business shall receive a \$500 annual allowance.
- b) The allowance is for the period of November 1 to October 31. If the member of Council leaves office prior to the end of this period, the member of Council shall repay a prorated amount for every full month that they are not eligible for the allowance. If the member of Council chooses not to use their personal computer for council work anymore, then the Town will supply a computer and the member of Council shall repay the Town for the unused portion of the allowance.

11.2 Travel Expenses

- a) Members of Council shall be reimbursed for travel and related expenses in accordance with Policy C048 – Travel Guidelines.
- b) Spouses of members of Council shall be reimbursed for travel and related expenses when accompanying their spouse to a conference, convention or seminar, to a maximum of one per year for the spouse of a Councillor, and to a maximum of two per year for the spouse of the Mayor, subject to the amount approved in the annual operating budget for this purpose.

11.3 Conference, Convention and Seminar Registration Fees

- a) The Town will pay registration fees for each Councillor to attend a maximum of two conferences, conventions or seminars per year in Canada, with no more than one per year outside of Alberta.
- b) The Town will pay registration fees for the Mayor to attend a maximum of four conferences, conventions or seminars per year in Canada, with no more than two per year outside of Alberta.

11.4 Attendance at Local Functions

The Town will pay costs associated with attendance of elected officials and their spouses at local functions when they are attending as official representatives of the Town.

11.5 Child Care Expenses

Members of Council shall be reimbursed for reasonable child care expenses incurred when attending meetings, conferences, conventions or seminars in an official capacity, upon submission of receipts.

12.0 REVIEW OF COUNCIL REMUNERATION

12.1 Council remuneration is to be reviewed during the last year of the term of each Council.

12.2 Council may request a committee of public members to review Council remuneration and bring forward recommendations that would be effective for the newly elected council.

13.0 EXECPTIONS

13.1 Exceptions to this policy may be made by a majority vote of council.

14.0 ATTACHMENTS

Schedule A - Council Remuneration Schedule

15.0 REPEALS POLICY: C076-1**16.0 EFFECTIVE DATE: OCTOBER 28, 2013****17.0 APPROVAL HISTORY**

Approved:	2013.07.08	COU13-184
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Karen Sorensen
Mayor

Robert Earl
Town Manager

SCHEDULE A
Council Remuneration Schedule
(2013)

BASE REMUNERATION

Effective October 28, 2013

Mayor	\$77,000 per annum (1/3 non-taxable)
Councillor	\$25,500 per annum (1/3 non-taxable)

PER DIEM RATES

Effective October 28, 2013:

4 hours and less	\$90.00 (1/3 non-taxable)
More than 4 hours	\$180.00 (1/3 non-taxable)

OTHER REMUNERATION

Effective October 28, 2013

Computer Allowance	\$500 (1/3 non-taxable) (for the period of November 1 to October 31)
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Note: Schedule A is reviewed and updated by the Manager of Corporate Services on an annual basis under the authority of Council Policy C076-2, Section 8.2. A Council resolution is not required to approve these annual updates.

**THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
MINUTES**

**CCCR 1-2019
Thursday, September 5, 2019
Campbell East (CE) 103
Niagara Region Headquarters, Campbell East
1815 Sir Isaac Brock Way, Thorold**

Committee: B. Haig , S. Hill, M. Pinder

Staff: K. Angrilli, Manager, Total Rewards, L. Gigliotti, Associate
Director, Employee Services, A.-M. Norio, Regional Clerk

1. CALL TO ORDER

Ann-Marie Norio, Regional Clerk, called the meeting to order at 2:00 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. SELECTION OF COMMITTEE CHAIR AND VICE CHAIR

Moved by S. Hill
Seconded by B. Haig

That Margo Pinder **BE APPOINTED** as the Chair of the Citizen Committee on Council Remuneration; and

That Bob Haig **BE APPOINTED** as the Vice Chair of the Citizen Committee on Council Remuneration.

Carried

At this point in the meeting Margo Pinder assumed the chair.

4. **PRESENTATIONS**

4.1 **Review of Council Remuneration - History and Methodology**

Kristen Angrilli, Manager, Total Rewards, provided information respecting Review of Council Remuneration - History and Methodology. Topics of the presentation included:

- Citizen Committee on Council Remuneration Goals and Purpose
- Background
- Current State
- Key Dates

Committee Information Request(s):

It was suggested that consideration be given for the establishment of a committee to examine Councillor expenses at the conclusion of the review of Council remuneration. S. Hill.

5. **ITEMS FOR CONSIDERATION**

5.1 **CCCR-C 2-2019**

Meeting Schedule

Moved by B. Haig

Seconded by S. Hill

That Correspondence Item CCCR-C 2-2019, being the Citizen Committee on Council Remuneration Meeting Schedule, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Citizen Committee on Council Remuneration **MEET** on the following dates: Tuesday, September 17 at 2:00 p.m., Friday, October 4 at 2:00 p.m., Wednesday, October 16 at 9:30 a.m. and Monday, October 28 at 2:00 p.m.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 CCCR-C 1-2019

Introduction and Background Materials

Moved by B. Haig

Seconded by M. Pinder

That Correspondence Item CCCR-C 1-2019, being Introduction and Background Materials respecting council remuneration, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

7.1 Requests for Information

Committee members requested the following information:

- union and non-union staff wage increase information from 2008 to 2019
- breakdown of the councillor remuneration increase methodology (core consumer price index and Conference Board of Canada non union policy line percentages)
- comparator group information
- Town of Banff councillor remuneration methodology

8. NEXT MEETING

The next meeting will be held on Tuesday, September 17, 2019 at 2:00 p.m. in Room CE 103, Regional Headquarters.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 3:56 p.m.

Margo Pinder
Committee Chair

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
MINUTES**

**CCCR 2-2019
Tuesday, September 17, 2019
Campbell East (CE) 103
Niagara Region Headquarters, Campbell East
1815 Sir Isaac Brock Way, Thorold**

Committee: B. Haig , S. Hill, M. Pinder (Committee Chair)

Staff: K. Angrilli, Manager, Total Rewards, F. Meffe, Acting Director,
Human Resources, A.-M. Norio, Regional Clerk

1. CALL TO ORDER

Margo Pinder, Committee Chair, called the meeting to order at 2:00 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. ITEMS FOR DISCUSSION

Committee members discussed Correspondence Items CCCR-C 3-2019 and CCCR-C 4-2019 to better understand how these items could be utilized to determine a fair, transparent and simple methodology for council remuneration increases.

Committee summarized their discussions as follows:

- consider no longer including the Conference Board of Canada non union policy line percentages as part of the methodology
- consider tying the increase to non-union staff increases
- consider tying the increase to the core consumer price index (CPI)
- ensure any methodology includes consideration of both CPI and economic indicators in the Niagara Region
- consider a cap on the amount
- consider use of a rolling weighted average of unionized staff increases
- consider a methodology that includes alignment with non-union increases blended with the Conference Board of Canada non union policy line percentages

Moved by B. Haig
Seconded by S. Hill

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

CCCR-C 3-2019
2008-2019 Wage Increase History - Niagara Region Union and Non-Union
Employee Groups

CCCR-C 4-2019
Niagara Region Council Annual Salary Formula Details 2008 - 2019

Carried

Committee Information Request(s):

Provide a copy of the non-union compensation policy.

Provide the income growth information the City of St. Catharines uses for their
Councillor remuneration methodology.

3.3 CCCR-C 5-2019

Town of Banff - Council Remuneration Review Committee Report

Due to time constraints, this item will be added to the agenda for the
meeting being held on Friday, October 4, 2019.

4. **CONSENT ITEMS FOR INFORMATION**

4.1 CCCR 1-2019

Minutes - Citizen Committee on Council Remuneration
Thursday, September 5, 2019

Moved by S. Hill
Seconded by B. Haig

That Minutes CCCR 1-2019, being the minutes of the Citizen Committee
on Council Remuneration meeting held on Thursday, September 5, 2019,
BE RECEIVED for information.

Carried

6. NEXT MEETING

The next meeting will be held on Friday, October 4, 2019 at 2:00 p.m. in Room CE 103, Regional Headquarters.

7. ADJOURNMENT

There being no further business, the meeting adjourned at 3:57 p.m.

Margo Pinder
Committee Chair

Ann-Marie Norio
Regional Clerk



THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
AGENDA

CCCR 3-2019

Friday, October 4, 2019

2:00 p.m.

Campbell East (CE) 103

Niagara Region Headquarters, Campbell East

1815 Sir Isaac Brock Way, Thorold

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
3. <u>PRESENTATIONS</u>	
4. <u>DELEGATIONS</u>	
5. <u>ITEMS FOR CONSIDERATION</u>	
5.1 <u>CCCR-C 5-2019</u> Town of Banff - Council Remuneration Review Committee Report	3 - 24
5.2 <u>CCCR-C 6-2019</u> Approach Outline for Citizen Committee on Council Remuneration <i>This item is the Committee's outline for their review of Council remuneration based on the discussions to date.</i>	25 - 29
6. <u>CONSENT ITEMS FOR INFORMATION</u>	
6.1 <u>CCCR 2-2019</u> Minutes - Citizen Committee on Council Remuneration Tuesday, September 17, 2019	30 - 32
7. <u>OTHER BUSINESS</u>	

8. **NEXT MEETING**

The next meeting will be held on Wednesday, October 16, 2019 at 9:30 a.m. in Room CE 103.

9. **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).



Council Remuneration Review Committee Report

June 2017

Committee Members:

David Bayne
Connie Macdonald
Brian Smythe

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Approach	Page 5
Recommendations and Rationale	Page 8
Summary of Recommendations	Page 13

Appendices

1. Council Remuneration Review Committee Terms of Reference
2. Comparator Municipalities Market Analysis Table
3. Municipal Officers Expense Allowance Elimination Calculations
4. Council Remuneration Policy 076-2

Background

Council has established a Council Remuneration Policy that sets out compensation and benefits for the duly elected council of the day. The policy attempts to strike a balance between the work that is required of a public official and the call to serve one's community.

Council Compensation Policy C076-2 states that members of Banff Town Council will be provided with fair and reasonable remuneration for performing the duties of their office and reimbursement for the expenses that they incur in fulfilling their responsibilities.

Council salaries were first established in 1989 by a consultant hired to set salary grids for staff and council prior to the town's incorporation. Council salaries were adjusted in 2000 using a calculation based on cost of living increases received by the Town of Banff employees for the previous ten years. In 2006, the Town of Banff Corporate Affairs Sub-Committee was established to review and make recommendations on the remuneration provided to council. Following submission of the sub-committee's report, Council established its current remuneration and formula to determine increases on an annual basis.

In 2012, council convened a public committee to review council compensation and provide their recommendations for change. The Council Compensation Review Committee was established with a mandate to review, develop and present a report and recommendation of Council Remuneration for the term 2013-2016. The current Council Remuneration Policy C076-2 was adopted by council in July of 2013. The new policy stipulated that that a comprehensive remuneration review would take place every election year prior to the election, and that the review will be conducted through a committee comprised of Banff residents.

In the fall of 2016, council established the terms of reference and recruitment profiles for a Council Remuneration Review Committee (CRRC) and directed administration to advertise for the positions. Administration recruited members for the committee using newspaper advertisements, social media and the Town's website. Council appointed members at their 2016 annual organizational meeting. The appointed members brought a wealth of experience including expertise in financial management, human resources, intergovernmental relations and leadership.

The 2017 CRRC is comprised of three members: Mr. David Bayne, Ms. Connie Macdonald, and Mr. Brian Smythe. Two individuals who served during the 2013 remuneration review were appointed once again in 2016, thus providing the Committee with continuity and further insights into previous recommendations.

The Manager of Human Resources and the Municipal Clerk provided staff support to the public committee.

Committee Terms of Reference

The Terms of Reference identifies the Committee as an independent body charged with reviewing and bringing forward recommended changes on guiding principles for remuneration, base salary and per diems, benefits and allowance, full time equivalent status and periodic adjustments and remuneration review for the mayor and councilors.

The final report and recommendation of the CRRC are not binding upon council, and may be amended or set aside as council deems appropriate.

The Terms of Reference are attached to this report as Appendix B.

Statement of Guiding Principles for Town of Banff Council Remuneration

The CRRC recognized the importance of considering both the unique circumstance of public office within the Town of Banff, and the review of compensation as it relates to municipal public office in a manner that reflects the duties, responsibilities, skill, effort, authority and decision making. The residents of Banff believe that the Mayor and Councillors bring value to the community and should be remunerated appropriately in accordance with Banff's unique iconic stature as an international tourist destination and associated public profile of its elected officials.

The philosophy is to base the compensation for the Mayor and Councillors on a realistic scale and should reflect the demanding nature and responsibilities of that public office in order to attract capable candidates; however such compensation must also be reasonable to both members of council and to the citizens of Banff.

The CRRC's deliberations and resulting recommendations were undertaken with consideration of the following:

- There is a need for greater accountability to address growing expectations of the community with respect to the Mayor and Councillors' responsibilities and obligations throughout their term of office.
- Council salaries should not be perceived as a barrier to those seeking to serve the public in the office of Mayor or Councillor.
- The level of compensation should attract competent, motivated and well qualified community-minded citizens for the offices of Mayor and Councillor.
- The complexity, responsibilities, time commitments and accountabilities associated with the role of Mayor and Council in our community is unique based on its stature as an international tourist destination.
- Remuneration must be transparent, fiscally responsible, and easily understood by the electorate.

Approach

The first meeting of the CRRC was held in February of 2017. Following a review of the Terms of Reference for the Committee, members spent time in each meeting reviewing background information gathered to support their work. Information included previous council compensation review documentation and reports, Town of Banff policies pertaining to council remuneration, allowance and expenses, comparator municipality compensation information and recent compensation review reports from other municipalities. The CRRC reviewed, in detail, the approved remuneration recommendations following the 2013 compensation review to determine if they were still relevant given today's circumstances.

The CRRC held three subsequent meetings. Meetings focused on the selection of an appropriate comparator group of municipalities based on criteria to compare compensation practices, the establishment of a Statement of Principles, a review of total compensation, and development of the included recommendations against the Statement of Principles.

The review process was consistent with the Committee Terms of Reference and as part of the review process, the following documents, surveys and information were reviewed and discussed by the CRRC:

- Approved Town of Banff documents related to Council remuneration
- Information concerning the roles and responsibilities of municipal councils
- 2013 Town of Banff Council Compensation Review Report to Council
- Survey of current council on compensation and with an estimation of time commitments for the current Mayor and Council
- Council Remuneration Municipal Comparisons
 - City of Airdrie
 - Town of Canmore
 - Town of Chestermere
 - Town of Cochrane
 - Town of High River
 - Town of Okotoks
 - Town of Strathmore
 - MD of Foothills
 - Rockyview County
 - Resort Municipality of Whistler
 - Town of Sylvan Lake

* All reference documents are available from the Town of Banff Municipal Clerk.

Input from Members of Council

Members of council were asked to complete a questionnaire developed by the CRRC. Questions posed to council related to past, current and future demands being placed on council and the compensation received for performing their duties.

Town of Banff Council Compensation Philosophy

The CRRC was briefed on the Town of Banff's compensation philosophy and principles around council's current remuneration based on the work of the previous review committee. These are the guiding principles that drive the Town's decision-making about how to pay council. In keeping with the compensation philosophy the committee aimed at providing a total compensation package that attracts suitable candidates balanced with the commitment to effective stewardship of public funds.

Market Survey Findings of Comparative Municipalities

The CRRC engaged administration to conduct research of comparator municipalities to assist them in making informed recommendations.

The following municipalities were established by the CRRC as the appropriate comparator for the purposes of establishing compensation for elected officials:

- Town of Canmore
- Town of Cochrane
- Town of Okotoks
- Resort Municipality of Whistler

Compensation and allowance information provided from these comparative municipalities are included within this report as Appendix C.

Municipal Officers Expense Allowance - 2017 Federal Budget Changes

The CRRC was updated by administration on changes in the 2017 Federal Budget that would affect council's current municipal officer's expense allowance.

Under the current federal tax legislation, up to one-half of a municipal councilor's total remuneration can be excluded from income (tax free). Total remuneration consists of a council members salaries, per diems, and general expense allowance.

While the federal tax laws allow up to one-half of total salary to be excluded from income, Alberta council members are only entitled, under the Municipal Government Act to receive one-third of their remuneration as a general allowance. Councillor's are not required to account for the allowance.

257.1(2) One third of the remuneration paid in 1999 and later years by a municipality to a councilor is deemed to be an allowance for expenses that are incidental to the discharge of the councilor's duties.

Currently Town council members remain under this provision with one-third of their remuneration being treated as expenses related to carrying out their duties (a tax free allowance) and two-thirds of their council remuneration remains taxable. This sum is not reflected in their salaries.

The 2017 Federal Budget eliminates the councillor tax exemption

- *Remove the tax exemptions for non-accountable expense allowances paid to members of provincial and territorial legislative assemblies and to certain municipal office-holders. This exemption is only available to certain provincial, territorial and municipal office holders, and provides an advantage that other Canadians do not enjoy.*

Further detail in the 2017 Federal budget States:

The reimbursement of expenses incurred in the course of carrying out the duties of an office or employment is generally not a taxable benefit to the recipient. By contrast, a non-accountable allowance for which an individual does not have to provide details or submit receipts to justify amounts paid is generally a taxable benefit.

Municipal officials may, however, receive non-accountable allowances for work expenses that are not included in computing income for tax purposes.

Budget 2017 proposes to require that non-accountable allowances paid to these officials be included in income. The reimbursement of employment expenses will remain a non-taxable benefit to the recipient.

In order to provide affected organizations more time to adjust their compensation schemes, this measure will apply to the 2019 and subsequent taxation years.

The CRRC considered the various options including:

- 1) Continuation of one-third tax free for 2018 and fully taxable, no change in gross pay in 2019.
- 2) Continuation of one-third tax free for 2018 and fully taxable and adjust gross pay to maintain same net pay in 2019.
- 3) Discontinuation of one-third tax free in 2018 and establish fully taxable gross pay starting the beginning of the 2017-2021 term of office.

There are no additional financial implications should the council decide to retain the one-third tax exempt status starting for 2018 and not adjust the gross pay in 2019.

Eliminating the one-third tax exempt status in 2018 and establishing the total compensation amounts starting at the beginning of the next council term would result in an annual financial impact of approximately \$35,000 starting in 2019 rather than 2018 due to increased compensation amounts.

A comparative analysis of the three options with detailed calculations (i.e. income tax projections) is attached as Appendix D to this report. The calculation for mayor assumes single source of income from the Town, and the calculations for councillor assume multiple sources of income. Actual marginal tax rates will vary based on all sources of income and deductions available to members of council.

Recommendations & Rationale

Recommendations on the Remuneration of the Mayor

The position of Mayor should remain a full-time position.

That effective upon the swearing in of a new Council in October, 2017, the Mayor remuneration should be adjusted to reflect the average of the comparator group (Canmore, Cochrane, Okotoks and Whistler); and that the mayor should not receive per diems.

Further it is recommended that the 1/3 tax exempt allowance be retained for the year 2018. Effective 2019, the one-third tax-free portion of the mayor's remuneration would be eliminated and the mayor's salary be adjusted to generally reflect a neutral impact on the mayor's net salary.

Specifically, it is recommended that the base salary for the Mayor be adjusted as follows:

- (a) Effective October 23, 2017 until December 23, 2018 increase from \$79,953 to \$80,540. (1/3 non taxable)
- (b) Effective December 24, 2018 (first pay of 2019) increase from \$80,540 to \$93,426 (100% taxable); plus the market percentage increase approved in the annual budget and granted to all other Town of Banff employees.
- (c) In 2020 and 2021 increase the salary by the same market percentage approved in the annual budget and granted to all other Town of Banff employees.

Rationale

The role of the Mayor of Banff has evolved over time. The Mayor has all the responsibilities of the other members of Council as well as actively advocating for the Town of Banff at local, provincial, national and even international levels. There is an expectation from the public that there is more importance placed on the role of the Mayor, including visibility and public commitments. There is also a need to establish a system of remuneration which would appropriately reflect these job requirements while recognizing the loss of other income opportunities while serving as mayor.

The work of the Mayor cannot be confined to a definable period of daily business, but is a seven-day-a-week commitment. Personal time, including vacations, can only be planned around this commitment.

The remuneration of Mayor is reflective of the time commitment and degree of responsibility for this position.

Analysis was conducted using the comparator municipalities to determine what the salary level should be for the position of Mayor.

Analysis indicated that no additional compensation should be provided for items such as chairing committees or representing the Town at an agency, board or committee.

With regard to the 1/3 tax exempt allowance, the CRRC is of the view that while members of council may not necessarily anticipate a salary increase during their term of office, they do not expect a decrease, nor is a decrease appropriate. As the current one-third tax free provides a savings to the municipality it should be maintained in 2018.

Recommendations on the Remuneration of Councillors

Recommendation

The position of councilor continues should continue to be considered part-time with remuneration to be based on one-third of the mayor's salary.

That effective upon the swearing in of a new Council in October, 2017, Councillors should be remunerated at approximately one-third of that of the Mayor, which would be \$26,900 per annum.

Further it is recommended that the 1/3 tax exempt allowance be retained for the year 2018. Effective 2019, the one-third tax-free portion of a councillor's remuneration would be eliminated and the councillor's salary adjusted to generally reflect a neutral impact on the councillor's net salary.

Specifically it is recommended that the base salary for the Councillors be adjusted as follows:

- (a) Effective October 23, 2017 until December 23, 2018 increase from \$26,478 to \$26,900. (1/3 non taxable)
- (b) Effective December 24, 2018 (first pay of 2019) increase from \$26,900 to \$30,185 (100% taxable); plus the market percentage increase approved in the annual budget and granted to all other Town of Banff employees.
- (c) In 2020 and 2021 increase the salary by the same market percentage approved in the annual budget and granted to all other Town of Banff employees.

Rationale

Banff Councillors' work is such that a significant part-time commitment on the part of the elected official to fully perform their duties and obligations is necessary. Councillors' responsibilities require members to prepare for and attend meetings and events in addition to keeping informed on current issues while maintaining contact with residents. It should be understood that Councillors in a small community have a high public profile and that they are often required to be engaged with constituents on a daily basis.

Again, with regard to the 1/3 tax exempt allowance, the CRRC is of the view that while members of council may not anticipate a salary increase during their term of office, they do not expect a decrease, nor is a decrease appropriate. As the current one-third tax free provides a savings to the municipality it should be maintained in 2018.

Recommendation on Per Diems

Recommendation

That Councillors continue to receive a per diem for required attendance as an official representative outside the Bow Valley and that the same rates for per diems be retained in 2018.

It is recommended that the per diem rate be adjusted starting in 2019 to be net pay neutral based on the elimination of the 1/3 tax-free municipal officers expense. As the current one-third tax free provides a savings to the municipality it should be maintained in 2018.

Specifically the per diem rates should be as follows:

(a) Effective October 23, 2017

4 hours and less	\$90.00 (1/3 non taxable)
More than 4 hours	\$180.00 (1/3 non-taxable)

(b) Effective December 24, 2018

4 hours and less	\$105.00 (100% taxable)
More than 4 hours	\$210.00 (100% taxable)

Further, the CRRC recommends that for the purposes of travel the Bow Valley continued to be defined to include only Banff and Canmore.

Rationale

Currently the per diem rate is \$180 per day (4 hours or more) and \$90 per half day (4 hours or less). This is an amount that a Councillor would receive when out of the Bow Valley on Town business. This amount is to offset the salary amount when they need to take a day off work.

The Mayor would not receive a per diem as she or he would now be compensated as working in a full-time position and would continue to receive regular salary.

Recommendation on the Process for Future Remuneration Increases

Recommendation

That Mayor and Council Base Remuneration continue to be adjusted effective January 1 of each year by the same market formula used in the annual adjustment for Town wages approved in the Financial Plan for all Town of Banff employees.

Rationale

Due to the perceived conflict of interest in the process for wage adjustments, the level of compensation from members of council should be adjusted from time to time by an arm's length process.

The CRRC concluded that the amount of this adjustment was an acceptable basis for annual changes in compensation for council. The CRRC believes that an annual adjustment to the pay system ensures that council remuneration keeps pace with inflation and that large adjustment increases will not be required in the future.

Recommendation on Health Benefits Offered

Recommendation

That the current group extended health benefits plan and contributions rates provided for the class of elected officials be maintained for those members of Council who choose to be covered.

Council Member Group Benefits include:

- Life Insurance and Accidental Death and Dismemberment
- Dental Care
- Extended Health Care
- Employment and Family Assistance Program (confidential counselling)

Rationale

Following an analysis of the health benefits provided to council of other comparator municipalities in each case the comparator group mirrored those provided by the Town of Banff.

The group plan benefits are optional for members of Council. Using this benefit plan offers economies of scale because administration systems are already in place for Town employees. It is a cost-effective method of providing health benefits to Council.

Recommendation on RRSP Benefit Program

Recommendation

That council members be offered enrollment in the Town's group RRSP benefit where the Town contributes an agreed upon percent of bi-weekly regular wages each pay period. Contributions would begin at the commencement of the elected term and cease on the final date of the term.

Rationale

Elected officials are not eligible to participate in the Local Authorities Pension Plan of which the Town is a participating member. Since this policy was last reviewed, the Town of Banff has implemented a Registered Retirement Savings Plan for employees who are not eligible for in the LAPP due to employment status.

Following an analysis of the benefits provided to council of other comparator municipalities it was found that some municipalities provide a retirement benefit. Providing enrolment in a retirement plan would support the CRRC's total compensation consideration; "The level of compensation should attract competent, motivated and well qualified community-minded citizens for the offices of Mayor and Councillor" (page 4 of this report).

For consistency purposes the CRRC recommends that the RRSP contribution amounts be aligned with one of the two existing plan designs:

- | | | |
|-----------------------|---------------------------|--------------------------------------|
| a.) Internal FT Terms | 8% bi-weekly contribution | Approximate annual cost: \$19,400.00 |
| b.) Contracted Terms | 5% bi-weekly contribution | Approximate annual cost: \$12,100.00 |

Recommendation on Computer Allowance

Recommendation

No recommendation for change at this time.

Recommendation on Travel Expenses

Recommendation

No recommendation for change at this time.

Recommendation on Conference, Convention and Seminar Registration Fees

Recommendation

No recommendation for change at this time.

Recommendation on Attendance at Local Functions

Recommendation

No recommendation for change at this time.

Recommendation on Child Care Expenses

Recommendation

No recommendation for change at this time.

Recommendation on the Review of Council Remuneration

Recommendation

That Council continue to appoint an independent committee to review Council remuneration every four (4) years, during the last year of the term of each Council. No recommendations for change at this time.

Rationale

The CRRC deems that it would be good practice to conduct a review of the council compensation policy every council term. Having an independent public committee separates the process of determining remuneration from Council while providing a process that is both transparent and accountable.

Summary of Recommendations

It is recommended that Governance and Finance Committee direct administration to bring back to council amendments to Council Remuneration Policy to implement the following recommendations:

1. That the base salary for the Mayor be adjusted as follows:
 - a) Effective October 23, 2017 until December 23, 2018 increase from \$79,953 to \$80,540. (1/3 non taxable).
 - b) Effective December 24, 2018 (first pay of 2019) increase from \$80,540 to \$93,426 (100% taxable); plus the market percentage increase approved in the annual budget and granted to all other Town of Banff employees.
 - c) In 2020 and 2021 increase the salary by the same market percentage approved in the annual budget and granted to all other Town of Banff employees.
2. The base salary for the Councillors be adjusted as follows:
 - a) Effective October 23, 2017 until December 23, 2018 increase from \$26,478 to \$26,900. (1/3 non taxable)
 - b) Effective December 24, 2018 (first pay of 2019) increase from \$26,900 to \$30,185 (100% taxable); plus the market percentage increase approved in the annual budget and granted to all other Town of Banff employees.
 - c) In 2020 and 2021 increase the salary by the same market percentage approved in the annual budget and granted to all other Town of Banff employees.
3. Effective December 24, 2018 Per diem rates be adjusted as follows:
 - a) 4 hours and less \$105.00 (100% taxable)
 - b) More than 4 hours \$210.00 (100% taxable)
4. That Councillors be eligible for enrollment in the Town of Banff's group Registered Retirement Savings Plan from one of the following options:
 - i. Contribution rate of 8% of regular bi-weekly wages; or
 - ii. Contribution rate of 5% of regular bi-weekly wages
 With:
 - a) Optional councillor contribution
 - b) Contributions begin in the first pay period of the term and cease in the last pay period of the term (or on termination of position).

TOWN OF BANFF

Terms of Reference

Council Remuneration Review Committee

1.0 COMPOSITION OF COMMITTEE

- 1.1 The Council Remuneration Review Committee (the “Committee”) is comprised of three (3) members of the public eligible in accordance with the Town of Banff Committee Appointments Policy.
- 1.2 The Committee shall elect a chairperson at their first meeting.
- 1.3 Members of the Committee will be appointed by Council directly, according to the Town of Banff Committee Appointments Policy.
- 1.4 If a member resigns or is unable to serve, a replacement may be appointed from the original list of applicants.

2.0 TERM OF OFFICE

- 2.1 In the year prior to a general municipal election, the Committee is established as a temporary Council committee.
- 2.2 The Committee shall terminate upon acceptance of the Committee’s final report by Council, which shall be completed on or before June 30th of the year of a general municipal election.

3.0 STATEMENT OF PURPOSE

- 3.1 The purpose of the Committee shall be to review and provide recommendation to the Town of Banff Council (the “Council”) with respect to the Town of Banff Council Remuneration Policy for the next term of office.
- 3.2 The report may include, but is not limited to, recommendations with respect to:
 - i) establishing a set of guiding principles for council remuneration;
 - ii) establishing the appropriate remuneration to be paid to the Council including specific recommendations on base salary and per diem amounts;
 - iii) benefits offered;

- iv) allowances and expenses;
- v) full time equivalent status;
- vi) options for making periodic adjustments to established remuneration; and
- vii) the establishment of standards for remuneration review.

4.0 DUTIES AND POWERS

- 4.1 The Committee is advisory in nature, making recommendations to Council by way of report.
- 4.2 The chairperson and/or another Committee member shall present the Committee's recommendation to the Governance and Finance Committee prior to a public Council meeting to ensure comprehensiveness and completeness.
- 4.3 All decisions and recommendations of the Committee will be made through a consensus based approach. Consensus does not mean a decision that is perfect for all participants. It does mean a decision that all participants can live with, and that all participants agree to support the decision. For issues where consensus cannot be reached, the majority vote will determine the final decision.
- 4.4 The Committee will review relevant survey data and practices of other comparable markets (such as the Small Municipalities Human Resources Team – SMHRT) and the Alberta Municipal Services Corporation/Alberta Urban Municipalities Association – AUMA/AMSC. The Committee may conduct other reviews it feels are necessary to enable it to make recommendations.
- 4.5 The Committee is permitted to solicit external submissions and expertise as required.
- 4.6 Committee members will receive no honorarium for their volunteer services.

5.0 MEETINGS

- 5.1 The Committee will determine the meeting schedule they require to complete their mandate.
- 5.2 All Committee meetings shall be open to the public, with item protected by the Freedom of Information and Protection of Privacy Act discussed in camera in accordance with usual procedures.
- 5.3 The Committee meeting is to comply with the requirements of the *Municipal Government Act*, as amended, and the Procedural Bylaw of the Town of Banff, as amended or repealed and replaced from time to time.

6.0 LIAISON

- 6.1 The Manager of Human Resources, or designate, shall attend Committee meetings to act in an advisory capacity as a non-voting member.
- 6.2 The Municipal Clerk, or designate, shall provide administrative support to the Committee.

7.0 REVIEW

- 7.1 The Committee Terms of Reference shall be reviewed in the year preceding a general election to ensure that they reflect the current mandate of the Committee.

	A	B	C	D	E	F	G	H	I	K	L	M	N	O	P	Q	R
1	Location (Rate Year)	Population 2016	Full Time/Part Time	Mayor Salary from 2015 Financial Statements	Benefits & Allowances from 2015 Financial Statements	Full Time/Part Time	Councillor Average Salary from 2015 Financial Statements	Councillor Average Salary from 2015 Financial Statements	Councillor Average Benefits and allowances from 2015 Financial Statements	Comp	Per Diem-Mayor	Car	Per Diem-Council	Car	Benefits	Conference Training/Travel/Subsistence	Other
2	Banff	7851 (Fed) 9386 (Muni)	FT	\$78,674	\$3,361	6 PT	\$26,055	\$26,055	\$3,726	\$29,781	Reasonable childcare upon submission of receipt		< 4hrs-\$90.00 > 4hrs-\$180.00 Reasonable childcare upon submission of receipt		80% ER paid EHC + 100% ER paid Dental 100% ER paid AD&D, Life	As per Travel Policy (attached) 2016 Budget - \$6000.00 total	Computer All \$500.00/year (Nov 1 - Oct 31)
3	Canmore	13992 perm 3890 non perm	FT	\$77,647	\$10,314	6 PT	\$37,144	\$37,144	\$6,985	\$44,129	No	cra	< 4hrs-\$100 4-8 hrs-\$200 > 8hrs-\$300 no annual max	cra	Life, AD&D, Dep Life-70% ER 30%EE: Hlth, Dental-100%ER; HSA-\$850; Group RRSP 8.65%ER, 5.5%EE	Travel/Subs: M -up to \$1,500 C- up to \$750 Conferences: \$3,000 per council and for mayor	Computer
4	Cochrane	25,122	FT	\$83,086	\$11,311	6PT	\$27,967	\$27,967	\$6,880	\$34,847	no	cra	no	cra	Life, AD&D Dependant life, health/dental 100 ER also 100 EE Pd Options: Life, ad&D & Critical illness	Travel/Subs: M -up to \$5,000 C- up to \$1,667 Training: \$1,857 per council and for mayor	
5	Okotoks	28,881	FT	\$76,387	\$5,042	6 PT	\$38,672	\$38,672	\$3,210	\$41,882	< 4hrs-\$100 > 4hrs-\$200 or Child Carew/rcpt max \$2800 annually	cra	< 4hrs-\$100 > 4hrs-\$200 or Child Carew/rcpt max \$2800 annually	cra	ER- 100%-Life,DepLife,AD&D,HCS EE-45%-Medical, Dental		
6	Whistler	12,000		\$85,038			\$34,384	\$34,384	\$0	\$34,384	Covered under expense policy (attached). No per diem. Reimbursed upon receipt.	no	Covered under expense policy. No per diem. Reimbursed upon receipt.	no	MSP, Extended Health, Dental (100% ER Paid), AD&D (\$15,000), Group Life (\$15,000), 6 month paid Maternity/Parental Leave, EFAP.	Covered under expense policy (attached)	
7	Mayor Average (w/Banff)			\$80,166.40			\$26,722.13	\$32,844.40	\$4,160.20	\$37,004.60							
8	Mayor Average (w/O Banff)			\$80,539.50			\$26,846.50	\$34,541.75	\$4,268.75	\$38,810.50							

	Gross	Taxable	Federal Tax	Alberta Tax	CPP	Total Tax	Take Home	Gross up amount	Gross up rate	Additional Cost to Town
Mayor										
100% Taxable	\$ 80,540.00	\$ 80,540.00	\$ 12,064.78	\$ 5,939.18	\$ 2,564.10	\$ 18,003.96	\$ 62,536.04			
1/3 Tax Free	\$ 80,540.00	\$ 53,693.33	\$ 5,721.30	\$ 3,027.44	\$ 2,564.10	\$ 11,312.84	\$ 69,227.16	\$ 93,426.40	1.16	\$ 12,886.40
Gross Up Amount 100% Taxable	\$ 93,426.40	\$ 93,426.40	\$ 14,433.12	\$ 7,226.70	\$ 2,564.10	\$ 24,223.92	\$ 69,202.48			
Councillor										
100% Taxable	\$ 26,900.00	\$ 26,900.00	\$ 3,624.40	\$ 2,533.96	\$ 1,137.50	\$ 7,295.86	\$ 19,604.14			
1/3 Tax Free	\$ 26,900.00	\$ 17,933.33	\$ 2,362.62	\$ 1,692.86	\$ 700.44	\$ 4,755.92	\$ 22,144.08	\$ 30,666.00	6.84	\$ 22,596.00
Gross Up Amount 100% Taxable	\$ 30,666.00	\$ 30,666.00	\$ 4,149.34	\$ 2,883.92	\$ 1,347.06	\$ 8,380.32	\$ 22,285.68			\$ 3,766.00 Per councillor

Mayor Basic Remuneration - 0 Tax Free	\$ 80,540.00	Bi-weekly	\$ 3,097.69		
Federal Tax	\$ 11,558.30		\$ 444.55		
Alberta Tax	\$ 5,869.50		\$ 225.75		
CPP	\$ 2,564.10		\$ 145.55		
Net Take Home	\$ 60,548.10		\$ 2,281.84		
Mayor Basic Remuneration - 1/3 Tax Free	\$ 80,540.00	Bi-weekly	\$ 3,097.69	Taxable Income	\$ 1,974.35
Taxable Income	\$ 53,693.33		\$ 1,974.35		
Federal Tax	\$ 5,721.30		\$ 220.05		
Alberta Tax	\$ 3,027.44		\$ 116.44		
CPP	\$ 2,564.10		\$ 91.07		
Net Take Home	\$ 69,227.16		\$ 2,670.13		
Mayor Basic Remuneration - 0 Tax Free	\$ 93,426.00	Bi-weekly	\$ 3,593.31		
Federal Tax	\$ 14,433.12		\$ 555.12		
Alberta Tax	\$ 7,226.70		\$ 277.95		
CPP	\$ 2,564.10		\$ 171.39		
Net Take Home	\$ 69,202.08		\$ 2,588.85		
Councillor Basic Remuneration - 0 Tax Free	\$ 26,900.00	Bi-weekly	\$ 1,034.62		
Federal Tax	\$ 3,624.40		\$ 139.40		
Alberta Tax	\$ 2,533.96		\$ 97.46		
CPP	\$ 1,137.50		\$ 43.75		
Net Take Home	\$ 19,604.14		\$ 754.01		
Councillor Basic Remuneration - 1/3 Tax Free	\$ 26,900.00	Bi-weekly	\$ 1,034.62	Taxable Income	\$ 689.74
Taxable Income	\$ 17,933.33		\$ 689.74		
Federal Tax	\$ 2,362.62		\$ 90.87		
Alberta Tax	\$ 1,692.86		\$ 65.11		
CPP	\$ 700.44		\$ 26.94		
Net Take Home	\$ 22,144.08		\$ 851.70		
Councillor Basic Remuneration - 0 Tax Free	\$ 30,184.00	Bi-weekly	\$ 1,160.92		
Federal Tax	\$ 4,149.34		\$ 159.59		
Alberta Tax	\$ 2,883.92		\$ 110.92		
CPP	\$ 1,347.06		\$ 51.81		
Net Take Home	\$ 21,803.68		\$ 838.60		

Mayor assumes basic tax exemption (code 1) at 2017 rates
Councillor assumes claim code "0" at 2017 rates



POLICY COUNCIL REMUNERATION

Policy C076-2

1.0 POLICY

Members of Council will be provided with fair and reasonable remuneration for performing the duties of their office and reimbursement for the expenses that they incur in fulfilling their responsibilities.

2.0 PURPOSE

This policy is intended to clarify the remuneration and benefits available to a member of Council as well as determine which expenses will be assumed by the municipality when carrying out their official duties.

3.0 SCOPE

This policy applies to Council.

4.0 RESPONSIBILITIES

- 4.1 Council is responsible for approving this policy and any amendments to it.
- 4.2 The Manager of Corporate Services is responsible for ensuring members of Council are compensated in accordance with this policy.

5.0 RELATED POLICIES

- 5.1 C048 – Travel Guidelines

6.0 DEFINITIONS

- 6.1 **Bow Valley** means the area between and including Francis Cooke Landfill and Lake Louise.
- 6.2 **Council** includes the positions of Mayor and Councillors.
- 6.3 **Base remuneration** is an all-inclusive amount provided to members of Council for their time and service with respect to attending to municipal matters including all meetings of Council or one of its boards, committees or commissions.

7.0 GENERAL

- 7.1 While the hours of work for members of Council are not regulated, the position of Mayor is considered to be “full-time” while Councillor’s positions are considered to be “part-time”.
- 7.2 In accordance with provisions of the Municipal Government Act, one-third of the annual remuneration paid to a member of Council will be paid as an allowance for expenses incidental to the discharge of their duties and will not be included in computing council’s taxable income in a taxation year. This allowance for expenses is intended to cover costs related to maintaining a home office and travel within the Bow Valley.

8.0 BASE REMUNERATION

- 8.1 Base remuneration shall be paid to members of Council for the performance of their duties as elected officials and provided for in Schedule “A” of this policy.

- 8.2 Effective January 1 of each year the Manager of Corporate Services shall adjust the base remuneration by the same percentage salary change approved in the annual budget and granted to all other Town of Banff employees.
- 8.3 Base remuneration will be paid biweekly with the regular Town of Banff pay cycle.

9.0 PER DIEMS

- 9.1 Councillors may claim a per diem for required attendance as an official representative of the Town at conferences, workshops, seminars and meetings outside the Bow Valley as provided for in Schedule 'A' of this policy.
- 9.2 The Mayor is not eligible to claim per diems.
- 9.3 In situations where a member of Council is appointed to represent the Town in an official capacity on and external agency, board or committee, and a per diem is paid by that organization, the per diem received must be reported to the Town Manager and paid into Town revenue.

10.0 BENEFITS

- 10.1 Members of Council participate in Town of Banff benefit programs where eligible and as outlined in the terms of the contract with the chosen benefit provider and based on the cost share provided to Town of Banff employees.

11.0 ALLOWANCES AND EXPENSES

11.1 Computer Allowance

- a) Members of Council are required to use a computer device for municipal business. Members of Council that wish to use their own personal computer instead of having the Town supply them with a computer for municipal business shall receive a \$500 annual allowance.
- b) The allowance is for the period of November 1 to October 31. If the member of Council leaves office prior to the end of this period, the member of Council shall repay a prorated amount for every full month that they are not eligible for the allowance. If the member of Council chooses not to use their personal computer for council work anymore, then the Town will supply a computer and the member of Council shall repay the Town for the unused portion of the allowance.

11.2 Travel Expenses

- a) Members of Council shall be reimbursed for travel and related expenses in accordance with Policy C048 – Travel Guidelines.
- b) Spouses of members of Council shall be reimbursed for travel and related expenses when accompanying their spouse to a conference, convention or seminar, to a maximum of one per year for the spouse of a Councillor, and to a maximum of two per year for the spouse of the Mayor, subject to the amount approved in the annual operating budget for this purpose.

11.3 Conference, Convention and Seminar Registration Fees

- a) The Town will pay registration fees for each Councillor to attend a maximum of two conferences, conventions or seminars per year in Canada, with no more than one per year outside of Alberta.
- b) The Town will pay registration fees for the Mayor to attend a maximum of four conferences, conventions or seminars per year in Canada, with no more than two per year outside of Alberta.

11.4 Attendance at Local Functions

The Town will pay costs associated with attendance of elected officials and their spouses at local functions when they are attending as official representatives of the Town.

11.5 Child Care Expenses

Members of Council shall be reimbursed for reasonable child care expenses incurred when attending meetings, conferences, conventions or seminars in an official capacity, upon submission of receipts.

12.0 REVIEW OF COUNCIL REMUNERATION

12.1 Council remuneration is to be reviewed during the last year of the term of each Council.

12.2 Council may request a committee of public members to review Council remuneration and bring forward recommendations that would be effective for the newly elected council.

13.0 EXECPTIONS

13.1 Exceptions to this policy may be made by a majority vote of council.

14.0 ATTACHMENTS

Schedule A - Council Remuneration Schedule

15.0 REPEALS POLICY: C076-1**16.0 EFFECTIVE DATE: OCTOBER 28, 2013****17.0 APPROVAL HISTORY**

Approved:	2013.07.08	COU13-184
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Karen Sorensen
Mayor

Robert Earl
Town Manager

SCHEDULE A
Council Remuneration Schedule
(2013)

BASE REMUNERATION

Effective October 28, 2013

Mayor	\$77,000 per annum (1/3 non-taxable)
Councillor	\$25,500 per annum (1/3 non-taxable)

PER DIEM RATES

Effective October 28, 2013:

4 hours and less	\$90.00 (1/3 non-taxable)
More than 4 hours	\$180.00 (1/3 non-taxable)

OTHER REMUNERATION

Effective October 28, 2013

Computer Allowance	\$500 (1/3 non-taxable) (for the period of November 1 to October 31)
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Note: Schedule A is reviewed and updated by the Manager of Corporate Services on an annual basis under the authority of Council Policy C076-2, Section 8.2. A Council resolution is not required to approve these annual updates.

Based on our Goals and Purpose, I thought I would draft an outline of our approach and some principles we could use to determine our recommendations. I am following some of the original format from 2003 for consistency.

The CCCR should recognize the importance of considering both the unique circumstance of public office within the region of Niagara, and the review of compensation as it relates to municipal public office in a manner that reflects the duties, responsibilities, skill, effort, authority and decision making.

Citizens' Committee Principles

- These principles are intended as an overall preference and not absolute rules to be adhered to. Specifically, the current remuneration arrangement could be used as a default. That is, there would be no recommendations to change current practices in the absence of compelling reasons to do so.
- Any recommendations would be guided by evidence-based information and conducive to *transparency, simplicity, and fairness*.
- The policy recommendations attempt to strike a balance between *the work that is required of a public official* and *the call to serve one's community*.
- Members of Regional Municipality of Niagara Council will be provided with *fair* and *reasonable remuneration* for performing the duties of their office.
- The CCCR should recognize the importance of considering both the unique circumstance of public office within the region of Niagara, and the review of compensation as it relates to municipal public office in a manner that reflects the duties, responsibilities, skill, effort, authority and decision making.

Broader General Principles that we have already discussed –

1. Remuneration must be *transparent, fiscally responsible, and easily understood by the electorate*;
2. Fair relativity with comparable positions;
3. The need to be fair to the individuals whose pay is being set, and to the taxpayer and other related individuals;
4. The requirements of the job;
5. The need to attract and retain competent individuals as councilors;
6. The economic conditions.

Goals & Purposes of the Committee –

Four goals outlined are as follows; however, there are really only two deliverables –

Goal #1 – Review the current council approved methodology used for annual council remuneration increases (i.e. percentage increase)

Goal #2 - Review the current external comparator group of municipalities and make recommendations on whether to maintain existing comparator group or to make amendments to existing group.

Goal #3 – Review external comparator regional and local municipal council methodology and rates and make recommendation for future methodology on base compensation for Regional Councilors.

Goal #4 – Prepare final report with recommendations to CSC and Regional Council for approval.

Two Deliverables:

1. Recommendations to maintain or alter the comparator group
2. Recommendations on the methodology

Data/Tools required for Assessing Remuneration –

1. Union and Non-Union wage increases over the period of 2008 to 2019
2. Councilors wage increases broken down by Core CPI and Conference Board of Canada percentages
3. Current Regional Comparative group
4. Local Municipalities Comparative group
5. Research done by Sabrina Hill on Township of Banff and St. Catharines as well as any other local municipalities' methodologies
6. Landscape brief of feedback collected by Sabrina Hill
7. Possible councilor survey
8. Weighted Averages of data based on Integrity, Reliability & Relevance using a 1 to 5 assignment
9. Dropbox or Google Drive for committee collaboration.

Criteria Checklist –

- Current base pay across jurisdictions
- Council Size across jurisdictions
- Budget size across jurisdictions
- Population size across jurisdictions
- Population Growth across jurisdictions
- Income Growth
- Residents per Councilor

Post Script: *much of this information can be extracted from FACT BOOK, September 30, 2018, Page 79 to 103 of the materials we were sent.*

Approach Outline –

1. Agree on Committee Principles.
2. Explore & determine relevant criteria for assessing remuneration.
3. Review data/information already requested/received to determine if criteria requirement is satisfied.
4. Review draft of Weighted Averages definition and application of weighting.
5. Apply Weighted Values to data/information received in a Matrix as it relates to each Goal & Purpose.
6. Begin analysis of each deliverables (see draft methodology) using weighted values (i.e. *what information is relevant to which Goal or Purpose*).
7. Determine if recommendations are warranted.
8. Develop language around the recommendations using evidence based analysis for support.
9. Signoff on recommendations.

Weighted Values Draft Discussion –

A two-part suggestion from Bob Haig was made that we use the following methodology to arrive at recommendations, here is a draft definition of the terms for our discussion –

Part 1 – Terminology – here are suggested titles we could apply to the data/information we use as we evaluate the criteria decided on

1. Integrity – *meaning integrity of the information can be defined as the dependability and trustworthiness of information.*
2. Reliability – *meaning the information is evidence based that is derived from or formed by objective evidence.*
3. Relevance – *meaning the data/information used directly relates to the matters being discussed.*

Part 2 – Weighted Value – here are some definitions of weighting that we can discuss for use in determining what weight the data/information contributes to the evidence used to make the recommendations.

1. Not Important – this classification contributes very little to the integrity, reliability or relevance of information required to make a recommendation.
2. Slightly Important – this classification adds some information but does not support the integrity, reliability or relevance required to make a recommendation.
3. Important – this classification adds information and supports less than 2 aspects of integrity, reliability or relevance required to make a recommendation.
4. Fairly Important – this classification adds information and supports 2 or more aspects of integrity, reliability or relevance required to make a recommendation.
5. Very Important – this classification supports all aspects of integrity, reliability and relevance required to make a recommendation.

Draft Approach Outline – Deliverables

Deliverable #1 – Recommendations to maintain or alter the comparator group

Methodology –

- Review current application of Core CPI and Conference Board of Canada percentage applications and compare to Union and Non-Union wage increases for the period of 2008 to 2019
- Review what the increases are applied to (i.e. *just the base?*)
- Compare the current application to other regions and municipalities
- Apply the criteria decided upon to the current external comparator group of municipality & determine if the group is reflective of the Niagara Region
- Review the various methodologies compiled from different jurisdictions
- Discuss differences if warranted

Conclusion –

- Determine if the current application is in line with other regions/municipalities
- Determine if there are recommendations for amendments to existing group
- Determine if there are recommendations for future methodology and rates
- Determine the fairness across the various aspects compared
- Determine the ability to defend the conclusion and document it
- Move to the possible recommendation category

Deliverable #2 – Recommendations on the methodology

Methodology –

- Identify potential methodologies
- Review the potential methodologies based in the criteria
- Apply a weighted value to each recommendation
- Assign a priority to each recommendation
- Ensure recommendations are backed by an evidence-based conclusion, tables, and language
- Apply the macro- and micro reasoning for the recommendation

Conclusion -

- Prepare the final report

Committee Members & Participants –

Name	Email Address	Phone Number
Bob Haig		
Margo Pinder		
Sabrina Hill		
Ann-Marie Norio	Ann-Marie.Norio@niagararegion.ca	905-980-6000; #3220
Kristen Angrilli	Kristen.angrilli@niagararegion.ca	905-980-6000

**THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
MINUTES**

**CCCR 2-2019
Tuesday, September 17, 2019
Campbell East (CE) 103
Niagara Region Headquarters, Campbell East
1815 Sir Isaac Brock Way, Thorold**

Committee: B. Haig , S. Hill, M. Pinder (Committee Chair)

Staff: K. Angrilli, Manager, Total Rewards, F. Meffe, Acting Director,
Human Resources, A.-M. Norio, Regional Clerk

1. CALL TO ORDER

Margo Pinder, Committee Chair, called the meeting to order at 2:00 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. ITEMS FOR DISCUSSION

Committee members discussed Correspondence Items CCCR-C 3-2019 and CCCR-C 4-2019 to better understand how these items could be utilized to determine a fair, transparent and simple methodology for council remuneration increases.

Committee summarized their discussions as follows:

- consider no longer including the Conference Board of Canada non union policy line percentages as part of the methodology
- consider tying the increase to non-union staff increases
- consider tying the increase to the core consumer price index (CPI)
- ensure any methodology includes consideration of both CPI and economic indicators in the Niagara Region
- consider a cap on the amount
- consider use of a rolling weighted average of staff increases
- consider a methodology that includes alignment with non-union increases blended with the Conference Board of Canada non union policy line percentages

Moved by B. Haig
Seconded by S. Hill

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

CCCR-C 3-2019
2008-2019 Wage Increase History - Niagara Region Union and Non-Union
Employee Groups

CCCR-C 4-2019
Niagara Region Council Annual Salary Formula Details 2008 - 2019

Carried

Committee Information Request(s):

Provide a copy of the non-union compensation policy.

Provide the income growth information the City of St. Catharines uses for their
Councillor remuneration methodology.

3.3 CCCR-C 5-2019

Town of Banff - Council Remuneration Review Committee Report

Due to time constraints, this item will be added to the agenda for the
meeting being held on Friday, October 4, 2019.

4. **CONSENT ITEMS FOR INFORMATION**

4.1 CCCR 1-2019

Minutes - Citizen Committee on Council Remuneration
Thursday, September 5, 2019

Moved by S. Hill
Seconded by B. Haig

That Minutes CCCR 1-2019, being the minutes of the Citizen Committee
on Council Remuneration meeting held on Thursday, September 5, 2019,
BE RECEIVED for information.

Carried

6. NEXT MEETING

The next meeting will be held on Friday, October 4, 2019 at 2:00 p.m. in Room CE 103, Regional Headquarters.

7. ADJOURNMENT

There being no further business, the meeting adjourned at 3:57 p.m.

Margo Pinder
Committee Chair

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
MINUTES**

**CCCR 3-2019
Friday, October 4, 2019
Campbell East (CE) 103
Niagara Region Headquarters, Campbell East
1815 Sir Isaac Brock Way, Thorold**

Committee: B. Haig , S. Hill, M. Pinder (Committee Chair)

Staff: K. Angrilli, Manager, Total Rewards, F. Meffe, Acting Director,
Human Resources, A.-M. Norio, Regional Clerk

1. CALL TO ORDER

Margo Pinder, Committee Chair, called the meeting to order at 2:11 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 CCCR-C 5-2019

Town of Banff - Council Remuneration Review Committee Report

Moved by S. Hill

Seconded by B. Haig

That Correspondence Item CCCR-C 5-2019, being the Council Remuneration Review Committee Report from the Town of Banff, **BE RECEIVED** for information.

Carried

Committee member S. Hill, prepared a summary of the Town of Banff report for use by the Committee. The summary is attached to these minutes.

5.2 CCCR-C 6-2019

Approach Outline for Citizen Committee on Council Remuneration

Moved by B. Haig

Seconded by S. Hill

That Correspondence Item CCCR-C 6-2019, being the Approach Outline for Citizen Committee on Council Remuneration, **BE APPROVED** as the basis for making determinations respecting council remuneration.

Carried

The Committee conducted a thorough discussion of the approach outline and decided that the final report would recommend to maintain the existing comparator group of municipalities and that Council increases would be tied to the non-union staff increase.

The Committee decided the final report should contain:

- the options the Committee considered and why some were excluded
- annual methodology
- reference to the City of St. Catharines methodology; and
- reference to the consideration of union and non-union increases

6. **CONSENT ITEMS FOR INFORMATION**

6.1 CCCR 2-2019

Minutes - Citizen Committee on Council Remuneration
Tuesday, September 17, 2019

Moved by B. Haig

Seconded by S. Hill

That Minutes CCCR 2-2019, being the minutes of the Citizen Committee on Council Remuneration meeting held on Tuesday, September 17, 2019, **BE RECEIVED** for information.

Carried

Committee Information Request(s):

Amend bullet point 6 in Minute Item #3 to clarify "unionized staff increases".

7. **OTHER BUSINESS**

There were no items of other business.

8. **NEXT MEETING**

The next meeting will be held on Wednesday, October 16, 2019 at 9:30 a.m. in Room CE 103.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 3:21 p.m.

Margo Pinder
Committee Chair

Ann-Marie Norio
Regional Clerk

Citizen Committee on Council Remuneration

Meeting Notes for October 4th, 2019

The Banff Report

Similarities Between Banff and Niagara - Why I wanted Banff included in this review

- Banff's objectives and methodology overlap with ours in that we are both seeking 1. an *evidence-based approach* consistent with, 2. *transparency, simplicity, and fairness*, while being 3. *fiscally responsible*. PG25
- "The residents of Banff believe that ... *Councillors bring value to the community and should be remunerated appropriately in accordance with Banff's unique iconic stature as an international tourist destination*¹ and associated public profile of its elected officials." PG6
- "The philosophy is to base the compensation for ... Councillors on a *realistic scale*² and should reflect the demanding nature and responsibilities of that public office in order to attract capable candidates; however such *compensation must also be reasonable to both members of council and to the citizens of Banff*." PG6
- "The position of councillor continues should continue to be considered part-time..." PG11
- "*Councillors' responsibilities require members to prepare for and attend meetings and events in addition to keeping informed on current issues while maintaining contact with residents*. It should be understood that Councillors in a small community have a high public profile and that they are often required to be engaged with constituents on a daily basis." While the Regional Municipality of Niagara is considerable in size and population, many of the members of council come from small communities where they must, and indeed do, interact with their constituents. PG11

Concerns - or areas where our objectives differ from that of Banff's

- The new policy (Banff) stipulated that a comprehensive remuneration review would take place every election year prior to the election, *this is unnecessary if appropriate language is drafted that builds in the cost of labour*³. The formula or process that determines 'total increases' for non-union employees - by the *total rewards director* - for the region *seems to achieve this task*.
- The '*remuneration of councillors are tied to the mayor's base salary*.' This is problematic as it creates the incentive (for council) to drive up the mayor's compensation package as it will automatically trigger a pay raise for the rest of council. PG11

¹ In 2017-18, about 4.2 million people visited Banff, an increase of about 28 per cent from 3.3 million five years ago. It is estimated that around 30 million people visit Niagara Falls each year.

² Median total income of households in Niagara in 2015: \$65,086 - Data for income earned from a part-time position was not available in time for the submission of this document.

³ Tangentially, CPI and normal inflation would be factored into any rewards packages or the total increases calculation (and adjustments) by Region staff.

- The Banff policy addressed a number of other compensation packages that are outside the scope of our committee. PG13

Conclusion

- Considering the 'broader general principles' as laid out in previous meetings, I still feel that the CCCR should have more carefully considered the idea of seeking input from council members through the form of testimony or a questionnaire. Questions posed to council related to past, current and future demands being placed on council and the compensation received for performing their duties would have helped us by furthering our insight of the demands of the job. PG8
- Banff sought a balance between providing a "compensation package that attracts suitable candidates" and a "commitment to an effective stewardship of public funds." PG8
- "Council Base Remuneration continue to be adjusted effective January 1⁴ of each year by the same market formula used in the annual adjustment for Town wages approved in the Financial Plan for all Town of Banff employees." That the CCCR draft's a policy recommendation for council that is; 1. increases to councillor remuneration is tied to non-union staff employed by the region, 2. self-guiding in the sense that, unlike Banff, the issue does not need to be revisited every election cycle, and that 3. features language that strongly suggests that if the council wishes to change their remuneration package, that another CCCR be formed to review the feasibility and rationale behind any increase in compensation packages. PG12
- In the interest of accountability and transparency, cores values as established by the guiding document, "Due to the perceived conflict of interest in the process for wage adjustments, the level of compensation from members of council should be adjusted from time to time by an arm's length process." Tying remuneration to the increases received by non-union regional staff keeps up with inflation and removes the need for council to frequently revisit this issue. PG12
- While optically it is reasonable to consider basing (the) 'total increases to council remuneration' to the same increases unionized workers in the Region receive, especially considering they various unions represent a total of approximately eighty percent of the workforce, though because of logistics and the nature of the bargaining process, such a process is unfeasible at this time. PG26
- I don't believe that CPI (as it is redundant) should be a part of the formula for determining remuneration (directly) and that the Conference Board of Canada percentage is not an ideal metric⁵ and should not be considered as a part of the formula for future increases. The process of determining increases for non-union employees by the total rewards staff already considers inflation.
- Continuing a thought from the last point, the only issue I foresee with this formula (basing council increases to the percentage increase of non-union employees) is to effectively communicate the process and mechanism to determine said increases to the residents of the Region. An effort would need to be made by this committee to simply explain it to residents in a manner all might understand. (Broader General Principle 1) PG25

⁴ The date can be amended to a more suitable time if necessary. This date is just a place holder and borrowed from the Banff outline.

⁵ Some part of the Conference percentage is based on self-reporting. This is at odds with our stated goals of transparency and evidence-based information - and, considering the possibility of a questionnaire was rejected because questions over integrity, reliability, and relevance of submissions from Region councillors.



**THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
AGENDA**

CCCR 4-2019

Wednesday, October 16, 2019

9:30 a.m.

Campbell East (CE) 103

Niagara Region Headquarters, Campbell East

1815 Sir Isaac Brock Way, Thorold

Pages

1. CALL TO ORDER

2. DISCLOSURES OF PECUNIARY INTEREST

3. ITEMS FOR CONSIDERATION

3.1 CCCR-C 7-2019

Draft Citizen Committee on Council Remuneration Report

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4. CONSENT ITEMS FOR INFORMATION

4.1 CCCR 3-2019

Minutes - Citizen Committee on Council Remuneration

Friday, October 4, 2019

To be distributed.

5. OTHER BUSINESS

6. NEXT MEETING

The next meeting will be held on Monday, October 28, 2019 at 2:00 p.m. in Room CE 103.

7. ADJOURNMENT

events, please contact the Accessibility Advisory Coordinator at 905-980-6000 (office), 289-929-8376 (cellphone) or accessibility@niagararegion.ca (email).

Draft – Citizen Committee on Council Remuneration

October 2019

Executive Summary

The Citizen Committee on Council Remuneration (CCCR) recognizes the importance of considering both the unique circumstance of public office within the Niagara Region, and the review of compensation as it relates to municipal public office in a manner that reflects the duties, responsibilities, skill, effort, authority and decision-making.

Considering the principles considered carefully by the CCCR and the **broader general principles’ as laid** in this report, the Recommendations strike a balance between providing a total rewards package that attracts suitable candidates and acts in the interest of accountability and transparency.

Due to the perceived conflict of interest in the process for councillor remuneration adjustments, the annual base salary increases for members of Regional Council **should be adjusted by an arm’s length** process. Tying remuneration to the salary structure increases for non union regional staff keeps up with economic factors and removes the need for council to frequently revisit this issue.

While it is reasonable to consider basing increases to council remuneration to increases of unionized workers in the Region, especially considering the various unions represent a large portion of the workforce, though because of logistics and the nature of the bargaining process, such a process is deemed unfeasible at this time.

The CCCR doesn’t **believe that CPI (as it is redundant) should be a part of the formula for determining** remuneration (directly) and that the Conference Board of Canada percentage is not an ideal metric and should not be considered as a part of the formula for future increases. The process of determining increases for non-union employees by the total rewards staff already considers inflation through benchmarking the cost of labour.

Background

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

Scope of Committee (as per the Terms of Reference approved by Regional Council)

Goals/Purpose:

- Review the current council approved methodology used for annual council remuneration increases
- Review the current external comparator group of municipalities and make recommendation on whether to maintain existing comparator group or to make amendments to existing group

- Review external comparator regional and local municipal council remuneration methodology and rates, and make recommendation for future methodology on base compensation for Regional Councillors
- Prepare final report with recommendations to CSC and Regional Council for approval

Approach

Roles and Responsibilities: Chair & Vice Chair

The Chair and Vice Chair were elected from Committee members

Margo Pinder serves in the role of the Chair to preside over Committee meetings so that its business can be carried out efficiently and effectively, and to act as a liaison between the Committee, the Corporate Services Committee and Regional Council.

Bob Haig serves in the role of the Vice Chair to preside over Committee meetings in the absence of the Chair and to perform any other duties delegated by the Chair or as assigned by the Committee through a majority vote.

Specific Deliverables:

1. Recommendations to maintain or alter the comparator group
2. Recommendations on the annual increase methodology for Regional Councillors

Principles for the Recommendation

These principles are intended as an overall preference and not absolute rules to be adhered to.

- Any recommendations would be guided by evidence-based information and conducive to *transparency, simplicity, and fairness*.
- The policy recommendations attempt to strike a balance between *the work that is required of a public official* and ***the call to serve one's community***.
- Members of Regional Municipality of Niagara Council will be provided with *fair and reasonable remuneration* for performing the duties of their office.
- The CCCR should recognize the importance of considering both the unique circumstance of public office within the region of Niagara, and the review of compensation as it relates to municipal public office in a manner that reflects the duties, responsibilities, skill, effort, authority and decision-making.

Broader Principles Considered by the CCCR

1. Remuneration must be *transparent, fiscally responsible, and easily understood by the electorate*;
2. Fair relativity with comparable positions;
3. The need to be fair to the individuals whose pay is being set, and to the taxpayer and other related individuals;
4. The requirements of the job;
5. The need to attract and retain competent individuals as councilors;

6. The economic conditions.

Data Analysis for Assessing Current State of Remuneration –

1. Niagara Region Union and Non-Union wage increases over the period of 2008 to 2019
2. Councilors wage increase history, including both elements of the current methodology:
 - a. Core consumer price index (CPI)
 - b. Annual policy line change for non-unionized employees for Ontario, as per the Conference Board of Canada
3. Current Regional Council Comparator group
 - a. The Regional Municipalizes of Waterloo, Halton, York, Durham, and Peel and the Municipalities of Hamilton, Ottawa , Windsor and Chatham-Kent
 - i. Current base pay across jurisdictions
 - ii. Council Size across jurisdictions
 - iii. Budget size across jurisdictions
 - iv. Population size across jurisdictions
 - v. Population Growth across jurisdictions
 - vi. Income Growth
 - vii. Residents per Councilor
4. Local Municipalities within the Niagara Region
5. Other municipal methodologies and citizen committee reports, outside of the current Regional comparator group and the Niagara local municipalities
6. Landscape brief of feedback collected by Sabrina Hill
7. While input from councilors through a survey was considered by the CCCR, due to several factors including the time to prepare a survey and gather responses, time constraints for the CCCR to make recommendations and the previous CCCR survey low response rates, it was determined that a survey of councilors was not feasible.

Current and Historical Relevant Information

1. Niagara Region Council Annual Salary Formula Details 2008-2019

Year	Core CPI	Conference Board of Canada Policy Line %	Total Wage Increase %
2008	2.28	2.40	4.68
2009	1.61	2.50	4.11
2010	1.93	1.30	3.23
2011			0.00
2012			0.00
2013			0.00
2014	1.20	1.80	3.00

2015	1.53	1.40	2.93
2016	2.20	1.30	3.50
2017	2.00	1.30	3.30
2018	1.30	1.30	2.60

2. Niagara Region Non Union Salary Increase History 2008-2019

Year	Non Union Wage Increase %
2007	2.75
2008	3.00
2009	2.75
2010	2.00
2011	0.00
2012	0.00
2013	1.40
2014	0.00
2015	1.00
2016	1.00
2017	0.75
2018	0.75
2019	1.50

Options Considered and Analysis

1. Consider no longer including the Conference Board of Canada non union policy line percentages as part of the methodology – While this measure is currently included in the increase methodology, the CCCR determined that the policy line percentages reported by the Conference Board of Canada was not the most appropriate measure**need more explanation here.**
2. Consider tying the increase to the core consumer price index (CPI) - While this measure is currently included in the increase methodology, the CCCR determined that the increase in the price of goods or cost of living increase, is not the most appropriate measure, rather a measure that follows the cost of labour is preferred.
3. Ensure any methodology includes consideration of both CPI and economic indicators in the Niagara Region – it was determined that a measure that reflects these is reasonable and determined that the CCCR recommendation indeed ensures consideration of local economic indicators.
4. Consider a cap on the amount, **xxxx Need details here.**

5. Consider use of a rolling weighted average of union staff increases – **While a large portion of the Niagara Region’s workforce salary increases are determined through collective bargaining; it was determined that due to a variety of factors: including the timing of collective bargaining and interest arbitration awards; and that council directs the labour relations financial mandate directly, that this was not the best sole indicator for council increases.**

OR because of logistics and the nature of the bargaining process. It was agreed that a measure that reflects internal factors was preferred.

6. Consider a methodology that includes alignment with non-union increases blended with the Conference Board of Canada non union policy line percentages – It was determined that a measure that reflects these 2 factors is reasonable and determined that indeed the CCCR recommendation ensures consideration of both.
7. Consider tying the increase to non-union staff increases – It was determined that the work of council is most similar to non union work in general, although not the same. And that several of the local municipal and regional comparators tie councilor annual increases to that of non union and/or management and professional staff increases. And as directed by the council approved non union compensation policy which states:

It is Niagara Region’s policy to compensate its employees for their services in a way that attracts, retains and motivates top talent required to achieve Niagara Region’s mission.

Based on Council’s strategic priorities, external market conditions, legislation and internal factors, Niagara Region strives to pay salaries which will compare competitively with similar occupations in the municipal public sector and the broader public and private sector comparator market. It is not intended for Niagara Region to be a market leader; but rather ensure pay structures are responsive to prevailing market conditions.

- ***External competitiveness is maintained by regular reviews of the Council approved comparator group.***
- ***Niagara Region’s salary structure has been created and is maintained based on market best practices and in a manner that supports Niagara Region’s organizational design and people strategy.***
- ***Niagara Region strives to maintain salaries for benchmarked positions at the 50th percentile of the comparator group.***

That, through the work performed by Human Resources to carry out the directives of the Non Union Compensation Policy, analyzing external market conditions measuring economic conditions of the cost of labour; the CCCR determined that the most appropriate method to adjust council remuneration on a regular and recurring basis is to follow the increases of the non union salary structure of the same calendar year.

Recommendations

1. That the current external comparator group of municipalities including The Regional Municipalities of Waterloo, Halton, York, Durham, and Peel and the Municipalities of Hamilton, Ottawa, Windsor and Chatham-Kent be maintained.
2. That that current methodology approved in 2004, (Citizens Committee on Council Remuneration: CL2 - 2004) as follows:

That councillor's pay continue to be adjusted by inflation annually. This adjustment should be based on a twelve month average of core consumer price index (CPI) as reported by the Bank of Canada, plus an increment equal to the Conference Board of Canada's annual policy line change for non-unionized employees for Ontario."
Not be maintained.

3. That that currently methodology be replaced with the new methodology, effective December 1, 2019 and not retroactive to December 1, 2018 as follows:

That councillor remuneration be adjusted annually on December 1st, based on the salary structure increase granted to non union employees on April 1st of the same calendar year.

For clarity, when warranted, non union salary structure increases occur in the pay period containing April 1st. As such, the increase granted to non union staff on April 1st will be applied to councillor annual remuneration (base salary) on December 1st of the same calendar year. Where non union salary structure increases vary based on salary grade, the average increase to the 14 non union salary grades will be calculated by Human Resources staff and applied to the Regional Councillor base salary.

4. That the new methodology remain in place and be applied annually on December 1st until such time as Regional Council directs a change to the methodology.
5. The Regional Chair remuneration remains out of scope of the 2019 Citizen Committee on Council Remuneration (CCCR) and remains unchanged.

**THE REGIONAL MUNICIPALITY OF NIAGARA
CITIZEN COMMITTEE ON COUNCIL REMUNERATION
MINUTES**

**CCCR 4-2019
Wednesday, October 16, 2019
Campbell East (CE) 103
Niagara Region Headquarters, Campbell East
1815 Sir Isaac Brock Way, Thorold**

Committee: B. Haig , S. Hill, M. Pinder (Committee Chair)

Staff: K. Angrilli, Manager, Total Rewards, L. Gigliotti, Associate
Director, Employee Services, A.-M. Norio, Regional Clerk

1. CALL TO ORDER

Margo Pinder, Committee Chair, called the meeting to order at 9:32 a.m.

3. ITEMS FOR CONSIDERATION

3.1 CCCR-C 7-2019

Draft Citizen Committee on Council Remuneration Report

The Committee members reviewed the draft Citizen Committee on Council Remuneration Report and revised the draft report to ensure clarity and understanding of the report recommendations.

Moved by B. Haig
Seconded by S. Hill

That the revised Citizen Committee on Council Remuneration Report **BE APPROVED** as the final version of the report; and

That the report and recommendations of the Citizen Committee on Council Remuneration **BE SUBMITTED** to the Corporate Services Committee for consideration.

Carried

4. **CONSENT ITEMS FOR INFORMATION**

4.1 **CCCR 3-2019**

Minutes - Citizen Committee on Council Remuneration
Friday, October 4, 2019

Moved by B. Haig
Seconded by S. Hill

That Minutes CCCR 3-2019, being the minutes of the Citizen Committee on Council Remuneration meeting held on Friday, October 4, 2019, **BE RECEIVED** for information.

Carried

5. **OTHER BUSINESS**

There were no items of other business.

6. **NEXT MEETING**

As the work of the Committee was complete, it was determined that no further Committee meetings were required.

7. **ADJOURNMENT**

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

Margo Pinder
Committee Chair

Ann-Marie Norio
Regional Clerk

Subject: Establishment of Women's Advisory Committee

Report to: Corporate Services Committee

Report date: Wednesday, November 6, 2019

Recommendations

1. That the terms of reference for the Women's Advisory Committee attached as Appendix 1 to Report CLK 15-2019, **BE APPROVED**;
2. That up to three (3) Regional Councillors **BE APPOINTED** to the Women's Advisory Committee; and
3. That staff **BE DIRECTED** to advertise for interested citizens to serve on the Women's Advisory Committee.

Key Facts

- The purpose of this report is seek approval for a terms of reference for a Women's Advisory Committee.
- At its meeting held on September 19, 2019, Regional Council endorsed the establishment of a Women's Advisory Committee.
- Staff committed to bringing a report forward respecting a terms of reference for the Women's Advisory Committee including membership requirements.

Financial Considerations

The financial implications relating to the establishment of a Women's Advisory Committee include the use of administrative resources and staff to facilitate the meetings.

Analysis

At its meeting held on September 19, 2019, Regional Council approved a motion to 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

Staff researched Women's Committees that have been established in Hamilton, Edmonton and Vancouver to develop a Terms of Reference for the Committee and to consider appropriate membership criteria and Committee size.

Staff are recommending a Committee of 12 members, with up to three (3) of those members being Regional Councillors. This number should provide a cross-section of membership and yet not be too cumbersome.

The membership should come from diverse backgrounds to ensure that the composition of the Committee reflects communities of interest within Niagara that may possess differing perspectives and experience in relation to gender issues and will meet some or all of the following criteria:

- Connection to stakeholder and related communities of interest
- Governance, communication and negotiation skills experience
- Leadership, advocacy and community organization skills and experience
- Commitment to mentoring and empowering
- Business, education and/or social sectors

The Committee will report to Regional Council through the Corporate Services Committee. Human Resources is recommended as the designated lead department providing resource support for the WAC; however, the Committee also has access to the technical expertise of staff from other Regional departments as may be required.

Alternatives Reviewed

There were no alternatives reviewed as the direction to establish this Committee was provided by Regional Council.

Relationship to Council Strategic Priorities

The establishment of a Women's Advisory Committee will support Council's strategic priority of sustainable and engaging government by ensuring communications and collaboration with the community.

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	Women's Advisory Committee Terms of Reference	page 4
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WOMEN'S ADVISORY COMMITTEE (WAC)

TERMS OF REFERENCE

Appendix to Report CLK 15-2019

Recommended for Approval by the <name of standing committee> on <date>

Ratified by Regional Council on <date>

Consolidated Version as of <date>

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1. PREAMBLE

The Women's Advisory Committee was established by Regional Council to consider ways to address the underrepresentation of women in public office, on corporate boards and in leadership positions, and the unique economic, social and cultural experiences of women that are directly impacted by public policy decisions.

2. MANDATE

The mandate of the Committee is to make recommendations with a gender lens to policy development and implementation using evidence based decision making in relation to Council policies, priorities and decisions.

3. GOALS/PURPOSE

The goals of the Committee are to:

- advocate for gender-based issue resolutions and opportunities related to Regional policies, priorities and decisions;
- promote leadership development that empowers women in Niagara to fully participate in civic life;
- research and provide information and resources about women's gender-based issues to Niagara

4. REPORTING STRUCTURE

The WAC will report to Regional Council through the Corporate Services Committee.

5. MEMBERSHIP

5.1 Composition

Membership for the WAC shall not exceed a maximum of 12 members.

Membership for the WAC shall include:

- Up to three (3) Regional Councillors
- Up to nine (9) citizen members

Individuals recommended for appointment to the Committee will come from diverse backgrounds to ensure that the composition of the Committee reflects communities of interest within Niagara that may possess differing perspectives and experience in relation to gender issues and will meet some or all of the following criteria:

- Connection to stakeholder and related communities of interest
- Governance, communication and negotiation skills experience
- Leadership, advocacy and community organization skills and experience
- Commitment to mentoring and empowering
- Business, education and/or social sectors

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

5.2 Term

The term of membership shall be four years, concurrent with Regional Council's elected term of office, and the membership shall be approved by Council in accordance with membership requirements in the Terms of Reference.

5.3 Privacy

The meetings of the WAC are public. Members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Member information, other than name or municipality, will be kept confidential in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

6. ROLES & RESPONSIBILITIES

6.1 Chair & Vice Chair

A Chair and Vice Chair will be elected from Committee members on a biannual basis at the first meeting of the new year to preside over meetings and Committee business. The Chair of the Committee shall be a Regional Councillor. The Vice Chair of the Committee shall be a public member.

It is the role of the Chair to preside over Committee meetings so that its business can be carried out efficiently and effectively, and to act as a liaison between the Committee and Regional Council.

It is the role of the Vice Chair to preside over Committee meetings in the absence of the Chair and to perform any other duties delegated by the Chair or as assigned by the Committee through a majority vote.

6.2 Committee Members

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

- Reviewing meeting materials in advance of the meetings and arriving prepared to provide a broad perspective on the issues under consideration;
- Working diligently to complete assigned activities;
- Participating on working groups, as appropriate;
- Agreeing to describe, process and resolve issues in a professional and respectful manner;
- Providing input to help identify future projects or strategic priorities for future years' work;
- Communicating activities of the Committee to groups represented or those who may have an interest and offer information back to the Committee.

7. WORKING GROUPS

To fulfill its mandate and accomplish its goals, the WAC may establish working groups to deal with specific issues or projects. The working groups will meet, as needed, to review specific issues referred to them by the WAC and otherwise complete their assigned tasks.

Working groups are considered to be time-limited, project specific sub-committees of the WAC in that they are convened to accomplish a specific task (or tasks) in a narrowly defined time period.

Working groups must be comprised of at least three (3) members of the WAC and may include community members and other individuals with relevant knowledge and expertise. Local municipal participation should be sought depending on the nature of the work being undertaken.

Working groups shall be chaired where possible by a voting member of the WAC and shall provide regular updates to the WAC regarding recommendations on assigned projects. Minutes of the meetings of the working group shall be recorded and submitted to the WAC for proper directing through the approval process. Working groups may meet at a time and place as decided by the members of the working group.

Administrative support shall be provided by a staff representative of the WAC or designate.

8. RESOURCES

Human Resources is the designated lead department providing resource support for the WAC; however, the Committee also has access to the technical expertise of staff from other Regional departments as may be required. It is recognized that staff time and the level of participation will be dependent on other departmental priorities as determined by senior management and/or Regional Council. As required, additional resources may be sought. Additional resourcing may be required for projects with senior levels of government.

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

9. MEETINGS

A meeting schedule following a quarterly cycle shall be set for the WAC. The schedule will be circulated to the members for approval each year. Should a time sensitive matter arise, the WAC may meet at the call of the Chair.

The WAC meetings will be held at Regional Headquarters at a time as determined by the members. All meetings will be open to the public.

Meetings shall be governed by the Region's Procedural By-law, being a by-law to govern the calling, place and proceedings of the meetings of Council and its Committees, as may be amended from time-to-time.

If necessary, a schedule setting the due dates for materials to be included on the agenda will be circulated to each member pending adoption of a meeting schedule or the scheduling of a meeting date.

A committee member who is unable to attend a meeting, shall forward his/her regrets to the Office of the Regional Clerk as soon as possible. Should the Office of the Regional Clerk not have confirmation of quorum 24 hours prior to the meeting, the meeting shall be cancelled.

10. ABSENTEEISM

Members who miss three unauthorized consecutive meetings shall be deemed to have resigned from the Committee and will be notified of this in writing by the Committee Chair.

11. AMENDMENTS TO THE TERMS OF REFERENCE

The Terms of Reference should be reviewed and refined at a minimum of every four years to ensure that they remain current and meaningful.

Proposals to amend the Terms of Reference shall require the approval of a majority of the members present. Proposed amendments to the Terms of Reference shall be submitted to Regional Council for approval.

MEMORANDUM

CSC-C 20-2019

Subject: Councilor Information Requests October 3, 2019 Committee of the Whole

Date: November 6, 2019

To: Corporate Services Committee

From: Margaret Murphy, Associate Director, Budget Planning & Strategy

Council can direct staff and make motions regarding the information provided and staff will endeavor to bring back any amended material to the following Budget Review Committee of the Whole to support council decisions. This memo is in response to Councilor Information Requests at Committee of the Whole on October 3, 2019 as follows:

1. *Provide a list of the projects that have been deferred due to funding constraints (Councillor Easton)*
2. *Provide a contextualization of development charge rebates over the last ten years (Councillor Sendzik)*
3. *Provide a graph of comparable Regions with respect to capital financing (Councillor Sendzik)*
4. *Provide a graph illustrating reserve investments for the period 2010 to 2020. (Councillor Sendzik)*
5. *Provide information respecting the rate of taxation and allocation to capital for the period 2010 to 2020. (Councillor Sendzik)*
6. *Provide a graph of federal and provincial funding shifts over the last 30 years to illustrate the shifting burden to municipalities. (Councillor Sendzik)*
7. *Provide context on the upward spike and drop off cliff of reserve balances (Councillor Sendzik)*
8. *Provide a schedule of historical uploading from other governments and allocation/reserve (Councillor Sendzik)*
9. *Provide the average interest rate of our historical debt and current rates. (Councillor Whalen)*
10. *Provide information respecting debt retirement charges (Councillor Whalen)*

1. Provide a list of the projects that have been deferred due to funding constraints.

For a summary of the projects that were deferred due to funding constraints, refer to Appendix 1. Included is a column that differentiates between projects that were fully deferred or partially reduced.

2. Provide a contextualization of development charge rebates over the last ten years.

The below tables summarize some of the more significant discretionary Regional development charges (RDC) grant programs which have been provided since inception of the new by-law (September 1, 2017 through June 30, 2019). Staff have reported on RDC grants in the past and will continue to do so on a quarterly basis through the quarterly financial updates. For detailed information on the individual properties, refer to Appendix 2. The other DC grants includes mandatory exemptions as outlined in the Development Charge Act, 1997 such as industrial expansions.

With the inception of the 2017 RDC by-law staff have undertaken enhanced tracking of development charge grants on a per property bases. Prior information was tracked in aggregate and therefore information prior to the current RDC bylaw is not available to that extent. As such, Appendix 2 only contains RDC grant applicants and approved amounts for the years in which they are available.

For many of the RDC programs, construction values are not required to be submitted as part of the grant application process (as many of the programs are not application based). As such, staff have relied on historical data and comparable properties to estimate property assessment values and have inferred construction values when not specifically available. As such, payback estimates provided below are estimates only and may not be indicative of actual project specific payback.

Table 1: RDC Grant Program Details 2017 - 2019

Program	January 1 – December 31, 2017				
	Grant Count	Funding	Construction Value ¹	Estimate Payback (Years) ²	New Jobs
Industrial (D)	7	\$897	\$29,302	12.8	212
Non-Profit (D)	9	148	\$4,800	6.6	Not Applicable
Brownfield (D)	11	137	\$16,140	2.0	Not Available
Phase-in Cost (D)	351	738	Not Applicable	Not Applicable	Not Applicable
Smart Growth	36	400	Not Applicable	Not Applicable	Not Applicable
NRH (D)	0	0	\$0	0	0
Agricultural (D)	0	0	\$0	0	0
Hotel/Motel (D)	2	267	\$18,381	2.2	Not Available
Other	28	1,241	Not Applicable	Not Applicable	Not Applicable
Total	444	\$3,828	\$68,623		212

	January 1 – December 31, 2018				
Program	Grant Count	Funding	Construction Value ¹	Estimate Payback (Years) ²	New Jobs
Industrial (D)	15	\$1,054	\$38,700	3	165
Non-Profit (D)	8	144	2,300	12.3	Not Applicable
Brownfield (D)	2	324	46,785	1.2	Not Available
Phase-in Cost (D)	1759	3,704	Not Applicable	Not Applicable	Not Applicable
Smart Growth	4	366	Not Applicable	Not Applicable	Not Applicable
NRH (D)	2	1,142	24,975	11	Not Applicable
Agricultural (D)	10	5,381	32,927	154	Not Available
Hotel/Motel (D)	19	275	9,500	4	Not Available
Other	14	658	Not Available	Not Available	Not Available
Total	1833	\$13,046	\$155,187		165

	January 1 – September 30, 2019 ³				
Program	Grant Count	Funding	Construction Value ¹	Estimate Payback (Years) ²	New Jobs
Industrial (D)	6	\$690	\$19,300	8.9	114
Non-Profit (D)	4	150	9,400	3.74	Not Applicable
Brownfield (D)	3	831	28,917	6.2	Not Available
Phase-in Cost (D)	1194	2,672	Not Applicable	Not Applicable	Not Applicable
Smart Growth	0	0	Not Applicable	Not Applicable	Not Applicable
NRH (D)	0	0	0	0	0
Agricultural (D)	3	179	9,608	17.5	Not Available
Hotel/Motel (D)	2	1,582	89,719	1.8	Not Available
Other	10	\$872	Not Applicable	Not Applicable	Not Applicable
Total	1222	\$6,976	\$156,944		114

¹ When constructions values are not collected, they are estimates only and are based on current market/assessment trends. This information is not collected for non-application based program.

² Payback calculations are estimates only. They may not be indicative of actual tax assessments and taxes payable. For both industrial and brownfield categories, the payback represents a weighted average in order to factor in impacts of TIGs.

³ Data for July to September 2019 is subject to change until Q3 reporting is finalized.

3. Provide a graph of comparable Regions with respect to capital financing.

The following is a graph comparing Upper Tier government's capital financing contributions as a percentage of their tax supported assets. Niagara Region is the lowest amongst the Upper tier's due to the lack of increase in contributions towards Capital. Additional information on their respective capital financing strategy has also been provided in the table below.

Graph 1: Annual Capital Contribution as a % of Total Tax Supported Assets

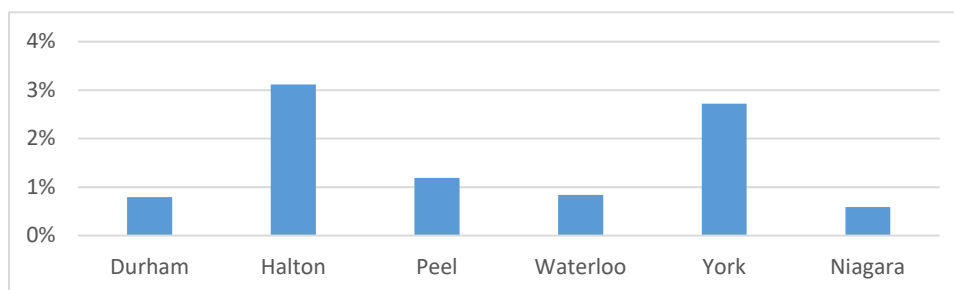


Table 2: Comparison of Upper Tier Capital Financing Strategy

Upper Tier Region	Durham (Roads / Bridges)	Halton	Peel	Waterloo	York	Niagara
Total Tax Supported Assets (A)	\$4.0B	>\$1.6B ¹	\$5.0B	\$3.1B	\$6.0B	\$2.7B ²
Contributions to Capital ("Reserve Investment") (B)	>\$31.5M ³	\$49.8M	\$59.5M	\$26.0M ⁴	\$163.0M	\$17.0M
2019 % increase for Capital Contribution	Assessment growth funded.	0.5%	1.0%	0.85%	1.0%	0%
Strategy	Annual request based on the Asset Management Plan. Requested for the last two years.	Annual request based on the Asset Management Plan. Requested since 2013.	Annual increase of 1% for the last 11 years. Forecasting 6 more increases.	1% of the previous year's tax levy. Request for the last two years.	Annual separate levy increase. 1% forecasted for the next 3 years. Historically approved 5 increases ranging	Capital Financing Policy

Upper Tier Region	Durham (Roads / Bridges)	Halton	Peel	Waterloo	York	Niagara
					from 1.0 – 2.0%.	
Annual Repayment Limit	6.59%	5.49%	8.89%	9.77%	23.12%	7.09%
S&P Consolidated Debt Ratio	19.10%	60.30%	74.80%	N/A – does not utilize S&P	122.60%	75.85%

¹\$1.6B book value; \$2.3B based on proration of the 2013 AMP. (B/A = 2.16%)

²A one-time increase of 1% on the tax levy was approved in 2017

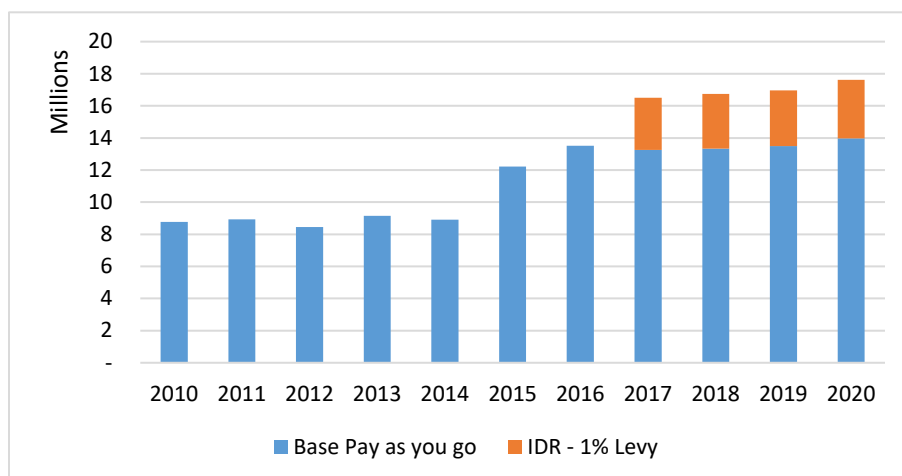
³Roads and bridge rehabilitation only, does not include all tax supported assets

³Referenced in Waterloos 2018 Reserve strategy

4. Provide a graph illustrating reserve investments for the period 2010 to 2020.

The graph below represents the annual operating budget contribution to the capital levy reserve and not the balance in the reserve at the end of each of those years. Capital levy contribution/pay as you go (highlighted in blue) has been consistent over the last 5 years. With the exception of the 1% increase in 2017 there has been no separate levy increases to support infrastructure renewal. The increase in 2015 reflects the reserve rationalization/consolidation exercise (CSD 48-2014). This exercise consolidated specific-use capital reserves into a corporate reserve for ease of administration and flexibility to manage capital requirements.

Graph 2: Reserve Investments 2010 - 2020

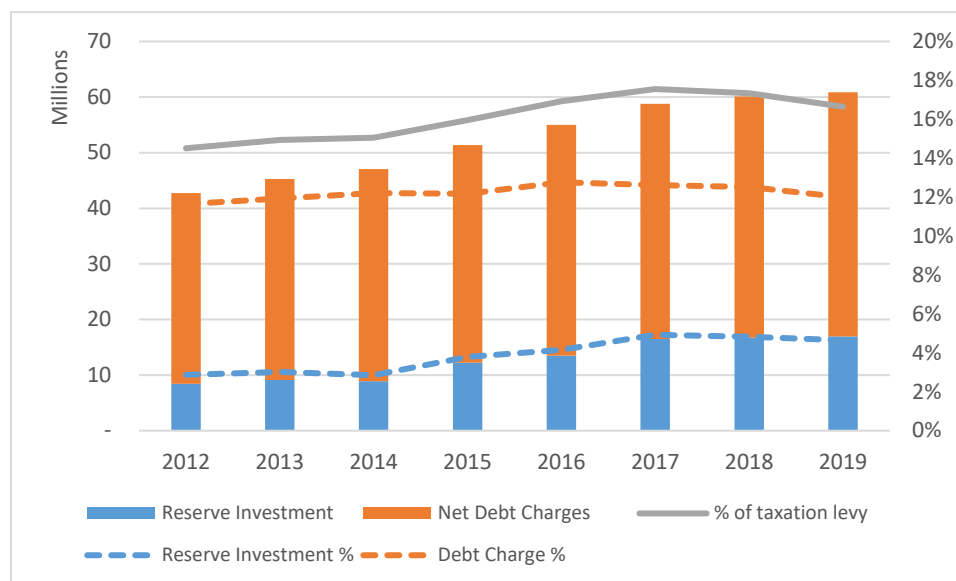


5. Provide information respecting the rate of taxation and allocation to capital for the period 2010 to 2020.

Allocations from the operating budget for capital come in the form of reserve contributions and debt servicing costs which are reflected in the table below. As a percentage of the overall levy budget, capital financing has ranged from 15% to 17%. Investment in infrastructure as a percentage of budget peaked in 2017 (Debt to fund GO Transit). Capital Financing has not been increasing at the same rate as the overall levy and as a result, capital financing has remained flat.

The change from 2014 to 2015 reflects the reserve rationalization/consolidation exercise. Information prior to 2012 utilized a legacy budgeting software and thus is not comparable.

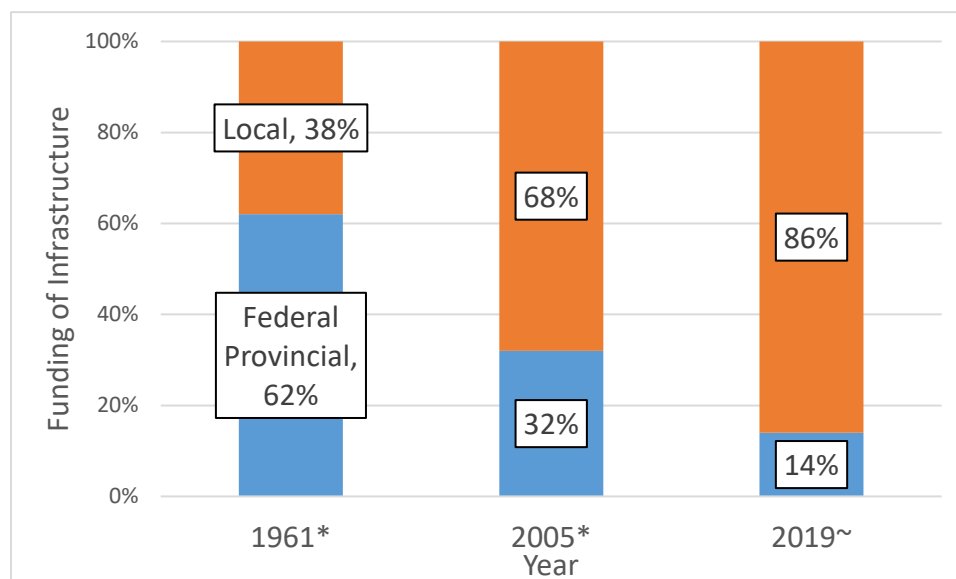
Graph 3: Rate of Taxation and Allocation to Capital



6. Provide a graph of federal and provincial funding shifts over the last 30 years to illustrate the shifting burden to municipalities.

Since 1961, the shift in responsibility for public infrastructure has increased for local municipalities. In 2019, the Region forecasted as part of their capital forecast that 14% of the levy infrastructure would be funded through transfer payments from the Federal or Provincial government. This change in responsibility for public assets increased the amount of sustainable funding required from the municipalities.

Graph 4: Federal/Provincial Funding Shift



*MFOA Conference York Region: A long Term Perspective slide on asset management and the shift in responsibility for infrastructure Sources: StatsCan CANSIM Table 031-0005: Flows and stocks of fixed non-residential capital, by industry and assets, Canada, provinces and territories, annual.

~Based on the Niagara Region 10-Year Levy Capital Plan, 14% of the capital forecast was funded with Federal or Provincial sources.

7. Provide context on the upward spike and drop off cliff of reserve balances.

The objective of the capital levy reserves for prior years was to hold funds to cover the next year's capital budget rather than using funds to support the respective year's capital requirements. This allowed for budget flexibility and the ability to approve capital in advance of the operating budget.

Beginning in 2017, the Region has aligned the capital program in accordance with the Asset Management Plan, Transportation Master Plan and thus the reserve balances are declining reflective of the need in these plans. The general capital levy reserve is used as a flow through for capital financing and is only built up at year end with surplus from project closures and sale of surplus properties. Due to the existing infrastructure gap in the capital forecast, the reserves are fully committed as illustrated in graph 5. Table 3 provides a continuity schedule showing the contributions to and from the reserve.

Graph 5: General Capital Levy Reserve Forecast

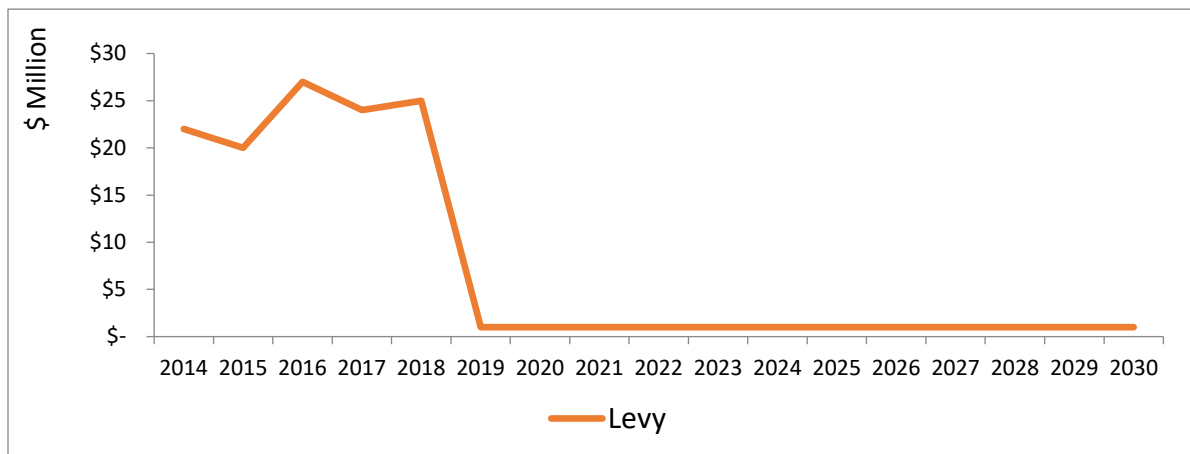


Table 3: General Capital Levy Reserve Continuity

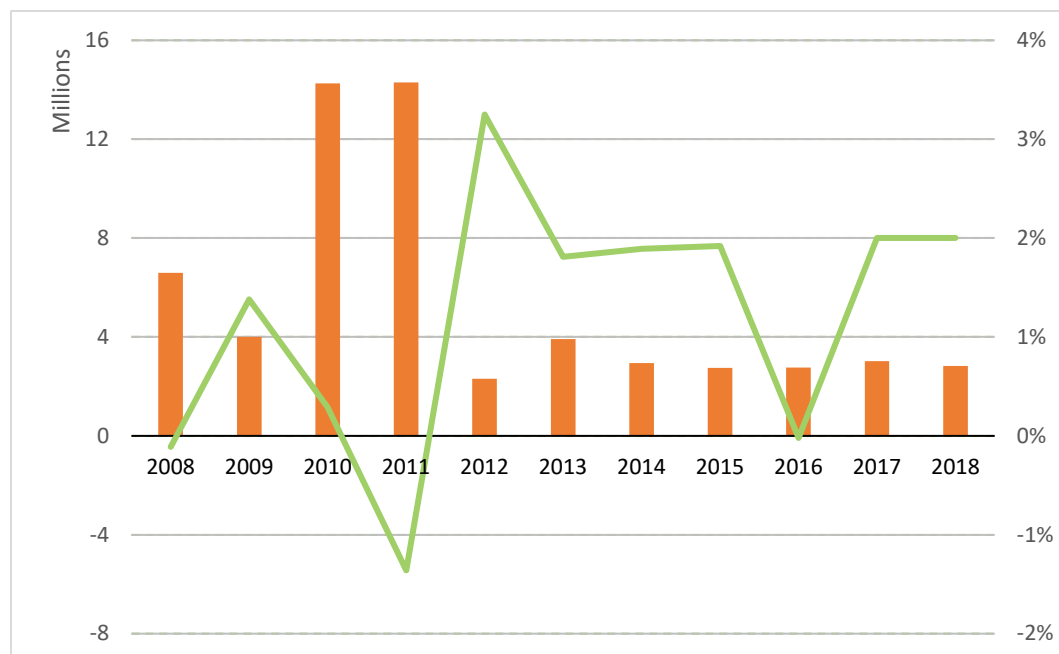
Year	2014	2015	2016	2017	2018	2019	2020
Opening	\$17M	\$22M	\$20M	\$27M	\$24M	\$25M	\$1M
Pay as you go	9M	13M	13M	16M	17M	17M	17M
Project closure, sale of surplus properties, etc.	13M	9M	15M	3M	19M	4M	15M
Transfer to fund Capital Projects	(17M)	(24M)	(21M)	(22M)	(35M)	(45M)	(32M)
Ending Balance	\$22M	\$20M	\$27M	\$24M	\$25M	\$1M	\$1M

8. Schedule of historical uploading from other governments and allocation / reserve.

Upload of costs resulting from the Provincial Municipal Fiscal Service Delivery Review (PMFSDR) began in 2008 and was to last 11 years to 2018. The chart below illustrates the annual increase in Upload from the Province (columns) as well as the annual tax levy increase (line). In all years, the upload was utilized to mitigate budget pressures. Some causes of significant changes in the chart are as follows:

- 2010 – Ontario Municipal Partnership Fund (OMPF) funding of \$8.3 million and childcare funding of \$1.5 million from the province was reduced; the PMFSDR upload was used to offset the resulting pressure.
- 2011 – \$6.7 million of PMFSDR upload funding was applied to capital infrastructure, going towards incremental debt charges. \$3.2 million used to reduce taxpayer impact below 0%
- 2016 – Budget guidance was 0%; to reach this all PMFSDR upload funding was used to reduce base budget pressures

Graph 6: Provincial Upload



9. Provide the average interest rate of our historical debt and current rates.

The tables below reflect the borrowing rates achieved on the Region's debt issuances.

Table 4: Capital Markets and Infrastructure Ontario historical and current rates

Capital Markets	2014	2015	2016	2017	2018	2019
Amount	\$21.7M	\$43.3M	\$27.9M	\$59.8M	\$39.0M	\$32.4M
Debt Term	10 year	15 year	10 year	25 year	25 year	10 year
All-in cost	2.82%	2.38%	2.07%	2.78%	3.21%	2.37%

Infrastructure Ontario	2014	2015	2016	2017	2018	2019
Amount	\$45.20M	\$28.6M	0	0	0	\$30.3M
Debt Term	25-30 year	30 year	n/a	n/a	n/a	15-30 year
All-in cost	3.94%	3.79%	n/a	n/a	n/a	TBD

10. Provide information respecting debt retirement charges.

The amount of debt room that is made available each year due to former debt retiring, is a complex exercise based on the principal repayment being different for the various types of debt. With amortizer debt, principal payments increase, whereas with serial debt, the principal payments remain constant. However our process is to utilize all of the budget room, which is based not only on principal, but the total cost of debt including interest. Operating budget changes are also reflective of debt expiring with terms that range from five to thirty years which may be different than the term of the new debt required to be approved which is reflected in the difference between (A) and (B) in Table 5 below. This illustrates the debt charge (principle and interest) room (C) made available each year as a result of retirement of previously approved debt (B). The debt charge room is used to approve new debt (A) which is used to fund capital projects.

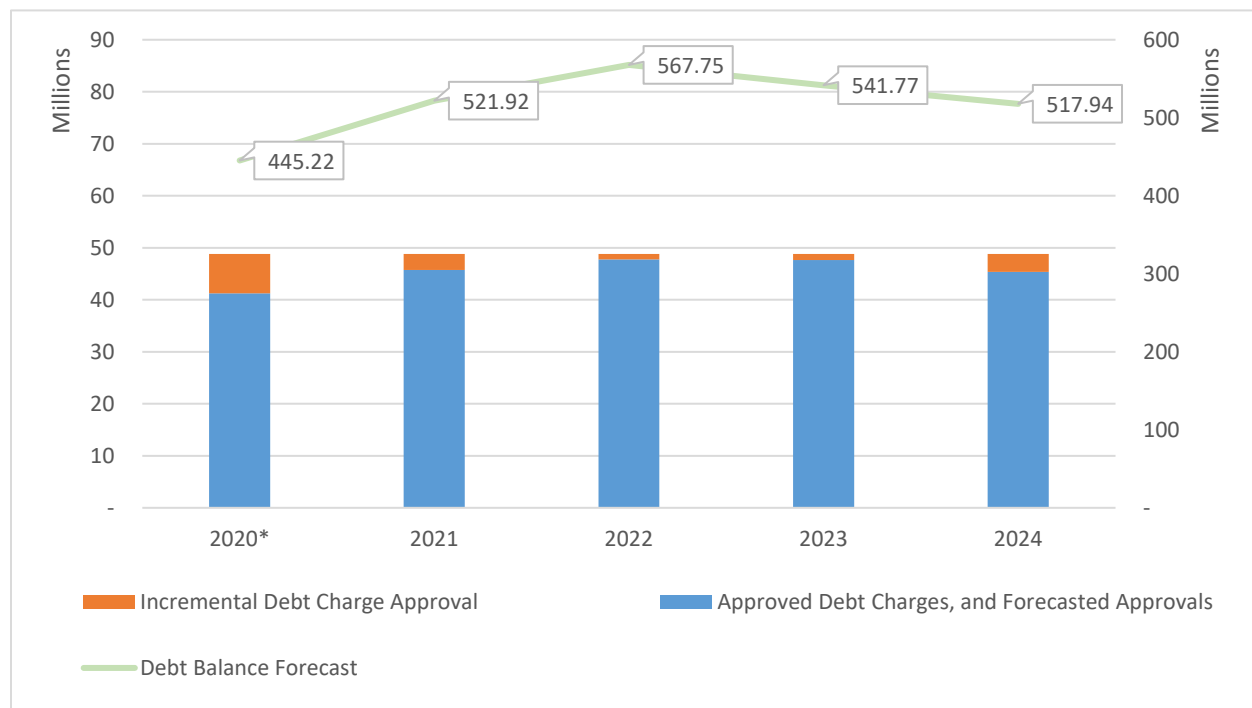
Graph 7 below reflects the annual Levy debt charge budget which remains at approximately \$48 million. The orange bars reflect the annual debt charge room made available which is used to approve new debt. Maintaining the existing debt charge budget still implies that debt outstanding will increase.

Table 5: Summary of Debt Retirement and New Debt Approval

Year	2020	2021	2022	2023	2024
(A) Total New Debt Approval	\$144M*	\$26.5M	\$7.5M	\$9.5M	\$28.7M
(B) Total Debt Retirement	\$27.7M	\$25.2M	\$24.9M	\$24.5M	\$21.7M
(C) Annual Debt Charge Room Available	\$2.3M	\$3.2M	\$0.99M	\$1.2M	\$3.5M

*Includes \$129M for long-term care facility debt which is being approved separately

Graph 7: Debt Charge Budget Detail



*New Debt Charges approved in 2020 inclusive of \$5.6M program change for the long-term care facility

Respectfully submitted and signed by

Margaret Murphy, CPA, CMA
Associate Director, Budget Planning & Strategy

Program	Project ID	Project Name	Original Request of Deferred 2020 Projects	Request Post Prioritization	(Partial) Deferral / Reduction
Community Services	J_20001107	20-LTC Cap Imp/Replace	\$ 349,133	\$ 274,133	\$ 75,000 Reduction
Community Services	J_20001108	20-LTC Machinery/Equipment	\$ 329,233	\$ 270,733	\$ 58,500 Reduction
Community Services	J_20001111	20-LTC Tech Imprv	\$ 288,767	\$ 188,767	\$ 100,000 Reduction
Corporate Services	J_20000937	20-Online Planning Portal Phase 2	\$ 750,000	\$ -	\$ 750,000 Deferral
Corporate Services	J_20000981	Asset Management Software Phase 2	\$ 500,000	\$ -	\$ 500,000 Deferral
Corporate Services	J_20001205	20-Space Utilzn/Rationzn Plan	\$ 145,000	\$ -	\$ 145,000 Deferral
Corporate Services	J_20001208	20-Ener-Meadows of Dorchester Lighting Retrofit	\$ 692,000	\$ -	\$ 692,000 Deferral
Corporate Services	J_20001209	NRHQ - Campbell West HVAC Investigation and Design	\$ 115,000	\$ -	\$ 115,000 Deferral
Corporate Services	J_20001211	NRPS Port Colborne - Generator Replacement	\$ 215,000	\$ -	\$ 215,000 Deferral
Corporate Services	J_20001213	NRHQ - Campbell East Roof Replacement	\$ 1,045,000	\$ 795,000	\$ 250,000 Reduction
Corporate Services	J_20001214	NRHQ - Public Works/Planning Staff Accommodations	\$ 420,000	\$ -	\$ 420,000 Deferral
Corporate Services	J_20001215	NRHQ - ERMS Staff Accommodations Phase 2	\$ 220,000	\$ -	\$ 220,000 Deferral
Corporate Services	J_20001216	NRHQ - Campbell East Atrium Green Wall	\$ 80,000	\$ -	\$ 80,000 Deferral
Corporate Services	J_20001217	NRHQ - Campbell East Windows	\$ 855,000	\$ -	\$ 855,000 Deferral
Corporate Services	J_20001218	NRHQ - Campbell West Shipping/Receiving Dock Expansion	\$ 50,000	\$ -	\$ 50,000 Deferral
Corporate Services	J_20001222	NRHQ - Campbell East - Door Replacements For Civic Park Security	\$ 80,000	\$ -	\$ 80,000 Deferral
Corporate Services	J_20001224	EMS Hub - Land	\$ 11,000,000	\$ -	\$ 11,000,000 Deferral
Corporate Services	J_20001225	Backup 911 Call Centre Relocation	\$ 2,000,000	\$ -	\$ 2,000,000 Deferral
Corporate Services	J_20001229	PW Pelham Yard - Dome Roof Replacement	\$ 385,000	\$ 300,000	\$ 85,000 Reduction
Corporate Services	J_20001230	PW Smithville Yard - Exterior and Window Replacement	\$ 90,000	\$ -	\$ 90,000 Deferral
Corporate Services	J_20001231	PW Thorold Yard - Exterior and Window Replacement	\$ 61,000	\$ -	\$ 61,000 Deferral
Corporate Services	J_20001234	PW Thorold Yard - Asphalt Replacement	\$ 138,000	\$ -	\$ 138,000 Deferral
Corporate Services	J_20001237	20- Annual - IT In-Year External Dept Projects	\$ 100,000	\$ -	\$ 100,000 Deferral
Niagara Regional Housing	J_20001101	NRH - 2020 Annual Grounds Capital Program	\$ 1,298,388	\$ 1,009,739	\$ 288,649 Reduction
Niagara Regional Housing	J_20001102	NRH - 2020 Annual Unit Capital Program	\$ 5,270,042	\$ 3,470,763	\$ 1,799,279 Reduction
Niagara Regional Housing	J_20001103	NRH - 2020 Annual Building Capital Program	\$ 4,814,783	\$ 3,394,356	\$ 1,420,427 Reduction
Planning & Development	J_20001112	Niagara Airports	\$ 4,800,000	\$ -	\$ 4,800,000 Deferral
Public Works - Levy	J_10RC1244	Rds Rehab Lakeshore Rd from Townline to Creek	\$ 2,000,000	\$ -	\$ 2,000,000 Deferral
Public Works - Levy	J_10RC1560	Rds Rehab - RR 1 Dominion Rd Reconstruction - Helena to Lakeshore Rd	\$ 4,860,000	\$ -	\$ 4,860,000 Deferral
Public Works - Levy	J_10RC1564	Rds Rehab - RR 81 King St Reconstruction - Durham Rd to Lincoln Ave	\$ 1,000,000	\$ -	\$ 1,000,000 Deferral
Public Works - Levy	J_10RC1566	Struc Rehab - St. Paul W CNR Bridge Replacement	\$ 14,000,000	\$ -	\$ 14,000,000 Deferral
Public Works - Levy	J_20000145	Rds Rehab - RR 63 Canborough Rd - RR27 Wellandport Rd to Wellandport Community Centre	\$ 500,000	\$ -	\$ 500,000 Deferral
Public Works - Levy	J_20000486	Rds Rehab - RR 48 Niagara St - Carlton to Scott	\$ 500,000	\$ -	\$ 500,000 Deferral
Public Works - Levy	J_20000489	Rds Rehab - RR 529 Effingham St - Webber Rd to River Rd	\$ 5,500,000	\$ -	\$ 5,500,000 Deferral
Public Works - Levy	J_20000494	NRT - Capital Acquisition	\$ 4,513,950	\$ 3,513,950	\$ 1,000,000 Reduction
Public Works - Levy	J_20000663	Struc Rehab - 20 Mile Arch - (Str. 081210) - Replace	\$ 1,000,000	\$ -	\$ 1,000,000 Deferral
Public Works - Levy	J_20000897	Rds Rehab RR20 - Griffin St South to Industrial Park Rd (Phase 4)	\$ 3,200,000	\$ -	\$ 3,200,000 Deferral
Public Works - Levy	J_20000900	Rds Rehab - RR 81 Main St - Oakes Rd N to Casablanca Blvd	\$ 5,000,000	\$ -	\$ 5,000,000 Deferral
Public Works - Levy	J_20000928	Int Impr - RR100 Four Mile Creek at York Rd, NOTL	\$ 1,800,000	\$ -	\$ 1,800,000 Deferral
Public Works - Levy	J_20001120	20 Ann-Traffic Signals	\$ 3,700,000	\$ 3,000,000	\$ 700,000 Reduction
Public Works - Levy	J_20001122	20 Ann-Roads Resurfacing and Strengthening Program	\$ 12,000,000	\$ 8,344,729	\$ 3,655,271 Reduction
Total Levy Projects Deferred/Reduced					\$ 71,103,126
Wastewater Operations	J_20000704	Thundering Waters - Sanitary Trunk Sewer Rehabilitation	\$ 8,300,000	\$ -	\$ 8,300,000 Deferral
Wastewater Operations	J_20000881	19-Dain City Pump Station Forcemain Replacement	\$ 6,050,000	\$ 5,500,000	\$ 550,000 Reduction
Wastewater Operations	J_20000201	Port Dalhousie WWTP Upgrade*	\$ 24,000,000	\$ 10,000,000	\$ 14,000,000 Phased
Wastewater Operations	J_10SW1517	Niagara Falls WWTP Secondary Treatment Upgrade**	\$ 58,000,000	\$ -	\$ 58,000,000 N/A
Total Rate Projects Deferred/Reduced					\$ 80,850,000

*The Port Dalhousie WWTP Upgrade (\$14M) which was also deferred is not recommended to be added back to 2020 as WWW staff have indicated that a phased approach for this project is more appropriate due to the limited space to accommodate contractors on site, as such phase 2 should remain in 2021.

**The Niagara Falls WWTP Secondary Treatment Upgrade (\$58M) which was also deferred is not recommended to be added back to 2020 as WW staff have indicated that the Ministry of Environment , Conservation and Parks (MECP) has granted an extension on the project which will enable time to obtain necessary approvals and complete detailed design.

2017 Industrial RDC Grant Applicants and Approved Amounts

Address	Development Description	Municipality	Grant Requested	Grant Approved
7790 Blackburn Pkwy	Manufacturing & Wholesaling bedding supplies	Niagara Falls	\$178,237	\$178,237
412 Enterprise Drive	Green construction products	Welland	\$44,792	\$44,792
316 Enterprise Drive	Food processing	Welland	\$157,063	\$157,063
6550 Oakwood Drive	Self storage facility	Niagara Falls	\$348,823	\$348,823
2818 House Road	Medical processing facility	Fort Erie	\$82,064	\$82,064
4251 Bowen Road	Medical processing facility	Fort Erie	\$18,327	\$18,327
365 Four Mile Creek Rd	Cold storage facility	Niagara-on-the-Lake	\$67,380	\$67,380
Total			\$896,686	\$896,686

2018 Industrial RDC Grant Applicants and Approved Amounts

Address	Development Description	Municipality	Grant Requested	Grant Approved
6550 Oakwood Drive	Adjustment for previously approved grant from 2017	Niagara Falls	(\$151,831)	(\$151,831)
90 centre Street	Extend operation with additional open air crane & runway	Welland	\$268,789	\$268,789
1555 Elm Street	Addition to citric acid production facility	Port Colborne	\$134,342	\$134,342
1523 Niagara Stone Road	Brewery space	NOTL	\$25,469	\$25,469
1557 Bowen Road	Auto part sorting, cleaning and packaging facility	Fort Erie	\$11,989	\$11,989
1425 Lakeshore Road	Wine production space	NOTL	\$26,970	\$26,970
1469 Pelham Road	Wine production space	St. Catharines	\$57,980	\$57,980
60 Dart Street	Steel and patio door assembly	Welland	\$38,304	\$38,304
4581 North Service Road	Wine production space	Lincoln	\$11,349	\$11,349
2 Westwood Court	Distribution of winery and brewery production products	NOTL	\$153,143	\$153,143
1696 Niagara Stone Road	Wine production space	NOTL	\$56,806	\$56,806
381 Enterprise Drive	Meat processing and inspection	Welland	\$114,000	\$114,000
7000 Kinsmen Crt	Cometics industrial manufacturing	Niagara Falls	\$98,560	\$98,560
6150 Don Muris Street	Seasonal tire refurbishing	Niagara Falls	\$118,560	\$118,560
392 Enterprise Drive	Food processing, productoin and packaging	Welland	\$89,148	\$89,148
Total			\$1,053,578	\$1,053,578

2019 Industrial RDC Grant Applicants and Approved Amounts

Address	Development Description	Municipality	Grant Requested	Grant Approved
2 Westwood Cres	Tire refurbishment faculty	NOTL	\$47,900	\$47,900
6159 Spring Creek Rd	Pet food processing facility (frozen)	West Lincoln	\$113,301	\$113,301
133 Hannover Dr	Fabrication of display/mobile event trucks	St. Catharines	\$107,775	\$107,775
Bartlett Rd	LED light manufacturer	Lincoln	\$182,020	\$182,020
156 Berryman Ave	Stone slinger truck manufacturing	St. Catharines	\$57,480	\$57,480
Montrose Business Park	Brewery	Niagara Falls	\$181,622	\$181,622
Total			\$690,098	\$690,098

2017 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Development Description	Municipality	Grant Requested	Grant Approved
Habitat for Humanity Niagara	Affordable Housing	Welland	\$10,484	\$10,484
Niagara Short Hills Christian Ministries	Worship	Pelham	\$6,397	\$6,397
Christian Hotel Ministries	Worship	Niagara Falls	\$6,112	\$6,112
Habitat for Humanity Niagara	Affordable Housing	Fort Erie	\$10,484	\$10,484
Habitat for Humanity Niagara	Affordable Housing	Niagara Falls	\$12,750	\$12,750
Wellspring Niagara Cancer Support	Cancer Support Centre	Thorold	\$65,320	\$65,320
Habitat for Humanity Niagara	Affordable Housing	Grimsby	\$10,484	\$10,484
Habitat for Humanity Niagara	Affordable Housing	Welland	\$15,544	\$15,544
Heartland Forest Road	Accessible Washrooms	Niagara Falls	\$10,298	\$10,298
Total			\$147,873	\$147,873

2018 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Development Description	Municipality	Grant Requested	Grant Approved
Habitat for Humanity (Niagara)	Affordable Housing	Welland	\$16,011	\$16,011
Habitat for Humanity (Niagara)	Affordable Housing	Welland	\$16,011	\$16,011
Habitat for Humanity (Niagara)	Affordable Housing	Welland	\$16,011	\$16,011
Habitat for Humanity (Niagara)	Affordable Housing	Welland	\$16,011	\$16,011
Smithville Christian Reform Church	Commercial portion of place of worship	West Lincoln	\$21,440	\$0
Habitat for Humanity (Niagara)	Single Family Dwelling - difference between	Welland	\$467	\$467
ACRES	Expansion to school	Wainfleet	\$36,031	\$0
Fort Erie Native Cultural Centre Inc.	Community Based Early Years Expansion	Fort Erie	\$25,283	\$25,283
Niagara Regional Native Centre	Community Based Early Years Expansion	NOTL	\$21,864	\$21,864
Community Crew	Semi-Detached Construction	Welland	\$32,022	\$32,022
Total			\$201,151	\$143,680

2019 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Development Description	Municipality	Grant Requested	Grant Approved
Smithville Christian Church - Re-submission	Commercial portion of Church expansion	West Lincoln	\$21,440	\$0
A Child's World Family	Child Care Services of Niagara	Pelham	\$4,000	\$4,000
Women's Place of South Niagara	Women's Shelter	Niagara Falls	\$65,323	\$65,323
YWCA	Affordable housing units	St. Catharines	\$46,756	\$46,756
Habitat for Humanity Niagara	Semi-detached housing	Niagara Falls	\$33,682	\$33,682
Total			\$171,201	\$149,761

2018 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2018
574 King St	Apartment complex	Welland	\$63,354	\$0	\$0
181 Queen St	Residential Subdivision	Thorold	\$27,869,477	\$0	\$0
105 Highway 20	Mixed use multi-res/commercial	Pelham	\$308,141	\$268,295	\$268,295
Hibbard St	Condominium complex	Fort Erie	\$152,572	\$55,527	\$55,527
Robinson Rd	Townhouse complex	Niagara Falls	Pending	Pending	Pending
27 John St	Condominium complex	Grimsby	Pending	Pending	Pending
405 Merritt St	Conversion of former institutional site to apartment/condos	St. Catharines	Pending	Pending	Pending
Total			\$28,393,544	\$323,822	\$323,822

2019 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2019
574 King St	Apartment complex	Welland	\$63,354	\$63,354	\$63,354
181 Queen St	Residential Subdivision	Thorold	\$27,869,477	\$168,410	\$683,750
105 Highway 20	Mixed use multi-res/commercial	Pelham	\$308,141	\$268,295	\$0
Hibbard St	Condominium complex	Fort Erie	\$152,572	\$148,840	\$83,776
Robinson Rd	Townhouse complex	Niagara Falls	Pending	Pending	Pending
27 John St	Condominium complex	Grimsby	Pending	Pending	Pending
405 Merritt St	Conversion of former institutional site to apartment/condos	St. Catharines	Pending	Pending	Pending
439 King St	Retirement complex	Welland	\$798,002	\$0	\$0
Total			\$29,191,546	\$648,899	\$830,880

Agricultural Regional Development Charges Exemptions Summary - 2018

Address	On-site Operations	Area Municipality	Building Size (Area - sq ft)	Agricultural Exemption (\$)
4301 Jordan Road	Nursery	Lincoln	178,650	\$1,956,219
5640 South Service Road	Cannabis	Lincoln	157,251	\$1,721,901
4791 Durham Road	Mixed Produce	Lincoln	65,402	\$716,153
3985 Mountainview Road	Orchard	Lincoln	6,481	\$70,967
4691 King Street	Nursery	Lincoln	44,057	\$482,425
5376 Springcreek Road	Poultry	Lincoln	24,488	\$268,145
4897 Fly Road	Poultry	Lincoln	1,400	\$7,490
4079 Thirteenth Street	Nursery	Lincoln	23,143	\$123,813
3802 Mountainview Road	Mixed Farming	Lincoln	1,442	\$6,577
2705 Regional Road 20	Orchard	Thorold	5,092	\$27,241
Total:			507,407	\$5,380,931

Agricultural Regional Development Charges Exemptions Summary - 2019

Address	On-site Operations	Area Municipality	Building Size (Area - sq ft)	Agricultural Exemption (\$)
3877 Campden Road	Mixed Farming	Lincoln	13,003	\$30,427
3915 21st Street	Orchard	Lincoln	7,965	\$18,639
4893 Cherry Avenue	Nursery	Lincoln	27,082	\$129,724
Total:			48,050	\$178,790

Minute Item No. 5.1

ED 12-2019

Analysis of Niagara Region's Role in Tourism

That Report ED 12-2019, dated November 6, 2019, respecting Analysis of Niagara Region's Role in Tourism, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Staff's recommendation to fund a Special Event Bid Fund **BE REFERRED** for consideration as part of the 2020 budget process; and
2. That Report ED 12-2019 **BE CIRCULATED** to the local area municipalities, destination marketing organizations, Niagara Parks Commission, and Tourism Partners of Niagara for comment.

Minute Item No. 6

Consent Items for Information

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

PDS 32-2019

Natural Environment Work Program - Phases 2 & 3: Mapping and Watershed Planning Discussion Papers and Comprehensive Background Study

PDS 37-2019

Growth Scenario Analysis Related to the Regional Housing Strategy

PDS 40-2019

Public Realm Investment Program Summary and Achievements

**THE REGIONAL MUNICIPALITY OF NIAGARA
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE
MINUTES**

**PEDC 11-2019
Wednesday, November 6, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Bylsma, Darte (Committee Vice-Chair), Easton, Foster, Heit, Huson (Committee Chair), Redekop, Rigby, Ugulini, Witteveen, Zalepa

Absent/Regrets: Bellows, Champion, Greenwood, Junkin, Sendzik

Staff: E. Acs, Manager, Community Planning, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, M. Evely, Legislative Coordinator, L. Ferrell, Program Financial Specialist, D. Giles, Director, Community & Long Range Planning, D. Heyworth, Official Plan Policy Consultant, V. Kuhns, Acting Director, Economic Development, P. Lambert, Director, Infrastructure Planning & Development Engineering, D. Morreale, Director, Development Approvals, R. Mostacci, Commissioner, Planning & Development Services, S. Norman, Senior Planner, K. Provost, Economic Development Officer, H. Talbot, Financial and Special Project Consultant, M. Trennum, Deputy Regional Clerk

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Natural Environment Work Program (Agenda Item 6.1)

Sean Norman, Senior Planner, provided information respecting Natural Environment Work Program. Topics of the presentation included:

- Background Study and Discussion Papers
- Provincial Direction
- Climate Change and Invasive Species
- Consultation and Engagement Summary
- Next Steps

3.2 Analysis on Niagara Region's Role in Tourism (Agenda Item 5.1)

Valerie Kuhns, Acting Director, Economic Development, and Kelly Provost, Economic Development Officer, provided information respecting Analysis on Niagara Region's Role in Tourism. Topics of the presentation included:

- Timeline
- The Approved Mandate in Tourism
- Seven Tourism Priorities Identified
- How They are Being Advanced
- Recommendations

Councillor Information Request(s):

Provide information respecting which stakeholders were consulted in the development of the priorities as outlined in Report ED 4-2015. Councillor Redekop.

3.3 Public Realm Investment Program Summary and Achievements (Agenda Item 6.3)

Vanessa Aykroyd, Landscape Architect, provided information respecting Public Realm Investment Program Summary and Achievements. Topics of the presentation included:

- Program Overview
- Program Funding
- Hardscapes
- Landscapes
- Public Art
- Design Assistance
- Completed Projects: Welland, Niagara Falls, West Lincoln, and Lincoln

4. **DELEGATIONS**

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 ED 12-2019

Analysis of Niagara Region's Role in Tourism

Moved by Councillor Ugulini

Seconded by Councillor Foster

That Report ED 12-2019, dated November 6, 2019, respecting Analysis of Niagara Region's Role in Tourism, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Staff's recommendation to fund a Special Event Bid Fund **BE REFERRED** for consideration as part of the 2020 budget process.

Moved by Councillor Redekop

Seconded by Councillor Easton

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

2. ***That Report ED 12-2019 BE CIRCULATED to the local area municipalities, destination marketing organizations, Niagara Parks Commission, and Tourism Partners of Niagara for comment.***

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

That Report ED 12-2019, dated November 6, 2019, respecting Analysis of Niagara Region's Role in Tourism, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Staff's recommendation to fund a Special Event Bid Fund **BE REFERRED** for consideration as part of the 2020 budget process.
2. That Report ED 12-2019 **BE CIRCULATED** to the local area municipalities, Destination marketing organizations, Niagara Parks Commission, and Tourism Partners of Niagara for comment.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Rigby
Seconded by Councillor Butters

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

PDS 32-2019
Natural Environment Work Program - Phases 2 & 3: Mapping and Watershed
Planning Discussion Papers and Comprehensive Background Study

PDS 37-2019
Growth Scenario Analysis Related to the Regional Housing Strategy

PDS 40-2019
Public Realm Investment Program Summary and Achievements

Carried

7. OTHER BUSINESS

There were no items of other business.

8. NEXT MEETING

The next meeting will be held on Wednesday, December 4, 2019 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 2:59 p.m.

Councillor Huson
Committee Chair

Mark Evely
Legislative Coordinator

Ann-Marie Norio
Regional Clerk



making our mark

NIAGARA

OFFICIAL PLAN

PDS 32-2019

Natural Environment Work Program – Phases 2 & 3: Mapping and Watershed Planning Discussion Papers and Comprehensive Background Study

**November 6, 2019 – Presentation to Planning and
Economic Development Committee**



Project Overview – Natural Environment

Project Phase	Activities
1	Project Initiation and Procurement
2	Background Study and Discussion Papers for Mapping and Watershed Planning Priority Areas
3	1 st Point of Engagement: Inform on Background Study
4	Develop and Evaluate Options for Natural System(s)
5	2 nd Point of Engagement: Consultation on Options for the Natural System(s)
6	Develop Regional Natural System(s)
7	Develop OP Policies & Finalize Mapping
8	3 rd Point of Engagement: Draft OP Policies and Schedules
9	Other Implementation Tools



Background Study and Discussion Papers



- Mapping Discussion Paper
- Watershed Planning Discussion Paper
- Natural Environment Background Study
- Consultation Summary Report – 1st Point of Engagement



Mapping Discussion Paper

- Identified as a key and high-priority topic during the scoping of the project
- The discussion paper:
 - Provides a review the age, quality, and accuracy of current sources of information
 - Makes recommendations for additional sources of data
 - Discusses and make recommendations for ground-truthing and field-verification
 - Consider approaches and best practices for the continual updating of mapping
- As a high-priority next step – an update to the woodland layer is required. This will included a field-verification component



Watershed Planning Discussion Paper

The discussion paper provides direction in three key areas:

1. Watershed planning that is required to 'inform' the new Niagara Official Plan
2. Policies for watershed planning that should be included in the new Niagara Official Plan
3. A suggested framework for watershed planning in Niagara moving forward



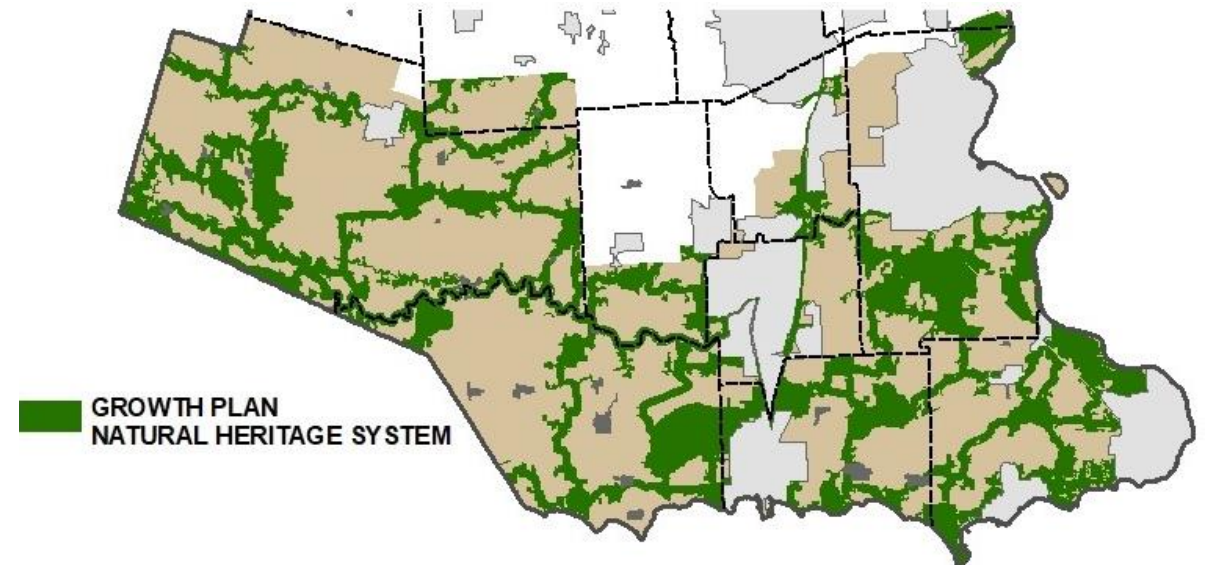
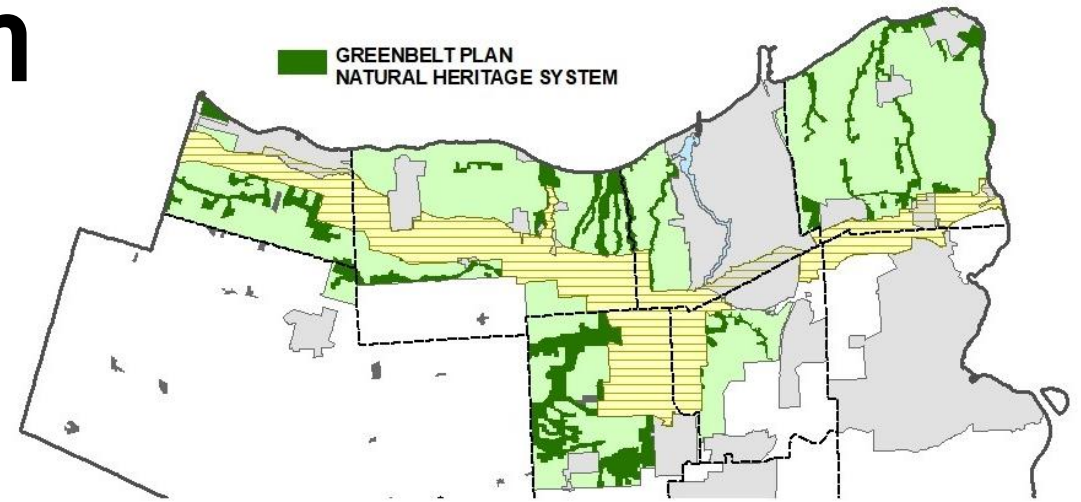
Natural Environment Background Study – Key Topics

- Provincial Direction and Guidelines
- Relationship with Agriculture
- Endangered Species
- Climate Change
- Invasive Species
- Natural Hazards
- Offsetting and Compensation
- Woodlands
- Fish Habitat
- Linkages and Enhancement Areas
- Setbacks, Buffers, and Riparian Vegetation
- Mapping of Watercourses and other Water Resources
- Direction on OP Framework
- Preliminary Criteria for Evaluation of Options



Provincial Direction

- Provincial direction starts with the Provincial Policy Statement (PPS, 2014)
- Greenbelt and Growth Plan Natural Heritage Systems to be implemented by Municipalities
- A new requirement for the identification of a water resource system



Climate Change & Invasive Species

- Two of the most significant threats to the natural environment
- Natural environment systems are an important tool to reduce risk and mitigate the impacts of climate change
- Many invasive species in Niagara including Emerald Ash Borer. Additional tools beyond the scope of the Official Plan policies will be required



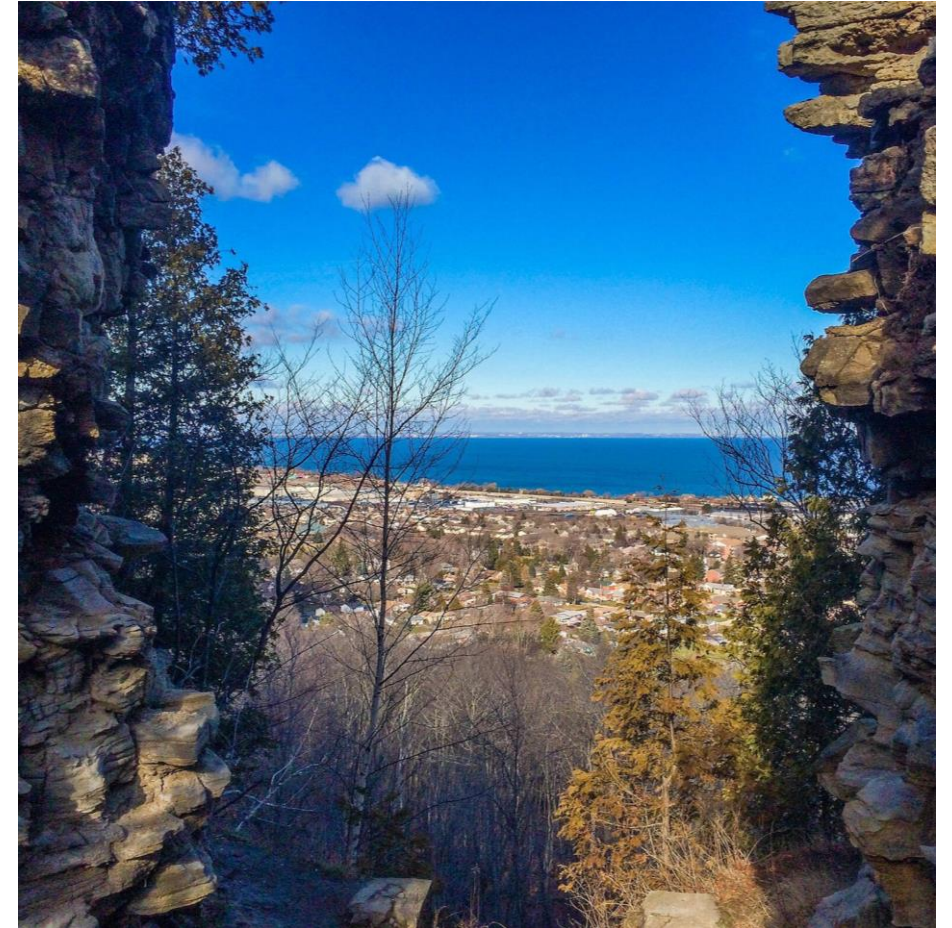
Emerald Ash Borer
(*Agrilus planipennis*)



Consultation and Engagement Summary

1st point of engagement is complete focusing on education and the sharing of information:

- Public
- Agricultural and Environmental Stakeholder Groups
- Development Community
- Environmental and Planning Consultants
- Indigenous Groups
- Local and NPCA Planning Staff
- Technical Advisory Group (TAG)
- Local Councils
- Planning Advisory Committee (PAC)
- Agricultural Policy and Action Committee (APAC)
- NPCA Board



What did we hear?



1. Consistent Policies and Clear Roles and Responsibilities
2. Take a Systems Approach to Natural Environment Planning
3. Recognize the Uniqueness of Niagara's Geography, Natural Environment, and Agriculture
4. Accurately Map the Natural Environment



What did we hear? Cont...

5. Monitor Federal Legislation and Provincial Policy Direction
6. Protect the Natural Environment
7. Explore Challenging Issues in Natural Environment Planning
8. Forward Thinking Natural Environment Policies and Official Plan
9. Building Trust Through Continued Engagement, Collaboration, and Education



Next Steps



1. Identify and evaluate options
2. Present preliminary preferred option to PEDC
3. Initiate 2nd Point of Engagement with public, stakeholders, and Indigenous groups
4. Report back to PEDC with recommendation for preferred option





Upcoming Public Information Centres

Wednesday, November 6, 2019 5:30 to 7:30 p.m. Niagara Region Headquarters, Campbell East Foyer 1815 Sir Isaac Brock Way, Thorold	Wednesday, November 13, 2019 4:30 to 7 p.m. Livingston Activity Centre, Auditorium 18 Livingston Ave., Grimsby
Thursday, November 7, 2019 4:30 to 7 p.m. Gale Centre Arena, Memorial Community Room 5152 Thorold Stone Rd., Niagara Falls	Thursday, November 14, 2019 4:30 to 7 p.m. Leisureplex, Banquet Hall 3 Municipal Centre Dr., Fort Erie



Analysis on Niagara Region's Role in Tourism

VALERIE KUHNS, (A) DIRECTOR ECONOMIC DEVELOPMENT

KELLY PROVOST, ECONOMIC DEVELOPMENT OFFICER

PEDC – November 6, 2019

NIAGARA
CANADA

Timeline

Prior to 2010

- Niagara Economic Development Corporation had a budget of \$500,000, five (5) staff and additional Gateway staff

2010

- Regional Tourism Organization (RTO) formed, called Tourism Partnership of Niagara (TPN)

March 2012

- Economic Development became a division and no longer has a mandate in tourism, at Council's direction

Feb 2015

- Council ends the Gateway contract and allocated \$50,000 to a study on tourism priorities and the Region's future role

Nov 12, 2015

- The report ED 4-2015 was presented outlining 7 priorities (gaps) in tourism that the Region could advance

Timeline continued

April 28, 2016

- Council received report ED 5-2016 to approve the tourism business case of 7 priorities to initiate the funding of \$100,000, and approve cancellation of the Gateway Centre contract as of Jan 2017

April 19, 2017

- PEDC was presented a tourism report ED 4-2017 to approve the proposed role of Economic Development in tourism

June 2017

- Council approved a motion for Economic Development to allocate \$15,000 annually for lease of the Gateway kiosk

2017-2019

- Annual budget for tourism priorities decreases from \$100,000 to \$15,000 due to budget pressures. Advances on additional tourism priorities as budget and staffing allows.

The approved mandate in tourism

Based on ED 4-2017, the mandate approved through PEDC and Council in April 2017 is 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.”

7 tourism priorities identified

The following tourism priorities were identified:

1. Transportation/Access Infrastructure
2. Wayfinding Signage
3. Economic Development Strategy
4. Facilitation/Coordination
5. Planning and Policies
6. Special Event Bid Fund
7. Marketing as required

How they are being advanced

- Economic Development's ability to advance these 7 priorities is limited by budget allocations and staffing resources.
- The Economic Development Officer position has a 20% time allotment to assist in advancing economic initiatives in support of the Tourism sector.
- Activities funded by Economic Development in addition to the Gateway lease are evaluated based on the potential economic impact of the project and available budget.

Recommendations

- To date, Economic Development has been able to advance this mandate and these priorities without the need for additional budget.
- The exemption is Priority 6 – Special Event Bid Fund. Requests for sport tourism event bids are currently considered by Council on a case-by-case basis.
- As a result of recent discussions on Sport Tourism and the recently completed Brock Centre for Sport Capacity report on the Region's future role in tourism, it is Staff's recommendation that Council consider funding for a Special Event Bid Fund **BE REFERRED** for consideration as part of the 2020 budget process.



Thank you and Questions



Niagara Region Public Realm Investment Program Program Summary and Achievements

PDS-40-2019



Program Overview

- Established in 2016
- Offered to all Local Area Municipalities (LAMs)
- Allows the Region to partner with LAMs on capital projects in urban and core areas



“Cities have the capability for providing something for everybody, only because, and only when, they are created by everybody.”

- JANE JACOBS



Program Purpose

- The purpose of the program is to encourage investment in the urban and core area public realms along Regional roads by providing matching funding to local municipal partners for upgrades to existing capital projects.
- This contributes to great public spaces that enrich and enliven Niagara's communities by:
 - ~Creating a sense of place~
 - ~Leveraging Regional and Municipal capital funding~
 - ~Responding to unique challenges with innovative solutions~
 - ~Supporting resilient design~
 - ~Prioritizing universal accessibility~

Program Funding

- The Public Realm Investment Program provides matching funding for eligible municipal projects, up to \$100,000.
- Partnerships with local groups are encouraged, but only the municipal contribution can be matched.



“Great cities know streets are places to linger & enjoy, not just move through.”

- BRENT TODERIAN

Hardscaping



Complete Streets



Landscapes



Site Furniture



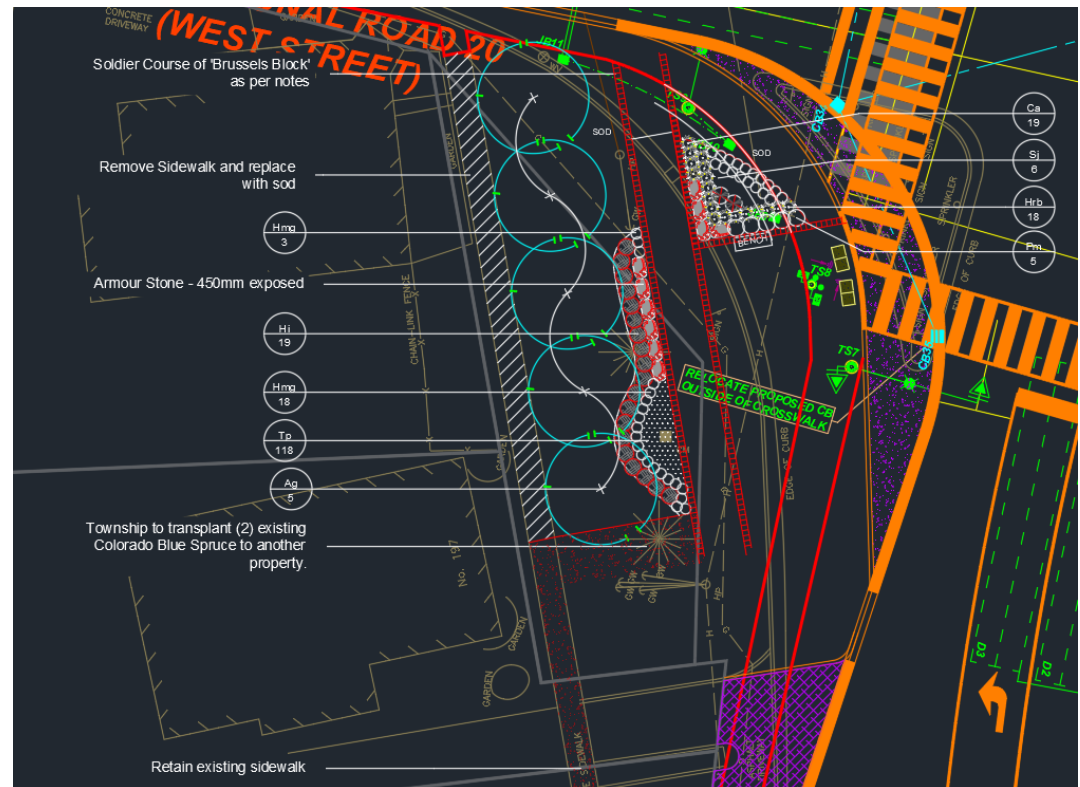
Community Identity



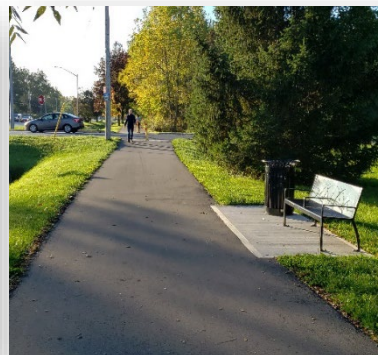
Public Art



Design Assistance



Completed Projects



Completed Projects - Welland



BEFORE

675

Completed Projects - Welland



Completed Projects - Welland



Completed Projects – Niagara Falls



BEFORE


Completed Projects – Niagara Falls



Completed Projects – Niagara Falls



Completed Projects – Niagara Falls



“Great workmanship and attention to detail. Very professionally done”

“[W]hen I got the project, it just felt like a perfect opportunity to celebrate our differences... I really believe that part of being Canadian is our differences and what we each bring to the table.”
– Project Artist, Sandra Wilkinson

“Living in the Lundy's Lane area, these have quickly become delightful additions to the monotony of mundane road and hydro infrastructure”

“[T]hey have tourists, locals and motorists talking about them in a playful and positive way.”

Completed Projects – West Lincoln



Completed Projects – West Lincoln



683

AFTER

Completed Projects – West Lincoln



Completed Projects - Lincoln



Completed Projects - Lincoln



AFTER

Completed Projects - Lincoln



Completed Projects - Lincoln



Positive Reach

Public realm improvements could 'result in something amazing' along regional roads

Region financial incentives part of pilot project to make more complete streets

NEWS Oct 11, 2016 by Paul Forsyth Niagara This Week - St. Catharines



Lundy's Lane utility boxes get a colourful makeover

NEWS Oct 11, 2019 by John Law The Niagara Falls Review



Niagara Falls artist Sonia Wilkinson has covered 11 utility boxes along Lundy's Lane with her designs. - Kyle Torstar

They aren't in a gallery. They aren't protected from the elements. Anyone can touch them.

And Niagara Falls artist Sonia Wilkinson doesn't mind at all. For at least the next five years, her artwork will be featured on Lundy's Lane's utility boxes stretching from Garner Road to

Council backs Lundy's Lane improvements

NEWS Nov 22, 2016 Niagara Falls Review



LOCAL ARTWORK NOW FEATURED ON NIAGARA FALLS BOXES

News Home More from Local News

Thursday, October 10th, 2019 2:26pm

By Marcie Culbert

Steve Bauer Trail reconstruction in Welland nearing completion

NEWS Jul 10, 2018 by The Welland Tribune St. Catharines Standard



John D'Onofrio and his granddaughter Hannah going for a ride along the Steve Bauer Trail in Welland on Monday. - Kait Dubé, The Welland Tribune

A major overhaul of a recreational artery that runs through Welland is nearing completion.

A section of the Steve Bauer Trail, a six-kilometre path that runs into Fonthill, is being transformed

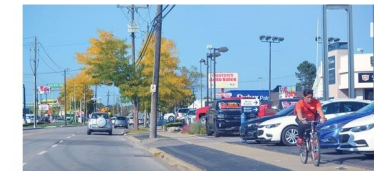
West Lincoln history on display

Posted: December 24th 2018 Category: Featured, News



EDITORIAL: Little things make a difference

OPINION Oct 12, 2016 Niagara This Week - St. Catharines



Heritage committee to unveil plaque for 'Scenes of Smithville' mural

Heritage committee hopes this will be the first of many historical murals displayed in West Lincoln

NEWS Dec 09, 2018 by Beth Audet Grimsby Lincoln News



The Scenes of Smithville mural is displayed on the wall of the Murgatroyd Parkette on the corner of St. Catharines Street and Griffin Street, in Smithville. - Beth Audet/Metroland

The West Lincoln heritage committee will unveil a plaque describing the significance of the Scenes of Smithville mural and its five photos: Smithville Station, Murgatroyd Block Building, Union Bank, Griffin Street and St. Catharines Street.

Projects in Progress – West Lincoln



Current

Projects in Progress – West Lincoln



Projects in Progress – West Lincoln



Proposed

Questions?



Subject: Analysis of Niagara Region's Role in Tourism

Report to: Planning and Economic Development Committee

Report date: Wednesday, November 6, 2019

Recommendations

1. That Report ED 12-2019 Analysis of Niagara Region's Role in Tourism **BE RECEIVED** by the Planning and Economic Development Committee (PEDC).
2. That Staff's recommendation to fund a Special Event Bid Fund **BE REFERRED** for consideration as part of the 2020 budget process.

Key Facts

- The Region's Economic Development division's role in tourism was crafted at the 2016 Tourism Summit and adopted through PEDC on April 19, 2017 and by Council on April 27, 2017, 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."
- Prior to 2010, the Region had a budget of approximately \$500,000 with an average of 5 staff, plus additional staff for the Niagara Gateway Information Centre kiosk operations, dedicated to tourism initiatives including the Tourism Niagara website (www.tourismniagara.com), the operations of the Niagara Gateway Information Centre, producing marketing materials, and supporting tourism economic and product development.
- With the formation of the Regional Tourism Organization for the Niagara region (RTO 2), known as the Tourism Partnership of Niagara (TPN), in 2010, Niagara Region Economic Development Corporation's (NEDC) role declined. The new regional economic development division formed in March 2012 had no tourism mandate, at the direction of Regional Council.
- 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.
- This report is in response to a request by PEDC to look at gaps in tourism and areas where Niagara Economic Development could be involved, along with the associated resource implications.

Financial Considerations

As part of the 2016 budget process, \$100,000 was identified to be included in the Region's Economic Development division's budget for tourism initiatives. The budget of \$100,000 was to action the identified priorities, named in ED 5-2016 Tourism Strategy Business Case and Budget Initiation, subject to the submission of a formal business case.

The base budget amount dedicated to tourism was reduced to mitigate budget pressures through the 2017 and 2018 budget processes. Currently the base tourism budget includes \$15,000 for the annual lease of the Niagara Gateway Information Centre. The lease started in 2018 will expire in 2022.

Since 2012, Economic Development has not had a line item in their budget, over and above the Gateway lease, specifically dedicated to advancing tourism activities.

Activities funded by Economic Development in addition to the Gateway lease are evaluated based on the potential economic impact of the project.

For each priority activity identified below, the subsequent staffing and budgetary implications are noted.

The only unfunded gap between the approved mandate and current activities is a Special Event Bid Fund. Through this report, staff recommends that a request to establish an annual Sport Event Bid Fund for the amount of \$300,000 be referred for consideration in the 2020 budget process.

The potential financial implication should be considered in context of the 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.

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
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	PW 56-2019	4.754	1.30%
NRPS 2019 position hiring deferral	BRC-C 7-2019	0.706	0.19%
Long-Term Care Home Redevelopment capital funding	CSD 53-2019	5.620	1.54%
GO Project - Station Operations	CSD 17-2019	1.410	0.39%
Canadian Coalition for Municipalities Against Racism and Discrimination	CAO 14-2019	0.142	0.04%
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Potential request to-date		\$16.323	4.46%

Analysis

It was agreed by Regional Council on February 26, 2015 to allocate up to \$50,000 for a study on the Niagara tourism industry. A report came back to Council on November 12, 2015 (ED 4-2015 Tourism Industry Analysis and Options Study) on the analysis, outreach and identified priorities for future roles for the Region of Niagara in tourism.

In this report, the analysis which was done by PKF Consulting Inc, a CBRE company, noted that stakeholders agreed that the “Region should play a role in Niagara’s tourism sector however there were variances as to how to the Region would be the most effective without duplicating the work of other stakeholders”.

It was accepted through a resolution of Regional Council at the April 27, 2017 meeting that the Economic Development division’s role in tourism be approved 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.”

The top seven tourism priorities were identified in Report ED 4-2015 as:

1. Transportation/Access infrastructure
2. Wayfinding Signage

3. Economic Development Strategy
4. Facilitation/Coordination
5. Planning and Policies
6. Special Event Bid Fund
7. Marketing as required

The 2015 report recommends that the Region take a lead role in transportation/access infrastructure, wayfinding signage, economic development strategy, facilitation/coordination, policy and planning and a supportive role in a special event bid fund and marketing.

Economic Development's ability to advance these seven priorities is limited by budget allocations and staffing resources. The Economic Development Officer position has a 20% time allotment to assist in advancing economic initiatives in support of the tourism sector.

1. Transportation/Access Infrastructure

The report recognizes a need for a "Regional champion" to drive transportation and access initiatives. The following are examples of initiatives where Economic Development has acted in a champion role:

- Airports - marketing and development support at the Niagara District Airport;
- Airports – funded and managing RFP for the future business model feasibility study;
- Metrolinx GO initiatives – promo partners meeting in 2017, GO and AGCO initiative advancement in 2019;
- Coordination of the Southern Ontario Airports Network (SOAN) meeting forum with industry stakeholders in spring 2019;
- Managing the lease negotiations and annual business planning of the Niagara Gateway Information Centre.

Budget required to advance: Can be accommodated within the current Council approved base budget and supported through the current role of Economic Development Officer.

2. Wayfinding Signage

Limited and inconsistent wayfinding and signage across the region was identified by the stakeholders as a significant issue for Niagara's tourism sector, and it was identified that the Region could provide a key role in its co-ordination and implementation.

It was suggested that the Transportation Master Plan (TMP) through Public Works provides a platform to address both the transportation/access and wayfinding/signage issues identified. Wayfinding is currently included as a priority in the TMP work plan with associated budget requests to action.

Budget required to advance: Initiatives supported by Public Works and the Transportation Master Plan workplan. Any additional funding required will be submitted for Council approval through future budget requests.

3. Economic Development Strategy

It was recommended that the Region's Economic Development Strategy be coordinated with the tourism stakeholders to "brand" Niagara as a place to visit, live and invest. As part of the development of the Economic Development Strategy in 2018, two (2) tourism stakeholder roundtables, as well as a number of one-to-one interviews, were conducted.

The following action items which impact the tourism sector are included in the Strategy:

- Tourism is identified as a priority sector, alongside manufacturing and agri-business;
- Supporting creation of a business case for expanded services in Niagara with Metrolinx;
- Research into the impact of development charges on economic development, including impact to the Tourism sector;
- Supporting advocacy efforts for development of a fully integrated intra-regional transit system.

Budget required to advance: Can be accommodated within the current Council approved base budget. A Long Term Master Plan will be developed in 2020 as one of Regional Council's Strategic Priorities.

4. Facilitation and Coordination/Planning and Policy

It was identified in the 2015 report that there is a need to improve the facilitation of economic efforts/awareness of tourism across the region and within the industry. The following are activities the Economic Development division is engaged in now, or in the recent past, to improve tourism coordination across the stakeholders.

- Hosted the Niagara Tourism Summit in 2016;
- Invested in the development of the PKF Consulting Inc. report on Tourism Trends and Opportunities 2015;
- Participate as a member of the Tourism Partnership of Niagara's Sub Regional Partners committee;
- On-going Hamilton-Niagara partnership activities. This investment marketing partnership was developed as a result of collaboration during the 2015 Pan Am Games;
- Engaging in investment attraction initiatives that would benefit the tourism sector;
- Managing the promotion of the Niagara 2021 Canada Summer Games business development opportunities and cultural programming;
- Preparing the Niagara Tourism Profile 2019 research paper and promoting it through outreach to tourism stakeholders;

- Liaising with the industry stakeholders and supporting organizations across 12 municipalities.

Budget required to advance: Can be accommodated within the current Council approved base budget and supported currently through the Economic Development Officer and the Manager of Research and Analysis.

5. Special Event Bid Fund

Municipalities in Niagara have seen recent success in the attraction of large events, most with a focus on sport tourism. At this time, no event bid fund exists to support municipalities, venues or sports organizations in pursuing these bids. Any support provided to date has been either through a direct request to Regional Council, or through departmental requests.

The 2015 PKF Consulting report defines this priority as a potential Convention, Sport and Special Event Fund to actively pursue and bid on major events and/or create signature events. The report claims that Meeting and Convention and Sport Tourism events represent the top opportunity areas for driving new visitation to Niagara region that is not primarily leisure driven.

Although the Economic Development division does not have annual funds dedicated to event bid support, the department has been able to support the following activities over past years by repurposing budget which had been allocated to other projects:

- \$50,000 for hosting the Tourism summit in 2016;
- \$20,000 to support Niagara Integrated Film Festival (NIFF) in 2016;
- \$25,000 for hosting of Economic Developers Association of Canada annual conference in 2017;
- \$5,000 to support the U18 Women's Hockey Championships in 2016;
- \$6,000 to support the Scotties Tournament of Hearts in 2017;
- \$185,000 for expenses related to the preparation of the Canada Summer Games bid to the Niagara Sport Commission between 2016 and 2017;
- \$40,000 to support FIBA 2018 in St. Catharines;
- \$225,000 commitment for the 2020 Brier bid in 2018, the process and subsequent expenditures associated with the Brier bid were funded from the economic development operating budget;
- \$20,000 towards the development of the Centre for Sport Capacity's Made-in-Niagara Sport Tourism report in 2019.

The Canada Summer Games investment of \$20 million, for legacy project capital infrastructure, is not included in the above, as it does not flow through the Economic Development budget

Due to Regional Council's focus on sport tourism and the recent Sports Tourism report, this area will focus only on sport event bids. Regional Council approved a proposal to

have Brock's Centre for Sport Capacity undertake an analysis of the current state of sport tourism and advise on best practices for a future role for the Region in sport tourism. Report ED 7-2019 Brock University Centre for Sport Tourism Capacity Report on Sports Tourism contains 6 recommendations on the role the Region should take, with one of them focused on the creation of an event bid fund.

On August 7th, 2019 at Planning and Economic Development Committee, staff were directed to circulate this report back to sport tourism stakeholders for feedback on the recommendations. High-level feedback from stakeholders in economic development, tourism and from sport venues suggested the following:

- There is a need for the Region to create an event bid fund.
- There is a need for the Region to provide assistance with bid preparation.
- There were mixed opinions/indifference on whether this support needs to be external to the Region.

If Council would like to advance on the establishment of a formal fund for event bids, it is staff's recommendation that an effective way to venture into this is to start with the formation of an event bid fund with specific criteria and timelines for applying that can be shared with all interested parties.

At this time, it is recommended that economic development staff manage the fund and provide bid assistance to those accessing the fund, as they have been currently.

It is proposed that the bid fund amount to \$300,000 annually. This amount is suggested as good practice from the Brock Centre for Sport Capacity's report when comparing other communities' practices who have seen recent success in sport tourism.

It is recommended that this bid fund's eligibility be specifically evaluated by economic impact potential. National and international bids, which attract tourists from outside of the province, who will stay longer and spend more money, would have the greatest impact.

There is still an identified need for local area municipalities to consider sport grants at a municipal level to incentivize attraction of regional and provincial sport events.

In the future, Regional Council can consider the appetite to fund operational and event bid funding for an arm's length organization (as recommended in Brock's Centre for Sport Capacity Sport Tourism report) dependent upon the reported success of the bid fund over this remaining term of Council.

Budget required to advance: \$300,000 referred to the 2020 budget process for the creation of a dedicated sport event bid fund managed by Economic Development and promoted to stakeholders for the attraction of national and international events. If

approved, criteria for evaluation would be established based on good practice in economic impact in other communities. Economic Development staff would be involved in supporting and monitoring the bids that access this fund.

6. Marketing as required

The PKF Consulting Report suggests that the Region recognize the TPN and various Destination Marketing Organizations (DMOs) as having the primary “consumer-facing” marketing role, while providing marketing assistance for small municipalities, if required. There is a gap in this suggestion as the DMOs do not cover every municipality in the region.

The Province, through the RTO (Tourism Partnership of Niagara), provides marketing funds to assist marketing efforts across the region. The Tourism Partnership of Niagara works with the five local DMOs covering the region to manage the Niagara “brand” for leisure marketing.

It is staff’s recommendation that the Region does not take an active role in tourism marketing as this would duplicate the mandate of the TPN.

For example: 5 Scenic Trails Mapping – A request came to the Region’s Economic Development division for support in the design and creation of a regional Scenic Drives map. Report ED 10-2019 5 Scenic Trails Mapping Request was brought forward to the Planning and Economic Development Committee on September 11th with a recommendation to refer the request for \$50,000 for the design and implementation of the 5 Scenic Trails map to the 2020 budget process.

This motion was defeated, and as such, the scenic trails mapping will not be moving forward as part of the 2020 budget and work plan for Economic Development.

Budget required to advance: None, as it is staff’s recommendation not to take an active role in tourism marketing as there are many stakeholders locally with the mandate and expertise to execute in this area.

Governmental Partners

The role of the Region in tourism has an 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 recommendations on the Region’s role in tourism noted above allow for the Region to take an active role in leading and supporting the tourism sector in ways that do not compete with existing stakeholders.

Alternatives Reviewed

The alternative is for Niagara Region not to take an active role in tourism and leave the work to be done by the five Destination Marketing Organizations (DMOs), the Tourism Partnership of Niagara, the sports venues, the local area municipality's Economic Development offices, a private sector tourism group, or other organizations involved in tourism.

Other Pertinent Reports

1. ED-1-2015 - Grimsby Gateway Centre and Future Tourism Opportunities
2. ED-4-2015 - Tourism Industry Analysis and Options Study – Summary
3. ED 5-2016 - Tourism Strategy Business Case and Budget Initiation
4. ED 4-2017 – Niagara Tourism Strategy – Tourism Summit Follow Up Report
5. CAO 20-2018 – Brock Sport Tourism Proposal
6. ED 7-2019 – Brock University Centre for Sport Capacity Report on Sports Tourism
7. ED 10-2019 – 5 Scenic Trails Mapping Request

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Submitted by:

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Acting Chief Administrative Officer

Appendices

None

Subject: Natural Environment Work Program – Phases 2 & 3: Mapping and Watershed Planning Discussion Papers and Comprehensive Background Study

Report to: Planning and Economic Development Committee

Report date: Wednesday, November 6, 2019

Recommendations

1. That Report PDS 32-2019 **BE RECEIVED** for information; and,
2. That Report PDS 32-2019 **BE CIRCULATED** to the Area Municipalities and the Niagara Peninsula Conservation Authority (NPCA).

Key Facts

- The purpose of this report is to present the Mapping Discussion Paper, Watershed Planning Discussion Paper, and Natural Environment Background Study for information. These background reports have been completed as part of Phase 2 of the Natural Environment Work Program for the new Niagara Official Plan.
- As recommended by the Mapping Discussion Paper staff will be initiating an update to key environmental mapping layers (including a field-verification component) in support of the ongoing Natural Environment Work Program. This work will be done concurrently and the costs will be accommodated within the budget for the new Niagara Official Plan.
- This report also presents an overview of Phase 3 of the Work Program - “1st Point of Engagement: Inform on Background Study”, including a list of activities undertaken, summary of input received, and a link to the Consultation Summary Report.
- The next step of work program is Phase 4 which is the identification and evaluation of options. This will be followed by the 2nd Point of Engagement – which will include two points of contact with Planning and Economic Development Committee (PEDC).

Financial Considerations

The ongoing costs associated with the Natural Environment Work Program will be accommodated within the Council approved Regional Official Plan project budget.

Analysis

Background

PDS 6-2018 (January 2018) was the project initiation report for the natural environment work program. PDS 18-2018 (April 2018) provided a summary of the early consultation process; framework for the work program moving forward; an outline of the proposed consultation and engagement process; and a schedule for reporting to Committee and Council. PDS 10-2019 (February 2019) provided a status update on Natural Environment Work Program.

The Mapping Discussion Paper, Watershed Planning Discussion Paper, and Natural Environment Background Study are now complete and a brief summary is provided in the following sections. For the complete documents see the web links at the end of this report.

Mapping Discussion Paper

Through the process of scoping the work program with local planning staff and the NPCA - mapping was identified as a key issue in almost all discussions. There were a range of concerns about the Region's existing natural environment mapping - most related to its accuracy and reliability. There were discussions related to the degree in which the Region would be field-verifying mapping as part of the Official Plan process. The need to have reliable mapping to support local planning was stressed, as was a need for the Region to consider a range of mapping options.

Key findings of the Discussion Paper were:

- The Province provides direction on the type of features and areas that should be included in natural heritage and water resource systems. The methodology for mapping varies across municipalities.
- The mapping of natural environment systems requires the use of dozens of sources of data – each with varying ages, degrees of accuracy, and ownership. The Region is responsible for producing and maintaining the data for some features. For other features, the Region is reliant on datasets maintained by others.
- The woodland dataset is one of the most important and extensive datasets/layers. It is the responsibility of the Region to produce and maintain this layer – and an update is required. The discussion paper provided several options for how this could be done, the most practical being to generate a new ELC (Ecological Land Classification) dataset for the Region. This would involve updating the existing data that was produced through the Natural Areas Inventory (NAI) through a combination of aerial image interpretation and field-verification.

Although there is a higher level of effort associated with an update of the ELC dataset, it will have a range of other uses including updates to datasets for other features, a more holistic understanding of the natural environment in the Region, assisting with watershed planning, and supporting site-specific environmental impact studies (EISs). Following the identification of woodlands across the region, criteria are then applied to determine which woodlands are considered 'significant'.

Key mapping next steps:

- Prepare a work plan, and initiate a process for updated ELC dataset based on the recommendations of the discussion paper. Regional staff will consult with NPCA staff as part of preparing the work plan.

Watershed Planning Discussion Paper

The Provincial Policy Statement (PPS) requires that watersheds be the ecologically meaningful scale for integrated and long-term planning. It is not a new concept. However, recent Provincial changes have reinforced the need for watershed planning to 'inform' municipal land-use planning. The purpose of the Watershed Planning Discussion Paper was to better understand the history, new provincial direction, and the updated process, roles, and responsibilities related to watershed planning in the Region.

Key findings of the discussion paper were:

The Region will now have a lead role in coordinating watershed planning, with the NPCA continuing to provide technical expertise and partnering where appropriate. The discussion paper provides direction in three key areas:

1. Watershed planning that is required to 'inform' the new Niagara Official Plan.
2. Policies for watershed planning that should be included in the new Niagara. Official Plan.
3. A suggested framework for watershed planning in Niagara moving forward.

Key watershed planning next steps:

- Staff to prepare a report and work plan for the implementation of a watershed planning program - based on the direction and recommendations of the discussion paper. This will include a consideration of options, costs, funding, and other resources.

Natural Environment Background Study

The Natural Environment Background Study was designed to be the primary source of information for the project moving forward, and to ensure that policy development will be informed by science and the best available information. The background study covers both general topics, as well as issue and trends that are specific to Niagara. Several key findings are overviewed as follows:

Provincial Direction –

Much of the direction for natural environment planning is provided by the Province. Provincial direction starts with the Provincial Policy Statement (PPS). The PPS identifies the types of natural features, areas, functions, and systems that must be identified and protected.

In Niagara, the Region is responsible for implementing the Provincial Greenbelt Natural Heritage System (NHS) and the Provincial Growth Plan NHS. The Greenbelt NHS has been in place since 2005 and is generally reflected in existing Regional Policies. The Growth Plan NHS was introduced in 2017, and is being implemented in Niagara through the new Official Plan for the first time. The implementation of the Growth Plan NHS itself represents a significant shift to natural environment planning in the Region.

A second major shift in provincial direction is the need to identify and protect a ‘water resource system’. Watershed planning in addition to the joint Niagara Region/NPCA ‘contemporary mapping of watercourses’ project will play an important role in the identification and protection of the water resource system.

Fish Habitat -

The PPS and Provincial Plans require the protection of ‘fish habitat’. Fish habitat, is defined by the Federal Fisheries Act, and means: “spawning grounds and any other areas, including nursery, rearing, food supply, and mitigation areas on which fish depend directly or indirectly in order to carry out their life processes”. This is a broad definition that includes direct and indirect habitat.

One of the issues to be considered through the new Niagara Official Plan is relationship between fish habitat and agricultural infrastructure – this has been subject to ongoing discussions for at least 15 years – and required a detailed review to ensure the history and nuisances of the issue could be understood. Some of the key facts include:

- Agricultural infrastructure (i.e. drains and irrigation systems) in Niagara includes a combination of natural, altered, and man-made watercourses.

- The definition of fish habitat does not include a specific exemption for man-made or altered watercourses. In fact, the Department of Fisheries and Oceans (DFO) produced a document 'Guidance for Maintaining and Repairing Municipal Drains in Ontario' which discusses the relationship between fish habitat and municipal drains.
- There is on-going concern that agriculture infrastructure may be identified as fish habitat and could restrict the construction of agricultural buildings and other agricultural infrastructure, and possibly normal farm practices.
- Beyond the PPS, Provincial Plans, and Fisheries Act, there are other pieces of legislation that must be taken into consideration including the Drainage Act, the Conservation Authorities Act and Regulations, and applicable Private Member Bills.

Offsetting -

Offsetting is generally defined as the positive actions that are taken to address the partial or whole loss of environmental features or ecological functions with the goal of achieving an equal (i.e. no net loss) or greater gain (i.e. net gain) in the amount of a natural feature or ecological function.

There is a recent and controversial history related to the concept of offsetting in Niagara. As a direct result of this, during early consultation on the project, Staff were asked many questions on the topic. Stakeholders, including PEDC, requested more information, as well as clarification on its official position in land-use planning in Ontario. Some of our stakeholders simply wanted to know what it was.

To that end, it was identified as a topic for specific inclusion in the background study. Its inclusion in the report does not take a position, rather it is intended to provide a review of the topic to better inform our partners, stakeholders, and the public. Some key facts include:

- Currently, the PPS and Provincial Plans do not address offsetting.
- Offsetting is not considered an approach to be used to meet the test of 'no negative impacts' as required by the PPS.
- There are concerns about the use of offsetting due to poorly written policies, incorrect interpretation/application, and/or lack of enforcement of policies or regulations.
- Not all features can or should be considered for offsetting. The more complex a feature the higher the risk of not achieving a no-net loss or even net gain. The irreplaceability of some types of features must be acknowledged.
- Several Conservation Authorities and Municipalities in Ontario have policies and guidelines which contemplate compensation/offsetting. In general, they were

developed in response to the development approvals system which in some cases allow impacts to natural features.

- The current NPCA policy document in some cases does permit a compensation approach for wetlands which are not considered to be 'provincially-significant'. It is however understood that this policy is currently under review by the NPCA Board and Staff.

Climate Change and Invasive Species –

To date – the two issues which have generated the most discussion have been climate change and invasive species. These are recognized as two of the most significant threats to the natural environment and can often work in conjunction with one another to accelerate the deterioration of our natural areas.

With respect to the relationship between natural environment and climate change, this generally means two things: planning to protect our natural areas from the impacts of climate change, and understanding that natural areas are an important tool for mitigation and resilience.

The natural environment system is vulnerable to a range of changes in the environment and is widely expected to be affected by climate change. However, the full extent of the impact of climate change on natural features and ecological functions is uncertain. As part of a forward-thinking Official Plan, there is a need to consider the potential impacts of climate change as part of natural environment planning in order to better protect the natural environment system and reduce economic costs (e.g., flood damage, effect of drought on crops, etc.). The work on climate change in this work program is being complemented by the stand-alone Climate Change Work Program being undertaken in support of the new Niagara Official Plan.

There are many invasive species that are creating issues in Niagara including Phragmites, Garlic Mustard, European Buckthorn, and Emerald Ash Borer. Directly controlling invasive species is difficult through the land use policies of Official Plans - and is typically better addressed through by-laws and other management tools. It is clear that controlling invasive species will require partnerships and the work of a number of agencies across the Region. The background study provides some approaches and best practices from other jurisdictions on how this could be done.

Phase 3: 1st Point of Engagement – Inform on Background Study

As overviewed in PDS 18-2018, the consultation and engagement program included a range of stakeholders, Indigenous groups, and the public. A variety of engagement techniques were used including workshops, meetings, presentations, and open houses. Engagement activities took place at a variety of locations across the Region. Information was also made available on the new Niagara Official Plan website.

List of Activities Undertaken –

The following activities were undertaken as part of the 1st Point of Engagement:

Date	Activity
February 20, 2019	Presentation to Planning and Economic Development Committee (PDS 10-2019)
February 22, 2019	Presentation to the Agricultural Policy and Action Committee (APAC)
February 22, 2019	Technical Advisory Group (TAG) Meeting
April 23, 2019	Presentation to Fort Erie Council
May 1, 2019	Meeting with Six Nations Elected Council Staff
May 1, 2019	Meeting with Haudenosaunee Confederacy Chiefs Council
May 3, 2019	Workshop – Development Community, Consultants, and Local Planning Staff
May 6, 2019	Presentation to Grimsby Council
May 7, 2019	Meeting with Fort Erie Friendship Centre Staff
May 7, 2019	Presentation to Thorold Council
May 13, 2019	Presentation to Niagara-on-the-Lake Council
May 14, 2019	Presentation to Niagara Falls Council
May 16, 2019	Workshop – Agricultural Community
May 16, 2019	Workshop – Environmental Stakeholder Groups
May 22, 2019	Workshop – Planning Advisory Committee (PAC)
May 27, 2019	Presentation to Port Colborne Council
May 28, 2019	Presentation to Wainfleet Council
May 29, 2019	Meeting with Niagara Region Metis Council
May 30, 2019	Public Information Centre – West Lincoln
June 3, 2019	Presentation to Pelham Council
June 5, 2019	Meeting with Niagara Region Native Centre Staff
June 6, 2019	Meeting with NPCA Senior Staff
June 6, 2019	Public Information Centre - Welland
June 10, 2019	Information Package to St. Catharines Council
June 10, 2019	Presentation to West Lincoln Council
June 11, 2019	Meeting with Mississauga-of-the-Credit Staff
June 11, 2019	Presentation to Welland Council
June 13, 2019	Meeting with NPCA Technical Staff
June 17, 2019	Presentation to Lincoln Council
July 23, 2019	Meeting with NPCA Technical Staff
September 18, 2019	Presentation to NPCA Board

Summary of What We Heard –

The Consultation Summary Report identifies 9 key themes that emerged through the 1st Point of Engagement - as well as the implications for the Natural Environment Work Program moving forward. These findings are summarized in the table below:

Key Theme	Implication for Natural Environment Work Program
1. Consistent Policies and Clear Roles and Responsibilities	<ul style="list-style-type: none"> - Need to address roles and jurisdictions - Need for consistent definitions and application of policy
2. Take a Systems Approach to Natural Environment Planning	<ul style="list-style-type: none"> - Need to address connection between issues - Need to address connectivity and linkages within natural systems - Need to account for the inter-relationship between natural and built environments
3. Recognize the Uniqueness of Niagara's Geography, Natural Environment and Agriculture	<ul style="list-style-type: none"> - Need for a balanced approach that considers a range of land uses - Need for a specific consideration of the relationship between agriculture and natural environment
4. Accurately Mapping the Natural Environment	<ul style="list-style-type: none"> - Need to use the most up-to-date and reliable sources of information - Need to ensure that mapping is updated on a regular basis
5. Monitor Federal Legislation and Provincial Policy Direction	<ul style="list-style-type: none"> - Need to continue to monitor changes at the provincial and federal level and make changes as required
6. Protect the Natural Environment	<ul style="list-style-type: none"> - Need to both protect existing features and restore/enhance others - Need to focus development in the right areas
7. Explore Challenging Issues in Natural Environment Planning	<ul style="list-style-type: none"> - Need to continue to explore issues and make policy decisions based on science and a fact-based approach

Key Theme	Implication for Natural Environment Work Program
	- Need for ongoing public education and dialogue
8. Forward Thinking Natural Environment Policies and Official Plan	- Need to take advantage of this opportunity to explore - and potentially implement bold new approaches
9. Build Trust Through Continued Engagement, Collaboration and Education	<ul style="list-style-type: none"> - Need for ongoing meaningful dialogue, with a goal of building trust, and the best outcomes for Niagara - Need to be forward looking and not weighed down by a rehash of past site-specific outcomes

Next Steps

The next phase of the work program is to develop and evaluate options for the natural systems. This work will be documented the second technical paper: Identification and Evaluation of Options for Regional Natural Environment System(s).

This will be followed by the 2nd Point of Engagement – which will include two points of contact with PEDC. Firstly, the preliminary preferred option will be presented for endorsement; we will then undertake a fulsome consultation program with the full range of stakeholders, the public, and Indigenous groups; finally, based on the input received, the preferred option will then be presented to PEDC for final endorsement.

Alternatives Reviewed

Council could choose not to receive or circulate this report. This is not recommended.

Relationship to Council Strategic Priorities

This report is being brought forward as part of the ongoing reporting on the new Niagara Official Plan. The Natural Environment Work Program aligns with Objective 3.2 Environmental Sustainability and Stewardship:

“A holistic and flexible approach to environmental stewardship and consideration of the natural environment, such as in infrastructure, planning and development, aligned with a renewed Official Plan.”

Other Pertinent Reports

PDS 40-2016 – Regional Official Plan Update
PDS 41-2017 – New Official Plan Structure and Framework
PDS 3-2018 – New Official Plan Update
PDS 6-2018 – Natural Environment Project Initiation Report
PDS 18-2018 – Natural Environment – Project Framework
PDS 9-2019 – New Official Plan Consultation Timeline Framework
PDS 10-2019 – Update on Natural Environment Work Program – New Regional Official Plan
CWCD 122-2019 – Agricultural and Environmental Groups – Draft Stakeholder Lists
CWCD 150-2019 – Update on Official Plan Consultations – Spring 2019
CWCD 179-2019 – Notice of Public Information Centres – Natural Environment Work Program, New Regional Official Plan
CWCD 271-2019 – Update on Consultation for New Official Plan

Prepared by:

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Senior Planner
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 Karen Costantini, Planning Analyst – Regional Official Plan, and reviewed by Erik Acs, MCIP, RPP, Manager, Community Planning, Dave Heyworth, MCIP, RPP, Official Plan-Policy Consultant, and Doug Giles, Director, Community and Long Range Planning.

Appendices

The reports can be accessed on the new Niagara Official Plan webpage through the following web links:

[Mapping Discussion Paper](#)

[Watershed Planning Discussion Paper](#)

[Natural Environment Background Study](#)

[Consultation Summary Report #1 – 1st Point of Engagement](#)

Subject: Growth Scenario Analysis Related to the Regional Housing Strategy

Report to: Planning and Economic Development Committee

Report date: Wednesday, November 6, 2019

Recommendations

1. That Report PDS 37-2019 **BE RECEIVED** for information; and,
2. That a copy of Report PDS 37-2019 **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- The purpose of this report is to inform Council of the completion of the *Niagara Region Growth Scenario Analysis* Final Report (“the Report”).
- Building on the previously prepared *Niagara Region Housing Market Analysis* report (see PDS 27-2019), the Report utilizes housing-related data for the Niagara Region to run a series of growth forecasts that measure the impacts of each scenario on the Region’s population, housing stock, and local economic development.
- The results of the analysis indicate that the Region’s current growth trajectory may result in higher rates of core housing need, increased difficulty for individuals in the sales and service industry to find housing, and fewer households choosing to live in Niagara compared to a targeted growth scenario.
- The findings of the growth scenario analysis were presented by Paul Smetanin, President and CEO of the Canadian Centre for Economic Analysis (CANCEA), to the Committee-of-the-Whole on Thursday, September 5, 2019.
- Planning and Development Services staff will continue to work with the Affordable Housing Strategy Steering Committee to use the results of this analysis to inform the creation of a housing strategy for the Niagara Region.

Financial Considerations

The Growth Scenario Analysis was funded through the 2019 Council Approved Operating Budget with contributions from the Planning and Development Services Department and Niagara Regional Housing. There are no direct financial implications arising from this report.

Analysis

Niagara Region Growth Scenario Analysis Report

Following the completion of the Niagara Region Housing Database and the related *Niagara Region Housing Market Analysis* report in June 2019, the Planning and Development Services Department and Niagara Regional Housing prepared a single-source agreement with CANCEA for the continued analysis of the diversity and affordability of Niagara's housing stock.

The objective of the study was to provide forecasts of the Region's future housing stock up to the year 2041 under three different growth scenarios, including (1) status quo growth, which maintains the average construction rates seen in Niagara over the last five years; (2) slow growth, which uses two standard deviations less than the average construction rate of the status quo growth scenario; and (3) target growth, which uses the strategic growth numbers developed as part of the Region's Municipal Comprehensive Review with the assumed split in housing builds:

- 30% single-detached dwellings;
- 40% mid-density dwellings (i.e. 25% semi-detached, 75% row houses); and
- 30% apartment units.

The results of the analysis indicate that the Region's current growth trajectory would fall short of the 2041 population targets of the Municipal Comprehensive Review, which in turn may impact the Region's ability to affordably house its future residents. By maintaining the current growth rate, the Report states that rates of core housing need may increase by up to 26 per cent; that there may be increased difficulty for those in the sales and service industry to find housing, impacting industries such as tourism which rely on minimum-wage labour; and that there may be fewer households choosing to live in Niagara due to the price and types of housing available within the Region. This would indicate that the Region is better served by policy direction and investments that encourage higher-densities and greater housing diversity in our communities over the long-term.

Next Steps

Planning and Development Services staff will continue to work with the inter-Departmental working group known as the Affordable Housing Strategy Steering Committee to develop a Regional Housing Strategy, which will utilize the findings of the Report to provide direction for long-term housing demand and supply.

The Regional Housing Strategy will support a range and mix of housing types and densities in our communities, address the current and future housing needs of Niagara residents, and establish affordable housing targets for ownership and rental housing. The recommendations of the strategy will be implemented through policies in the new Regional Official Plan.

Alternatives Reviewed

N/A

Relationship to Council Strategic Priorities

The data collected and analyzed as part of the Niagara Region Housing Database and Growth Scenario Analysis projects will inform the development of a Regional Housing Strategy that will support Objective 2.3 (“Addressing Affordable Housing Needs”) of Council’s 2019-2022 Strategic Priorities.

Other Pertinent Reports

PDS 17-2019 Niagara Housing Statement: Affordable Housing Data
PDS 27-2019 Niagara Housing Statement Final Summary Report

Prepared by:

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Planner
Planning and Development Services

Recommended by:

Rino Mostacci
Commissioner
Planning and Development Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Doug Giles, Director of Community and Long-Range Planning.

Appendices

Appendix 1 Niagara Region Growth Scenario Analysis, 2018 to 2041

Niagara Region Growth Scenario Analysis, 2018 to 2041

October 2019



CANADIAN CENTRE FOR
ECONOMIC ANALYSIS

About the Canadian Centre for Economic Analysis

The Canadian Centre for Economic Analysis (CANCEA) is a socio-economic research and data firm. CANCEA provides objective, independent and evidence-based analysis and is dedicated to a comprehensive, collaborative, and quantitative understanding of the short- and long-term risks and returns behind market changes, policy decisions and economic behaviour.

CANCEA uses modern techniques in data science, including agent-based modelling, for econometric analysis, risk management assessments, demographic forecasts and epidemiology. CANCEA's work includes market analysis, policy evaluation and risk management, business model optimization, cost-effectiveness and rate of return analysis, macroeconomic analysis, insurance risk evaluation, land use and infrastructure planning, logistics, and labour market analysis. CANCEA also provides comprehensive Canadian data services.

At the centre of CANCEA's analytical capabilities is an agent-based platform called Prosperity at Risk[®] that is an extensive, data-driven model of 56,000 locations across Canada. Given the systems focus behind all of CANCEA's work, CANCEA has a one model approach to its analysis which allows various disciplines and stakeholders to be incorporated into a single analysis.

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About the Report

CANCEA does not accept any research funding or client engagements that require a pre-determined result or policy stance, or otherwise inhibits its independence.

In keeping with CANCEA's guidelines for funded research, the design and method of research, as well as the content of this study, were determined solely by CANCEA.

This information is not intended as specific investment, accounting, legal or tax advice.

Citation: Niagara Region Growth Scenario Analysis. CANCEA. October 2019.

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1.0 INTRODUCTION

1.1 OBJECTIVES

As a follow-on study to the Niagara Region Housing Market Analysis, this study provides forecasts of Niagara Region's future housing stock up to the year 2041 under different growth scenarios. These scenarios are designed to present the implications of pursuing differing growth trends over the coming two decades for the population, housing stock and local economic development.

Growth scenarios are used to project the characteristics of Niagara Region's population and housing stock up to a defined planning horizon under different construction rates, including a baseline that represents the Region's status quo growth to determine the risks, benefits and potential pressures the Region could face under alternative growth paths. The results are intended to support evidence-based policy-making that considers the consequences of these different paths.

This growth scenario analysis was conducted to quantify the local socio-economic impacts of maintaining the current growth rate ("status quo growth"), growing at a slower pace than the status quo ("slow growth"), or alternatively, at a rate that will lead to the achievement of the population targets generated by the Municipal Comprehensive Review¹ ("target growth"). The findings of this analysis and their implications for Niagara Region are presented in this report.

1.2 METHODOLOGY

The growth scenarios were built on the basis of historical construction rates as measured by CMHC completion rates at the local municipal level². More detail on historical construction rates at the local municipal level can be found in Appendix O. The three scenarios considered are as follows:

- Status Quo Growth – maintains the average construction rates seen in Niagara Region over the last five years.
- Slow Growth – is the average construction rate over the last five years less two standard deviations, with a minimum threshold equal to half the average.
- Target Growth – is the growth required to achieve the number of dwellings needed to house the target population based on the MCR "strategic growth". The split of build types or density mix in new residential construction in Niagara Region as a whole³ under target growth was defined as follows: 30% single-detached houses; 40% middle-density (of which 25% is semi-detached housing and 75% is row housing) and 30% apartments.

¹ A municipal comprehensive review (MCR) is a new official plan or official plan amendment initiated by an upper- or single-tier municipality under section 26 of the Planning Act that comprehensively applies the policies and schedules of the Provincial Growth Plan.

² Completion rates were not available for West Lincoln and were therefore estimated.

³ At the local municipal level, the density mix was allowed to vary in accordance with historical trends, e.g. a larger share of the higher-density buildings in the Region were allocated to the cities of St. Catharines, Niagara Falls and Welland.

2.0 GROWTH SCENARIO ANALYSIS

2.1 HOUSING STOCK

Currently, Niagara Region's housing stock primarily consists of low-density dwelling types, with single-detached homes as the most common dwelling type, followed by low-rise apartments and row houses. The composition of Niagara Region's housing stock by dwelling type is presented in Table 1. The number of additional units to be constructed in order to hit target growth by 2041 in 5-year increments (with the exception of the first 2018-2021 period) is given in Table 2.

Table 1 Housing stock by dwelling type, 2016

Dwelling Type	Number of Dwellings	Percentage of Total Stock
Single-detached	126,208	68%
Semi-detached	9,734	5%
Duplex Apartment	6,050	3%
Row house	13,701	7%
Apartment 5 stories or less	19,975	11%
Apartment over 5 stories	9,864	5%
Other	486	0%
Total	186,018	100%

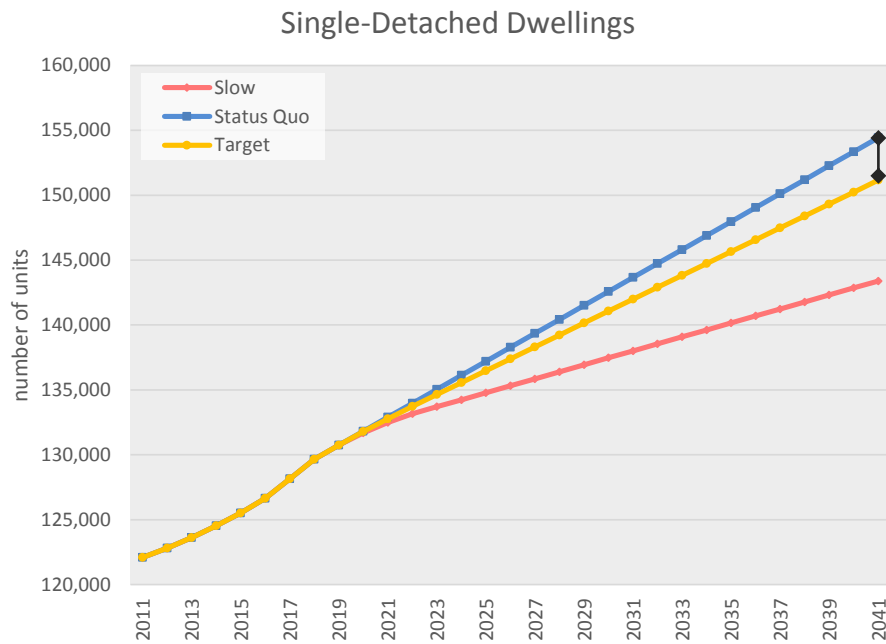
Table 2 Additional units required to reach target growth, 2018-2041

	2018-2021	2022-2026	2027-2031	2032-2036	2037-2041	2018-2041 Total
Single	3,110	4,625	4,584	4,586	4,586	21,491
Semi-Detached	463	1,486	1,535	1,537	1,535	6,556
Row	1,720	4,465	4,578	4,578	4,578	19,919
Apartment	1,162	4,408	4,585	4,584	4,586	19,325
Total	6,455	14,984	15,282	15,285	15,285	67,291

There is a greater share of medium- and higher-density dwellings in the target mix of dwellings defined by Niagara Region compared with the share in the current housing stock. As evidenced by the completion rates of the last decade, the preference for building single-detached housing continues. Figure 1 shows that if trends were to persist, there could be almost 3,200 more single-detached dwellings than would be required to hit target growth by 2041.⁴ However, under a slow growth scenario, there could be almost 7,800 fewer single-detached dwellings than required by the target in 2041.

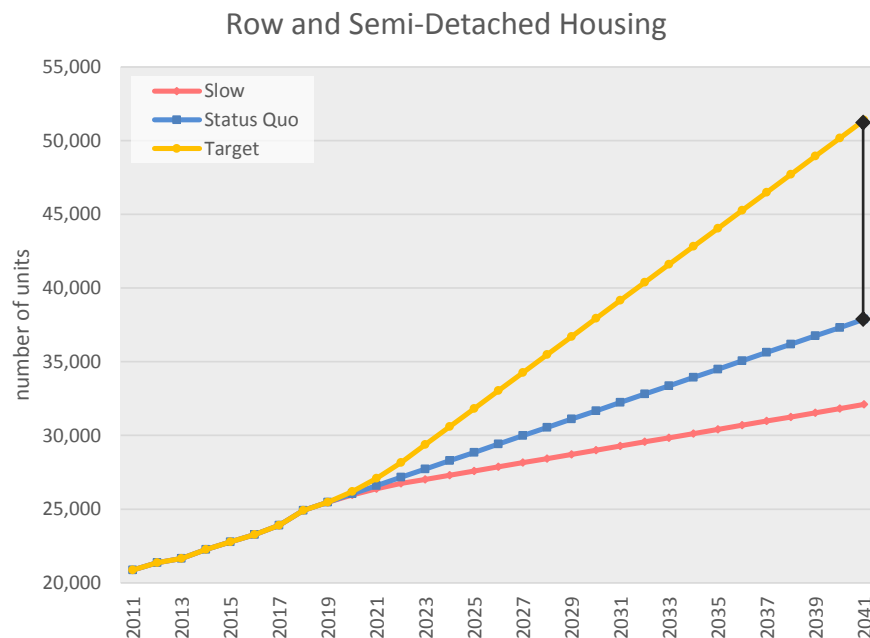
⁴ Under the given set of target assumptions.

Figure 1 Single-detached housing stock, historical and scenario projections



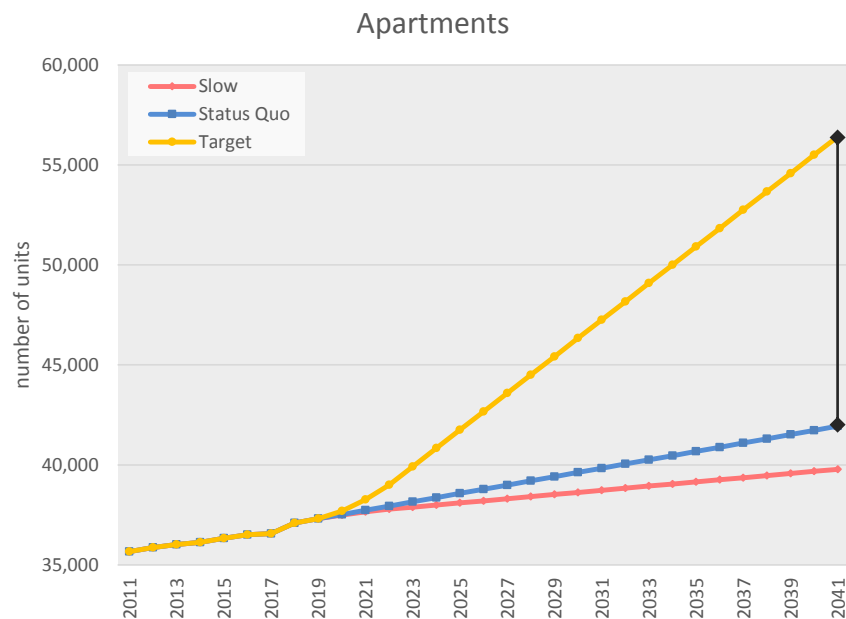
In order to achieve the target number and mix of dwellings, the construction rates for apartments, semi-detached and row housing will have to increase considerably from their historical rates. This can be seen in the size of the gap (represented by a black line segment) between the line representing status quo growth and the one representing target growth in Figure 2 and Figure 3, which represent the stock of medium-density and high-density dwelling, respectively, under each growth scenario.

Figure 2 Row and semi-detached housing stock, historical and scenario projections



If the Region is to follow a slow growth trend, the gap between the number of row- and semi-detached dwellings and the target number could widen to 19,300 units in 2041. For apartments, the gap between the number of units in a slow growth scenario by 2041 and the target could reach 16,700. If current trends persist, the size of the semi-detached and row housing gap could be 13,500 units and the apartment gap could be 14,500 units.

Figure 3 Apartment housing stock, historical and scenario projections



To increase today's supply of apartments to the target growth level would require building an additional 19,115 units total or 870 units annually. To put this number in context, this would be equivalent to building, on average:

- Between eight and nine 100-unit apartment buildings a year; or
- Fifteen 60-unit apartment buildings a year; or
- Twenty-five 35-unit buildings a year.

At the local level, some smaller municipalities are already overshooting their growth targets for all housing types combined due to the high level of single-detached housing construction activity. Only one local municipality is building semi-detached and row housing at a rate exceeding that required to hit the target level by 2041, and the rate of apartment construction is well under the target growth rate in all municipalities.

2.2 HOUSED POPULATION

Different housing types can accommodate different household configurations (see Table 3). For example, a single person can comfortably live in a bachelor or one-bedroom apartment, while a couple with children or a lone-parent household will require a dwelling with at least two bedrooms. Housing types tend to

correlate with dwelling size and the number of bedrooms. For instance, although it is technically possible to build a one-bedroom single-detached house, it is much more common for these dwellings to have at least three bedrooms. On the other hand, apartment buildings are generally built to accommodate smaller household sizes. Middle-density type housing, such as semi-detached and row housing, tend to fall somewhere in between and can accommodate a variety of household types. For these reasons, the housing stock that is built in Niagara over the next two decades will influence the type of population that area attracts and retains.

Table 3 Suitable dwelling size by household type

Household Composition	Suitable Housing
Single-Person Households	Bachelor or 1 bedroom
Lone-Parent Households	2 or more bedrooms
Couples without Children*	1 bedroom
Couples with Children	2 or more bedrooms

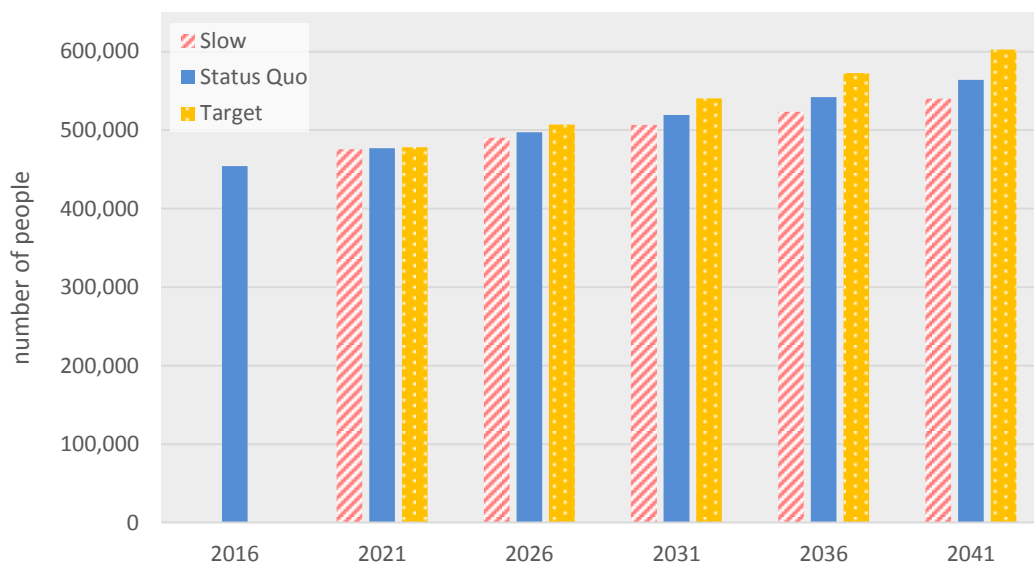
Given that the model used in this analysis takes into account household formation and migration patterns both in and outside of Niagara Region, this analysis can reveal the likely characteristics of households in Niagara Region under different growth scenarios. Using historical demographic data, additional characteristics such as age, occupations and incomes can also be inferred. The converse is also true; scenario analyses can reveal the characteristics of people and households that may not be able to live in Niagara Region in the future, due to the constraints imposed by the number and type of dwellings available.

2.2.1 TOTAL POPULATION

Under the target growth scenario, Niagara Region's population could reach 602,700⁵ by 2041 (which is equal to 256,800 households). The target represents a population growth of 33% over the current population (38% household growth). The total population that can be achieved under different growth scenarios is presented in Figure 4.

⁵ The target scenario reaches the target number of dwellings defined in the MCR for Niagara Region by 2041. Due to different modelling assumptions regarding the rate of household formation and household sizes, the population projection in the target scenario differs slightly from the Growth Plan target projection of 610,000.

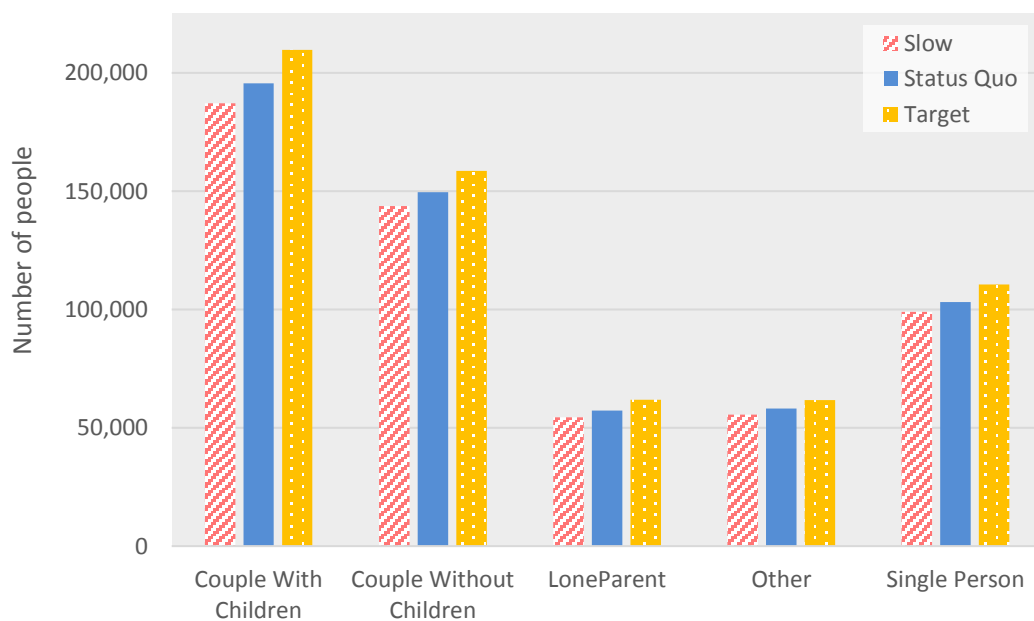
Figure 4 Total population growth, 2016-2041



If Niagara were to follow a slow growth trajectory it would land 62,600 people under the target scenario population. At status quo, would land 38,600 under target, which is slightly larger than the combined population of Port Colborne and Thorold in 2016, for reference.

2.2.2 POPULATION CHARACTERISTICS

Figure 5 Population by household type, 2041

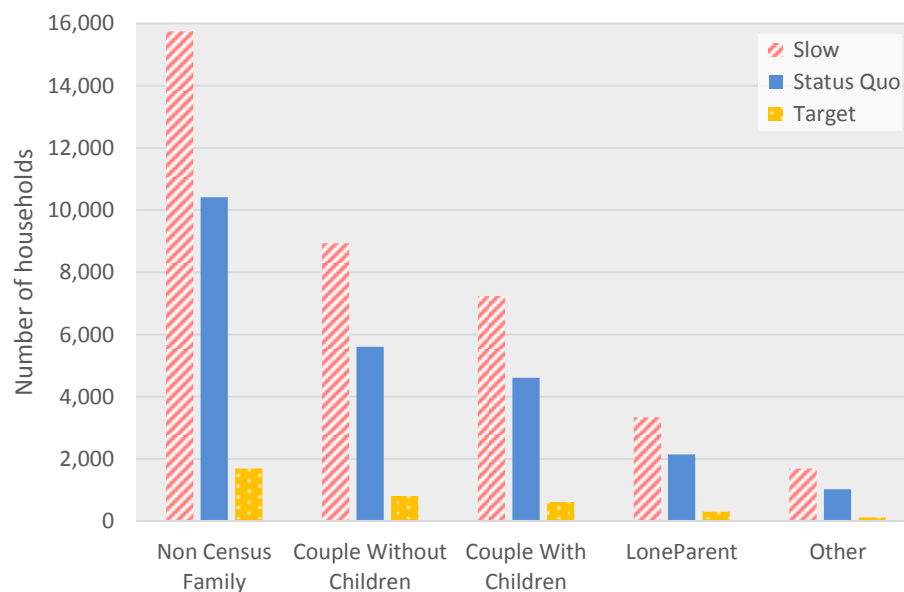


Under slow and status quo growth, there are far fewer single-person households than under target growth. At 17,100 fewer households in 2041 (20% lower than target growth) in the slow growth scenario

than in the target scenario, the difference is the largest for single-person households than for any other type of household. In the status quo scenario, there could be 10,500 fewer single-person households in 2041 than in the target scenario (12% lower). However, in terms of the number of people, the largest difference is in members of couple with children households, since these consist of three or more individuals. In the slow growth scenario, there could be 22,600 fewer people in these household types in 2041 than in the target scenario (11% lower). Comparatively, in the status quo growth scenario, there would be 14,000 fewer household members of this type than in the target (7% lower).

Looking to the future, it is also helpful to consider the demand pressures from outside Niagara Region. Depending on the its future housing stock, Niagara Region may not be able to accommodate all households who would like to live in the Region, which would put pressure on local housing prices and rents. Under all growth scenarios, unmet demand would consist primarily of single-person households, followed by couples without children and couples with children, as shown in Figure 6 (note that couples with and without children make up more people in total than the single-person households). Unmet demand could reach almost 37,000 households under the slow growth scenario or 24,000 households under status quo growth.

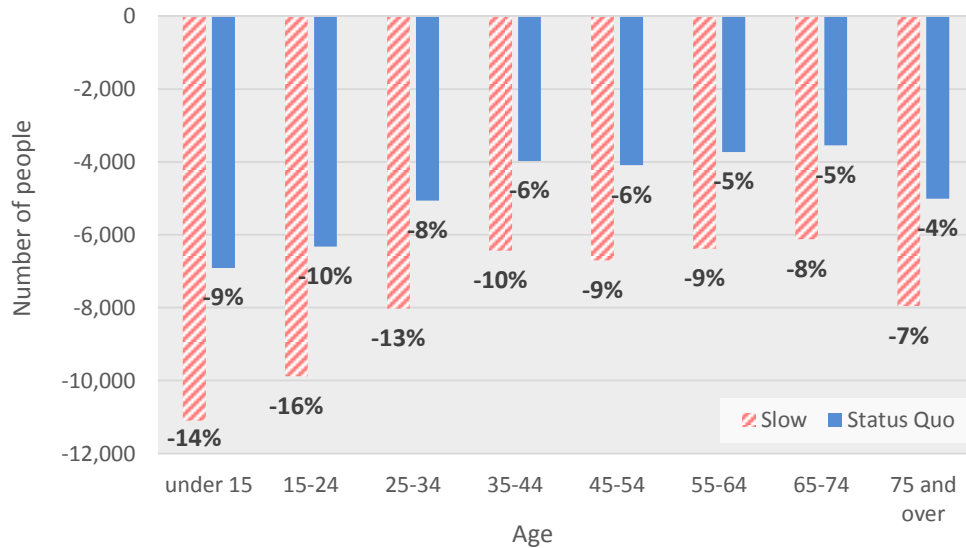
Figure 6 Unmet demand by household type, 2041



Similarly, the rate of growth can affect the future age composition of the population of Niagara Region. Slower growth tends to skew the population older. The difference between the number of people in each age cohort by 2041 in the slow growth and status quo scenarios compared to the target scenario is shown in Figure 7, along with the percentage by which each cohort's size is smaller than the target. This shows that a slower growth rate would precipitate the demographic aging of the population. Under the status quo and slow growth scenarios, there is a greater difference in the number of people fewer in the under 25 age category than in any other age group compared with the target growth scenario. Specifically, under slow growth, there could be 14% fewer people aged 15 and under and 16% fewer people between the

ages of 15 and 24 than in the 2041 target population. Under status quo growth, there could be 9% fewer people aged 15 and under and 10% fewer people aged 15 to 24 than in the target population.

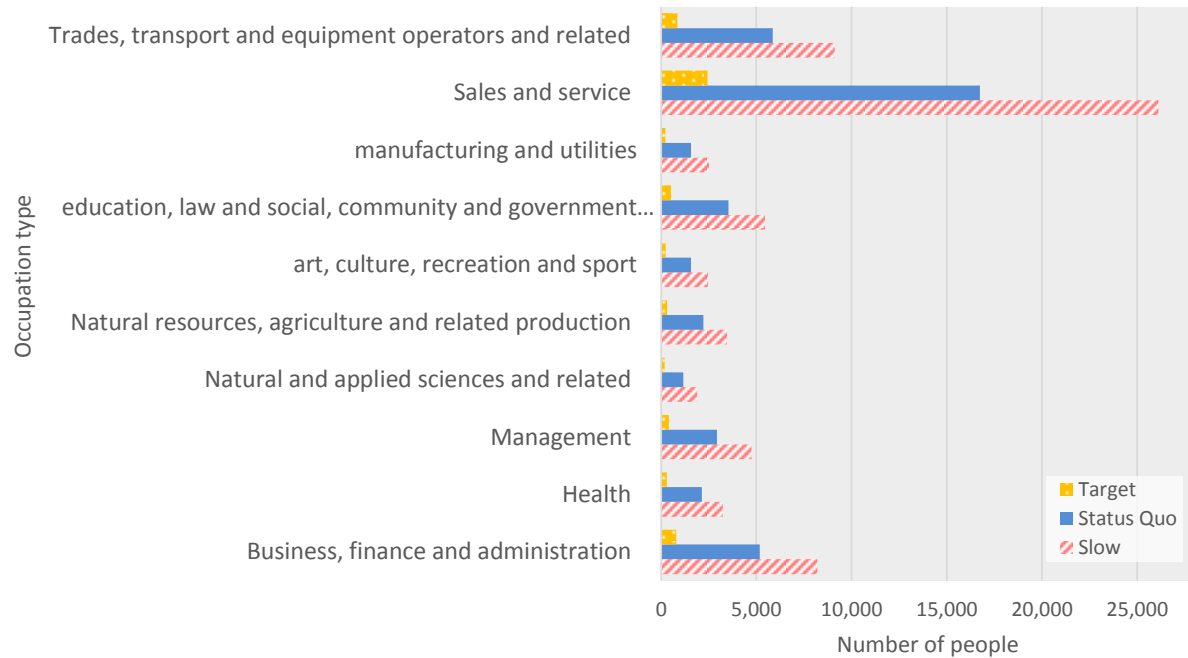
Figure 7 Difference in population compared to target scenario by number and percentage, 2041



2.2.3 INCOMES AND OCCUPATIONS OF THE HOUSED POPULATION

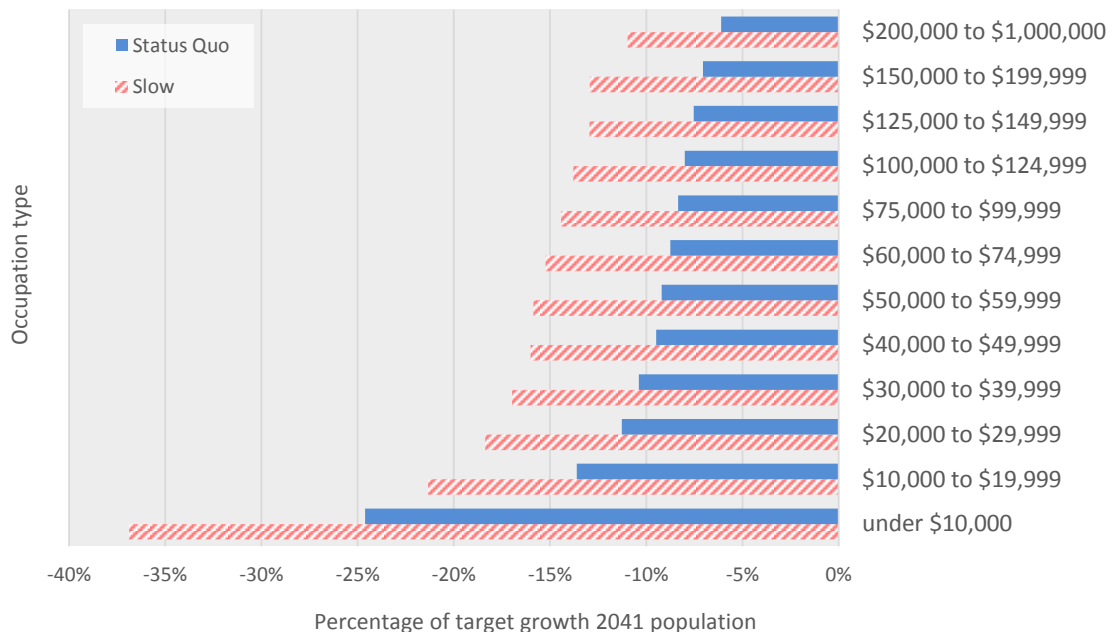
Growth policy can have an impact both on the Region's household income distribution and its labour supply because income, and relatedly, the ability to afford housing, tends to be correlated with occupation type. For instance, many service jobs are paid minimum wage, while occupations in education, law and government tend to be salaried. In the status quo and slow growth scenarios, the largest unmet demand for housing in Niagara Region will come from those in sales and service occupations, as shown in Figure 8. This is because sales and service occupations are generally associated with lower wages in Niagara Region, as presented in the Niagara Region Housing Market Analysis study. Sales and services occupations are the most common occupation type in Niagara Region, and a shortage of these types of labourers could have implications for the Region's tourism-based economy.

Figure 8 Unmet housing demand by occupation type, 2041



Comparing the slow growth and status quo growth scenarios to the target scenario shows that the largest difference is in the number of households whose total income is under \$40,000, and especially those with incomes lower than \$10,000, as can be seen in Figure 9. Households in this income range are primarily single-person households and may include students and young people at the beginning of their professional lives.

Figure 9 Difference in number of households by income compared to target scenario, 2041

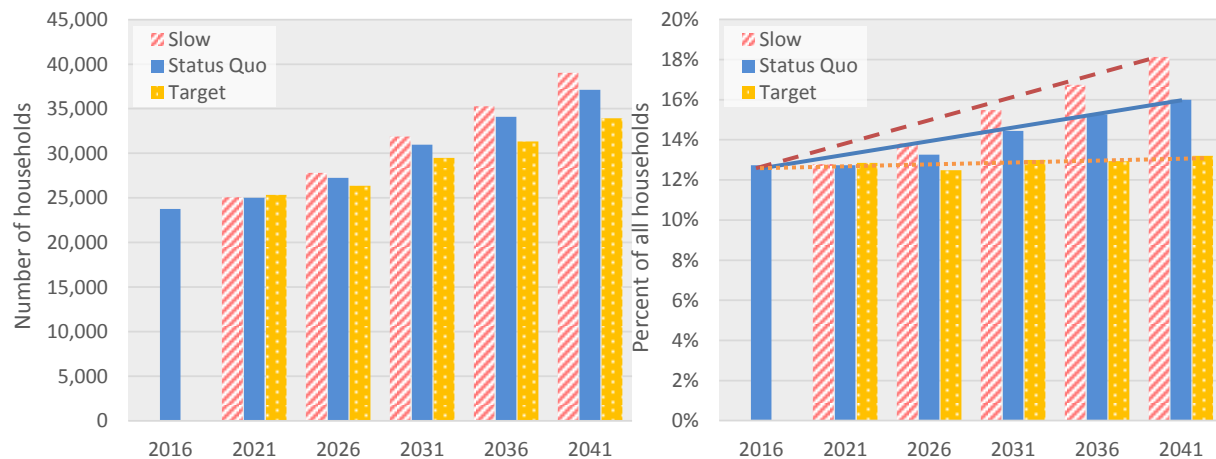


2.3 CORE HOUSING NEED

Core housing need is the standard indicator of housing need in Canada used by CMHC and Statistics Canada. A household is considered to be in core housing need if its dwelling does not acceptably meet its needs, i.e. it is either too small⁶, in a major state of disrepair or too expensive given its budget, and there is no alternative acceptable housing that would cost less than 30% of total household income. Core housing need affected a total of 23,830 of Niagara's households in 2016, of which 84% are single-person households and 14% are lone-parent households.

The number of households in core housing need is expected to increase along with Niagara Region's population. The only scenario in which the rates of core housing need in each local municipality and the Region as a whole remain relatively constant from now up until 2041 is the target growth scenario. The expected number and percentage of households in core housing need in Niagara Region from now until 2041 is shown in Figure 10. This shows that under status quo growth, the Regional rate of core housing need could increase from its current level of 13% to 17% and could even reach 18% under the slow growth scenario.

Figure 10 Number and percentage of households in core housing need



Core housing need varies significantly across local municipalities in Niagara Region. In general, the rate is higher in the larger cities and lower in smaller towns and townships. A main reason for this is that a household that is at risk of being in core housing need is more likely to be priced out entirely of smaller townships that have a more limited and homogenous housing supply than of larger cities that have a

⁶ This is calculated based on the National Occupancy Standard. The number of bedrooms required by a household is derived according to the following (if household members meet more than one criteria, the first conditions listed take precedence over the subsequent): a maximum of two persons per bedroom; household members living as part of a married or common-law couple share a bedroom; lone parents have a separate bedroom; household members aged 18 or over have a separate bedroom; household members under 18 years of the same sex share a bedroom; household members under 5 years of the opposite sex share a bedroom if doing so would reduce the number of required bedrooms. The exception to the above is a household consisting of one person living alone. Such a household would not need a bedroom, i.e. they may live suitably in a bachelor apartment.

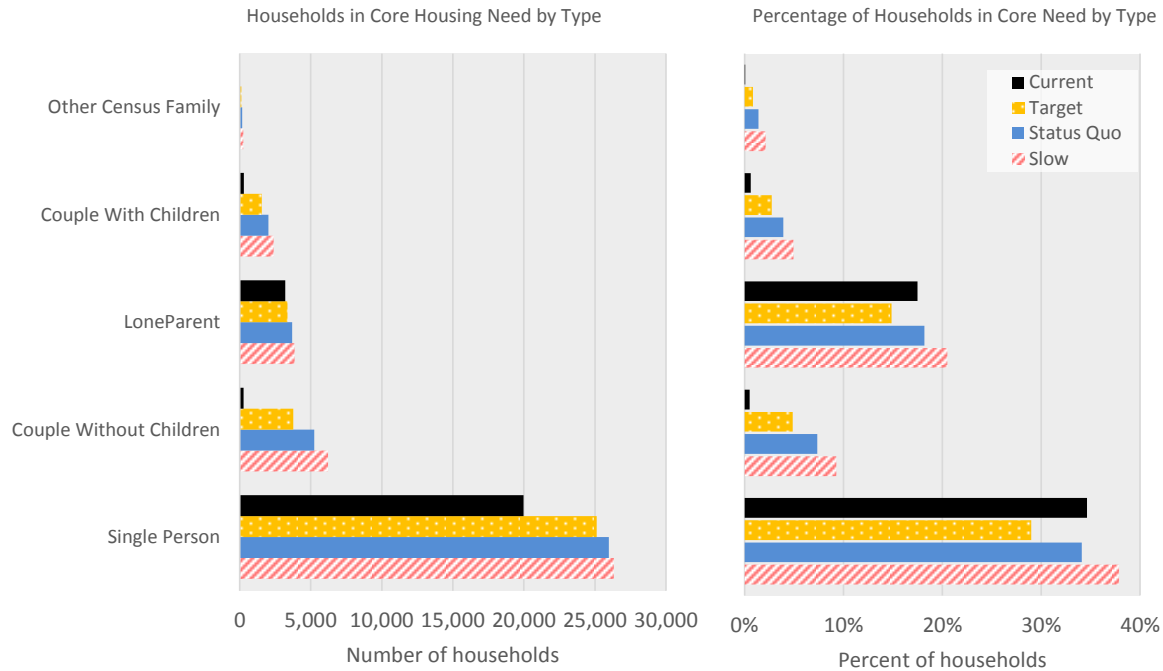
greater variety of housing options available (i.e. more variety in housing prices and housing types). Table 4 lists Niagara Region's local municipalities from largest to smallest percentage of the population currently living in core housing need and shows the expected number and percentage of households in core housing need in 2041 under the different growth scenarios. Under slow growth, five local municipalities could see their core housing need reach or surpass 20% by 2041.

Table 4 Number and percentage of households in core housing need by local municipality

	2016		2041 Target		2041 Status Quo		2041 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%

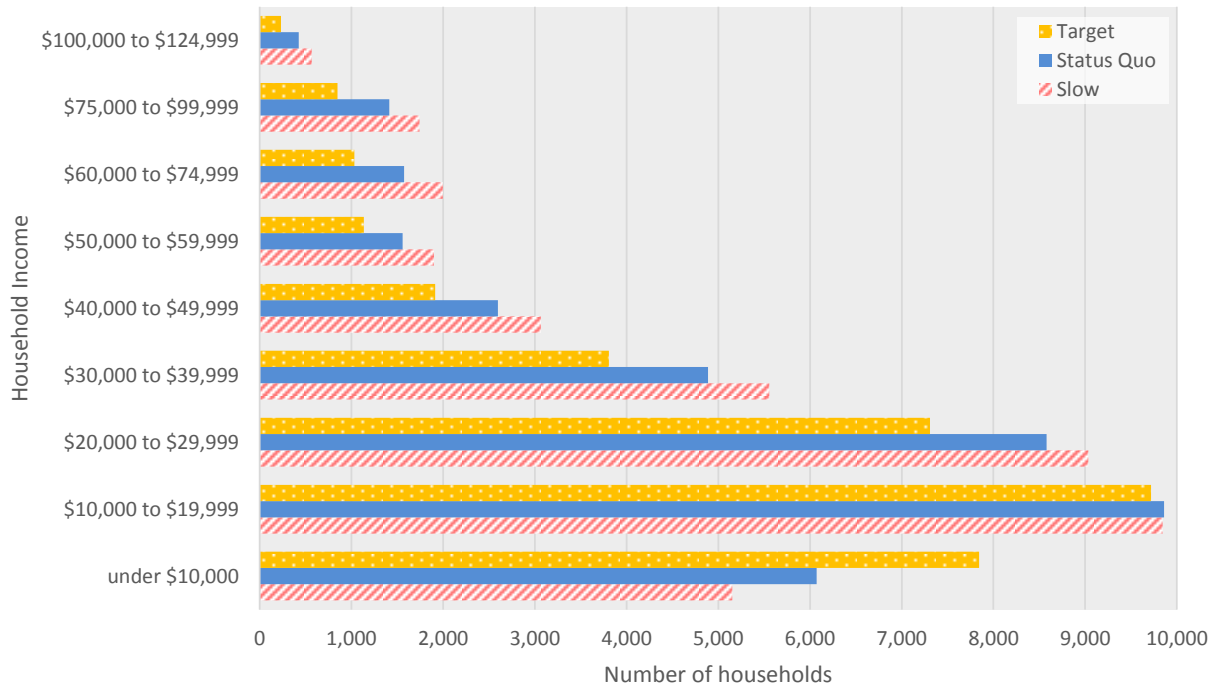
Single-person households will continue to be the household type with the greatest rate of core housing need, followed by lone-parent households in all scenarios, as shown in Figure 11. Under target growth, the rate of housing need of the two household types most vulnerable to core housing need could decrease relative to their current levels. However, under slow growth, the rate of core housing need among these households could increase beyond their current levels to 38% for single-person households and 21% for lone parents.

Figure 11 Number and percentage of households in core housing need by type, 2041



Growth policy can also affect how core housing need affects households of different income levels. In scenarios where the stock of housing is lower, prices tend to increase due to the demand for housing being higher than the supply. This results in households with higher incomes falling into the core housing need category, while lower-income households may be displaced from or unable to move to the Region. This could also increase the risk of low-income households becoming homeless or entering precarious housing arrangements that are not captured in census data or by the homelessness point-in-time count, such as couch surfing, living in cars or residing in low-cost hotel accommodations ill-suited to their needs on a long-term basis. The change in the income level of households in core housing need is shown in Figure 12.

Figure 12 Number of households in core housing need by income bracket, 2041



3.0 CONCLUSIONS

The growth scenario analysis exercise demonstrates that Niagara Region's current growth rate, if maintained over the coming two decades, could result in the Region falling short of the 2041 target population by over 6%. The rate at which Niagara Region builds new housing will not only affect the future population that the Region is able to accommodate, but also the ability of that population to live in dwellings that suit their needs and fit their budgets. If housing supply does not keep pace with the demand for housing in Niagara, housing prices and rents could increase significantly and further exacerbate existing affordability challenges. Consequently, the risk to the Region of continuing on the same trajectory includes a 26% increase in the rate of core housing need.

Results of this analysis also highlight how the features of the local housing market can affect Niagara Region's economic base. Prices and available housing types can affect the Region's ability to attract labour, especially for industries such as tourism that rely upon minimum-wage labour and to retain young people and growing families. If current growth trends are to persist, there will be far fewer households with incomes below \$40,000, which are primarily single-person households and young people at the beginning of their professional lives, and the largest unmet demand for housing would come from individuals in sales and services occupations.

To reach the population growth targets in the Growth Plan and to minimize overall levels of core housing need, Niagara Region can consider adopting policies that incentivize the development of a mix of housing to accommodate the future population, including a variety of housing densities, tenure and affordability levels, as well as right-sizing and maximizing the productivity of Niagara Region's existing housing stock. By providing a wider range of options to households, a more diversified housing stock can help mitigate some of the demographic trends identified in this report and make it easier for people of all ages and income levels to live in Niagara Region.

APPENDIX A. HISTORICAL GROWTH

Figure 13 Historical annual completions by housing type and market, 1990-2018

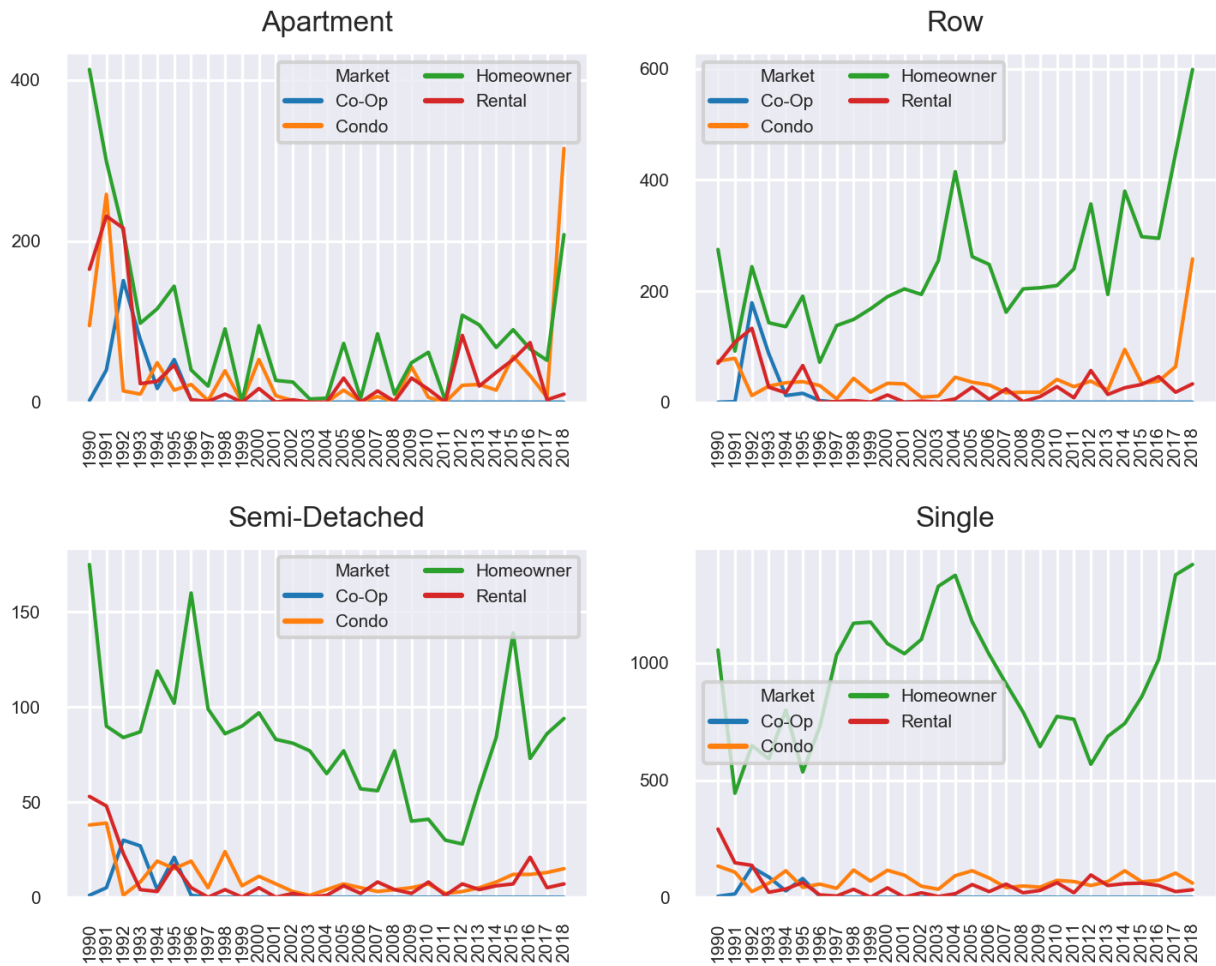
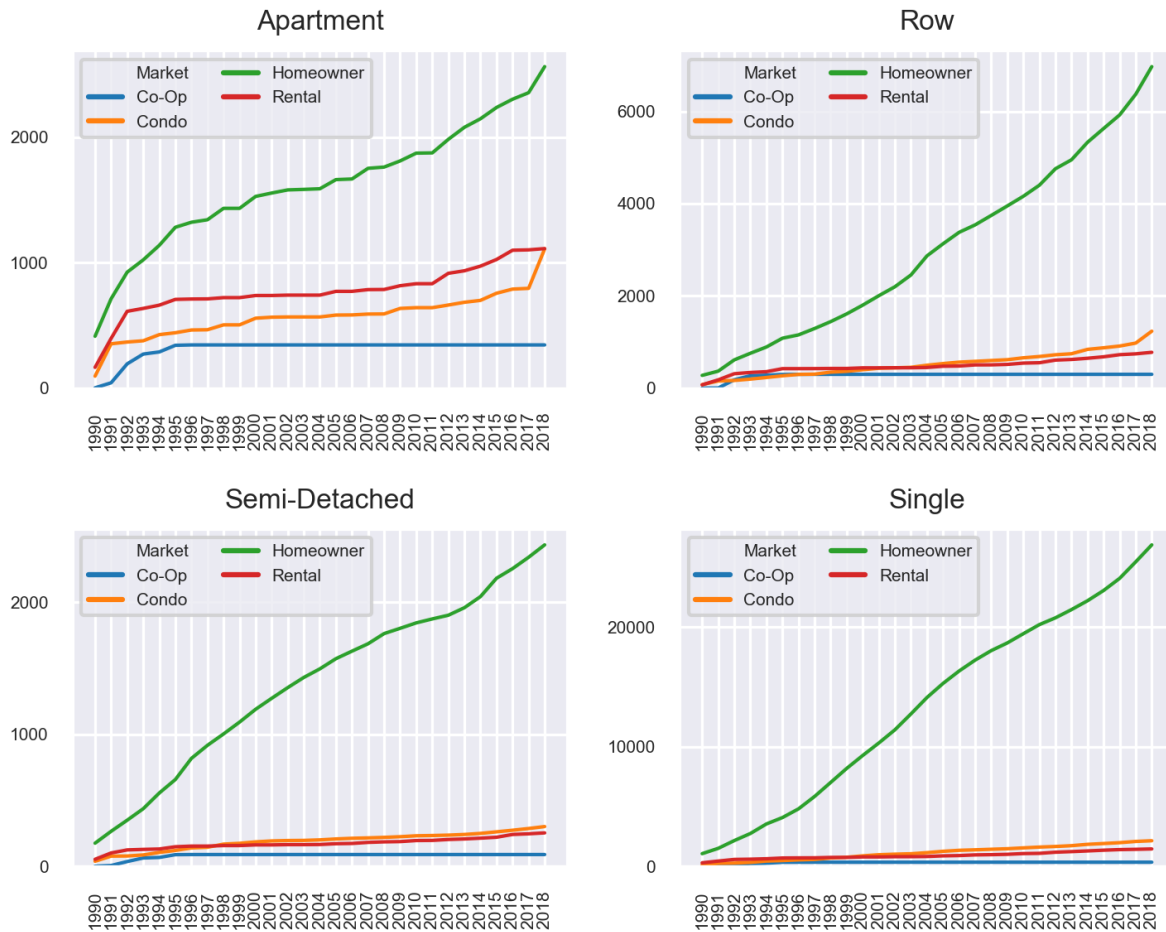


Figure 14 Cumulative completions by housing type and market, 1990-2018



Subject: Public Realm Investment Program Summary and Achievements

Report to: Planning and Economic Development Committee

Report date: Wednesday, November 6, 2019

Recommendations

1. That the Public Realm Investment Program achievement details **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to provide an overview and update of the Public Realm Investment Program (PRIP) to the Planning and Economic Development Committee.
- Launched in 2016, PRIP is a funding partnership program administered within the Planning and Development Services Department by the Urban Design and Landscape Architecture Section, and receives an annual budget of \$250,000.
- The program provides Local Area Municipalities (LAMs) with funding for individual streetscaping enhancement projects and public spaces along or adjacent to regional roads.
- In four years, PRIP has partnered on 20 projects, awarded almost \$1,000,000 of funding, leveraged \$5,275,282 in capital investment, and assisted in the delivery of impactful and transformative projects across nine municipalities.
- Monitoring the projects implemented through the program provides Council with evidence of the benefits of investment in the public realm.

Financial Considerations

2016

In 2016, the PRIP pilot was launched with a one-time budget of \$250,000. Applications to the program were received from 7 municipalities for 10 projects with a total funding ask of almost \$700,000. Combined, the projects receiving an award had a total value of almost \$1,800,000. In this initial year, the program did not require LAMs to match the Regional commitment. The PRIP pilot verified the need for a focused public realm funding program for spaces along or adjacent to regional roads.

2017

In 2017, PRIP built on the success of the pilot program and received a council approved base budget of \$250,000 through the 2017 budget process. The program included a requirement for matching funding and was expanded to cover a larger suite of

enhancements. As with the 2016 pilot, the 2017 program was oversubscribed with a total funding request of \$504,000 for projects from five LAMs. Combined, the projects receiving an award had a total value of \$817,000.

2018

In 2018, PRIP continued to build on the success of the previous two years, and received a council approved base budget of \$250,000. The 2018 program was oversubscribed, with a total funding request of \$484,620 for six projects from six local area municipalities. Combined, the projects receiving an award had a total value of \$2,102,412.

2019

In 2019, PRIP received a council approved base budget of \$250,000. The 2019 was oversubscribed, with a total funding request of \$467,500 for six projects from four local area municipalities. Combined, the projects receiving an award had a total value of \$566,000.

Table 1 – PRIP Project Funding Summary by Municipality (2016-2019)

Municipality	Total PRIP Funding	Municipal Investment	Total Project Values	No. of Projects Funded
Fort Erie	\$17,000	\$13,000	\$30,000	1
Grimsby	\$27,000	\$76,000	\$103,000	2
Lincoln	\$75,000	\$35,000	\$110,000	2
Niagara Falls	\$129,310	\$2,632,209	\$2,761,519	2
NOTL*	\$10,000	\$51,000	\$61,000	1
Pelham	\$42,000	\$42,000	\$84,000	2
Port Colborne	\$0	\$0	\$0	0
St Catharines	\$100,000	\$124,000	\$224,000	1
Thorold	\$0	\$0	\$0	0
Wainfleet	\$0	\$0	\$0	0
Welland	\$219,190	\$375,453	\$594,763	4
West Lincoln	\$380,500	\$925,500	\$1,306,000	5
Total:	\$1,000,000	\$4,274,162	\$5,274,282	20

*NOTL project withdrawn by municipality in 2017

Each year PRIP has been oversubscribed with demand for partnership funding exceeding the available annual program budget of \$250,000. Demand will continue to grow as LAMs and the Region invest in the quality and design of public realms. The creation and implementation of a Regional Complete Streets Standards Manual in the near future will elevate the design standards of regional roads. PRIP funding will be integral to support the municipal and regional collaboration in building successful public realm spaces and vibrant and complete regional roads. PRIP funding can supplement local municipal funding of projects to leverage exceptional outcomes.

Analysis

On July 9, 2019, staff provided a memo to the Planning and Economic Development Committee outlining the 2019 PRIP funding allocations (PDS-C 13-2019). Staff committed to providing an overview of completed projects to the Planning and Economic Development Committee in the fall of 2019. Monitoring the success of projects implemented through this program provides Council with an understanding of the benefits of investment in public realms.

PRIP has been well received by the LAMs and has been utilized by 9 of the 12 LAMs. The program has been able to leverage available funding to achieve quality design and construction outcomes. This success can also be attributed to the technical and design assistance offered to the LAMs by the Region's Urban Design and Landscape Architecture team. A collaborative approach to design through the program is delivering impactful and transformative projects that promote a positive image of Niagara.

Program Overview

The Public Realm Investment Program was launched in the fall of 2016 and is now in its fourth year of providing funding to local area municipalities for streetscaping enhancement projects along regional roads. The aim of the program has been to partner with LAMs to strategically enhance streetscapes by investing in projects in a way that increases the transformative impact of these works. The program offers LAMs funding for over 40 different enhancements in categories ranging from hardscaping, complete streets infrastructure, road crossing measures, street furniture, landscaping, community identity and wayfinding, and environmental sustainability features.

Award Process

Funding for projects is provided through a competitive process. LAMs are invited to apply. Included in the invitation is a complete application package and the scoring criteria against which projects are evaluated. Completed applications from LAMs are evaluated by a technical team of Regional staff from Planning and Public Works and scored for funding priority based on the evaluation criteria. Barring any technical issues, a letter of funding commitment is provided to the LAM outlining the scope of the funding. The Planning and Economic Development Committee is informed of the funding commitments through a funding award memo.

Awarded Project Status

A total of 20 projects have been assigned funding through PRIP. Nine projects have already been completed successfully. Eight projects are currently either under construction or are in the final planning stages prior to tender. One project was withdrawn from PRIP by the municipality in 2016, and the status of two projects in

Pelham with a total Regional commitment of \$42,000 (\$12,000 in 2017 and \$30,000 in 2019) is pending municipal budget approval at this time.

For a full listing of PRIP funded projects since 2016, please see Appendix 1.

Alternatives Reviewed

None.

Relationship to Council Strategic Priorities

Ongoing support for the Public Realm Investment Program supports a number of Council's strategic initiatives in the following ways:

Supporting Businesses and Economic Growth

- Objective 1.1: Economic Growth and Development
 - PRIP applies a forward thinking approach to economic development in Niagara through public realm investment opportunities which help to transform regional roads into vibrant places that attract people and investment.

Healthy and Vibrant Community

- Objective 2.1: Enhance Community Well-being
 - PRIP helps to foster safe and inclusive neighbourhoods and communities through providing streetscape enhancements along regional roads which focus on increased accessibility, consider Crime Prevention through Environmental Design (CPTED) principles, and provide comfortable, enjoyable public space for people to participate physically, socially, and economically in their communities.

Responsible Growth and Infrastructure Planning

- Objective 3.3: Maintain Existing Infrastructure
 - PRIP supports sound asset management planning to ensure sustainable investments in our infrastructure by partnering with local municipalities and coordinating streetscape design on infrastructure renewal projects to achieve higher quality outcomes for communities, and eliminating the duplication of efforts.
- Objective 3.4: Facilitating the Movement of People and Goods
 - PRIP supports the implementation of Niagara's Transportation Master Plan through the application of Complete Streets in transportation projects, contributing to safe and healthy streets that support active transportation by providing collaborative funding and design support to make the most out of Regional and municipal contributions to projects.

Sustainable and Engaging Government

- Objective 4.1: High Quality, Efficient and Coordinated Core Services
 - PRIP offers the opportunity to achieve cost-efficiencies through coordinated service delivery and collaboration with local area municipalities on public realm enhancement projects.

Other Pertinent Reports

- PDS-C-13-2019 Public Realm Investment Program Funding Commitment Update

Prepared by:

Vanessa Aykroyd, OALA, CSLA
Landscape Architect
Planning & Development Services

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning & Development Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Khaldoon Ahmad, Manager of Urban Design and Landscape Architecture, and reviewed by Diana Morreale, Director of Development Approvals.

Appendices

Appendix 1	PRIP Project Summary Table	Page 6
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Appendix 1 – PRIP Project Summary Table

Project Name, Location, Description	Regional Funding Commitment	Total Project Value*	STATUS
2016 Pilot Year <i>(Projects were not required to include matching contribution)</i>			
Grimsby: RR81 – Downtown street tree replacement	\$22,000	\$28,000	Complete
Lincoln: RR18/RR81 – Streetscape improvements – planting areas and site furniture	\$60,000	\$80,000	Complete
West Lincoln: RR20 – Downtown Smithville streetscape improvements – paving, site furniture, trees	\$42,250	\$266,000	Complete
Niagara on the Lake: RR55/RR89 – Bus benches and pads	\$10,000	\$51,000	<i>Withdrawn</i>
Welland: RR27/RR68/RR527 – Beautification, wayfinding, pole banners & arms, Market Square streetscaping	\$69,190	\$109,763	Complete
Niagara Falls: RR20 – Benches, bike racks, litter receptacles, utility box wraps	\$29,310	\$1,214,107	Complete
Fort Erie: RR124 – Transit shelters and streetscape improvements	\$17,000	\$30,000	Complete
2016 Total	\$249,750	\$1,778,870	

2017			
West Lincoln: RR20 – Banner arms, seasonal greetings sign, historical mural; streetscaping at new public parking area	\$38,000	\$359,000	Complete
St Catharines: RR46/RR48 – Parkette - streetscape improvements, planting areas, and furniture	\$100,000	\$224,000	In Progress
Pelham: RR20 – Streetscape improvements/Seating area at SWM Pond near Rice Rd	\$12,000	\$24,000	In Progress
Welland: RR54 – Stop 19 Multi-use trail construction	\$100,000	\$210,000	Complete
2017 Total	\$250,000	\$817,000	

Appendix 1 – PRIP Project Summary Table

Project Name, Location, Description	Regional Funding Commitment	Total Project Value*	STATUS
2018			
Grimsby: RR81 – Litter receptacle replacement	\$5,000	\$75,000	Complete
West Lincoln: RR20 – Smithville Square	\$100,000	\$250,000	In Progress
Lincoln: RR18 – Streetscape improvements, planting areas, and signal box wraps	\$15,000	\$30,000	In Progress
Niagara Falls: RR20 – streetscaping, paving, trees, shrubs, lighting, banners, accessible features, gateway	\$100,000	\$1,547,412	In Progress
Welland: RR27 – East Main Improvements associated with the Welland Civic Square	\$30,000	\$200,000	In Progress
2018 Total	\$250,000	\$2,102,412	
2019			
West Lincoln: RR20 – Streetscaping Phase 1 – Decorative lighting and infrastructure burial in Smithville	\$100,000	\$200,000	In Progress
West Lincoln: RR20 – Streetscaping Phase 2 – Station Street parkette, seasonal lighting, roundabout landscaping	\$100,000	\$231,000	In Progress
Pelham: RR54 – Seating/rest area at SWM Facility along multi-use path	\$30,000	\$60,000	In Progress
Welland: RR27 – Hellems Street Parkette @ Main	\$20,000	\$75,000	In Progress
2019 Total	\$250,000	\$566,000	

*Estimated project values at project planning or PRIP application stage. May not reflect actual tendered project value.



Public Realm Investment Program 2019 Application Guide



Urban Design and Landscape Architecture
Planning and Development Services

Niagara  Region

PROGRAM PACKAGE CONTENTS

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PUBLIC REALM INVESTMENT PROGRAM

PROGRAM OVERVIEW

Established in 2016, the Public Realm Investment Program (PRIP) is a value-added program that allows the Region to partner with local municipalities on capital projects that provide public realm enhancements on over 250 kms of Regional Roads in urban and core areas.

Public realm enhancements attract investment and help to create vibrant and enlivened public realms that sustain businesses, improve all modes of transportation, and celebrate community. People seek out and enjoy well-designed places that are inclusive and accessible, where they enjoy personal comfort, safety, happiness and well-being. These attractive and vibrant places offer a higher quality of life to residents and visitors.

To encourage investment in great public places for people, the Region is offering this incentive program to all of our local municipalities. Investing in with local municipal partners to complete our streets with enhanced boulevards, sidewalks, and spaces in the public realm across Niagara helps our region attract new residents, promote tourism, grow the economy, beautify our communities, and is key to building strong and resilient communities in Niagara.



PART A PROGRAM OVERVIEW

“The street is the river of life of the city, the place where we come together, the pathway to the center.”

- WILLIAM H. WHYTE

222 Hennepin St, Minneapolis
Downtown Improvement District
Award Winner – Best Street Tree
Canopy, 2013

(Image courtesy www.mplsddid.com)

PUBLIC REALM INVESTMENT PROGRAM

PROGRAM PURPOSE

The purpose of the program is to encourage investment in the urban and core area public realms along Regional roads by providing matching funding to local municipal partners for upgrades to existing capital projects.

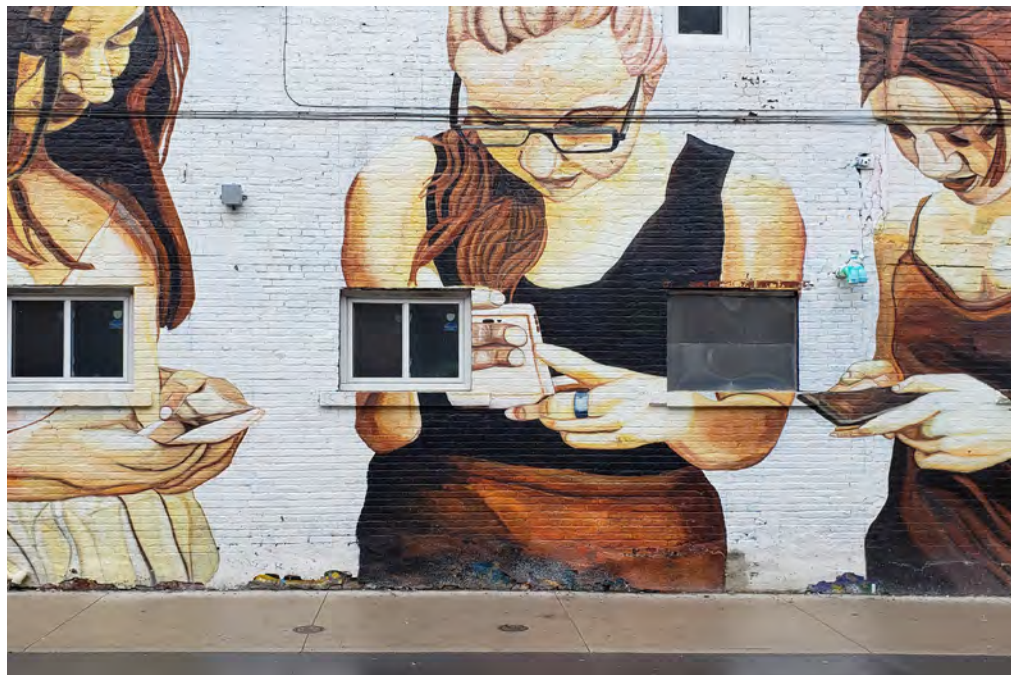
This contributes to attractive public realms that enrich and enliven Niagara's communities by:

- Creating a sense of place by integrating architectural features, public art, street furniture, enhanced paving, and generous planting design through the inclusion of enhanced elements in their projects, beyond the standard products and treatments;
- Leveraging regional and municipal capital funding to achieve design excellence and provide a funding option that promotes community pride and contributes to community identity projects;
- Responding to the unique challenges within our local municipalities with innovative and unique design solutions that will address the diverse needs and character of the Region's built environments;
- Supporting treatments and measures along Regional roads that include design for optimal tree health, sustainable storm water management strategies, and resilient and beautiful landscapes; and,
- Prioritizing universal accessibility with a focus on pedestrian comfort and safety by clearly defining sidewalks, crosswalks, bicycle lanes and roadways to effectively support walking, cycling, and alternative means of transportation.

“Cities have the capability for providing something for everybody, only because, and only when, they are created by everybody.”

- JANE JACOBS

Mural by Barcelona-based artist Jupiterfab located across from the St Catharines Performing Arts Centre, on Garden Park.



PUBLIC REALM INVESTMENT PROGRAM

PROGRAM FUNDING

The Public Realm Investment Program provides *matching* funding to *eligible* local municipal projects that are initiated and constructed by either the local municipality or Niagara Region in consultation or collaboration with the local municipality. The maximum Regional funding contribution is limited to an amount of **\$100,000**.

Partnerships with local associations and community groups are encouraged, however the Region will only match the contribution made by the municipality.

Through the PRIP, municipalities may apply for funding that may be applied to a wide variety of streetscape enhancements and upgrades to project standards or typical installations, including (but not limited to):

- **HARDSCAPING:** Sidewalks, decorative boulevard treatments, street furniture (benches, bike racks, litter receptacles), decorative lighting, etc.
- **LANDSCAPING:** Native trees, planting beds, pollinator gardens, rain gardens or bioswales, roundabouts, etc.
- **COMMUNITY IDENTITY:** Gateway features, public art (sculpture, publicly accessible murals, etc), seasonal decoration, as well as basket arms and wayfinding.



Forest Hill Village North Gateway,
Toronto, ON

(Image courtesy PLANT Architect)

PUBLIC REALM INVESTMENT PROGRAM

ELIGIBILITY

This program is available to all of Niagara's local municipalities and the Niagara Peninsula Conservation Authority (NPCA).

- Projects must be within or directly adjacent to a Regional Road right-of-way.
- Projects must be completed by the end of the year following the award. For example, projects receiving funding in 2019 must be completed prior to the end of 2020.
- Maintenance agreements are required.

Applications for funding will be reviewed by Regional staff using the eligibility criteria listed as (Part C) of this package.

Municipalities are encouraged to submit projects that deliver the greatest value for their communities (i.e. social, economic, and environmental). The Region specifically encourages the submission of projects located: within downtowns, employment areas or community gateways; close to public buildings or public parks; along the Regional bicycle network, transit routes, tourist areas, the wine route, and multi-use paths.

Municipalities must provide at minimum, a matching funding amount equal to the requested Regional contribution. Municipalities are invited to apply by completing the Application Submission Form provided as (Appendix 1) of this package.



Street side rain gardens offer beauty and increased ecological functions.

(Image courtesy Rain Dog Designs, Puget Sound, WA)

PUBLIC REALM INVESTMENT PROGRAM

APPLICATION PROCESS

Applications to the Program will be processed in the following manner:

Step 1 Submission (Deadline: March 29, 2019)

Applications are received by the Region and checked for completeness (additional information may be requested)

Step 2 Submission Evaluation Region Staff (by April 18, 2019)

Complete Applications are evaluated by the Region's Program Selection Team and prioritized.

Step 3 Meetings with Local Municipalities (Week of April 23, 2019)

Meetings with municipalities to formalize scope, scheduling, and funding.

Step 4 Award (May 1, 2019)

Funding awarded to prioritized projects (date is subject to complexity and quantity of applications)

Step 5 Implementation (2019/2020)

Region or local municipality constructs approved works.

Step 6 Completion (Prior to end of 2020)

Project Completion Report submitted with invoice.



PART B APPLICATION OVERVIEW

**SUBMISSION
DEADLINE:**



PUBLIC REALM INVESTMENT PROGRAM

SUBMISSION REQUIREMENTS

Project submissions must demonstrate the public benefits of the investment for the local municipality and to the Region. Submissions must include a completed application form (Appendix 1), and the following supporting information:

1. Digital photographs showing the current condition of the project site;
2. Detailed itemized costs of the work;
3. Technical drawings of the project such as plans, and details;
4. Key project milestones; and,
5. Maintenance commitment (included on application form).

Municipalities wishing to submit more than one project must make separate submissions. Project submissions will be reviewed to ensure compliance with program requirements and alignment with Regional objectives.

Submit applications to:

Program Coordinator: Vanessa Aykroyd, OALA, CSLA
Email: vanessa.aykroyd@niagararegion.ca
Mail: Public Realm Investment Program
c/o Vanessa Aykroyd, Landscape Architect
Urban Design and Landscape Architecture Section
Planning and Development Services Department
Niagara Regional Headquarters, Campbell West
1815 Sir Isaac Brock Way, PO Box 1042
Thorold, Ontario L2V 4TZ

WITHDRAWAL OF APPLICATION

If a municipality must withdraw from an approved PRIP funding commitment, a letter to that effect must be submitted to Region's PRIP Coordinator as soon as possible via email or regular mail.

Depending on the amount of the forfeited funding commitment, and if a withdrawal occurs before October 1st of the same PRIP year, the funding may be reassigned to another municipality through a new call for PRIP applications. At such time, municipalities, will be informed of the available funding and will be encouraged to submit a PRIP application. Applications will be evaluated and available funding assigned through a process that is similar to that of the initial (PART C) process.

PUBLIC REALM INVESTMENT PROGRAM

EVALUATING THE APPLICATION

All applications will be reviewed and evaluated by the Region to ensure the proposed works align with the objectives of the program.

The evaluation process is divided into 3 steps:

Step 1 Review of the application and supporting documentation for completeness

Step 2 Evaluate the application against the Evaluation Criteria (Pg. 9)

Step 3 Determine Regional funding contribution

APPLICATION and SUPPORTING DOCUMENT CHECKLIST

*ensure this information is included either on the application or is attached

Yes

1.0 Application

Completed PRIP Application (Appendix 1)

Required plans, drawings and images provided for review

Current Condition Photos (.jpg or .tif)

Other required supporting studies/documentation

Functional, operational, safety requirements have been addressed by the local municipality (provide supporting documentation from a P. Eng or other qualified professional where required)

2.0 Aligns and Supports Niagara Region's Policies and Practices

Regional Official Plan

Model Urban Design Guidelines

Complete Streets Model Policies

Relates to an Environmental Assessment (if yes then specify)

Relates to the 10 Year Regional Capital Forecast (if yes, then which project and year)

3.0 Support of Local Area Councils

Local Council Resolution to submit application (If applicable)

Demonstrated compliance with local planning documents or master plans (if applicable)

When all have been addressed, proceed to Step 2:

PART C EVALUATION PROCESS

STEP 1: APPLICATION AND SUPPORTING DOCUMENTATION CHECKLIST

The complete application requirements listed below are for information purposes and should be consulted when preparing an application. Niagara Region will use this chart to determine the eligibility and completeness of the application.

PUBLIC REALM INVESTMENT PROGRAM

STEP 2: EVALUATION CRITERIA

The Evaluation Criteria below is used by the Region to evaluate the merits of the project and prioritize projects requiring a funding contribution by the Region. Projects must score above 80 points to receive funding priority. Criteria are worth multiple points and should be addressed to ensure the benefit of projects is well-presented.

* Points of interest include, but are not limited to tourist destinations, employment areas, transit hubs and stops, public buildings, schools, colleges, universities, parks, other publicly accessible spaces and locations that are culturally and/or naturally significant.

APPLICATION EVALUATION CRITERIA

1.0 Timing	
Construction to commence within current program year (projects may extend into the next program year for completion)	5
2.0 Location	
Within 500m of an urban core area	4
Within 500m of 5 <i>points of interest</i> *	4
Within a Community Improvement Area / Business Improvement Area / Secondary or District Plan Area	4
Along or adjacent to a public transit route	3
Along a bicycle route, multi-use path, or the wine route	3
Within 1km walking distance to a tourism point of interest	3
Within visual proximity to a landmark (gateway, heritage site, public building)	3
3.0 Community Benefit	
Promotes higher use of the Regional Road and connectivity with other networks	5
Incorporates Heritage and Artistic Elements (e.g. Public Art)	5
Promotes Transit and/or Active Transportation	5
Promotes an inclusive streetscape (i.e. all ages and abilities)	3
Attracts people and promotes opportunities for social interaction	3
4.0 Design Goals	
Addresses a prevalent negative condition or issue	5
Recognizes and leverages local character	4
Contributes to planned improvements/developments in the vicinity	4
Durability and attractiveness of the materials/elements	3
5.0 Environmental Resiliency	
Grows the Urban Forest (Tree planting at least at a 3:1 planted:removed ratio)	5
Includes 60% or greater native plant species (no invasive species permitted)	5
Includes Low Impact Development stormwater management infrastructure	5
Includes other innovative materials, products, or practices	4
Includes recycled or sustainable products (e.g. Recycled plastic or FSC Certified wood products)	3
6.0 Community Partnerships	
Partnership with a Local BIA or local community group or organization	5
Partnership with post-secondary institutions for skills training or innovation development	4
Uses finished products manufactured or created in Niagara	3
Greater than 80 Receives Funding Priority	Total 100

PUBLIC REALM INVESTMENT

PROGRAM

REGIONAL CONTRIBUTION FUNDING LIMITS

1.0 Hardscape Materials and Treatments

Strategic sidewalk connections or sidewalk widening (to a minimum 2.0m)	\$30,000
Decorative concrete paving, banding, and unit paving	
Decorative crosswalks (also refer to Section 3.0)	
Decorative on-road pavement (non-asphalt)	
Off-road trail connection areas connecting to Regional Road or Bikeway	
Off-road multi-use trails and associated treatments	

2.0 Complete Streets Infrastructure

Cycling facilities (funding possible in collaboration with Bicycle Facilities Grants for Regional Bikeways)	\$25,000
Traffic Calming Measures (including curb extensions, bump outs, and medians not associated with pedestrian crossings)*	
Line painting associated with traffic calming and pedestrian crossing facilities	
Burial of overhead utilities (<i>The Regional contribution by this program will be determined on a case-by-case basis with cost estimates prepared by the public utilities.</i>)	

3.0 Road Crossing Facilities

Sidewalk extensions or bump-outs at intersections	\$15,000
Decorative concrete crosswalks	\$20,000
Decorative painted pedestrian crosswalks	\$8,000
Parklets (Reusable sidewalk extensions where on-street parking is located)	\$10,000

4.0 Site Furniture

Benches	\$12,000
Bicycle parking (rings, racks, shelters)	\$10,000
Decorative Bollards	\$5,000
Low seat walls and planters	\$12,000
Pedestrian shade structures	\$10,000
Litter and Recycling Receptacles (funding limit increased for streams that include organics, accompanied by a plan for collection)	\$5,000 - \$10,000
Drinking fountains/Bottle fillers/Pet watering stations	\$5,000
Transit Shelters	\$10,000

5.0 Landscaping

Tree Planting (including irrigation bags)	\$25,000
Innovative planting technologies (e.g. structural soil cells)	\$30,000
Hanging baskets and/or planters (installed cost)	\$15,000
Planting beds	\$10,000
Rain gardens/bioswales* (funding limit increased if features address 5 year storm)	\$20,000 - \$30,000
Plants - Native, drought and salt tolerant species	\$5,000

...continued on Page 12

STEP 3: REGIONAL FUNDING CONTRIBUTION LIMITS

*Traffic calming measures on Regional Roads or installations that affect Regional Infrastructure require coordination and approval by the Regional Commissioner of Public Works.

* LID bioswales and rain gardens must capture and infiltrate the 25ml design storm to qualify for specific funding.

PUBLIC REALM INVESTMENT PROGRAM

STEP 3: REGIONAL FUNDING CONTRIBUTION LIMITS ...continued

6.0 Community Identity Features

Banner arms	\$5,000
Basket arms	\$5,000
Gateway features	\$50,000
Seasonal decorations	\$8,000
Decorative street name blades	\$6,000
Information kiosks	\$15,000
Public art	\$25,000
Interpretive panels/signs	\$7,000
School related Active Transportation initiatives	\$4,000
Wayfinding initiatives	\$10,000
Anti-graffiti wraps and coatings	\$5,000



PUBLIC REALM INVESTMENT PROGRAM

REGIONAL COORDINATION/APPROVALS

After the project has received an initial funding approval, Municipal and Regional staff will work together to determine construction and installation details as they pertain to Regional infrastructure.

To ensure clarity and continuity for the project and involved staff, the point of contact at the Region for the project will be the PRIP Program Coordinator. The PRIP Program Coordinator will provide collective comments, and approvals from the required Regional staff, and ensure consistency throughout the project.

DESIGN COLLABORATION

Regional staff are pleased to provide assistance and guidance at various stages of the project. The local municipality may not have staff resources that could influence the success of the project. The services of the Regional Landscape Architect and Urban Designer are available as needed.

PROJECT CONSTRUCTION

Once construction and installation details affecting Regional infrastructure are confirmed, a final sign-off from key stakeholders will be communicated through the PRIP Program Coordinator. As construction begins, brief project updates should be shared with the PRIP Program Coordinator at project milestones, or as deemed necessary.

PROJECT COMPLETION

Once the construction and/or installation of the works defined in the submission has been completed, payment can be requested. Municipalities must inform the PRIP Program Coordinator and provide the following:

- Project Completion Report (See Appendix 2)
- Digital photographs of the built condition; and
- Other supporting documents as required

The Project Completion Report requires the municipality to summarize the project, provide important details, and review project successes. The PRIP Program Coordinator will review the Project Completion documents, and advise that an invoice from the municipality can be issued to the Region. A PO# will be provided and the invoice will be paid Net 30.

PART D PROJECT IMPLEMENTATION

PUBLIC REALM INVESTMENT PROGRAM

PART E GLOSSARY OF STREETSCAPE ELEMENTS

HARDSCAPES

GLOSSARY OF STREETSCAPE ELEMENTS

Standard Surface Treatments

Surfacing can include brushed concrete sidewalks, or asphalt pathway paving.



Upgraded Surface Treatments

Upgraded surfacing can include materials such as stone, concrete unit pavers, coloured concrete, impressed concrete, and exposed aggregate concrete, etc.

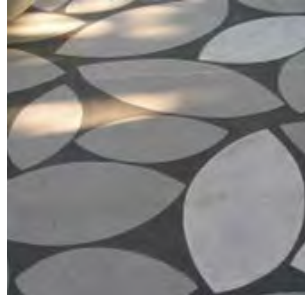


PUBLIC REALM INVESTMENT PROGRAM

PROGRAM

Decorative Surface Treatments

Decorative surfacing can include concrete etching, grinding, sandblasting, acid staining, metallic tinting, decorative stamping, decorative unit paving. .

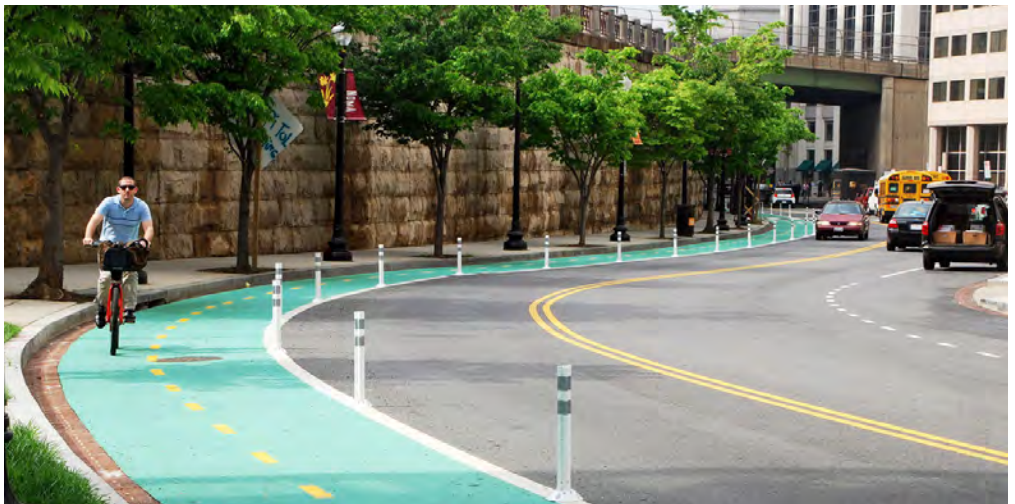


HARDSCAPES

PUBLIC REALM INVESTMENT PROGRAM

Cycling Facilities

Cycling facilities and surface treatments may be funded in collaboration with the Bicycle Facilities Grants for Regional Bikeways.



Traffic Calming Measures

Curb extensions, bump outs, and medians provide visual cues to slow traffic.



COMPLETE
STREETS

PUBLIC REALM INVESTMENT PROGRAM

Sidewalk Extensions and Bump Outs

Used to reduce the pedestrian crossing distances of roads, bump-outs can provide additional room for street enhancements, such as, seating or public art.



Decorative Crosswalks

Limited to high tonal contrast and pavers, decorative crosswalks can be used to visually indicate a crossing to motorists and pedestrians alike.



COMPLETE STREETS

PUBLIC REALM INVESTMENT PROGRAM

Pedestrian Crossing Islands

Pedestrian crossing islands provide refuge from traffic in wide crossing situations.



COMPLETE STREETS

Parklets/Pop-Up Patios

These are temporary commercial patios or landscape/park installations located in on-street parking spaces, and range from practical to whimsical.



PUBLIC REALM INVESTMENT PROGRAM

Trees and Installation Infrastructure

Grow the urban forest in a sustainable way by providing opportunities for proper soil volumes, drainage, and irrigation as necessary, using traditional or innovative measures, such as structural soil cells.



LANDSCAPES

PUBLIC REALM INVESTMENT PROGRAM

LANDSCAPES

Hanging Baskets and Planters

Add seasonal colour to the streetscape using hanging baskets and planters.



Planting Beds

Both flush and raised planting beds can add colour and curb appeal to the street.



PUBLIC REALM INVESTMENT PROGRAM

Bioswales and Rain Gardens

Bioswales and rain gardens serve dual purposes - they enhance the aesthetic of the streetscape, while treating quantity and quality of stormwater. This increases the resiliency of the streetscape and relieves pressure on grey infrastructure.



LANDSCAPES

PUBLIC REALM INVESTMENT PROGRAM

Seating Options

The style and design of seating should positively contribute to the aesthetic value of the streetscape, and respond appropriately to the installation location and expected user of the seating.



Seating and Retaining Walls

Retaining walls provide valuable functions, but can also serve dual purpose along pedestrian walkways.



SITE FURNITURE

PUBLIC REALM INVESTMENT PROGRAM

Litter and Recycling Receptacles

Refuse containers for handling single and multiple streams can include automated systems such as Big Belly Solar Compactors or similar. Three stream (waste, plastic, organics) receptacles are encouraged where possible.



Bicycle Parking

Encouraging active transportation via bicycle requires space to park. Bike racks can be open or covered, and range from purely functional to public art.



SITE FURNITURE

PUBLIC REALM INVESTMENT PROGRAM

SITE FURNITURE

Bollards

Bollards provide protection for pedestrians and can be purely functional, or serve a dual purpose as public art.



Bus Shelters

Encouraging multi-modal transportation entails protecting riders from the elements.



PUBLIC REALM INVESTMENT PROGRAM

Decorative Fencing

When fencing is required, an upgrade to the standard can create a statement.



Drinking Fountains/Bottle Fillers

Classic or whimsical, making clean water readily to pedestrians and their pets available helps to reduce plastic waste from landfills and oceans.



SITE FURNITURE

PUBLIC REALM INVESTMENT PROGRAM

COMMUNITY IDENTITY

Banner Arms

Banner arms are a safe and easy way to create a 'Main Street' identity, and can be tailored year after year to meet the community needs.



Gateway or Prominent Place Features

These features can help to create community identity, and establish a sense of arrival at a community or landmark.



Seasonal or Festive Decorations

This includes pole mounted wreaths, lights, bows, etc, as well as string lights, accent lighting, or audio and visual projection.



PUBLIC REALM INVESTMENT PROGRAM

Decorative Street Name Blade and Plates

Create community or neighbourhood identity with decorative blades and plates.



COMMUNITY IDENTITY

Information Kiosks, Wayfinding, and Interpretive Signs

Connect your community with kiosks that allow citizens to stay up to date with activities and events, or share history or information with interpretive signs



PUBLIC REALM INVESTMENT PROGRAM

School Active Transportation Initiatives

This includes walking audits, walking promotion, wayfinding, and the addressing of immediate barriers to walking or cycling to and from school.



Anti-Graffiti Wraps and Coatings

Encourage less 'tagging' on municipal infrastructure. Wraps may be used on infrastructure, and coatings can be used to protect surfaces or permitted artwork..



COMMUNITY IDENTITY

PUBLIC REALM INVESTMENT PROGRAM

Public Art

Create community or neighbourhood identity with decorative blades and plates.



COMMUNITY
IDENTITY

2019 PUBLIC REALM INVESTMENT PROGRAM APPLICATION

Municipality:		Project Location or Address:	
Project Name:			Submission Date:
Estimated Total Project Value:	Requested Regional Contribution Amount*:	Estimated Construction Start Date:	Estimated Construction Completion Date:

Project Description

*Describe the project, and how it contributes to the enhancement of the public realm.
See Part C - Evaluation Criteria (Step2) to aid in demonstrating the value of this project.*

Application Check List

Attach additional documentation to the application form separately

<input type="checkbox"/> Itemized Cost Breakdown	<input type="checkbox"/> Project Dates and/or Milestones	<input type="checkbox"/> Detailed/Tender Ready Drawings	<input type="checkbox"/> Current Condition Photos (.jpg or .tif)
<input type="checkbox"/> We acknowledge that if this application is approved, the municipality will be responsible for ongoing maintenance of the works under the application.			
<input type="checkbox"/> We acknowledge that if this application is approved, the Regional Funding Contribution commitment expires at the end of the year following the approval.			
<input type="checkbox"/> We commit to provide a <u>Project Completion Report</u> which is to include a final project cost, project date of completion, copies of invoices paid with funding of this program, digital photographs of completed work.			

Municipal Project Lead

Municipal Head of Public Works

Name:	Name:
Signature:	Signature:

**Regional Funding Contribution is limited to matching contributions made by the municipality, up to the approved funding amount. Excludes other funding sources or amounts.*

2019 PRIP PROJECT COMPLETION REPORT

Municipality:	Project Location or Address:	
Project Name:		Date Submitted:
Original Project Cost:	Actual Project Cost:	
Regional Funding Contribution*:	Municipal Funding Contribution:	
Identify other Funding Sources and Amounts:		
Project Construction Start Date:	Substantial Completion Date:	

Project Performance:

Describe the final project and items included (refer to Part C - Regional Contribution Funding (Step 3) to aid in completing this section).

Hardscape Materials and Treatments; Facilities that Promote Complete Streets; Road Crossing Facilities; Street Furniture; Landscaping; Community Identity, etc.

Supporting Documentation:

Attach additional documentation to the Project Completion form separately

<input type="checkbox"/> Itemized Cost Breakdown	<input type="checkbox"/> Project Dates and/or Milestones	<input type="checkbox"/> Tender/As Built Drawings	<input type="checkbox"/> Post-Construction Photos (.jpg or .tif)
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Qualitative Feedback from Project Stakeholders (property owners, businesses, visitors, tourists, patrons):

Municipal Project Lead:		Municipal Head of Public Works:	
Name:		Name:	
Signature:		Signature:	

*Regional Funding Contribution is limited to matching contributions made by the municipality, up to the approved funding amount. Excludes other funding sources or amounts.

Minute Item No. 9.1

Confidential CSD 73-2019

**A Matter Respecting Labour Relations or Employee Negotiations: Niagara Region
Service Sustainability Review**

That Confidential Report CSD 73-2019, dated November 7, 2019, respecting A Matter Respecting Labour Relations or Employee Negotiations: Niagara Region Service Sustainability Review, **BE RECEIVED** and the recommendations therein **BE APPROVED**, as amended.

Carried

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

**COTW 9-2019
Thursday, November 7, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Bylsma, Campion, Chiocchio, Darte, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Greenwood, Heit, Huson, Insinna, Ip, Junkin, Nicholson, Redekop, Rigby, Steele, Ugulini, Whalen, Witteveen, Zalepa

Absent/Regrets: Bellows, Gibson, Jordan, Sendzik, Villella

Staff: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, M. Greenfield, Project Manager, Finance Sustainability, T. Harrison, Commissioner/Treasurer, Corporate Services, Dr. M. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, F. Meffe, Acting Director, Human Resources, R. Mostacci, Commissioner, Planning & Development Services, H. Talbot, Financial and Special Projects Consultant, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/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

See Minute Item 9.

3. PRESENTATIONS

3.1 Niagara Region Sustainability Review – Opportunities Analysis

Oscar Poloni, Managing Partner, KPMG, provided information respecting Niagara Region Sustainability Review - Opportunities Analysis. Topics of the presentation included:

- Introduction
- Key Themes
 - The Region's Services by Basis of Delivery
 - Cost of Services
 - Service Level Impacts
 - Identified Opportunities
 - Discretionary Program Reductions
 - Alternative Service Delivery
 - Integration with Local Area Municipalities
 - Operating Changes
- Priority Opportunities
- Next Steps

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

There were no items for consideration.

6. CONSENT ITEMS FOR INFORMATION

There were no consent items for information.

7. OTHER BUSINESS

There were no items of other business.

The meeting recessed at 7:47 p.m.

The meeting resumed at 7:56 p.m.

8. CLOSED SESSION

Moved by Councillor Huson
Seconded by Councillor Bylsma

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

A Matter Respecting Labour Relations or Employee Negotiations - Niagara Region Service Sustainability Review.

Carried

Committee resolved into closed session at 7:58 p.m.

9. BUSINESS ARISING FROM CLOSED SESSION

Committee reconvened in open session at 11:02 p.m. with the following individuals in attendance:

Committee: Bradley (Regional Chair), Butters, Bylsma, Campion, Chiocchio, Darte, Diodati, Disero, Easton, Fertich, Foster, Gale, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Steele, Ugulini, Whalen, Witteveen, Zalepa

Absent/Regrets: Bellows, Edgar, Gibson, Sendzik, Villella

Staff: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, M. Greenfield, Project Manager, Finance Sustainability, T. Harrison, Commissioner/Treasurer, Corporate Services, Dr. M. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, F. Meffe, Acting Director, Human Resources, R. Mostacci, Commissioner, Planning & Development Services, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

During the closed session portion of the meeting, Councillor Edgar declared a direct pecuniary interest with respect to Confidential Report CSD 73-2019 respecting A Matter Respecting Labour Relations or Employee Negotiations: Niagara Region Service Sustainability Review.

9.1 Confidential CSD 73-2019

A Matter Respecting Labour Relations or Employee Negotiations: Niagara Region Service Sustainability Review

Moved by Councillor Gale
Seconded by Councillor Disero

That Confidential Report CSD 73-2019, dated November 7, 2019, respecting A Matter Respecting Labour Relations or Employee Negotiations: Niagara Region Service Sustainability Review, **BE RECEIVED** and the recommendations therein **BE APPROVED**, as amended.

Carried

10. NEXT MEETING

The next meeting is scheduled for Thursday, February 6, 2020 at 6:30 p.m. in the Council Chamber.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 11:04 p.m.

Jim Bradley
Regional Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk



Region of Niagara Service Sustainability Review

Opportunities Analysis

Presentation to the
Committee of the Whole

November 7th, 2019



Agenda

- Introduction
- Key Themes
- Next Steps

Introduction

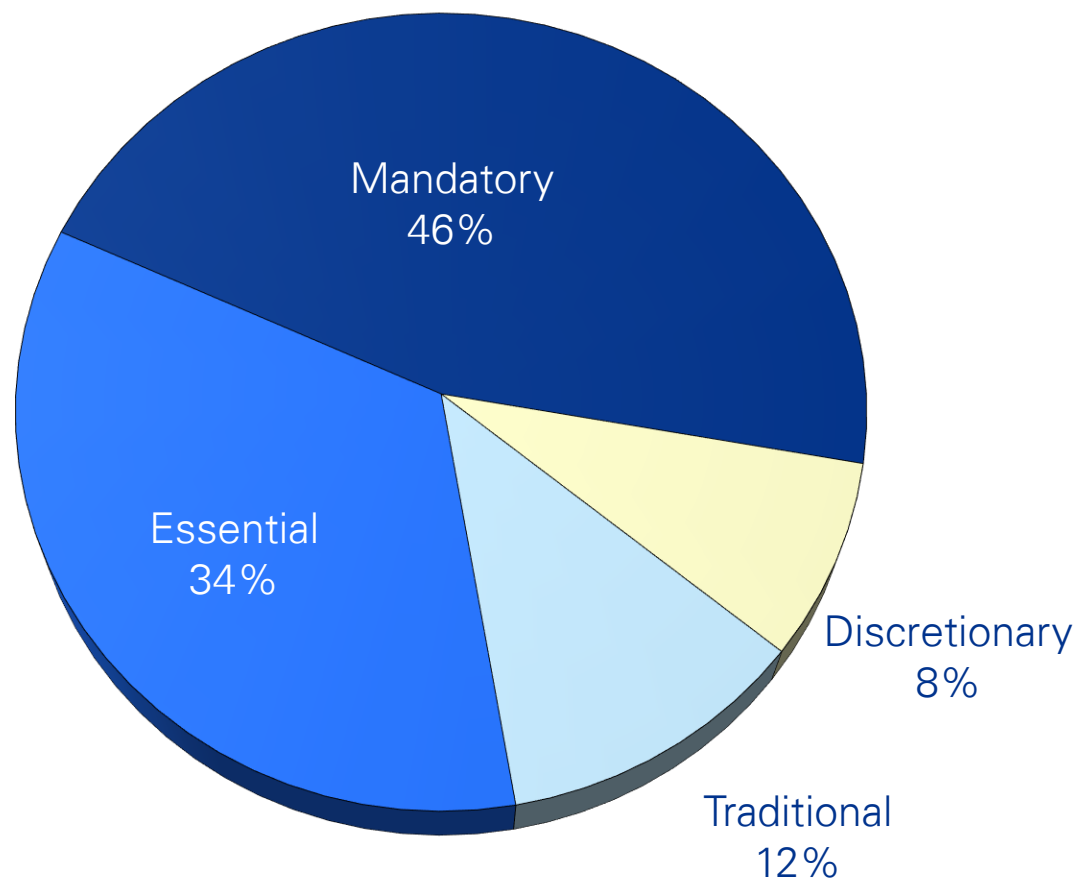
- Over the last nine months, KPMG has been working with Regional personnel on the Region's service sustainability review
 - Service profile development
 - Benchmarking
 - Key performance indicators
 - Opportunities for cost reductions
 - Business case development
- The purpose of today's presentation is to provide Council with an update on the review and next steps

Key Themes

- Discretionary services are more the exception than the rule

The Region's Services by Basis of Delivery

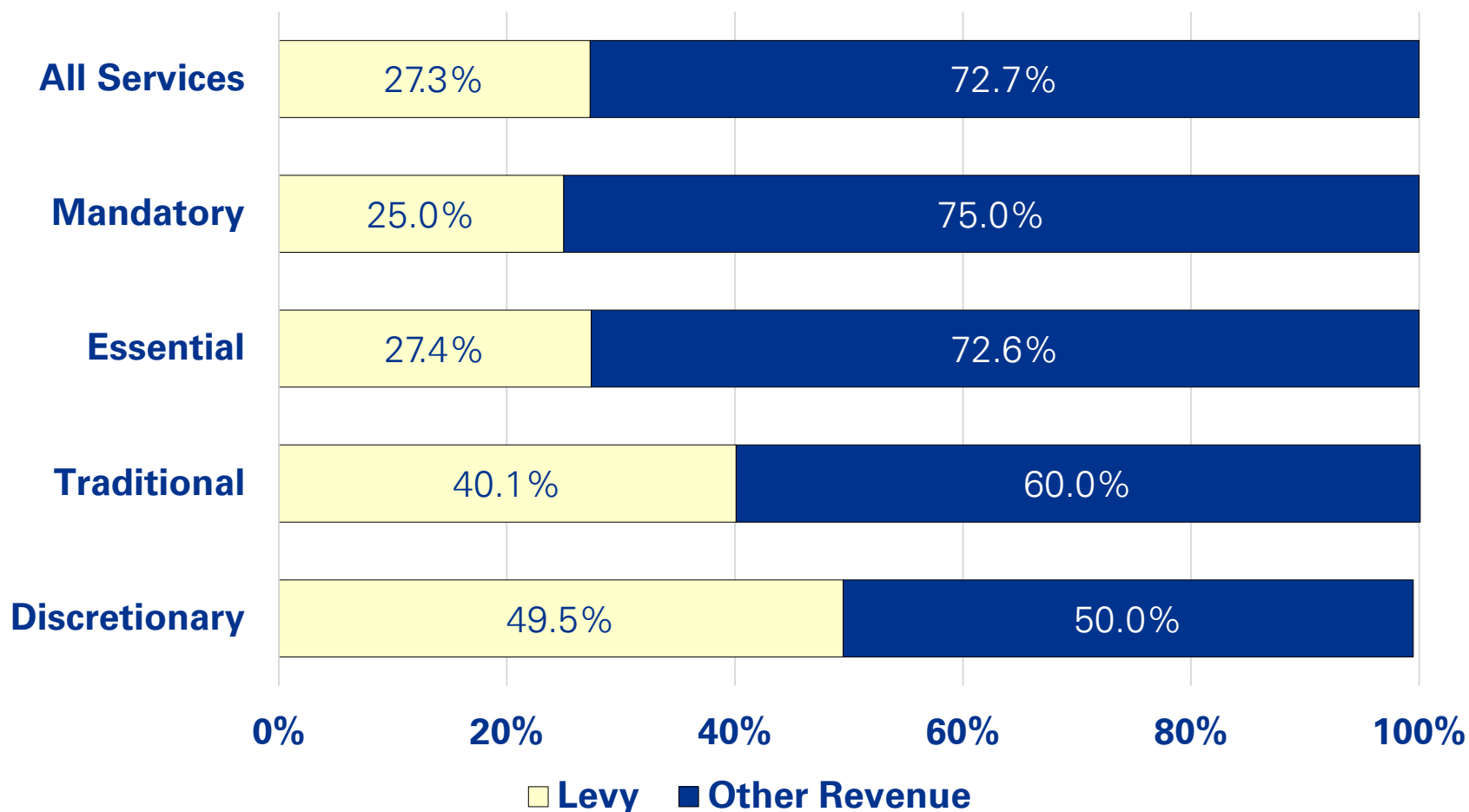
Number of Services



- **Mandatory** – Services that are required to be delivered by regulation or legislation
- **Essential** – Services that, while not mandatory, are required to be delivered in order to ensure public health and safety and/or the effective functioning the Region as a corporate body
- **Traditional** – Non-mandatory, non-essential services that are typically delivered by municipalities of comparable size and complexity and for which a public expectation exists that the service will be provided
- **Other Discretionary** – Services that are delivered at the direction of the Region without a formal requirement or expectation

The Region's Services by Basis of Delivery

Funding by Type of Service



Key Themes

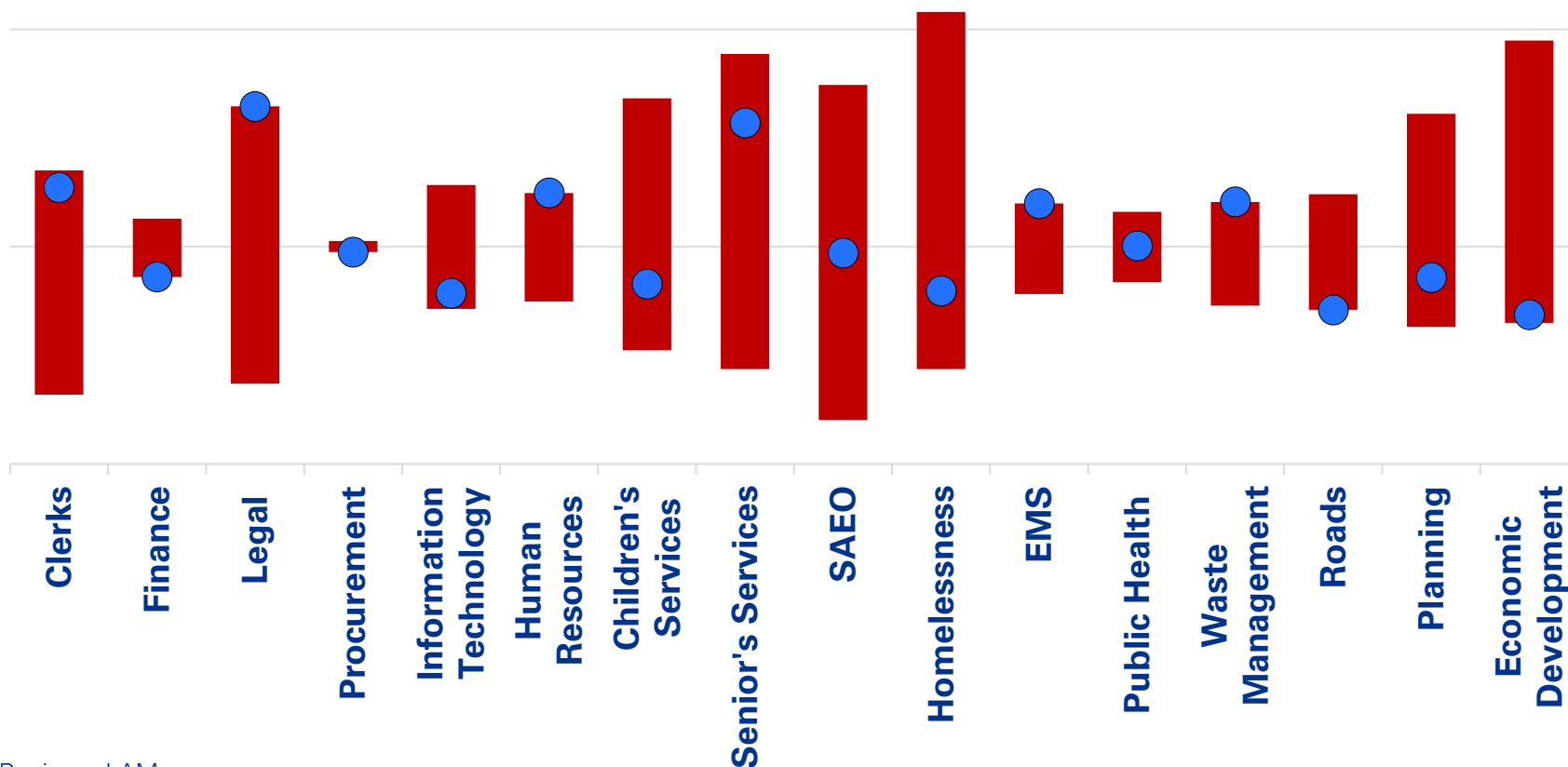
- Discretionary services are more the exception than the rule
- The cost of services, while a valid concern, does not appear to be a significant issue

Cost of Services (Preliminary)

Range of Municipal
Comparator Group



Region of Niagara



*Region + LAMs

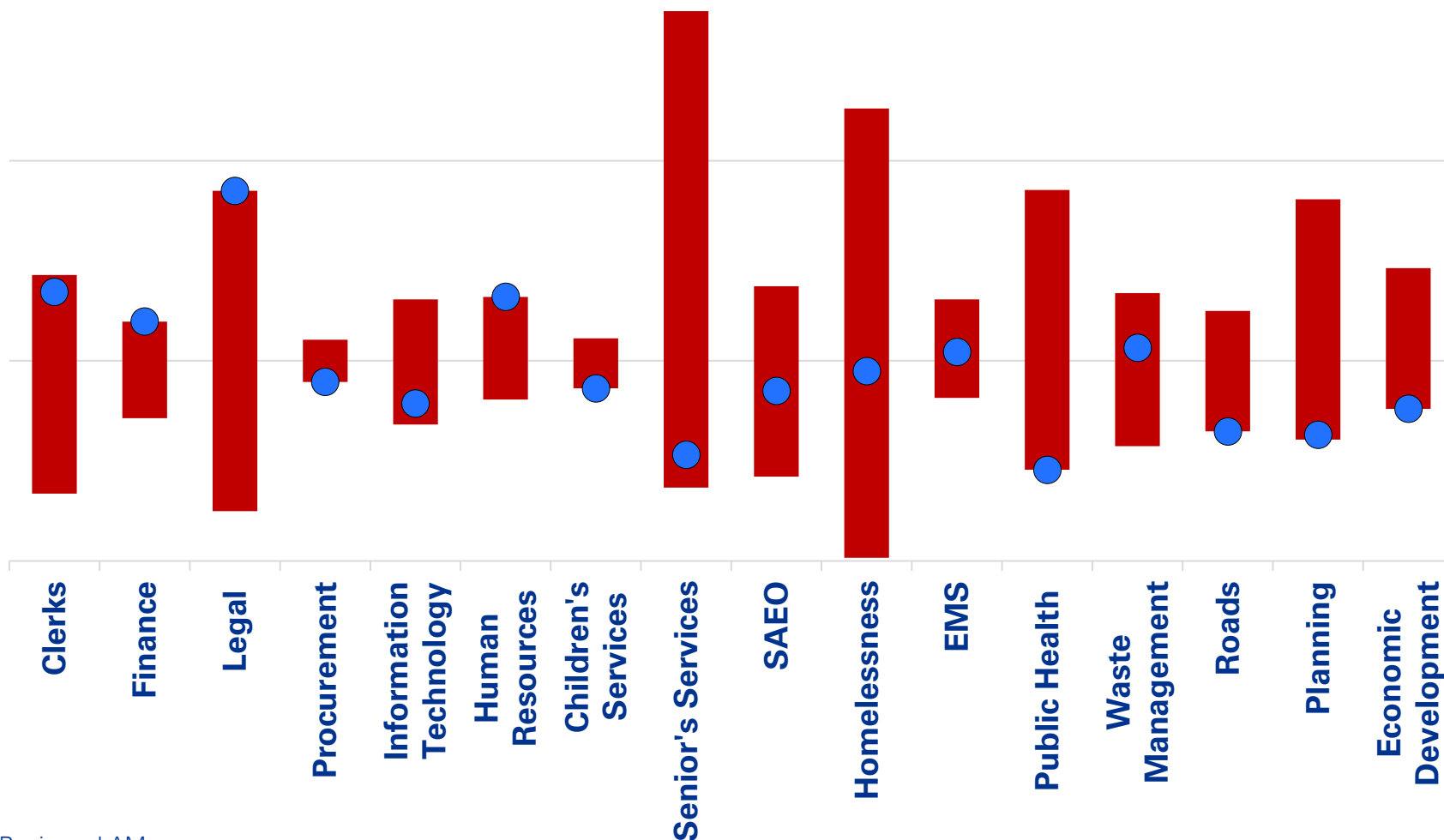


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Cost of Services - Levy (Preliminary)

Range of Municipal
Comparator Group

Region of Niagara

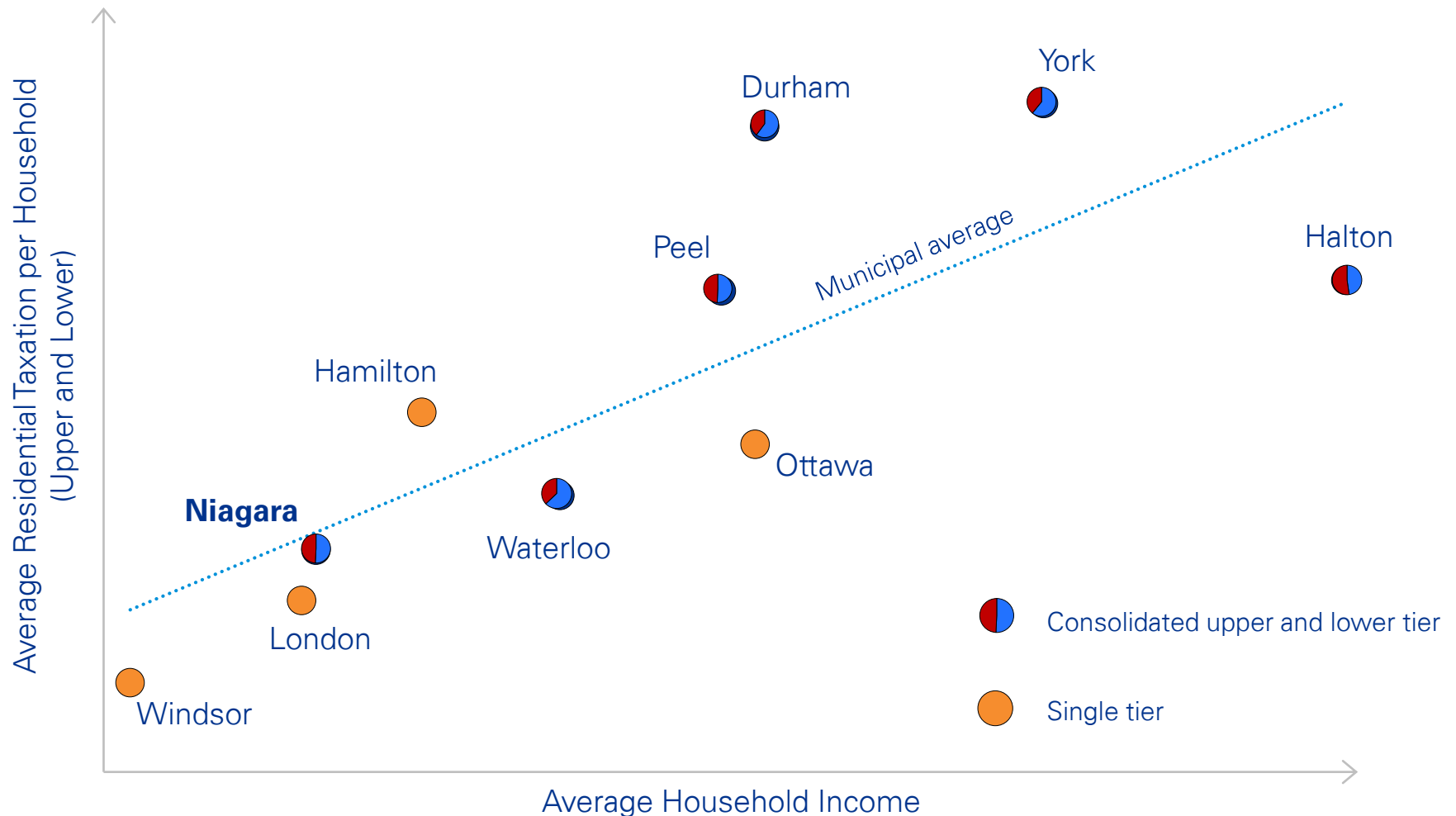


*Region + LAMs



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Niagara By The Numbers (2017)

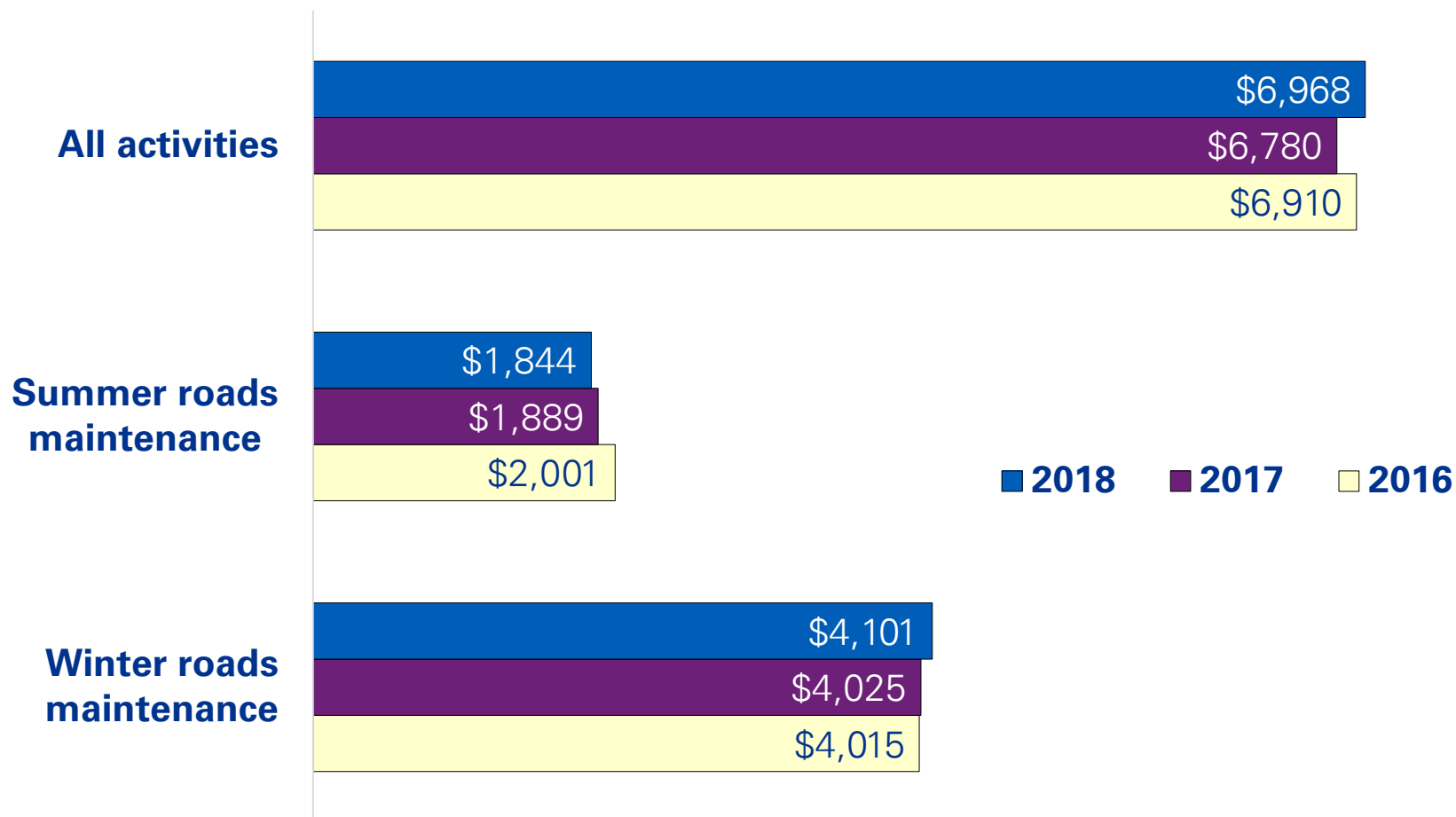


Key Themes

- Discretionary services are more the exception than the rule
- The cost of services, while a valid concern, does not appear to be a significant issue
- Cost reductions have been underway prior to the service sustainability review

Cost of Services

Maintenance Cost per Lane Kilometre

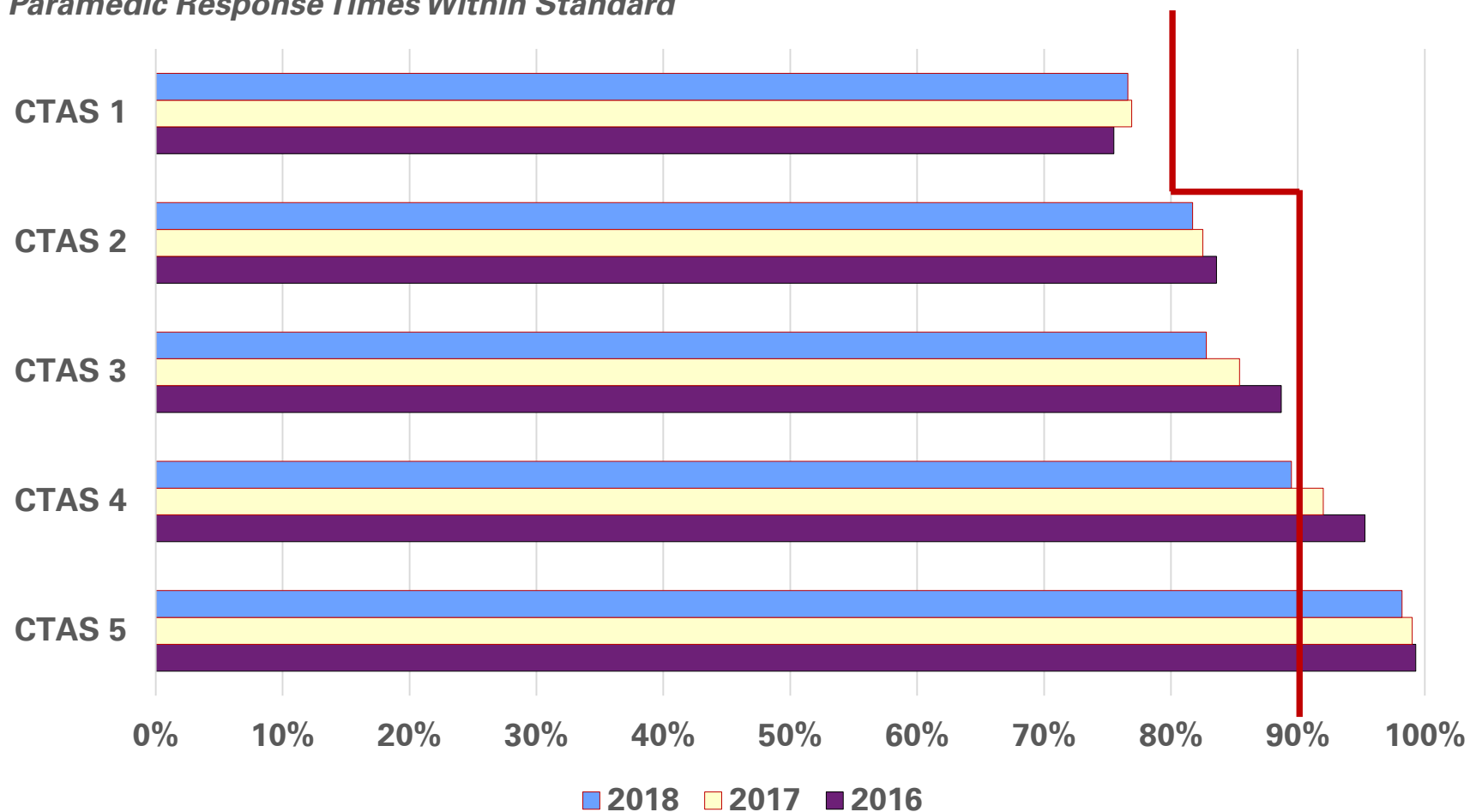


Key Themes

- Discretionary services are more the exception than the rule
- The cost of services, while a valid concern, does not appear to be a significant issue
- Cost reductions have been underway prior to the service sustainability review
- Financial constraints have impacted service levels in certain areas

Service Level Impacts

Paramedic Response Times Within Standard



Key Themes

- Discretionary services are more the exception than the rule
- The cost of services, while a valid concern, does not appear to be a significant issue
- Cost reductions have been underway prior to the service sustainability review
- Financial constraints have impacted service levels in certain areas
- Opportunities exist that can be pursued by Council

Identified Opportunities

Operating changes



Discretionary program reductions



Integration with local area municipalities



Alternate service delivery



Priority Opportunities

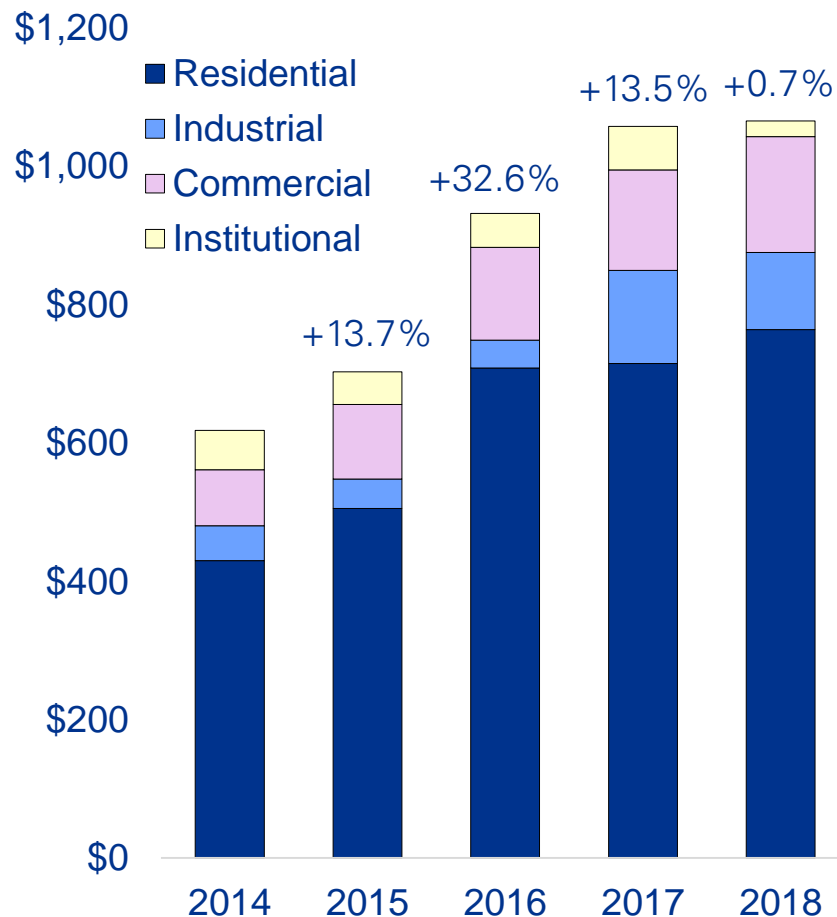
Opportunity No. 1(a) – Reduce or Eliminate Private Sector Grants (SNIP, Gateway, Cultural, Waterfront)

Opportunity No. 1(b) – Reduce or Eliminate Development Charge Rebates

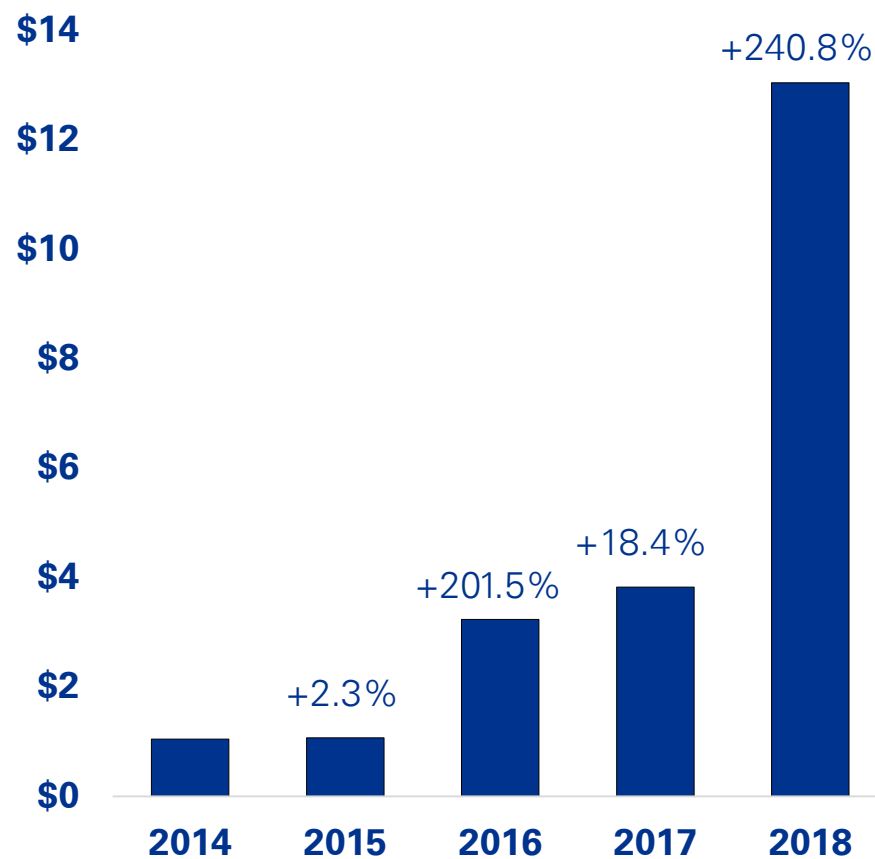
- Significant annual financial investment (\$8.3 million budgeted for 2019)
- Discretionary service that is fully funded by municipal levy (no senior government support)
- Questionable incremental impact
 - No apparent correlation to assessment growth, building permit values or development charge revenues
 - Assessment growth in the Region appears to track to Canadian and Ontario GDP growth
- Public policy objectives (e.g. brownfield redevelopment, affordable housing) provide non-financial rationale for continuation

Priority Opportunities

Value of Building Permits Issued (in millions)



Value of Development Charge Rebates (in millions)



Next Steps

- Submission of final Service Sustainability Review report
 - Service profiles
 - Benchmarking and key performance indicators
 - Business cases
 - Program rankings
- Implementation of individual strategies



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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

MEMORANDUM

CAO 15-2019

Subject: Council's Strategic Plan Video

Date: November 14, 2019

To: Regional Council

From: Kristen Delong, Manager of Internal Control & Organizational Performance

After an extensive and thoughtful process which created Council's 2019-2022 Strategic Plan, Regional Council approved their strategy and implementation plan late this summer. To complete the rollout of the strategy, staff have prepared a summary video which can be used to share Council's priorities throughout the term of Council.

We invite you to view the video on the Regional website at www.niagararegion.ca/priorities.

Additionally, staff are working to set up each of Council's strategic projects identified in the Implementation Plan. As projects are scoped, they will be added to our external project webpage, www.niagararegion.ca/projects, where you can view them under the project type category "Council Strategic Priorities". We expect projects to be uploaded over the course of the next several months as projects are scoped and resourced.

Respectfully submitted and signed by

Kristen Delong, MStats
Manager of Internal Control & Organizational Performance

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE THE BORROWING UPON
SERIAL DEBENTURES IN THE AGGREGATE PRINCIPAL
AMOUNT OF \$2,661,144.84 FOR CAPITAL WORKS OF
THE CORPORATION OF THE TOWN OF LINCOLN

WHEREAS subsection 401 (1) of the “Municipal Act, 2001”, as amended (the “Act”) provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

AND WHEREAS the Act also provides that a municipality shall authorize long-term borrowing by the issue of debentures or through another municipality under section 403 or 404 of the Act;

AND WHEREAS section 403 of the Act provides that a by-law of an upper-tier municipality authorizing the issuing of debentures for the purposes or joint purposes of one or more of its lower-tier municipalities may require those lower-tier municipalities to make payments in each year to the upper-tier municipality in the amounts and on the dates specified in the by-law and subsection 403 (7) of the Act provides that all debentures issued under a by-law passed by an upper-tier municipality under section 403 of the Act are direct, joint and several obligations of the upper-tier municipality and its lower-tier municipalities;

AND WHEREAS the Council of The Corporation of the Town of Lincoln (the “Municipality”), which is a lower-tier municipality forming part of The Regional Municipality of Niagara (hereinafter called the “Upper-tier Municipality”), has passed the By-laws enumerated in column (3) of Schedule “A” attached hereto and forming part of this By-law to authorize the capital works described in column (1) of Schedule “A” (individually a “Capital Work”, collectively the “Capital Works”) and to authorize the long-term borrowing in respect of the Capital Works;

AND WHEREAS the Upper-tier Municipality has passed a By-law to authorize submitting an application to OILC for financing the Capital Works and to authorize long-term borrowing for the Capital Works through the issue of debentures to OILC;

AND WHEREAS the Council of the Upper-tier Municipality has received a request from the Council of the Municipality to borrow money for the purpose of providing long-term financing for the Capital Works and to issue debentures for the Capital Works in the amounts specified in column (8) of Schedule "A";

AND WHEREAS before authorizing the Capital Works the Council of the Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to the Council of the Municipality authorizing each Capital Work the Treasurer determined that the estimated annual amount payable in respect of each Capital Work would not cause the Municipality to exceed the updated limit and that the approval of each Capital Work by the Local Planning Appeal Tribunal pursuant to such regulation was not required;

AND WHEREAS the Upper-tier Municipality has submitted the Application to OILC and the Application has been approved;

AND WHEREAS to provide long-term financing for the Capital Works it is now deemed to be expedient to borrow money by the issue of serial debentures in the aggregate principal amount of \$2,661,144.84 dated December 2, 2019 and maturing on December 2, 2039, and payable in semi-annual instalments of combined principal and interest on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2039, both inclusive on the terms hereinafter set forth;

NOW THEREFORE THE COUNCIL OF THE REGIONAL MUNICIPALITY OF NIAGARA ENACTS AS FOLLOWS:

1. That for the Capital Works, the borrowing upon the credit of the Upper-tier Municipality at large of the aggregate principal amount of \$2,661,144.84 and the issue of serial debentures therefor to be repaid in semi-annual instalments of combined principal and interest as hereinafter set forth, are hereby authorized.
2. That the Regional Chair and the Regional Treasurer of the Upper-tier Municipality are hereby authorized to cause any number of serial debentures to be issued for such amounts of money as may be required for the Capital Works in definitive form, not exceeding in total the said aggregate principal amount of \$2,661,144.84 (the "Debentures"). The Debentures shall bear the Upper-tier Municipality's municipal seal and the signatures of the Regional Chair and the Regional Treasurer of the Upper-tier Municipality, all in accordance with the provisions of the Act. The municipal seal of the Upper-tier Municipality and the signatures referred to in this section may be printed, lithographed, engraved or otherwise mechanically reproduced. The Debentures are sufficiently signed if they bear the

required signatures and each person signing has the authority to do so on the date he or she signs.

3. That the Debentures shall be in fully registered form as one or more certificates in the aggregate principal amount of \$2,661,144.84, in the name of OILC, or as OILC may otherwise direct, substantially in the form attached as Schedule “B” hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on maturity upon presentation and surrender) by pre-authorized debit in respect of such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Upper-tier Municipality may agree.
4. That in accordance with the provisions of section 25 of the “Ontario Infrastructure and Lands Corporation Act, 2011”, as amended from time to time hereafter, the Upper-tier Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Upper-tier Municipality or the Municipality, as appropriate, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality or the Municipality, as appropriate, amounts not exceeding any amounts that the Upper-tier Municipality or the Municipality fails to pay OILC on account of any unpaid indebtedness of the Upper-tier Municipality to OILC under the Debentures and to pay such amounts to OILC from the Consolidated Revenue Fund.
5. That the Debentures shall all be dated the 2nd day of December, 2019, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall bear interest at the rate of 2.80% per annum and mature during a period of 20 years from the date thereof payable semi-annually in arrears as described in this section. The Debentures shall be paid in full by December 2, 2039 and be payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2039, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, as set forth in Schedule “C” attached hereto and forming part of this By-law (“Schedule “C”).
6. That payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a “Business Day”) and if any date for payment is not a Business Day, payment shall be made on the next following Toronto Business Day.

7. That interest shall be payable to the date of maturity of the Debentures and on default shall be payable on any overdue amounts both before and after default and judgment at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debentures for such amounts plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amounts become overdue for so long as such amounts remain overdue and the Upper-tier Municipality shall pay to the registered holders any and all costs incurred by the registered holders as a result of the overdue payment. Any amounts payable by the Upper-tier Municipality as interest on overdue principal or interest and all costs incurred by the registered holders as a result of the overdue payment in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

“Prime Rate” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of the Debentures: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “Reference Banks”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

8. (1) That in each year in which a payment of semi-annual instalments of combined equal principal and diminishing interest amounts becomes due in respect of the Capital Works, including the last ‘non-equal’ instalment of principal, there shall be raised as part of the Upper-tier Municipality’s general upper-tier levy the amounts of principal and interest payable by the Upper-tier Municipality in each year as set out in Schedule “C” to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality. Without limiting the generality of the foregoing, the Municipality shall pay the aforesaid yearly amounts as set out in Schedule “C” to the Upper-tier Municipality one Business Day before the date payment is due. The amounts required to be paid to the Upper-tier Municipality in accordance with Schedule “C” shall constitute a debt of the Municipality to the Upper-tier Municipality and such amounts shall, when

combined with any amount payable by the Upper-tier Municipality in the year for repayment of the debt for which the Debentures are to be issued, be sufficient to meet the total amount of principal and interest payable in the year by the Upper-tier Municipality in respect of the Debentures, all in accordance with the provisions of this By-law and the Act.

- (2) That if the Municipality fails to make any payment or portion of it as provided in this By-law, the Municipality shall pay interest to the Upper-tier Municipality on the amount in default at the rate of 15% per annum, from the date the payment is due until it is made.
 - (3) That there shall be raised, for the Capital Works, pursuant to this By-law, in each year of the currency of the Debentures, as part of the general upper-tier levy, the amounts required to be paid to the Upper-tier Municipality in any previous year by the Municipality to the extent that the amounts have not been paid to the Upper-tier Municipality in accordance with this By-law and the Act.
9. That the Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.
10. That the Upper-tier Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.
11. That the Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of the Debentures as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. When a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In

the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

12. That the Debentures will be transferable or exchangeable at the office of the Regional Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Regional Chair and the Regional Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.
13. That the Regional Chair and the Regional Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.
14. That the Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.
15. That the cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier

Municipality. When any of the Debentures are surrendered for transfer or exchange the Regional Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.

16. That reasonable fees in respect of the Debentures, in the normal course of business, other than reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of any of the principal and interest cheques (if any) that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
17. That except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.
18. That the Regional Chair and the Regional Treasurer are hereby authorized to cause the Debentures to be issued, one or more of the Regional Clerk or the Acting Regional Clerk and Regional Treasurer are hereby authorized to generally do all things and to execute all other documents and other papers in the name of the Upper-tier Municipality in order to carry out the issue of the Debentures and the Regional Treasurer is authorized to affix the Upper-tier Municipality's municipal seal to any of such documents and papers.
19. That the money received by the Upper-tier Municipality from the sale of the Debentures to OILC, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be delivered to the Municipality on the basis that the Municipality shall apportion and apply such money to the Capital Works, and to no other purpose except as permitted by the Act.

20. That subject to the Upper-tier Municipality's investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Upper-tier Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Upper-tier Municipality may in its discretion determine.
21. That this by-law shall come into force and take 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"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued	Debentures Available for future Use
	The Corporation of the Town of Lincoln								
	<u>Term 1-20 Year Serial Debenture</u>								
	Capital costs in connection with the:								
1	Drake Avenue Road Reconstruction	3110442-331500	2016-88			1,273,000.00		1,133,922.84	
2	Academy St Road Reconstruction	3110442-331500	2017-111			560,000.00		527,222.00	
3	Quarry Road Land Purchase		2019-33			1,000,000.00		1,000,000.00	
						2,833,000.00	-	2,661,144.84	\$ -
	Total - Town of Lincoln					2,833,000.00	-	2,661,144.84	\$ -

Schedule "B"

THE REGIONAL MUNICIPALITY OF NIAGARA

No. OILC-19-01

\$2,661,144.84

C A N A D A
Province of Ontario
THE REGIONAL MUNICIPALITY OF NIAGARA

FULLY REGISTERED 2.80% SERIAL DEBENTURE

THE REGIONAL MUNICIPALITY OF NIAGARA (the "Upper-tier Municipality"), for value received, hereby promises to pay to

ONTARIO INFRASTRUCTURE AND LANDS CORPORATION ("OILC")

or registered assigns, subject to the Conditions attached hereto which form part hereof (the "Conditions"), upon presentation and surrender of this debenture (or as otherwise agreed to by the Upper-tier Municipality and OILC) by the maturity date of this debenture (December 2, 2039), the principal amount of

TWO MILLION, SIX HUNDRED SIXTY-ONE THOUSAND, ONE HUNDRED FORTY-FOUR DOLLARS AND EIGHTY-FOUR CENTS

----- (\$2,661,144.84) -----

by semi-annual instalments of combined equal principal and diminishing interest amounts on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2039, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments in the amounts set forth in the attached Loan Amortization Schedule (the "Amortization Schedule") and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada. Subject to the Conditions: interest shall be paid until the maturity date of this debenture, in like money in semi-annual payments from the closing date (December 2, 2019), or from the last date on which interest has been paid on this debenture, whichever is later, at the rate of 2.80% per annum, in arrears, on the specified dates, as set forth in the Amortization Schedule; and interest shall be paid on default at the applicable rate set out in the Amortization Schedule both before and after default and judgment. The payments of principal and interest and the outstanding amount of principal in each year are shown in the Amortization Schedule.

The Upper-tier Municipality, pursuant to section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011* (the "OILC Act, 2011") hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Upper-tier Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality, amounts not exceeding any amounts that the Upper-tier Municipality fails to pay OILC on account of any unpaid indebtedness under this debenture, and to pay such amounts to OILC from the Consolidated Revenue Fund.

This debenture is subject to the Conditions.

DATED at the Regional Municipality of Niagara as at the 2nd day of December, 2019.

IN TESTIMONY WHEREOF and under the authority of By-law No. 2019-● the Upper-tier Municipality duly passed on the 14th day of November, 2019 (the "By-law"), this debenture is sealed with the municipal seal of the Upper-tier Municipality and signed by the Regional Chair and by the Regional Treasurer thereof.

Date of Registration: December 2, 2019

James Bradley, Regional Chair

(seal)

Todd Harrison, Treasurer

Schedule "B"

OILC hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 25 of the OILC Act, 2011 as described in this debenture.

Ontario Infrastructure and Lands Corporation

by: _____
Authorized Signing Officer

by: _____
Authorized Signing Officer

Schedule "B"

AMORTIZATION SCHEDULE

Name.....: The Regional Municipality of Niagara: The Corporation of the Town of Lincoln
Principal: \$2,661,144.84
Rate.....: 02.80%
Term.....: 240 months
Paid.....: Semi-annually
Matures...: 12/02/2039

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
		\$	\$	\$	\$
1	06/02/2020	103,886.73	66,528.63	37,358.10	2,594,616.21
2	12/02/2020	102,952.78	66,528.63	36,424.15	2,528,087.58
3	06/02/2021	101,824.89	66,528.63	35,296.26	2,461,558.95
4	12/02/2021	101,084.87	66,528.63	34,556.24	2,395,030.32
5	06/02/2022	99,967.19	66,528.63	33,438.56	2,328,501.69
6	12/02/2022	99,216.97	66,528.63	32,688.34	2,261,973.06
7	06/02/2023	98,109.49	66,528.63	31,580.86	2,195,444.43
8	12/02/2023	97,349.06	66,528.63	30,820.43	2,128,915.80
9	06/02/2024	96,415.11	66,528.63	29,886.48	2,062,387.17
10	12/02/2024	95,481.16	66,528.63	28,952.53	1,995,858.54
11	06/02/2025	94,394.10	66,528.63	27,865.47	1,929,329.91
12	12/02/2025	93,613.25	66,528.63	27,084.62	1,862,801.28
13	06/02/2026	92,536.40	66,528.63	26,007.77	1,796,272.65
14	12/02/2026	91,745.35	66,528.63	25,216.72	1,729,744.02
15	06/02/2027	90,678.70	66,528.63	24,150.07	1,663,215.39
16	12/02/2027	89,877.44	66,528.63	23,348.81	1,596,686.76
17	06/02/2028	88,943.49	66,528.63	22,414.86	1,530,158.13
18	12/02/2028	88,009.53	66,528.63	21,480.90	1,463,629.50
19	06/02/2029	86,963.30	66,528.63	20,434.67	1,397,100.87
20	12/02/2029	86,141.63	66,528.63	19,613.00	1,330,572.24
21	06/02/2030	85,105.61	66,528.63	18,576.98	1,264,043.61
22	12/02/2030	84,273.72	66,528.63	17,745.09	1,197,514.98
23	06/02/2031	83,247.91	66,528.63	16,719.28	1,130,986.35
24	12/02/2031	82,405.82	66,528.63	15,877.19	1,064,457.72
25	06/02/2032	81,471.87	66,528.63	14,943.24	997,929.09
26	12/02/2032	80,537.91	66,528.63	14,009.28	931,400.46
27	06/02/2033	79,532.51	66,528.63	13,003.88	864,871.83
28	12/02/2033	78,670.01	66,528.63	12,141.38	798,343.20
29	06/02/2034	77,674.81	66,528.63	11,146.18	731,814.57
30	12/02/2034	76,802.10	66,528.63	10,273.47	665,285.94
31	06/02/2035	75,817.12	66,528.63	9,288.49	598,757.31
32	12/02/2035	74,934.20	66,528.63	8,405.57	532,228.68
33	06/02/2036	74,000.25	66,528.63	7,471.62	465,700.05
34	12/02/2036	73,066.29	66,528.63	6,537.66	399,171.42
35	06/02/2037	72,101.72	66,528.63	5,573.09	332,642.79
36	12/02/2037	71,198.39	66,528.63	4,669.76	266,114.16
37	06/02/2038	70,244.02	66,528.63	3,715.39	199,585.53
38	12/02/2038	69,330.48	66,528.63	2,801.85	133,056.90
39	06/02/2039	68,386.32	66,528.63	1,857.69	66,528.27
40	12/02/2039	67,462.22	66,528.27	933.95	0.00
		3,425,454.72	2,661,144.84	764,309.88	

Schedule "B"

LEGAL OPINION

We have examined the By-law of the Upper-tier Municipality authorizing the issue of serial debentures in the aggregate principal amount of \$2,661,144.84 dated December 2, 2019 and maturing on December 2, 2039 payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2039, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, as set out in Schedule "C" to the By-law.

In our opinion, the By-law has been properly passed and is within the legal powers of the Upper-tier Municipality. The debenture issued under the By-law in the within form (the "Debenture") is the direct, general, unsecured, unsubordinated, joint and several obligation of the Upper-tier Municipality and of its lower-tier municipalities (the "Lower-tier Municipalities"). The Debenture is enforceable against the Upper-tier Municipality and the Lower-tier Municipalities subject to the special jurisdiction and powers of the Local Planning Appeal Tribunal over defaulting municipalities under the *Municipal Affairs Act*. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

December 2, 2019

WeirFoulds LLP

Schedule "B"

CONDITIONS OF THE DEBENTURE**Form, Denomination, and Ranking of the Debenture**

1. The debentures issued pursuant to the By-law (collectively the "Debentures" and individually a "Debenture") are issuable as fully registered Debentures without coupons.
2. The Debentures are direct, general, unsecured, unsubordinated, joint and several obligations of the Upper-tier Municipality and of its Lower-tier Municipalities. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Upper-tier Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.
3. This Debenture is one fully registered Debenture registered in the name of OILC and held by OILC.

Registration

4. The Upper-tier Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal of and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any Payment Date including the maturity date. Principal of and interest on the Debentures are payable by the Upper-tier Municipality to the persons registered as holders in the registry on the relevant record date. The Upper-tier

Schedule "B"

Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding Payment Date.

7. The Upper-tier Municipality shall make all payments in respect of semi-annual instalments of combined equal principal and diminishing interest amounts on the Debentures on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2039, both inclusive, including the last 'non-equal instalment of principal, as set out in Schedule "C" to the By-law, by pre-authorized debit in respect of such interest and principal to the credit of the registered holder on such terms as the Upper-tier Municipality and the registered holder may agree.
8. The Upper-tier Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Upper-tier Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.
9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.
10. Payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a "Business Day"), and if any date for payment is not a Business Day, payment shall be made on the next following Business Day as noted on the Amortization Schedule.
11. The Debentures are transferable or exchangeable at the office of the Regional Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.
12. The Upper-tier Municipality shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft or destruction, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed Debenture) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to

Schedule "B"

the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.
14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.
15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed principal and interest cheques (if any) may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
16. If OILC elects to terminate its obligations under the rate offer letter agreement entered into between the Upper-tier Municipality and OILC, pursuant to which the Debentures are issued, at OILC's discretion, the Upper-tier Municipality shall pay to OILC the Make-Whole Amount on account of the losses that OILC will incur as a result of the full repayment or early termination.

Notices

17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Upper-tier Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Business Day.

Time

18. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Schedule "B"

Governing Law

19. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Definitions:

- (a) **"Prime Rate"** means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the **"Reference Banks"**) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the "Prime Rate" shall be the arithmetic mean of the rates quoted by those Reference Banks.
- (b) "Make-Whole Amount" means the amount determined by OILC as of the date of prepayment of the Debenture, by which (i) the present value of the remaining future scheduled payments of principal and interest under the Debenture to be repaid from the prepayment date until maturity of the Debenture discounted at the Ontario Yield exceeds (ii) the principal amount under the Debenture being repaid provided that the Make-Whole Amount shall never be less than zero.
- (c) "Ontario Yield" means the yield to maturity on the date of prepayment of the Debenture, assuming semi-annual compounding, which a non-prepayable Debenture made by the Province of Ontario would have if advanced on the date of prepayment of the Debenture, assuming the same principal amount as the Debenture and with a maturity date which is the same as the remaining term to maturity of the Debenture to be repaid minus 100 basis points.

Schedule "C"

AMORTIZATION SCHEDULE

Name.....: The Regional Municipality of Niagara: The Corporation of the Town of Lincoln
Principal: \$2,661,144.84
Rate.....: 02.80%
Term.....: 240 months
Paid.....: Semi-annually
Matures...: 12/02/2039

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
		\$	\$	\$	\$
1	06/02/2020	103,886.73	66,528.63	37,358.10	2,594,616.21
2	12/02/2020	102,952.78	66,528.63	36,424.15	2,528,087.58
3	06/02/2021	101,824.89	66,528.63	35,296.26	2,461,558.95
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5	06/02/2022	99,967.19	66,528.63	33,438.56	2,328,501.69
6	12/02/2022	99,216.97	66,528.63	32,688.34	2,261,973.06
7	06/02/2023	98,109.49	66,528.63	31,580.86	2,195,444.43
8	12/02/2023	97,349.06	66,528.63	30,820.43	2,128,915.80
9	06/02/2024	96,415.11	66,528.63	29,886.48	2,062,387.17
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11	06/02/2025	94,394.10	66,528.63	27,865.47	1,929,329.91
12	12/02/2025	93,613.25	66,528.63	27,084.62	1,862,801.28
13	06/02/2026	92,536.40	66,528.63	26,007.77	1,796,272.65
14	12/02/2026	91,745.35	66,528.63	25,216.72	1,729,744.02
15	06/02/2027	90,678.70	66,528.63	24,150.07	1,663,215.39
16	12/02/2027	89,877.44	66,528.63	23,348.81	1,596,686.76
17	06/02/2028	88,943.49	66,528.63	22,414.86	1,530,158.13
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19	06/02/2029	86,963.30	66,528.63	20,434.67	1,397,100.87
20	12/02/2029	86,141.63	66,528.63	19,613.00	1,330,572.24
21	06/02/2030	85,105.61	66,528.63	18,576.98	1,264,043.61
22	12/02/2030	84,273.72	66,528.63	17,745.09	1,197,514.98
23	06/02/2031	83,247.91	66,528.63	16,719.28	1,130,986.35
24	12/02/2031	82,405.82	66,528.63	15,877.19	1,064,457.72
25	06/02/2032	81,471.87	66,528.63	14,943.24	997,929.09
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27	06/02/2033	79,532.51	66,528.63	13,003.88	864,871.83
28	12/02/2033	78,670.01	66,528.63	12,141.38	798,343.20
29	06/02/2034	77,674.81	66,528.63	11,146.18	731,814.57
30	12/02/2034	76,802.10	66,528.63	10,273.47	665,285.94
31	06/02/2035	75,817.12	66,528.63	9,288.49	598,757.31
32	12/02/2035	74,934.20	66,528.63	8,405.57	532,228.68
33	06/02/2036	74,000.25	66,528.63	7,471.62	465,700.05
34	12/02/2036	73,066.29	66,528.63	6,537.66	399,171.42
35	06/02/2037	72,101.72	66,528.63	5,573.09	332,642.79
36	12/02/2037	71,198.39	66,528.63	4,669.76	266,114.16
37	06/02/2038	70,244.02	66,528.63	3,715.39	199,585.53
38	12/02/2038	69,330.48	66,528.63	2,801.85	133,056.90
39	06/02/2039	68,386.32	66,528.63	1,857.69	66,528.27
40	12/02/2039	67,462.22	66,528.27	933.95	0.00
		3,425,454.72	2,661,144.84	764,309.88	

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE THE BORROWING UPON
AMORTIZING DEBENTURES IN THE PRINCIPAL
AMOUNT OF \$1,805,324.29 FOR A CAPITAL WORK OF
THE CORPORATION OF THE TOWN OF NIAGARA-ON-
THE-LAKE

WHEREAS subsection 401 (1) of the “Municipal Act, 2001”, as amended (the “Act”) provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

AND WHEREAS the Act also provides that a municipality shall authorize long-term borrowing by the issue of debentures or through another municipality under section 403 or 404 of the Act;

AND WHEREAS section 403 of the Act provides that a by-law of an upper-tier municipality authorizing the issuing of debentures for the purposes or joint purposes of one or more of its lower-tier municipalities may require those lower-tier municipalities to make payments in each year to the upper-tier municipality in the amounts and on the dates specified in the by-law and subsection 403 (7) of the Act provides that all debentures issued under a by-law passed by an upper-tier municipality under section 403 of the Act are direct, joint and several obligations of the upper-tier municipality and its lower-tier municipalities;

AND WHEREAS the Council of The Corporation of the Town of Niagara-on-the-Lake (the “Municipality”), which is a lower-tier municipality forming part of The Regional Municipality of Niagara (hereinafter called the “Upper-tier Municipality”), has passed the By-law enumerated in column (3) of Schedule “A” attached hereto and forming part of this By-law to authorize the capital work described in column (1) of Schedule “A” (the “Capital Work”) and to authorize the long-term borrowing in respect of the Capital Work;

AND WHEREAS the Upper-tier Municipality has passed a By-law to authorize submitting an application to OILC for financing the Capital Work and to authorize long-term borrowing for the Capital Work through the issue of debentures to OILC;

AND WHEREAS the Council of the Upper-tier Municipality has received a request from the Council of the Municipality to borrow money for the purpose of providing long-term financing for the Capital Work and to issue debentures for the Capital Work in the amount specified in column (8) of Schedule "A";

AND WHEREAS before authorizing the Capital Work the Council of the Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to the Council of the Municipality authorizing the Capital Work the Treasurer determined that the estimated annual amount payable in respect of the Capital Work would not cause the Municipality to exceed the updated limit and that the approval of the Capital Work by the Local Planning Appeal Tribunal pursuant to such regulation was not required;

AND WHEREAS the Upper-tier Municipality has submitted the Application to OILC and the Application has been approved;

AND WHEREAS to provide long-term financing for the Capital Work it is now deemed to be expedient to borrow money by the issue of amortizing debentures in the principal amount of \$1,805,324.29 dated December 2, 2019 and maturing on December 2, 2034, and payable in semi-annual instalments of combined principal and interest on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2034, both inclusive on the terms hereinafter set forth;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That for the Capital Work, the borrowing upon the credit of the Upper-tier Municipality at large of the principal amount of \$1,805,324.29 and the issue of amortizing debentures therefor to be repaid in semi-annual instalments of combined principal and interest as hereinafter set forth, are hereby authorized.
2. That the Regional Chair and the Regional Treasurer of the Upper-tier Municipality are hereby authorized to cause any number of amortizing debentures to be issued for such amounts of money as may be required for the Capital Work in definitive form, not exceeding in total the said principal amount of \$1,805,324.29 (the "Debentures"). The Debentures shall bear the Upper-tier Municipality's municipal

seal and the signatures of the Regional Chair and the Regional Treasurer of the Upper-tier Municipality, all in accordance with the provisions of the Act. The municipal seal of the Upper-tier Municipality and the signatures referred to in this section may be printed, lithographed, engraved or otherwise mechanically reproduced. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs.

3. That the Debentures shall be in fully registered form as one or more certificates in the principal amount of \$1,805,324.29, in the name of OILC, or as OILC may otherwise direct, substantially in the form attached as Schedule "B" hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on maturity upon presentation and surrender) by pre-authorized debit in respect of such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Upper-tier Municipality may agree.
4. That in accordance with the provisions of section 25 of the "Ontario Infrastructure and Lands Corporation Act, 2011", as amended from time to time hereafter, the Upper-tier Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Upper-tier Municipality or the Municipality, as appropriate, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality or the Municipality, as appropriate, amounts not exceeding any amounts that the Upper-tier Municipality or the Municipality fails to pay OILC on account of any unpaid indebtedness of the Upper-tier Municipality to OILC under the Debentures and to pay such amounts to OILC from the Consolidated Revenue Fund.
5. The Debentures shall all be dated the 2nd day of December, 2019, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall bear interest at the rate of 2.69% per annum and mature during a period of 15 years from the date thereof payable semi-annually in arrears as described in this section. The Debentures shall be paid in full by December 2, 2034 and be payable in equal semi-annual instalments of combined principal and interest on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2034, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, as set forth in Schedule "C" attached hereto and forming part of this By-law ("Schedule "C").

6. That payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a "Business Day") and if any date for payment is not a Business Day, payment shall be made on the next following Toronto Business Day.
7. That interest shall be payable to the date of maturity of the Debentures and on default shall be payable on any overdue amounts both before and after default and judgment at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debentures for such amounts plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amounts become overdue for so long as such amounts remain overdue and the Upper-tier Municipality shall pay to the registered holders any and all costs incurred by the registered holders as a result of the overdue payment. Any amounts payable by the Upper-tier Municipality as interest on overdue principal or interest and all costs incurred by the registered holders as a result of the overdue payment in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

"Prime Rate" means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of the Debentures: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the "Reference Banks") as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the "Prime Rate" shall be the arithmetic mean of the rates quoted by those Reference Banks.

8. (1) That in each year in which a payment of semi-annual instalments of combined principal and interest becomes due in respect of the Capital Work, including the last 'non-equal' instalment, there shall be raised as part of the Upper-tier Municipality's general upper-tier levy the amounts of principal and interest payable by the Upper-tier Municipality in each year as set out in Schedule "C" to the extent that the amounts have not been

provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality. Without limiting the generality of the foregoing, the Municipality shall pay the aforesaid yearly amounts as set out in Schedule "C" to the Upper-tier Municipality one Business Day before the date payment is due. The amounts required to be paid to the Upper-tier Municipality in accordance with Schedule "C" shall constitute a debt of the Municipality to the Upper-tier Municipality and such amounts shall, when combined with any amount payable by the Upper-tier Municipality in the year for repayment of the debt for which the Debentures are to be issued, be sufficient to meet the total amount of principal and interest payable in the year by the Upper-tier Municipality in respect of the Debentures, all in accordance with the provisions of this By-law and the Act.

- (2) That if the Municipality fails to make any payment or portion of it as provided in this By-law, the Municipality shall pay interest to the Upper-tier Municipality on the amount in default at the rate of 15% per annum, from the date the payment is due until it is made.
 - (3) That there shall be raised, for the Capital Work, pursuant to this By-law, in each year of the currency of the Debentures, as part of the general upper-tier levy, the amounts required to be paid to the Upper-tier Municipality in any previous year by the Municipality to the extent that the amounts have not been paid to the Upper-tier Municipality in accordance with this By-law and the Act.
9. That the Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.
10. That the Upper-tier Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.
11. That the Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall

deem and treat registered holders of the Debentures as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. When a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

12. That the Debentures will be transferable or exchangeable at the office of the Regional Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Regional Chair and the Regional Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.
13. That the Regional Chair and the Regional Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

14. That the Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.
15. That the cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Regional Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.
16. That reasonable fees in respect of the Debentures, in the normal course of business, other than reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of any of the principal and interest cheques (if any) that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
17. That except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.
18. That the Regional Chair and the Regional Treasurer are hereby authorized to cause the Debentures to be issued, one or more of the Regional Clerk or the Acting Regional Clerk and Regional Treasurer are hereby authorized to generally do all things and to execute all other documents and other papers in the name of the Upper-tier Municipality in order to carry out the issue of the Debentures and the

Regional Treasurer is authorized to affix the Upper-tier Municipality's municipal seal to any of such documents and papers.

19. That the money received by the Upper-tier Municipality from the sale of the Debentures to OILC, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be delivered to the Municipality on the basis that the Municipality shall apportion and apply such money to the Capital Work, and to no other purpose except as permitted by the Act.
20. That subject to the Upper-tier Municipality's investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Upper-tier Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Upper-tier Municipality may in its discretion determine.
21. That this by-law shall come into force and take 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"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued	Debentures Available for future Use
	The Corporation of the Town of Niagara-on-the-Lake								
	<u>1-15 Year amortizer Debenture</u>								
	Capital costs in connection with the:								
1	Dee Road Pump House		5164-19			1,805,324.29		1,805,324.29	
						1,805,324.29	-	1,805,324.29	-
	Total - Town of Niagara-on-the-Lake					1,805,324.29	-	1,805,324.29	-

Schedule "B"

THE REGIONAL MUNICIPALITY OF NIAGARA

No. OILC-19-02

\$1,805,324.29

C A N A D A
Province of Ontario
THE REGIONAL MUNICIPALITY OF NIAGARA

FULLY REGISTERED 2.69% AMORTIZING DEBENTURE

THE REGIONAL MUNICIPALITY OF NIAGARA (the "Upper-tier Municipality"), for value received, hereby promises to pay to

ONTARIO INFRASTRUCTURE AND LANDS CORPORATION ("OILC")

or registered assigns, subject to the Conditions attached hereto which form part hereof (the "Conditions"), upon presentation and surrender of this debenture (or as otherwise agreed to by the Upper-tier Municipality and OILC) by the maturity date of this debenture (December 2, 2034), the principal amount of

ONE MILLION, EIGHT HUNDRED FIVE THOUSAND, THREE HUNDRED THIRTY-FOUR DOLLARS AND TWENTY-NINE CENTS
----- (\$1,805,324.29) -----

by equal semi-annual instalments of combined principal and interest on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2034, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments in the amounts set forth in the attached Amortizing Debenture Schedule (the "Amortization Schedule") and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada. Subject to the Conditions: interest shall be paid until the maturity date of this debenture, in like money in semi-annual payments from the closing date (December 2, 2019), or from the last date on which interest has been paid on this debenture, whichever is later, at the rate of 2.69% per annum, in arrears, on the specified dates, as set forth in the Amortization Schedule; and interest shall be paid on default at the applicable rate set out in the Amortization Schedule both before and after default and judgment. The payments of principal and interest and the outstanding amount of principal in each year are shown in the Amortization Schedule.

The Upper-tier Municipality, pursuant to section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011* (the "OILC Act, 2011") hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Upper-tier Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality, amounts not exceeding any amounts that the Upper-tier Municipality fails to pay OILC on account of any unpaid indebtedness under this debenture, and to pay such amounts to OILC from the Consolidated Revenue Fund.

This debenture is subject to the Conditions.

DATED at the Regional Municipality of Niagara as at the 2nd day of December, 2019.

IN TESTIMONY WHEREOF and under the authority of By-law No. 2019- the Upper-tier Municipality duly passed on the 14th day of November, 2019 (the "By-law"), this debenture is sealed with the municipal seal of the Upper-tier Municipality and signed by the Regional Chair and by the Regional Treasurer thereof.

Date of Registration: December 2, 2019

(seal)
James Bradley, Regional Chair

Todd Harrison, Treasurer

Schedule “B”

OILC hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 25 of the OILC Act, 2011 as described in this debenture.

Ontario Infrastructure and Lands Corporation

by: _____
Authorized Signing Officer

by: _____
Authorized Signing Officer

Schedule "B"

Name.....: The Regional Municipality of Niagara: The Corporation of the Town of
Niagara-on-the-Lake

Principal: \$1,805,324.29

Rate.....: 02.69%

Term.....: 180 months

Paid...Semi-annually

Matures...: 12/02/2034

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
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	\$	\$	\$	\$	
1	06/02/2020	73,530.94	49,249.33	24,281.61	1,756,074.96
2	12/02/2020	73,530.94	49,911.73	23,619.21	1,706,163.23
3	06/02/2021	73,530.94	50,583.04	22,947.90	1,655,580.19
4	12/02/2021	73,530.94	51,263.39	22,267.55	1,604,316.80
5	06/02/2022	73,530.94	51,952.88	21,578.06	1,552,363.92
6	12/02/2022	73,530.94	52,651.65	20,879.29	1,499,712.27
7	06/02/2023	73,530.94	53,359.81	20,171.13	1,446,352.46
8	12/02/2023	73,530.94	54,077.50	19,453.44	1,392,274.96
9	06/02/2024	73,530.94	54,804.84	18,726.10	1,337,470.12
10	12/02/2024	73,530.94	55,541.97	17,988.97	1,281,928.15
11	06/02/2025	73,530.94	56,289.01	17,241.93	1,225,639.14
12	12/02/2025	73,530.94	57,046.09	16,484.85	1,168,593.05
13	06/02/2026	73,530.94	57,813.36	15,717.58	1,110,779.69
14	12/02/2026	73,530.94	58,590.95	14,939.99	1,052,188.74
15	06/02/2027	73,530.94	59,379.00	14,151.94	992,809.74
16	12/02/2027	73,530.94	60,177.65	13,353.29	932,632.09
17	06/02/2028	73,530.94	60,987.04	12,543.90	871,645.05
18	12/02/2028	73,530.94	61,807.31	11,723.63	809,837.74

Schedule "B"

19 06/02/2029	73,530.94	62,638.62	10,892.32	747,199.12
20 12/02/2029	73,530.94	63,481.11	10,049.83	683,718.01
21 06/02/2030	73,530.94	64,334.93	9,196.01	619,383.08
22 12/02/2030	73,530.94	65,200.24	8,330.70	554,182.84
23 06/02/2031	73,530.94	66,077.18	7,453.76	488,105.66
24 12/02/2031	73,530.94	66,965.92	6,565.02	421,139.74
25 06/02/2032	73,530.94	67,866.61	5,664.33	353,273.13
26 12/02/2032	73,530.94	68,779.42	4,751.52	284,493.71
27 06/02/2033	73,530.94	69,704.50	3,826.44	214,789.21
28 12/02/2033	73,530.94	70,642.03	2,888.91	144,147.18
29 06/02/2034	73,530.94	71,592.16	1,938.78	72,555.02
30 12/02/2034	73,530.89	72,555.02	975.87	0.00
<hr/>				
	2,205,928.15	1,805,324.29	400,603.86	

Schedule "B"

LEGAL OPINION

We have examined the By-law of the Upper-tier Municipality authorizing the issue of amortizing debentures in the principal amount of \$1,805,324.29 dated December 2, 2019 and maturing on December 2, 2034 payable in equal semi-annual instalments of combined principal and interest on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2034, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, as set out in Schedule "C" to the By-law.

In our opinion, the By-law has been properly passed and is within the legal powers of the Upper-tier Municipality. The debenture issued under the By-law in the within form (the "Debenture") is the direct, general, unsecured, unsubordinated, joint and several obligation of the Upper-tier Municipality and of its lower-tier municipalities (the "Lower-tier Municipalities"). The Debenture is enforceable against the Upper-tier Municipality and the Lower-tier Municipalities subject to the special jurisdiction and powers of the Local Planning Appeal Tribunal over defaulting municipalities under the *Municipal Affairs Act*. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

December 2, 2019

WeirFoulds LLP

Schedule "B"

CONDITIONS OF THE DEBENTURE**Form, Denomination, and Ranking of the Debenture**

1. The debentures issued pursuant to the By-law (collectively the "Debentures" and individually a "Debenture") are issuable as fully registered Debentures without coupons.
2. The Debentures are direct, general, unsecured, unsubordinated, joint and several obligations of the Upper-tier Municipality and of its Lower-tier Municipalities. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Upper-tier Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.
3. This Debenture is one fully registered Debenture registered in the name of OILC and held by OILC.

Registration

4. The Upper-tier Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal of and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any Payment Date including the maturity date. Principal of and interest on the Debentures are payable by the Upper-tier Municipality to the persons registered as holders in the registry on the relevant record date. The Upper-tier

Schedule "B"

Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding Payment Date.

7. The Upper-tier Municipality shall make all payments in respect of equal semi-annual instalments of combined principal and interest on the Debentures on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2034, both inclusive, including the last 'non-equal instalment, as set out in Schedule "C" to the By-law, by pre-authorized debit in respect of such interest and principal to the credit of the registered holder on such terms as the Upper-tier Municipality and the registered holder may agree.
8. The Upper-tier Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Amortization Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Upper-tier Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.
9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.
10. Payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a "**Business Day**"), and if any date for payment is not a Business Day, payment shall be made on the next following Business Day as noted on the Amortization Schedule.
11. The Debentures are transferable or exchangeable at the office of the Regional Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.
12. The Upper-tier Municipality shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft or destruction, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed Debenture) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in

Schedule "B"

respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.
14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.
15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed principal and interest cheques (if any) may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
16. If OILC elects to terminate its obligations under the rate offer letter agreement entered into between the Upper-tier Municipality and OILC, pursuant to which the Debentures are issued, at OILC's discretion, the Upper-tier Municipality shall pay to OILC the Make-Whole Amount on account of the losses that OILC will incur as a result of the full repayment or early termination.

Notices

17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Upper-tier Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Business Day.

Time

18. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Schedule "B"

Governing Law

19. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Definitions:

(a) **"Prime Rate"** means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the **"Reference Banks"**) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the "Prime Rate" shall be the arithmetic mean of the rates quoted by those Reference Banks.

(b) **"Make-Whole Amount"** means the amount determined by OILC as of the date of prepayment of the Debenture, by which (i) the present value of the remaining future scheduled payments of principal and interest under the Debenture to be repaid from the prepayment date until maturity of the Debenture discounted at the Ontario Yield exceeds (ii) the principal amount under the Debenture being repaid provided that the Make-Whole Amount shall never be less than zero.

(c) **"Ontario Yield"** means the yield to maturity on the date of prepayment of the Debenture, assuming semi-annual compounding, which a non-prepayable Debenture made by the Province of Ontario would have if advanced on the date of prepayment of the Debenture, assuming the same principal amount as the Debenture and with a maturity date which is the same as the remaining term to maturity of the Debenture to be repaid minus 100 basis points.

Schedule "C"

AMORTIZATION SCHEDULE

Name.....: The Regional Municipality of Niagara: The Corporation of the Town of
Niagara-on-the-Lake

Principal: \$1,805,324.29

Rate.....: 02.69%

Term.....: 180 months

Paid...Semi-annually

Matures...: 12/02/2034

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
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		\$	\$	\$	\$
1	06/02/2020	73,530.94	49,249.33	24,281.61	1,756,074.96
2	12/02/2020	73,530.94	49,911.73	23,619.21	1,706,163.23
3	06/02/2021	73,530.94	50,583.04	22,947.90	1,655,580.19
4	12/02/2021	73,530.94	51,263.39	22,267.55	1,604,316.80
5	06/02/2022	73,530.94	51,952.88	21,578.06	1,552,363.92
6	12/02/2022	73,530.94	52,651.65	20,879.29	1,499,712.27
7	06/02/2023	73,530.94	53,359.81	20,171.13	1,446,352.46
8	12/02/2023	73,530.94	54,077.50	19,453.44	1,392,274.96
9	06/02/2024	73,530.94	54,804.84	18,726.10	1,337,470.12
10	12/02/2024	73,530.94	55,541.97	17,988.97	1,281,928.15
11	06/02/2025	73,530.94	56,289.01	17,241.93	1,225,639.14
12	12/02/2025	73,530.94	57,046.09	16,484.85	1,168,593.05
13	06/02/2026	73,530.94	57,813.36	15,717.58	1,110,779.69
14	12/02/2026	73,530.94	58,590.95	14,939.99	1,052,188.74
15	06/02/2027	73,530.94	59,379.00	14,151.94	992,809.74
16	12/02/2027	73,530.94	60,177.65	13,353.29	932,632.09
17	06/02/2028	73,530.94	60,987.04	12,543.90	871,645.05

Schedule "C"

18 12/02/2028	73,530.94	61,807.31	11,723.63	809,837.74
19 06/02/2029	73,530.94	62,638.62	10,892.32	747,199.12
20 12/02/2029	73,530.94	63,481.11	10,049.83	683,718.01
21 06/02/2030	73,530.94	64,334.93	9,196.01	619,383.08
22 12/02/2030	73,530.94	65,200.24	8,330.70	554,182.84
23 06/02/2031	73,530.94	66,077.18	7,453.76	488,105.66
24 12/02/2031	73,530.94	66,965.92	6,565.02	421,139.74
25 06/02/2032	73,530.94	67,866.61	5,664.33	353,273.13
26 12/02/2032	73,530.94	68,779.42	4,751.52	284,493.71
27 06/02/2033	73,530.94	69,704.50	3,826.44	214,789.21
28 12/02/2033	73,530.94	70,642.03	2,888.91	144,147.18
29 06/02/2034	73,530.94	71,592.16	1,938.78	72,555.02
30 12/02/2034	73,530.89	72,555.02	975.87	0.00
<hr/>				
	2,205,928.15	1,805,324.29	400,603.86	

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE THE BORROWING UPON
SERIAL DEBENTURES IN THE AGGREGATE PRINCIPAL
AMOUNT OF \$25,816,676.00 FOR CAPITAL WORKS OF
THE REGIONAL MUNICIPALITY OF NIAGARA

WHEREAS subsection 401 (1) of the “Municipal Act, 2001”, as amended (the “Act”) provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

AND WHEREAS the Act also provides that all debentures issued under a by-law passed by a regional municipality for its own purposes are direct, joint and several obligations of the regional municipality and its lower-tier municipalities;

AND WHEREAS the Council of The Regional Municipality of Niagara (hereinafter called the “Upper-tier Municipality”), has passed the By-laws enumerated in column (3) of Schedule “A” attached hereto and forming part of this By-law to authorize the capital works described in column (1) of Schedule “A” (individually a “Capital Work”, collectively the “Capital Works”), to authorize the long-term borrowing from Ontario Infrastructure and Lands Corporation (“OILC”) in respect of the Capital Works and to confirm, ratify and approve the execution by the Treasurer of the application to OILC for financing the Capital Works (the “Application”) and the submission by such authorized official of the Application; and to execute and deliver to OILC the rate offer letter agreement in respect of such long-term borrowing for the Capital Works;

AND WHEREAS before authorizing the Capital Works and before authorizing any additional cost amount and any additional debenture authority in respect thereof (if any) the Council of the Upper-tier Municipality had its Regional Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from

the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to the Council of the Upper-tier Municipality authorizing each Capital Work, each such additional cost amount and each such additional debenture authority (if any), the Regional Treasurer determined that the estimated annual amount payable in respect of each Capital Work, each such additional cost amount and each such additional debenture authority (if any) would not cause the Upper-tier Municipality to exceed the updated limit and that the approval of each Capital Work, each such additional cost amount and each such additional debenture authority (if any) by the Local Planning Appeal Tribunal pursuant to such regulation was not required;

AND WHEREAS the Upper-tier Municipality has submitted the Application to OILC and the Application has been approved;

AND WHEREAS to provide long-term financing for the Capital Works it is now deemed to be expedient to borrow money by the issue of serial debentures in the aggregate principal amount of \$25,816,676.00 dated December 2, 2019 and maturing on December 2, 2049, and payable in semi-annual instalments of combined principal and interest on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2049, both inclusive on the terms hereinafter set forth;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That for the Capital Works, the borrowing upon the credit of the Upper-tier Municipality at large of the aggregate principal amount of \$25,816,676.00 and the issue of serial debentures therefor to be repaid in semi-annual instalments of combined principal and interest as hereinafter set forth, are hereby authorized.
2. That the Regional Chair and the Regional Treasurer of the Upper-tier Municipality are hereby authorized to cause any number of serial debentures to be issued for such amounts of money as may be required for the Capital Works in definitive form, not exceeding in total the said aggregate principal amount of \$25,816,676.00 (the "Debentures"). The Debentures shall bear the Upper-tier Municipality's municipal seal and the signatures of the Regional Chair and the Regional Treasurer of the Upper-tier Municipality, all in accordance with the provisions of the Act. The municipal seal of the Upper-tier Municipality and the signatures referred to in this section may be printed, lithographed, engraved or otherwise mechanically reproduced. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs.

3. That the Debentures shall be in fully registered form as one or more certificates in the aggregate principal amount of \$25,816,676.00, in the name of OILC, or as OILC may otherwise direct, substantially in the form attached as Schedule “B” hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on maturity upon presentation and surrender) by pre-authorized debit in respect of such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Upper-tier Municipality may agree.
4. That in accordance with the provisions of section 25 of the “Ontario Infrastructure and Lands Corporation Act, 2011”, as amended from time to time hereafter, the Upper-tier Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Upper-tier Municipality to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality amounts not exceeding any amounts that the Upper-tier Municipality fails to pay OILC on account of any unpaid indebtedness of the Upper-tier Municipality to OILC under the Debentures and to pay such amounts to OILC from the Consolidated Revenue Fund.
5. That the Debentures shall all be dated the 2nd day of December, 2019, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall bear interest at the rate of 2.91% per annum and mature during a period of 30 years from the date thereof payable semi-annually in arrears as described in this section. The Debentures shall be paid in full by December 2, 2049 and be payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2049, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, as set forth in Schedule “C” attached hereto and forming part of this By-law (“Schedule “C”).
6. That payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a “Business Day”) and if any date for payment is not a Business Day, payment shall be made on the next following Toronto Business Day.

7. That interest shall be payable to the date of maturity of the Debentures and on default shall be payable on any overdue amounts both before and after default and judgment at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debentures for such amounts plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amounts become overdue for so long as such amounts remain overdue and the Upper-tier Municipality shall pay to the registered holders any and all costs incurred by the registered holders as a result of the overdue payment. Any amounts payable by the Upper-tier Municipality as interest on overdue principal or interest and all costs incurred by the registered holders as a result of the overdue payment in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

“Prime Rate” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of the Debentures: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “Reference Banks”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

8. (1) That in each year in which a payment of semi-annual instalments of combined equal principal and diminishing interest amounts becomes due in respect of the Capital Works, including the last ‘non-equal’ instalment of principal, there shall be raised as part of the Upper-tier Municipality’s general upper-tier levy the amounts of principal and interest payable by the Upper-tier Municipality in each year as set out in Schedule “C” to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality. Without limiting the generality of the foregoing, the lower-tier municipalities that comprise the Upper-tier Municipality (individually a “Lower-tier Municipality”, collectively the “Lower-tier Municipalities”) shall pay to the Upper-tier Municipality, as part of the general upper-tier levy the amounts required to be paid to the Upper-tier

Municipality by the Lower-tier Municipalities in respect of the Capital Works, in accordance with the manner in which the general upper-tier levy is required, from time to time, to be paid to the Upper-tier Municipality. Such amounts constitute debt of the Lower-tier Municipalities to the Upper-tier Municipality and such amounts shall, when combined with any amount payable by the Upper-tier Municipality in the year for repayment of the debt for which the Debentures are to be issued, be sufficient to meet the total amount of principal and interest payable in the year by the Upper-tier Municipality in respect of the Debentures, all in accordance with the provisions of this By-law and the Act.

- (2) That if any Lower-tier Municipality fails to make any payment or portion of it as provided in this By-law, such Lower-tier Municipality shall pay interest to the Upper-tier Municipality on the amount in default at the rate of 15% per annum, from the date the payment is due until it is made.
 - (3) That there shall be raised, for the Capital Works, pursuant to this By-law, in each year of the currency of the Debentures, as part of the general upper-tier levy, the amounts required to be paid to the Upper-tier Municipality in any previous year by any one or more of the Lower-tier Municipalities to the extent that the amounts have not been paid to the Upper-tier Municipality in accordance with this By-law and the Act.
9. That the Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.
10. That the Upper-tier Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.
11. That the Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of the Debentures as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to

discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. When a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

12. That the Debentures will be transferable or exchangeable at the office of the Regional Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Regional Chair and the Regional Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.
13. That the Regional Chair and the Regional Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.
14. That the Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest

if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

15. That the cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Regional Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.
16. That reasonable fees in respect of the Debentures, in the normal course of business, other than reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of any of the principal and interest cheques (if any) that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
17. That except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.
18. That the Regional Chair and the Regional Treasurer are hereby authorized to cause the Debentures to be issued, one or more of the Regional Clerk or the Acting Regional Clerk and Regional Treasurer are hereby authorized to generally do all things and to execute all other documents and other papers in the name of the Upper-tier Municipality in order to carry out the issue of the Debentures and the Regional Treasurer is authorized to affix the Upper-tier Municipality's municipal seal to any of such documents and papers.

19. That the money received by the Upper-tier Municipality from the sale of the Debentures to OILC, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be apportioned and applied to the Capital Works, and to no other purpose except as permitted by the Act.
20. That subject to the Upper-tier Municipality's investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Upper-tier Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Upper-tier Municipality may in its discretion determine.
21. This by-law shall come into force and take 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"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued	Debentures Available for future Use
	<u>Term 1-30 Year Serial Debenture</u>								
	Capital costs in connection with the:								
1	Public Health Facilities - Niagara Falls	10GD1111	18-2015			3,500,000		2,640,000	860,000
	Sub-total for 1-30 year debenture					3,500,000	-	2,640,000	860,000
	TOTAL					3,500,000	-	2,640,000	860,000

Schedule "A"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued	Debentures Available for future Use
	<u>Term 1-30 Year Instalment Debenture</u>								
	Capital costs in connection with the:								
1	27-E Main St at CNR-WE	10RC1553	18-2015 (\$300,000); 2017-105 (\$500,000)			800,000		800,000	-
2	69-069205-Reece-WL	10RC1022	100-2015 (\$5.4M); 80-2016 (\$2M); 2017-105 (\$1M)			8,400,000		8,400,000	-
3	Struc Rehab - Hydro Canal Bridge North (Str. 020230)	20000664	2019-25			350,000		350,000	-
4	Struc Rehab - Mewburn Road @ CNR Tracks	20000658	2019-25			300,000		300,000	-
	Sub-total for 1-30 year debenture					9,850,000	-	9,850,000	-
	TOTAL					9,850,000	-	9,850,000	-

Schedule "A"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued	Debentures Available for future Use
	<u>Term 1-30 Year Serial Debenture</u>								
	Capital costs in connection with the:								
1	Long-term Acc-2017 NRPS D1	20000805	03-2006; 12-2008; 27-2007; 74-2010; 95-2015; 110-2009;87-2014			8,766,676		8,766,676	-
	Sub-total for 1-30 year debenture					8,766,676	-	8,766,676	-
	TOTAL					8,766,676	-	8,766,676	-

Schedule "A"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued	Debentures Available for future Use
	<u>Term 1-30 Year Serial Debenture</u>								
	Capital costs in connection with the:								
1	Sewer and Forcemain Program	10SW1512	2017-105			650,000		650,000	-
2	19-Dain City Pump Station Forcemain Replacement	20000881	2019-25			2,775,000		2,775,000	-
3	19-Generator Replacement Program	20000870	2019-25			360,000		360,000	-
4	19-Seaway WWTP Influent Channel	20000869	2019-25			295,000		295,000	-
	Sub-total for 1-30 year debenture					4,080,000	-	4,080,000	-
	TOTAL					4,080,000	-	4,080,000	-

Schedule "A"

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Item No.	Description	Account No.	Authorizing By-Law	MOE File No.	MOE Date	Debentures Authorized by Council	Debentures Previously Issued	Debentures Now Being Issued	Debentures Available for future Use
	<u>Term 1-30 Year Serial Debenture</u>								
	Capital costs in connection with the:								
1	19-Generator Replacement Program	20000836	2019-25			150,000		150,000	-
2	DeCew Falls Bypass Channel Weir Upgrade (Middle Res)	20000615	2019-25			150,000		150,000	
3	19-DeCew High Lift Pump Sizing	20000844	2019-25			90,000		90,000	
4	19-DeCew WTP Valve House Rehab	20000834	2019-25			90,000		90,000	-
	Sub-total for 1-30 year debenture					480,000	-	480,000	-
	TOTAL					480,000	-	480,000	-

Schedule "B"

THE REGIONAL MUNICIPALITY OF NIAGARA

No. OILC-19-03

\$25,816,676.00

C A N A D A
Province of Ontario
THE REGIONAL MUNICIPALITY OF NIAGARA

FULLY REGISTERED 2.91% SERIAL DEBENTURE

THE REGIONAL MUNICIPALITY OF NIAGARA (the "Upper-tier Municipality"), for value received, hereby promises to pay to

ONTARIO INFRASTRUCTURE AND LANDS CORPORATION ("OILC")

or registered assigns, subject to the Conditions attached hereto which form part hereof (the "Conditions"), upon presentation and surrender of this debenture (or as otherwise agreed to by the Upper-tier Municipality and OILC) by the maturity date of this debenture (December 2, 2049), the principal amount of

TWENTY-FIVE MILLION, EIGHT HUNDRED SIXTEEN THOUSAND, SIX HUNDRED AND SEVENTY-SIX DOLLARS
----- (\$25,816,676.00) -----

by semi-annual instalments of combined equal principal and diminishing interest amounts on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2049, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments in the amounts set forth in the attached Loan Amortization Schedule (the "Amortization Schedule") and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada. Subject to the Conditions: interest shall be paid until the maturity date of this debenture, in like money in semi-annual payments from the closing date (December 2, 2019), or from the last date on which interest has been paid on this debenture, whichever is later, at the rate of 2.91% per annum, in arrears, on the specified dates, as set forth in the Amortization Schedule; and interest shall be paid on default at the applicable rate set out in the Amortization Schedule both before and after default and judgment. The payments of principal and interest and the outstanding amount of principal in each year are shown in the Amortization Schedule.

The Upper-tier Municipality, pursuant to section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011* (the "OILC Act, 2011") hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Upper-tier Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Upper-tier Municipality, amounts not exceeding any amounts that the Upper-tier Municipality fails to pay OILC on account of any unpaid indebtedness under this debenture, and to pay such amounts to OILC from the Consolidated Revenue Fund.

This debenture is subject to the Conditions.

DATED at the Regional Municipality of Niagara as at the 2nd day of December, 2019.

IN TESTIMONY WHEREOF and under the authority of By-law No. 2019- the Upper-tier Municipality duly passed on the 14th day of November, 2019 (the "By-law"), this debenture is sealed with the municipal seal of the Upper-tier Municipality and signed by the Regional Chair and by the Regional Treasurer thereof.

Date of Registration: December 2, 2019

James Bradley, Regional Chair

(seal)

Todd Harrison, Treasurer

Schedule “B”

OILC hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 25 of the OILC Act, 2011 as described in this debenture.

Ontario Infrastructure and Lands Corporation

by: _____
Authorized Signing Officer

by: _____
Authorized Signing Officer

Schedule "B"

AMORTIZATION SCHEDULE

Name.....: Niagara, The Regional Municipality of
 Principal: \$25,816,676.00
 Rate.....: 02.91%
 Term.....: 360 months
 Paid.....: Semi-annually
 Matures...: 12/02/2049

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
		\$	\$	\$	\$
1	06/02/2020	806,939.71	430,277.94	376,661.77	25,386,398.06
2	12/02/2020	800,662.01	430,277.94	370,384.07	24,956,120.12
3	06/02/2021	792,394.66	430,277.94	362,116.72	24,525,842.18
4	12/02/2021	788,106.62	430,277.94	357,828.68	24,095,564.24
5	06/02/2022	779,907.88	430,277.94	349,629.94	23,665,286.30
6	12/02/2022	775,551.23	430,277.94	345,273.29	23,235,008.36
7	06/02/2023	767,421.09	430,277.94	337,143.15	22,804,730.42
8	12/02/2023	762,995.83	430,277.94	332,717.89	22,374,452.48
9	06/02/2024	756,718.14	430,277.94	326,440.20	21,944,174.54
10	12/02/2024	750,440.44	430,277.94	320,162.50	21,513,896.60
11	06/02/2025	742,447.53	430,277.94	312,169.59	21,083,618.66
12	12/02/2025	737,885.05	430,277.94	307,607.11	20,653,340.72
13	06/02/2026	729,960.74	430,277.94	299,682.80	20,223,062.78
14	12/02/2026	725,329.66	430,277.94	295,051.72	19,792,784.84
15	06/02/2027	717,473.96	430,277.94	287,196.02	19,362,506.90
16	12/02/2027	712,774.26	430,277.94	282,496.32	18,932,228.96
17	06/02/2028	706,496.57	430,277.94	276,218.63	18,501,951.02
18	12/02/2028	700,218.87	430,277.94	269,940.93	18,071,673.08
19	06/02/2029	692,500.39	430,277.94	262,222.45	17,641,395.14
20	12/02/2029	687,663.48	430,277.94	257,385.54	17,211,117.20
21	06/02/2030	680,013.61	430,277.94	249,735.67	16,780,839.26
22	12/02/2030	675,108.09	430,277.94	244,830.15	16,350,561.32
23	06/02/2031	667,526.82	430,277.94	237,248.88	15,920,283.38
24	12/02/2031	662,552.69	430,277.94	232,274.75	15,490,005.44
25	06/02/2032	656,275.00	430,277.94	225,997.06	15,059,727.50
26	12/02/2032	649,997.30	430,277.94	219,719.36	14,629,449.56
27	06/02/2033	642,553.26	430,277.94	212,275.32	14,199,171.62
28	12/02/2033	637,441.91	430,277.94	207,163.97	13,768,893.68
29	06/02/2034	630,066.47	430,277.94	199,788.53	13,338,615.74
30	12/02/2034	624,886.52	430,277.94	194,608.58	12,908,337.80
31	06/02/2035	617,579.69	430,277.94	187,301.75	12,478,059.86
32	12/02/2035	612,331.12	430,277.94	182,053.18	12,047,781.92
33	06/02/2036	606,053.43	430,277.94	175,775.49	11,617,503.98
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35	06/02/2037	592,606.12	430,277.94	162,328.18	10,756,948.10
36	12/02/2037	587,220.34	430,277.94	156,942.40	10,326,670.16
37	06/02/2038	580,119.34	430,277.94	149,841.40	9,896,392.22
38	12/02/2038	574,664.95	430,277.94	144,387.01	9,466,114.28
39	06/02/2039	567,632.55	430,277.94	137,354.61	9,035,836.34
40	12/02/2039	562,109.55	430,277.94	131,831.61	8,605,558.40
41	06/02/2040	555,831.86	430,277.94	125,553.92	8,175,280.46
42	12/02/2040	549,554.16	430,277.94	119,276.22	7,745,002.52
43	06/02/2041	542,658.99	430,277.94	112,381.05	7,314,724.58
44	12/02/2041	536,998.77	430,277.94	106,720.83	6,884,446.64

Schedule "B"

45 06/02/2042	530,172.20	430,277.94	99,894.26	6,454,168.70
46 12/02/2042	524,443.38	430,277.94	94,165.44	6,023,890.76
47 06/02/2043	517,685.42	430,277.94	87,407.48	5,593,612.82
48 12/02/2043	511,887.98	430,277.94	81,610.04	5,163,334.88
49 06/02/2044	505,610.29	430,277.94	75,332.35	4,733,056.94
50 12/02/2044	499,332.59	430,277.94	69,054.65	4,302,779.00
51 06/02/2045	492,711.85	430,277.94	62,433.91	3,872,501.06
52 12/02/2045	486,777.20	430,277.94	56,499.26	3,442,223.12
53 06/02/2046	480,225.07	430,277.94	49,947.13	3,011,945.18
54 12/02/2046	474,221.81	430,277.94	43,943.87	2,581,667.24
55 06/02/2047	467,738.29	430,277.94	37,460.35	2,151,389.30
56 12/02/2047	461,666.42	430,277.94	31,388.48	1,721,111.36
57 06/02/2048	455,388.72	430,277.94	25,110.78	1,290,833.42
58 12/02/2048	449,111.02	430,277.94	18,833.08	860,555.48
59 06/02/2049	442,764.72	430,277.94	12,486.78	430,277.54
60 12/02/2049	436,555.23	430,277.54	6,277.69	0.00

37,281,738.58	25,816,676.00	11,465,062.58
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Schedule "B"

LEGAL OPINION

We have examined the By-law of the Upper-tier Municipality authorizing the issue of serial debentures in the aggregate principal amount of \$25,816,676.00 dated December 2, 2019 and maturing on December 2, 2049 payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2049, both inclusive, save and except for the last instalment of principal which may vary slightly from the preceding equal instalments, as set out in Schedule "C" to the By-law.

In our opinion, the By-law has been properly passed and is within the legal powers of the Upper-tier Municipality. The debenture issued under the By-law in the within form (the "Debenture") is the direct, general, unsecured, unsubordinated, joint and several obligation of the Upper-tier Municipality and of its lower-tier municipalities (the "Lower-tier Municipalities"). The Debenture is enforceable against the Upper-tier Municipality and the Lower-tier Municipalities subject to the special jurisdiction and powers of the Local Planning Appeal Tribunal over defaulting municipalities under the *Municipal Affairs Act*. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

December 2, 2019

WeirFoulds LLP

Schedule "B"

CONDITIONS OF THE DEBENTURE**Form, Denomination, and Ranking of the Debenture**

1. The debentures issued pursuant to the By-law (collectively the "Debentures" and individually a "Debenture") are issuable as fully registered Debentures without coupons.
2. The Debentures are direct, general, unsecured, unsubordinated, joint and several obligations of the Upper-tier Municipality and of its Lower-tier Municipalities. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Upper-tier Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.
3. This Debenture is one fully registered Debenture registered in the name of OILC and held by OILC.

Registration

4. The Upper-tier Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Upper-tier Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Upper-tier Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Upper-tier Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Upper-tier Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Upper-tier Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Upper-tier Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal of and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any Payment Date including the maturity date. Principal of and interest on the Debentures are payable by the Upper-tier Municipality to the persons registered as holders in the registry on the relevant record date. The Upper-tier

Schedule "B"

Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding Payment Date.

7. The Upper-tier Municipality shall make all payments in respect of semi-annual instalments of combined equal principal and diminishing interest amounts on the Debentures on the 2nd day of June and on the 2nd day of December in each of the years 2020 to 2049, both inclusive, including the last 'non-equal instalment of principal, as set out in Schedule "C" to the By-law, by pre-authorized debit in respect of such interest and principal to the credit of the registered holder on such terms as the Upper-tier Municipality and the registered holder may agree.
8. The Upper-tier Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Upper-tier Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.
9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.
10. Payments in respect of principal of and interest on the Debentures shall be made only on a day, other than Saturday or Sunday, on which banking institutions in Toronto, Ontario, Canada and the Upper-tier Municipality are not authorized or obligated by law or executive order to be closed (a "**Business Day**"), and if any date for payment is not a Business Day, payment shall be made on the next following Business Day as noted on the Amortization Schedule.
11. The Debentures are transferable or exchangeable at the office of the Regional Treasurer of the Upper-tier Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Upper-tier Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferor, in the case of a transfer or as directed by the registered holder in the case of an exchange.
12. The Upper-tier Municipality shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft or destruction, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed Debenture) furnished the Upper-tier Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Upper-tier Municipality in its discretion; and (c) surrendered to

Schedule "B"

the Upper-tier Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.

13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.
14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Upper-tier Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Upper-tier Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.
15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed principal and interest cheques (if any) may be imposed by the Upper-tier Municipality. When new Debentures are issued in substitution in these circumstances the Upper-tier Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
16. If OILC elects to terminate its obligations under the rate offer letter agreement entered into between the Upper-tier Municipality and OILC, pursuant to which the Debentures are issued, at OILC's discretion, the Upper-tier Municipality shall pay to OILC the Make-Whole Amount on account of the losses that OILC will incur as a result of the full repayment or early termination.

Notices

17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Upper-tier Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Business Day.

Time

18. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Governing Law

Schedule "B"

19. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Definitions:

(a) **"Prime Rate"** means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the **"Reference Banks"**) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the "Prime Rate" shall be the arithmetic mean of the rates quoted by those Reference Banks.

(b) **"Make-Whole Amount"** means the amount determined by OILC as of the date of prepayment of the Debenture, by which (i) the present value of the remaining future scheduled payments of principal and interest under the Debenture to be repaid from the prepayment date until maturity of the Debenture discounted at the Ontario Yield exceeds (ii) the principal amount under the Debenture being repaid provided that the Make-Whole Amount shall never be less than zero.

(c) **"Ontario Yield"** means the yield to maturity on the date of prepayment of the Debenture, assuming semi-annual compounding, which a non-prepayable Debenture made by the Province of Ontario would have if advanced on the date of prepayment of the Debenture, assuming the same principal amount as the Debenture and with a maturity date which is the same as the remaining term to maturity of the Debenture to be repaid minus 100 basis points.

Schedule "C"

AMORTIZATION SCHEDULE

Name.....: Niagara, The Regional Municipality of

Principal: \$25,816,676.00

Rate.....: 02.91%

Term.....: 360 months

Paid.....: Semi-annually

Matures...: 12/02/2049

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
		\$	\$	\$	\$
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Schedule "C"

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60	12/02/2049	436,555.23	430,277.54	6,277.69	0.00

37,281,738.58	25,816,676.00	11,465,062.58
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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 NOVEMBER 14, 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 November 14, 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: < >