



THE REGIONAL MUNICIPALITY OF NIAGARA  
COUNCIL ORDER OF BUSINESS

CL 23-2019

Thursday, December 12, 2019

6:30 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>LAND ACKNOWLEDGMENT STATEMENT</u>	Steele
3. <u>MOMENT OF REFLECTION</u>	Easton
4. <u>SINGING OF 'O CANADA'</u>	
5. <u>ADOPTION OF AGENDA</u>	
5.1 <u>Addition of Items</u>	
5.2 <u>Changes in Order of Items</u>	
6. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
7. <u>PRESENTATIONS</u>	
8. <u>CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS</u>	
9. <u>DELEGATIONS</u>	
9.1 <u>Port Weller Dry Docks and National Ship Building Strategy (Minute Item 3.1 of PEDC 11-2019 (Agenda Item 12.6))</u>	
9.1.1 <i>Shaun Padulo, President, and Ted Kirkpatrick, Sales Manager, Heddle Shipyards</i>	10 - 15

9.2 2020 Budget (Minute Item 5.1 of BRCOTW 10-2019 (Agenda Item 12.7))

- 9.2.1 Warren Robinson, Resident, City of St. Catharines 16 - 17  
The delegation submission is attached to this agenda item as CL-C 80-2019.
- 9.2.2 Councillor Kevin Townsend, City of St. Catharines, St. Catharines Youth Task Force 18 - 19  
The delegation submission is attached to this agenda item as CL-C 83-2019.

10. ADOPTION OF MINUTES

Heit

- 10.1 Council Minutes CL 19-2019 20 - 22  
Thursday, November 14, 2019 (Special Meeting)
- 10.2 Council Minutes CL 20-2019 23 - 44  
Thursday, November 14, 2019 (Regular Meeting)
- 10.3 Council Minutes CL 21-2019 45 - 49  
Thursday, November 21, 2019 (Special Meeting)
- 10.4 Council Minutes CL 22-2019 50 - 56  
Thursday, December 5, 2019 (Special Meeting)

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

11. CORRESPONDENCE

- 11.1 Receive and/or Refer Darte
- 11.1.1 CL-C 78-2019 57 - 60  
Appointment of Private Sewage System Inspectors under the Building Code Act, 1992  
Recommended Action: Receive.
- 11.1.2 CL-C 79-2019 61 - 63  
Response to BRCOTW 10-2019 Councillor Information Requests  
Recommended Action: Receive.



11.1.3	<i>CL-C 81-2019</i>		64
	A letter from F. Hallworth, Executive Director, United Way Niagara, dated December 10, 2019, respecting Niagara Prosperity Initiative.		
	Recommended Action: Receive.		
11.1.4	<i>CL-C 82-2019</i>		65 - 66
	A letter from I. Brown, Board Chair, YMCA of Niagara, dated December 11, 2019, respecting ProKids Program.		
	Recommended Action: Receive.		
11.1.5	<i>CL-C 84-2019</i>		67 - 68
	Email submission from S. Sorrento, Resident, City of St. Catharines, received December 12, 2019, respecting 2020 Budget Deliberations.		
	Recommended Action: Receive.		
11.2	<u>For Consideration</u>		
11.2.1	CL-C 77-2019	Butters	69
	Request for Appointment to Women's Advisory Committee		

## 12. COMMITTEE REPORTS - OPEN SESSION

12.1	<u>Budget Review Committee of the Whole</u> Minutes BRCOTW 8-2019, Thursday, November 21, 2019	Whalen	70 - 188
12.2	<u>Budget Review Committee of the Whole</u> Minutes BRCOTW 9-2019, Thursday, November 28, 2019	Zalepa	189 - 297
12.3	<u>Public Works Committee</u> Minutes PWC 12-2019, Tuesday, December 3, 2019	Edgar	298 - 478
12.4	<u>Public Health and Social Services Committee</u> Minutes PHSSC 12-2019, Tuesday, December 3, 2019	Chiocchio	479 - 527
12.5	<u>Corporate Services Committee</u> Minutes CSC 12-2019, Wednesday, December 3, 2019	Foster	528 - 650
12.6	<u>Planning and Economic Development Committee</u> Minutes PEDC 12- 2019, Wednesday, December 4, 2019	Huson	651 - 709
12.7	<u>Budget Review Committee of the Whole</u> Minutes BRCOTW 10-2019, Thursday, December 5, 2019	Zalepa	710 - 808

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

None.

**14. MOTIONS**

- 14.1 Whistleblower Policy Redekop 809  
In accordance with the notice and submission deadline requirements of Sections 18.1(a) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Redekop a motion to be brought forward for consideration at the December 12, 2019 Council meeting respecting a Whistleblower Policy.
- 14.2 Commendation Sendzik 810  
In accordance with the notice and submission deadline requirements of Sections 18.1(b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Sendzik a motion to be brought forward for consideration at the December 12, 2019 Council meeting respecting Commendation.

**15. NOTICES OF MOTION**

**16. OTHER BUSINESS**

**17. CLOSED SESSION**

- 17.1 Council Minutes - Closed Session
- 17.1.1 Council Minutes CL 19-2019 Closed Session November 14, 2019 (Special Meeting)
- 17.1.2 Council Minutes CL 20-2019 Closed Session November 14, 2019 (Regular Meeting)
- 17.1.3 Council Minutes CL 21-2019 Closed Session November 21, 2019 (Special Meeting)
- 17.1.4 Council Minutes CL 22-2019 Closed Session December 5, 2019 (Special Meeting)
- 17.2 Committee Reports - Closed Session
- 17.2.1 Budget Review Committee of the Whole Closed Session Minutes BRCOTW 9-2019, Thursday, November 28, 2019

17.3 Confidential Reports Submitted Directly to Council

17.3.1 Confidential Presentation and Verbal Update

A Matter of Advice that is Subject to Solicitor-Client Privilege  
and A Matter of Litigation or Potential Litigation under s. 239(2)  
of the *Municipal Act, 2001* - Burgoyne Bridge Update

18. BUSINESS ARISING FROM CLOSED SESSION

19. BY-LAWS

lp

- |      |   |           |
|------|---|-----------|
| 19.1 | <u>Bill 2019-88</u><br>A by-law to accept, assume and dedicate part of Blocks 4 & 5, Plan M-473, in the City of Welland as part of Regional Road No. 27 (West Main Street).                                   | 811 - 812 |
| 19.2 | <u>Bill 2019-89</u><br>A by-law to accept, assume and dedicate part of Range 18, Plan 1, in the City of Niagara Falls as part of Regional Road No. 102 (Stanley Avenue).                                      | 813 - 814 |
| 19.3 | <u>Bill 2019-90</u><br>A by-law to accept, assume and dedicate part of Lot 1, Plan 5, in the City of Niagara Falls as part of Regional Road No. 57 (Thorold Stone Road).                                      | 815 - 816 |
| 19.4 | <u>Bill 2019-91</u><br>A by-law to accept, assume and dedicate part of Township Lot 32 and Blocks 109, 110 and 111, 59M-466, in the City of Thorold as part of Regional Road No. 67 (Beaverdams Road).        | 817 - 819 |
| 19.5 | <u>Bill 2019-92</u><br>A by-law to accept, assume and dedicate part of lot 20, Concession 9, in the Township of West Lincoln as part of Regional Road No. 20 (Highway 20).                                    | 820 - 821 |
| 19.6 | <u>Bill 2019-93</u><br>A by-law to appoint By-law Enforcement Officers for the purpose of enforcing the Sewer Use By-law No. 27-2014 as amended, and to repeal By-law 43-2010.                                | 822 - 823 |
| 19.7 | <u>Bill 2019-94</u><br>A by-law to adopt the 2020 water budget and to set the requisitions to be charged for water supplied to lower-tier municipalities for the period January 1, 2020 to December 31, 2020. | 824 - 825 |

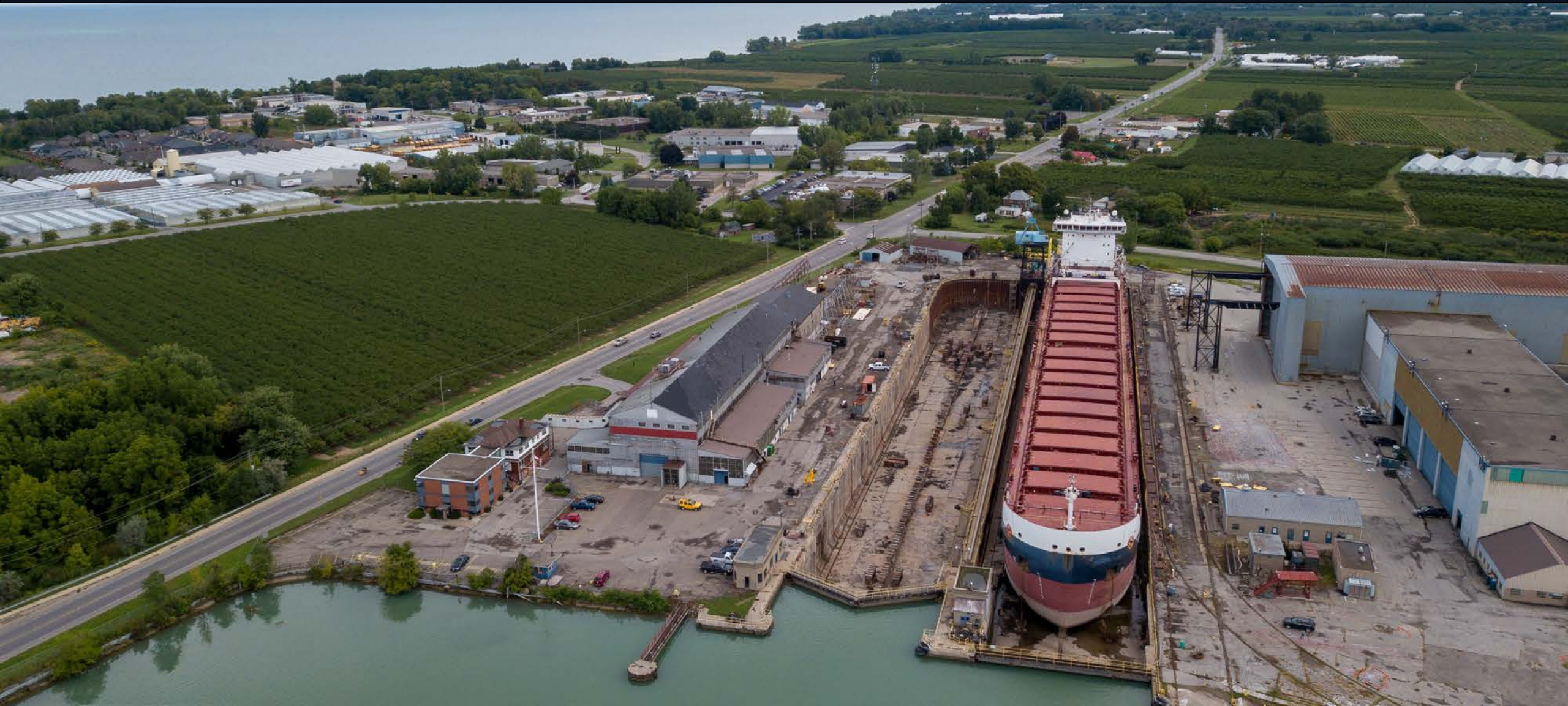
19.8	<u>Bill 2019-95</u> A by-law to adopt the 2020 wastewater budget and to set the requisitions to be charged for wastewater received from lower-tier municipalities for the period January 1, 2020 to December 31, 2020.	826 - 827
19.9	<u>Bill 2019-96</u> A by-law to adopt the 2020 waste management budget for The Regional Municipality of Niagara.	828
19.10	<u>Bill 2019-97</u> A by-law to adopt the 2020 capital budget for The Regional Municipality of Niagara.	829 - 843
19.11	<u>Bill 2019-98</u> A by-law to adopt the 2020 operating budget and tax levy for The Regional Municipality of Niagara.	844 - 845
19.12	<u>Bill 2019-99</u> A by-law to authorize long-term financing (1-5 years) in the amount of \$1,150,000; and (1-10 years) in the amount of \$10,962,650; and (1-25 years) in the amount of \$129,187,000); and (1-30 years) in the amount of \$3,650,000 Niagara Region Capital Projects.	846 - 848
19.13	<u>Bill 2019-100</u> A by-law to establish fees and charges for services and activities provided by The Regional Municipality of Niagara and for the use of its property and to repeal By-law No. 2019-28.	849 - 870
19.14	<u>Bill 2019-101</u> A by-law to authorize the borrowing upon serial debentures in the principal amount of \$4,000,000.00 for a capital work of The Corporation of the Township of West Lincoln.	871 - 889
19.15	<u>Bill 2019-102</u> A by-law to authorize long-term financing (1-10 years) in the amount of \$6,350,000, Niagara Region Capital Projects.	890 - 891
19.16	<u>Bill 2019-103</u> A by-law to amend By-law No. 2017-99, being a by-law to provide for the reimbursement of expenses of the members of council for The Regional Municipality of Niagara.	892 - 895
19.17	<u>Bill 2019-104</u> A by-law to appoint sewage system inspectors for The Regional Municipality of Niagara pursuant to the Building Code Act and to repeal By-law No. 2017-31.	896 - 897

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on December 12, 2019.

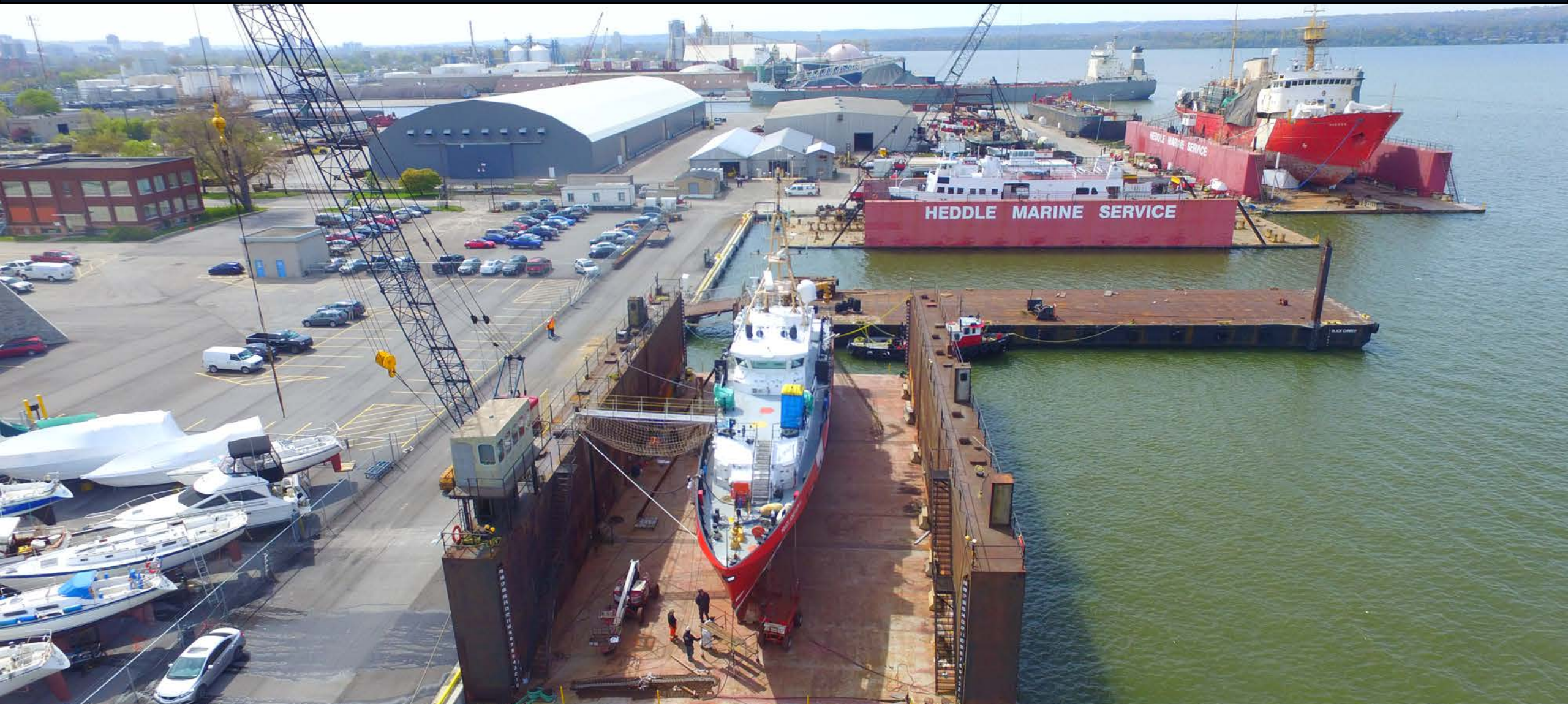
**20. ADJOURNMENT**

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















# Founded in Hamilton in 1987

Heddle Shipyards operates the largest number of shipyards and dry docks in Canada.



## 200-250

Personnel in Ontario and Atlantic Canada covering jobs such as **welders, millwrights, blasters/ painters, electricians and engineers**



Three major Ontario shipyards in **Hamilton, St. Catharines and Thunder Bay**



Core business in ship repair and maintenance.

Offers a **range of complimentary Vessel Lifecycle Services**, from new builds to vessel recycling

Excels in Heavy Industrial Fabrication Services as well as Project Support Services

**ISO 900:2015 Certified**

# National Shipbuilding Strategy (NSS)

A massive federal procurement program to rebuild fleet of the Royal Canadian Navy and Canadian Coast Guard

**\$100**  
BILLION

Total NSS spend projection.  
The largest single taxpayer expense in the country's history



Only two shipyards are **delivering on this program so far**, one in Nova Scotia and one in B.C., with considerable backlog impeding that capacity



Heddle has the capacity to help deliver the NSS and the program has enough work for two more shipyards - one in Ontario and one in Quebec

**The procurement of 6 new Coast Guard vessels could be worth billions to Ontario.**



**From:** [PF-Mailbox-01](#)  
**To:** [Norio, Ann-Marie](#); [Trennum, Matthew](#)  
**Subject:** FW: Online Form - Enquiry from Region website  
**Date:** Monday, December 09, 2019 2:36:01 PM

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**From:** Niagara Region Website  
**Sent:** Monday, 09 December 2019 14:35:57 (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

Warren Robinson

phone

[REDACTED]

email

[REDACTED]

municipality

St. Catharines

other mun

subject

Proposed property tax hike

comments

I would like to speak at the Dec 12 Regional Council meeting about the proposal for a almost 6 percent property tax hike for 2020. This is unacceptable and the good people of Niagara can't afford this large increase.

reply

yes

Page Referrer

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





**From:** [PF-Mailbox-01](#)  
**To:** [Norio, Ann-Marie](#); [Trennum, Matthew](#)  
**Subject:** FW: Online Form - Request to Speak at a Standing Committee  
**Date:** Wednesday, December 11, 2019 2:40:52 PM

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**From:** Niagara Region Website  
**Sent:** Wednesday, 11 December 2019 14:40:48 (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

Kevin Townsend

Address

[REDACTED]

City

St Catharines

Postal

[REDACTED]

Phone

9053270401

Email

ktownsend@stcatharines.ca

Organization

St Catharines Youth Task Force

standing committee

Regional Council

Presentation Topic

## WE Event Funding

Presentation includes slides

No

Previously presented topic

No

Presentation Details

That the Niagara Region include \$50,000 in the 2020 budget for the WE Youth Event to take place May 5, 2020 inside the Meridian Centre. I am also including a video that I would like to show if Council supports me speaking.  
<https://youtu.be/ASuJazAZIKA>

Video Consent

Yes



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

**CL 19-2019  
Thursday, November 14, 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, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Whalen, Witteveen, Zalepa

Absent/Regrets: Villella

Staff: D. Gibbs, Director, Legal and Court Services, A.-M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

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**1. CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 3:03 p.m.

**2. ADOPTION OF AGENDA**

Moved by Councillor Greenwood  
Seconded by Councillor Junkin

That Council Agenda CL 19-2019 **BE ADOPTED.**

**Carried**

**3. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**4. CLOSED SESSION**

Moved by Councillor Bellows  
Seconded by Councillor Foster

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



A matter of an ongoing investigation respecting the municipality by the Ombudsman appointed under the *Ombudsman Act*: Consideration of the Preliminary Report of the Ontario Ombudsman respecting the Investigation into matters related to the hiring of the Regional Municipality of Niagara's Chief Administrative Officer (CAO).

**Carried**

Council resolved into closed session at 3:08 p.m.

**5. REPORT FROM CLOSED SESSION**

Council reconvened in open session at 6:04 p.m. with the following individuals in attendance:

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

Absent/Regrets: Villella

Staff: D. Gibbs, Director, Legal and Court Services, A.-M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

**5.1 Preliminary Report of the Ontario Ombudsman**

A matter of an ongoing investigation respecting the municipality by the Ombudsman appointed under the *Ombudsman Act*: Consideration of the Preliminary Report of the Ontario Ombudsman respecting the Investigation into matters related to the hiring of the Regional Municipality of Niagara's Chief Administrative Officer (CAO).

Moved by Councillor Ugulini  
Seconded by Councillor Ip

That the Preliminary Report of the Ontario Ombudsman respecting the Investigation into matters related to the hiring of the Regional Municipality of Niagara's Chief Administrative Officer (CAO), **BE RECEIVED**; and

That staff **PROCEED** as directed in closed session.

**Carried**

6. **BY-LAWS**

6.1 **Bill 2019-81**

Moved by Councillor Rigby  
Seconded by Councillor Bylsma

That Bill 2019-81 being a by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on November 14, 2019, **BE NOW READ** and **DO PASS**.

**Carried**

7. **ADJOURNMENT**

There being no further business, the meeting adjourned at 6:06 p.m.

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Jim Bradley  
Regional Chair

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Ann-Marie Norio  
Regional Clerk

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

**CL 20-2019  
Thursday, November 14, 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, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Whalen, Witteveen, Zalepa

Absent/Regrets: Bellows, Villella

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, Dr. M. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, V. Kuhns, Acting Director, Economic Development, F. Meffe, Acting Director, Human Resources, B. Menage, Director, Procurement & Strategic Acquisitions, D. Morreale, Director, Development Approvals, A.-M. Norio, Regional Clerk, S. Tait, Manager, Waste Collection and Diversion, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

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**1. CALL TO ORDER**

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

**2. LAND ACKNOWLEDGMENT STATEMENT**

Councillor Nicholson read the Land Acknowledgment Statement.

**3. MOMENT OF REFLECTION**

Councillor Disero read the moment of reflection.

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

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

5. **ADOPTION OF AGENDA**

5.1 **Addition of Items**

Moved by Councillor Huson  
Seconded by Councillor Edgar

That Haley Bateman **BE PERMITTED** to appear before Council as a delegate respecting the portion of the Corporate Services Committee Minutes CSC 11-2019 (Agenda Item 12.3) concerning Report CLK 15-2019 respecting Establishment of the Women's Advisory Committee (Minute Item 5.4).

**Carried**

Moved by Councillor Greenwood  
Seconded by Councillor Huson

That Emily Spanton **BE PERMITTED** to appear before Council as a delegate respecting the portion of the Corporate Services Committee Minutes CSC 11-2019 (Agenda Item 12.3) concerning Report CLK 15-2019 respecting Establishment of the Women's Advisory Committee (Minute Item 5.4).

**Carried**

Councillor Ip indicated that she wished to put forward a motion to permit Sabrina Hill to appear before Council as a delegate respecting Citizen Committee on Council Remuneration (Agenda Item 12.3 – Minutes CSC 11-2019, Minute Item 5.3).

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 Butters

That Sabrina Hill **BE PERMITTED** to appear before Council as a delegate respecting the portion of the Corporate Services Committee minutes CSC 11-2019 (Agenda Item 12.3) concerning the Citizen Committee on Council Remuneration (Minute Item 5.3).

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

**Carried**

Councillor Darte indicated that he wished to put forward a motion to permit Dr. John Bacher to appear before Council as a delegate respecting support of his appeal under Section 35 of the Local Planning Appeals Tribunal (LPAT) regarding City of Niagara Falls Official Plan Amendment 128.

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 Darte  
Seconded by Councillor Edgar

That Dr. John Bacher **BE PERMITTED** to appear before Council as a delegate respecting the request for Review” to Local Planning Appeal Tribunal (LPAT) regarding the recent Official Plan Amendment (OPA 128) decision in the City of Niagara Falls.

Recorded Vote:

Yes (11): Butters, Chiocchio, Darte, Disero, Edgar, Greenwood, Heit, Huson, Ip, Jordan, Witteveen.

No (18): Bylsma, Campion, Diodati, Easton, Fertich, Foster, Gale, Gibson, Insinna, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugolini, Whalen, Zalepa.

Two-thirds majority not having been achieved, the Regional Chair declared the vote,

**Defeated**

## 5.2 Changes in Order of Items

Moved by Councillor Ip  
Seconded by Councillor Huson

That the order of the agenda **BE AMENDED** to move consideration of Report CLK 15-2019 respecting Establishment of Women's Advisory Committee (Minute Item 5.4), and Report HR 02-2019 respecting Citizen Committee on Council Remuneration (Minute Item 5.3) of the Corporate Services Committee Minutes CSC 11-2019 (Agenda Item 12.3) to immediately following the Delegations section (Agenda Item 9).

**Carried**

Moved by Councillor Huson  
Seconded by Councillor Diodati

That Council Agenda CL 20-2019, **BE ADOPTED**, as amended.

**Carried**

**6. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**7. PRESENTATIONS**

There were no presentations.

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

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

**9. DELEGATIONS**

**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 St. Catharines**

Haley Bateman, Resident, City of St. Catharines, appeared before Council in support of Report CLK 15-2019 respecting Establishment of Women's Advisory Committee (Minute Item 5.4 of Minutes CSC 11-2019, Agenda Item 12.3) and requested that the Committee's terms of reference be amended to reflect an entirely female membership.

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

Emily Spanton, Resident, City of St. Catharines, appeared before Council in support of Report CLK 15-2019 respecting Establishment of Women's Advisory Committee (Minute Item 5.4 of Minutes CSC 11-2019, Agenda Item 12.3) and requested that the Committee's terms of reference be amended to reflect an entirely female membership.

9.1.3 Sabrina Hill, Committee Member, Citizen Committee on Councillor Remuneration

Sabrina Hill, Committee Member, Citizen Committee on Councillor Remuneration, appeared before Council respecting Report HR 02-2019, respecting Citizen Committee on Council Remuneration (Minute Item 5.3 of Minutes CSC 11-2019, Agenda Item 12.3) and provided information respecting the Committee's recommendations and mandate.

**12. COMMITTEE REPORTS - OPEN SESSION**

**12.3 Corporate Services Committee**

**12.3.1 Minute Item 5.4 respecting Establishment of Women's Advisory Committee**

The recommendation contained in Minute Item 5.4 was considered separately 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 (WAC) 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.

Moved by Councillor Huson  
Seconded by Councillor Butters

That section 6.1 of the terms of reference for the Women's Advisory Committee (WAC) attached as Appendix 1 to Report CLK 15-2019, **BE AMENDED** to provide that preference be given to those individuals that identify as female for the Chair and Vice Chair positions.

**Carried**

Moved by Councillor Nicholson  
Seconded by Councillor Whalen

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

That section 6.1 of the terms of reference for the Women's Advisory Committee (WAC) attached as Appendix 1 to Report CLK 15-2019, **BE AMENDED** to provide that ~~preference be given to those individuals that identify as female for the Chair and Vice Chair positions~~ ***Committee criteria considerations will be used during the selection of the Chair and Vice Chair.***

**Carried**

The Regional 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 (WAC) 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) and Committee criteria considerations will be used during the selection of the Chair and Vice Chair;
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**

12.3.2 Appointments to the Women's Advisory Committee (Minute Item 5.1 - CSC 7-2019)

Moved by Councillor Steele  
Seconded by Councillor Ugulini

That Councillors Butters, Huson, and Ip **BE APPOINTED** to the Women's Advisory Committee.

**Carried**



12.3 Corporate Services Committee

12.3.3 Minute Item 5.3 respecting Citizen Committee on Council Remuneration

The recommendations contained in Minute Item 5.3 were considered separately 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.

Moved by Councillor Butters  
Seconded by Councillor Ip

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 (13): Butters, Chiocchio, Dart, Edgar, Gibson, Huson, Ip, Jordan, Junkin, Nicholson, Sendzik, Ugolini, Whalen.

No (16): Bylsma, Campion, Diodati, Disero, Easton, Fertich, Foster, Gale, Greenwood, Heit, Insinna, Redekop, Rigby, Steele, Witteveen, Zalepa.

**Defeated**

The Regional 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 (21): Bylsma, Campion, Chiocchio, Diodati, Disero, Easton, Edgar, Fertich, Foster, Greenwood, Heit, Huson, Insinna, Jordan, Junkin, Redekop, Rigby, Steele, Ugolini, Witteveen, Zalepa.

No (8): Butters, Darte, Gale, Gibson, Ip, Nicholson, Sendzik, Whalen.

**Carried**

## **10. ADOPTION OF MINUTES**

Moved by Councillor Bylsma  
Seconded by Councillor Zalepa

That Minutes CL 17-2019 being the Open and Closed Session minutes of Special Regional Council and Minutes CL 18-2019 being the Open Session minutes of the Regular Regional Council meetings held on Thursday, October 17, 2019, **BE ADOPTED**.

**Carried**

**11. CORRESPONDENCE**

**11.1 Receive and/or Refer**

Moved by Councillor Huson  
Seconded by Councillor Ip

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

CL-C 71-2019 respecting Report on Code of Conduct Complaint - IC-92-0619 - Councillor D. Bylsma, **BE RECEIVED**; and

CL-C 73-2019 respecting Women's Advisory Committee **BE RECEIVED**.

**Carried**

**11. CORRESPONDENCE**

**11.2 For Consideration**

**11.2.1 CL-C 72-2019**

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

Moved by Councillor Junkin  
Seconded by Councillor Foster

That Correspondence Item CL-C 72-2019, being a memorandum from R. Mostacci, Commissioner, Planning and Development Services, dated November 14, 2019, respecting Regional Participation in a Brownfield Tax Assistance Program Incentive in the City of Welland, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. 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.

**Carried**

## 12. **COMMITTEE REPORTS - OPEN SESSION**

### 12.1 **Public Works Committee**

Minutes PWC 11-2019, Tuesday, November 5, 2019

Moved by Councillor Rigby

Seconded by Councillor Edgar

That Report PWC 11-2019 being the Open Session minutes of the Public Works Committee meeting held on Tuesday, November 5, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

#### 12.1.1 Minute Item 5.1 respecting Vision Zero Road Safety Program

The recommendations contained in Minute Item 5.1 were considered separately as follows:

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 Inter-municipal Agreement;
2. That Regional Staff **BE AUTHORIZED** to initiate discussions with the LAMs and amend the Niagara Region Courts Inter-municipal 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.

Moved by Councillor Insinna  
Seconded by Councillor Diodati

That clauses 1 and 2 of the motion **BE AMENDED** as follows:

1. That Regional Staff **BE AUTHORIZED** to implement initiatives under the Vision Zero Road Safety Program; including ***but not limited to; Automated Speed Enforcement (ASE), Red Light Cameras (RLCs), and Community Safety Zones and School Bus Stop Arm Cameras (SAC) pursuant to Bill 174 and Ministry of Transportation recommendation;*** subject to successful negotiations with the Local Area Municipalities (LAMs) with respect to the Niagara Region Courts Inter-municipal Agreement;
2. That Regional Staff **BE AUTHORIZED** to initiate discussions with ***Niagara School Bus service providers and Stop Arm Camera Technology vendors and*** the LAMs and amend the Niagara Region Courts Inter-municipal Agreement related to the Vision Zero Road Safety Program; and **BE DIRECTED** to report to Council on the outcome of those discussions.

**Carried**

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

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 but not limited to; Automated Speed Enforcement (ASE), Red Light Cameras (RLCs), Community Safety Zones and School Bus Stop Arm Cameras (SAC) pursuant to Bill 174 and Ministry of Transportation recommendation; subject to successful negotiations with the Local Area Municipalities (LAMs) with respect to the Niagara Region Courts Inter-municipal Agreement;

2. That Regional Staff **BE AUTHORIZED** to initiate discussions with Niagara School Bus service providers and Stop Arm Camera Technology vendors and the LAMs and amend the Niagara Region Courts Inter-municipal 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.

Recorded Vote:

Yes (28): Butters, Bylsma, Campion, Chiocchio, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Whalen, Witteveen, Zalepa.

No (0).

**Carried**

#### 12.1.2 Balance of the recommendations from Public Works Committee

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

**Carried**

#### 12.2 Public Health and Social Services Committee

Minutes PHSSC 11-2019, Tuesday, November 5, 2019

Moved by Councillor Greenwood  
Seconded by Councillor Witteveen

That Report PHSSC 11-2019 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, November 5, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

12.3 Corporate Services Committee

Minutes CSC 11-2019, Wednesday, November 6, 2019

Moved by Councillor Foster

Seconded by Councillor Junkin

That Report CSC 11-2019 being the Open and Closed Session minutes of the Corporate Services Committee meeting held on Wednesday, November 6, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**, save and except Minute Items 5.3 and 5.4.

12.3.3 Minute Item 5.2 respecting Amendments to Regional Council Expense Policy

The recommendations contained in Minute Item 5.2 was considered separately as follows:

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.

Moved by Councillor Sendzik

Seconded by Councillor Redekop

That the Regional Council Expense Policy **BE AMENDED** to include that reimbursement to mayors for any conferences is an eligible expense.

**Carried**



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

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**, as amended; 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**

12.3.4 Balance of the recommendations from the Corporate Services Committee

The Regional Chair called the vote on the balance of the recommendations of the Corporate Services Committee and declared it,

**Carried**

12.4 Planning and Economic Development Committee

Minutes PEDC 11-2019, Wednesday, November 6, 2019

Moved by Councillor Huson  
Seconded by Councillor Steele

That Report PEDC 11-2019 being the Open Session minutes of the Planning & Economic Development Committee meeting held on Wednesday, November 6, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

12.5 Committee of the Whole

Minutes COTW 9-2019, Thursday, November 7, 2019

Moved by Councillor Redekop  
Seconded by Councillor Heit

That Report COTW 9-2019 being the Open and Closed Session minutes of the Committee of the Whole meeting held on Thursday, November 7, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

**Councillor Information Request(s):**

Provide information respecting the impact of Community Improvement Plans (CIPs) on assessed value throughout the Region and targeted areas. Councillor Sendzik.

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

13.1 CAO 15-2019

Council's Strategic Plan Video

Moved by Councillor Butters  
Seconded by Councillor Ugulini

That Correspondence Item CAO 15-2019, being a memorandum from K. Delong, Manager, Internal Control & Organizational Performance, dated November 14, 2019, respecting Council's Strategic Plan Video, **BE RECEIVED** for information.

**Carried**

14. **MOTIONS**

There were no motions.

**15. NOTICES OF MOTION**

**15.1 Support for Other Municipalities and Communities in Canada**

Councillor Diodati advised that he would like to bring forward a motion for consideration at this Council meeting respecting Support for Other Municipalities and Communities in Canada.

The Regional Chair informed Council that in order to consider the motion at this meeting, notice would need to be waived with the affirmative support of two-thirds of the members present.

Moved by Councillor Diodati  
Seconded by Councillor Redekop

That the notice requirements under Section 18.1 of the Procedural By-law **BE WAIVED** to permit the consideration of a motion from Councillor Diodati with respect to illustrating our support for other municipalities and all communities in Canada.

**Carried**

Moved by Councillor Diodati  
Seconded by Councillor Rigby

That Regional Council **JOIN** together to tape a group video message to be shared with Sturgeon County, Alberta to illustrate our support for other municipalities and all communities in Canada.

**Carried**

**15.2 Whistleblower Policy**

Councillor Redekop advised that he would be bringing forward a motion to the next Council meeting respecting a whistleblower policy for Niagara Region.

**16. OTHER BUSINESS**

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

**17. CLOSED SESSION**

Moved by Councillor Huson  
Seconded by Councillor Heit

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

A Matter of Advice that is Subject to Solicitor Client Privilege – Niagara Gateway Economic Zone and Centre Community Improvement Plan re: 200, 242, 246 and 250 Buchner Road, Welland

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

A Matter of Advice that is Subject to Solicitor Client Privilege-Advice Regarding Uploading of Waste Management Powers

**Carried**

Council resolved into closed session at 9:10 p.m.

**18. REPORT FROM CLOSED SESSION**

Council reconvened in open session at 10:14 p.m. with the following individuals present:

Council: Bradley (Regional Chair), Butters, Campion, Chiocchio, Dante, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gibson, Greenwood, Heit, Insinna, Ip, Junkin, Rigby, Sendzik, Steele, Ugulini, Whalen, Witteveen, Zalepa

Absent/Regrets: Bellows, Bylsma, Gale, Huson, Jordan, Nicholson, Redekop, Villella

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, B. Menage, Director, Procurement & Strategic Acquisitions, A.-M. Norio, Regional Clerk, S. Tait, Manager, Waste Collection and Diversion, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

**18.1 Public Works Committee Closed Session Minutes**

Closed Session Minutes PWC 11-2019, Tuesday, November 5, 2019

Moved by Councillor Rigby  
Seconded by Councillor Witteveen

That Report PWC 11-2019 being the Closed Session minutes of the Public Works Committee meeting held on Tuesday, November 5, 2019,  
**BE APPROVED.**

**Carried**

18.2 Confidential PW 65-2019

Financial Information Supporting Waste Management Collection Contract Procurement Process

Moved by Councillor Heit  
Seconded by Councillor Ip

That Confidential Report PW 65-2019, dated November 14, 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**

Moved by Councillor Disero  
Seconded by Councillor Butters

That staff **BE DIRECTED** to provide a report respecting the weekly pick up of medical waste and diaper collection including both implementation initiatives and costs involved.

**Carried**

18.3 Confidential CSD 69-2019

Niagara Gateway Economic Zone and Centre Community Improvement Plan (CIP) re 200, 242, 246 and 250 Buchner Road, Welland

Moved by Councillor Gibson  
Seconded by Councillor Greenwood

That Confidential Report CSD 69-2019, dated October 9, 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**

**15. NOTICES OF MOTION**

**15.3 Fairness Advisor**

Councillor Diodati advised that he would be bringing forward a motion to the next Council meeting respecting the engagement of a fairness advisor for the waste management collection contract.

**19. BY-LAWS**

Moved by Councillor Ugolini  
Seconded by Councillor Heit

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

Bill 2019-82

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.

Bill 2019-83

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.

Bill 2019-84

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.

Bill 2019-85

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on November 14, 2019.

**Carried**

**20. ADJOURNMENT**

There being no further business, the meeting adjourned at 10:21 p.m.

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Jim Bradley  
Regional Chair

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk



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

**CL 21-2019  
Thursday, November 21, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Bellows, Campion, Diodati, Huson, Nicholson, Redekop, Villella, Zalepa

Staff: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, A.-M. Norio, Regional Clerk, H. Talbot, Financial & Special Projects Consultant, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

Others Present: P. DeMelo, Kagan Shastri LLP, External Legal Counsel

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**1. CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 3:04 p.m.

**2. ADOPTION OF AGENDA**

**2.1 Changes in Order of Items**

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

Moved by Councillor Greenwood

Seconded by Councillor Edgar

That Council Agenda CL 21-2019, **BE ADOPTED.**

**Carried**

3. **DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

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

4.1 **CAO 16-2019**

Canada Summer Games Capital Budget Initiation

Moved by Councillor Darte

Seconded by Councillor Rigby

That Report CAO 16-2019, dated November 21, 2019, respecting Canada Summer Games Capital Budget Initiation, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That financing in the amount of \$20,036,786 gross and \$6,350,000 net **BE INITIATED** from the capital budget for Canada Summer Games (20000751) and that the project **BE FUNDED** as follows:

Debt	\$6,350,000
Federal Gas Tax	\$13,686,786

2. That the Chair and Regional Clerk **BE AUTHORIZED** to execute the Definitive Agreements for Canada Summer Games Sport and Ability Centre described herein between the Niagara Region and variously The City of St. Catharines, The City of Thorold, Brock University, 2021 Canada Games Host Society Inc., Her Majesty the Queen in Right of the Province of Ontario, and Her Majesty the Queen in Right of Canada; provided the financial terms and conditions of these agreements do not exceed funds approved by Council and all terms and conditions are satisfactory to the CAO and Director of Legal and Court Services;
3. That Regional Council **APPROVE** that Niagara Region be a joint owner (25%) in the Canada Games Park with an annual financial contribution to the facility's capital reserve equal to 25% of 1.5% of the cost of construction, beginning in 2022, subject to equal contributions from The City of St. Catharines, The City of Thorold, and Brock University;
4. That the Region's share of external Legal Counsel and Project Management fees in partnership with The City of St. Catharines, The City of Thorold, Brock University, 2021 Canada Games Host Society Inc. **BE APPROVED** to be accommodated within base budget;

5. That staff **BE DIRECTED** to report back to Regional Council for approval prior to advancing any additional funds beyond approval in Recommendation 1; and
6. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration.

Recorded Vote:

Yes (23): Butters, Bylsma, Chiocchio, Dart, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Insinna, Ip, Jordan, Junkin, Rigby, Sendzik, Steele, Ugulini, Whalen, Witteveen.

No (0).

**Carried**

**5. CLOSED SESSION**

Moved by Councillor Insinna  
Seconded by Councillor Butters

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

A Matter Respecting Litigation and a Matter of Advice that is Subject to Solicitor-Client Privilege under s. 239(2) of the *Municipal Act, 2001* - Application for Judicial Review - Niagara Home Builders' Association.

**Carried**

Council resolved into closed session at 3:32 p.m.

**6. REPORT FROM CLOSED SESSION**

Council reconvened in open session at 4:33 p.m. with the following individuals in attendance:

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

Absent/Regrets: Bellows, Champion, Diodati, Huson, Nicholson, Redekop, Zalepa

Staff: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, R. Mostacci, Commissioner, Planning and Development Services, A.-M. Norio, Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

Others Present: P. DeMelo, Kagan Shastri LLP, External Legal Counsel

**6.1 Confidential CL-C 76-2019**

Application for Judicial Review

Moved by Councillor Greenwood

Seconded by Councillor Steele

That Confidential Memorandum CL-C 76-2019, being a memorandum from D. Gibbs, Director, Legal and Court Services, dated November 21, 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**; and

That staff **PROCEED** as directed in closed session.

**Carried**

7. **BY-LAWS**

7.1 **Bill 2019-86**

Moved by Councillor Ugulini  
Seconded by Councillor Whalen

That Bill 2019-86 being a by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on November 21, 2019, **BE NOW READ** and **DO PASS**.

**Carried**

8. **ADJOURNMENT**

There being no further business, the meeting adjourned at 4:35 p.m.

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Jim Bradley  
Regional Chair

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Ann-Marie Norio  
Regional Clerk

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

**CL 22-2019**

**Thursday, December 5, 2019**

**Council Chamber**

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

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

Absent/Regrets: Bellows, Champion, Greenwood, Insinna

Staff: D. Barnhart, Executive Officer to the Regional Chair, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, F. Meffe, Acting Director, Human Resources, A.-M. Norio, Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

Others Present: R. Weir, Borden Ladner Gervais LLP, and D. Jeffries, Rae Christen Jeffries LLP, External Legal Counsel

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**1. CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 3:34 p.m.

**2. ADOPTION OF AGENDA**

Moved by Councillor Steele

Seconded by Councillor Chiocchio

That Council Agenda CL 22-2019 **BE ADOPTED.**

**Carried**

**3. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**4. CLOSED SESSION**

Moved by Councillor Foster  
Seconded by Councillor Huson

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

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

**Carried**

Council resolved into closed session at 3:37 p.m.

**5. BUSINESS ARISING FROM CLOSED SESSION**

Council reconvened in open session at 5:25 p.m. with the following individuals in attendance:

Council:	Bradley (Regional Chair), Butters, Chiocchio, Dart, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Heit, Huson, Ip, Jordan, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugolini, Villella, Whalen, Witteveen, Zalepa
Absent/Regrets:	Bellows, Bylsma, Campion, Greenwood, Insinna, Junkin
Staff:	D. Barnhart, Executive Officer to the Regional Chair, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, F. Meffe, Acting Director, Human Resources, A.-M. Norio, Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer
Others Present:	R. Weir, Borden Ladner Gervais LLP, and D. Jeffries, Rae Christen Jeffries LLP, External Legal Counsel

5.1 Ontario Ombudsman Report "Inside Job"

Moved by Councillor Gibson  
Seconded by Councillor Darté

That the Regional Municipality of Niagara **IMMEDIATELY FORWARD** the Ontario Ombudsman Report "Inside Job" to the Niagara Regional Police Service with a request that a complete and thorough investigation be conducted into the allegations contained in that report even if those investigative leads go beyond the contents of the Ombudsman's Report.

Recorded Vote:

Yes (25): Butters, Chiocchio, Darté, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Heit, Huson, Ip, Jordan, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugolini, Villella, Whalen, Witteveen, Zalepa.

No (0).

**Carried**

5.2 Confidential Verbal Update

Moved by Councillor Ip  
Seconded by Councillor Huson

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

That external legal counsel **BE DIRECTED** to report back to Regional Council regarding all other potential avenues of legal recourse arising from the findings contained in the Ontario Ombudsman Report "Inside Job"; and

That external legal counsel and staff **PROCEED** as directed in closed session.



Recorded Vote:

Yes (25): Butters, Chiocchio, Darte, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Heit, Huson, Ip, Jordan, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa.

No (0).

**Carried**

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

**6.1 CAO 17-2019**

Recommendations from the Ontario Ombudsman Report "Inside Job" November 2019

Moved by Councillor Ip  
Seconded by Councillor Edgar

That Report CAO 17-2019, dated December 5, 2019, respecting Recommendations from the Ontario Ombudsman Report "Inside Job" November 2019, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **CONFIRMS** their agreement with the recommendations of the Ontario Ombudsman Report "Inside Job" (dated November 2019) respecting the investigation into matters relating to the Regional Municipality of Niagara's hiring of its Chief Administrative Officer, and its administration of his contract;
2. That staff **BE DIRECTED** to prepare a policy respecting employee code of conduct or ethics that includes for the protection of confidential information, pursuant to Recommendation 1 of the Ombudsman's Report for the Corporate Services Committee meeting being held on February 12, 2020;
3. That staff **BE DIRECTED** to include clauses in all employment contracts respecting the protection of confidential information pursuant to Recommendation 2 of the Ombudsman's Report and provide an update at the Corporate Services Committee meeting being held on February 12, 2020;

4. That staff **BE DIRECTED** to ensure specific confidentiality agreements are signed at the start of a hiring process by all officials and staff with access to confidential hiring process information pursuant to Recommendation 3 of the Ombudsman's Report and provide an update at the Corporate Services Committee meeting being held on February 12, 2020;
5. That staff **BE DIRECTED** to prepare a draft Terms of Reference for a Chief Administrative Officer Recruitment Committee taking into consideration Recommendation 4 of the Ombudsman's Report for the Regional Council meeting held on January 23, 2020;
6. That staff **BE DIRECTED** to review and update the Employment and Staffing Policy (C-HR-010) to ensure it contains provisions to clarify that employees should not engage in any behaviour that provides an unfair advantage to a candidate during a hiring process including assisting candidates by providing inside information such as interview questions and suggested answers pursuant to Recommendation 6 of the Ombudsman's Report for the Corporate Services Committee meeting being held on February 12, 2020;
7. That staff **BE DIRECTED** to prepare a policy respecting the hiring process for a Chief Administrative Officer including the appropriate roles of staff and their accountability to Council or a committee of Council charged with the hiring, pursuant to Recommendation 9 of the Ombudsman's Report for the Regional Council meeting held on January 23, 2020;
8. That staff **BE DIRECTED** to prepare a by-law setting the parameters of the relationship between Council and the Chief Administrative Officer including the role of Council with respect to amending the Chief Administrative Officer's contract and salary, pursuant to Recommendation 11 of the Ombudsman's Report for the Regional Council meeting held on January 23, 2020;
9. That staff **BE DIRECTED** to prepare a policy governing the process for Chief Administrative Officer performance appraisals pursuant to Recommendation 13 of the Ombudsman's Report for the Regional Council meeting held on January 23, 2020;
10. That staff **BE DIRECTED** to report to Regional Council regarding the implementation of Recommendations 4 (as it relates to recruitment committees apart from the CAO) 5, 7, 8, 10, 12, 14 and 15 for the Regional Council meeting being held on February 20, 2020; and

11. That staff **BE DIRECTED** to report to Regional Council in six months' time on progress in implementing the recommendations of the Ontario Ombudsman Report "Inside Job" in accordance with Recommendation 16 of the Ombudsman's Report.

Moved by Councillor Fertich  
Seconded by Councillor Rigby

That Councillor Heit **BE PERMITTED** to exceed the ten-minute time limit to speak.

**Carried**

The Regional Chair called the vote on the motion respecting Report CAO 17-2019.

Recorded Vote:

Yes (25): Butters, Chiocchio, Dart, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Heit, Huson, Ip, Jordan, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa.

No (0).

**Carried**

## **7. BY-LAWS**

### **7.1 Bill 2019-87**

Moved by Councillor Ugulini  
Seconded by Councillor Diodati

That Bill 2019-87 being a by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on December 5, 2019, **BE NOW READ** and **DO PASS**.

**Carried**

**8. ADJOURNMENT**

There being no further business, the meeting adjourned at 5:58 p.m.

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Jim Bradley  
Regional Chair

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Ann-Marie Norio  
Regional Clerk

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## **MEMORANDUM**

**CL-C-78-2019**

**Subject: Appointment of Private Sewage System Inspectors under the Building Code Act, 1992**

**Date: December 12, 2019**

**To: Regional Council**

**From: Phill Lambert, Director, Infrastructure Planning & Development Engineering**

---

The purpose of this memorandum is to request approval from Regional Council to update the by-law for the Appointment of Private Sewage System Inspectors. The Building Code Act, 1992, S.O. 1992, c.23, (the “Act”) requires municipalities responsible for the enforcement of the Act to appoint a chief building official and inspectors, and to pass by-laws for the regulations and operations of sewage systems as prescribed by the Act.

The Region’s Private Sewage System Program carries out the duties and responsibilities associated with Part 8 of the Ontario Building Code through agreements with the Town of Fort Erie, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Town of Niagara- on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, and City of Thorold on behalf of those municipalities. The Township of Wainfleet, City of Welland, and Township of West Lincoln provide the program through their own building departments.

At Niagara Region, there are three full-time Private Sewage System Inspectors, and the Director of Infrastructure Planning & Development Engineering is the Chief Building Official that provides oversight and supervision for this program. There are approximately 400 direct applications annually to this program plus requests for comments on planning applications as well as dealing with complaints and enforcement under the Ontario Building Code.

As a result of staffing changes, it is necessary to update the existing by-law that appoints sewage system inspectors for the Region (being by-law No. 2017-31). The proposed updated by-law (a copy of which is attached as Appendix “A”) is included on the list of by-laws being submitted to Council for consideration and approval on December 12, 2019.

Respectfully submitted and signed by

---

Phill Lambert, P.Eng.,  
Director, Infrastructure Planning & Development Engineering

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO APPOINT SEWAGE SYSTEM INSPECTORS FOR THE  
REGIONAL MUNICIPALITY OF NIAGARA PURSUANT TO THE BUILDING  
CODE ACT AND TO REPEAL BY-LAW NO. 2017-31

WHEREAS subsection 3(1) of the Building Code Act, 1992, R.S.O. 1992, c. 23, as amended (the "Act"), provides that the council of each municipality is responsible for the enforcement of the Act in the municipality;

WHEREAS subsection 3(5) of the Act provides that council of The Regional Municipality of Niagara (the "Region") and one or more local municipalities within the region may enter into an agreement for the enforcement by the Region of the Act;

WHEREAS the Region entered into agreements with the Town of Fort Erie, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, and City of Thorold (the "Municipalities") for the enforcement by the Region of the provisions of the Act related to sewage systems in the Municipalities;

WHEREAS subsection 3(6) of the Act provides that Regional Council shall appoint a Chief Building Official and such inspectors as are necessary for the enforcement of the Act, where an agreement under subsection 3(5) of the Act is in effect; and

WHEREAS subsections 15.11 (1), (2) and (3) of the Act provide that a person may be appointed as Chief Building Official or an Inspector only if he or she meets the qualifications prescribed by the Building Code.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. In this By-Law,
  - (a) "Building Code" means the regulations made under section 34 of the Act, as amended from time to time;
  - (b) "Sewage Systems" means sewage systems as defined in the Building Code.

2. That the following persons are hereby appointed as inspectors for the purposes of the Act and the Building Code related to Sewage Systems in the Municipalities:

Justin Noort  
Michael Lim  
Tanya Killins  
Caitlin Goodale

3. That all inspectors appointed pursuant to this By-law shall have and maintain the qualifications prescribed by the Building Code.
4. That By-law No. 2017-31 is hereby repealed.
5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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Jim Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>



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## **MEMORANDUM**

**CL-C 79-2019**

**Subject: Response to BRCOTW 10-2019 Councillor Information Request**

**Date: December 12, 2019**

**To: Council**

**From: Helen Chamberlain, Director Financial Planning and Management**

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This memo is in response to Councillor Information Requests at BRCOTW on December 5, 2019 as follows:

1. What has the Niagara Region paid in the last five years for advertising? (Councillor Huson)
2. What has the Niagara Region paid in the last five years for staff travel? (Councillor Huson)
3. If the Niagara Region were to delay hiring positions when they become vacant for six months what is the potential savings on an annual basis? (Councillor Huson)
4. How close is the Niagara Region to cost recovery on Planning user fees and what the costs are that are being charged by similar municipalities? (Councillor Redekop)

### **1. What has the Niagara Region paid in the last five years for advertising?**

The 2020 budget for advertising is consistent with the advertising budget for 2019, however spending priorities vary from one year to the next. Advertising as defined in the Niagara Region accounting systems includes any spending that highlights or promotes Regional programs or economic opportunities. This spending includes radio, newspaper and social media ads, as well as informational and promotional material purchases. The majority of spending occurs in the informational and promotional materials account.

Examples of how advertising is used to support Economic Development is through development of a new business attraction website and supporting video assets. Other examples of how operations have utilized advertising is to promote new service routes offered through Niagara Regional Transit and the transition of business licensing services from NRPS to the current Peer Street location have been identified to residents of Niagara to improve awareness of changes in service. This outreach has improved uptake and understanding.

In order to be able to identify the impact of any reduction in advertising spend staff would require additional time to break down the expenditure clearly identifying the program implications as well as any subsidy impacts.

### **2. What has the Region paid in the last five years for staff travel?**

The 2020 budget for staff travel is consistent with the staff travel budget for 2019. Staff travel includes spending for three categories of service:

- staff training and development – supports training for legislative compliance as well as professional development requirements of many professional designations that must be maintained to satisfy the requirements of their employment
- ad hoc requirements to travel to provide service – this would be for Regional meetings including collaboration with Local Area Municipalities, the Province, etc.
- essential travel for program delivery – to provide health inspections, home visits for mental health clients, respite care program in Senior Services, etc.

In order to be able to identify the impact of any reduction in staff travel costs, staff would require additional time to break down the expenditure clearly identifying the program implications as well as any subsidy impacts.

**3. If the Niagara Region were to delay hiring positions when they become vacant for six months what is the potential savings on an annual basis?**

As gapping is realized through corporate vacancy management practices that are currently in place, the compensation variances are presented in Quarterly Financial Updates provided to Council and the public three times per year. The savings realized from gapping of unfilled positions have supported the deficits of development charge grants, legal claim payouts, WSIB pressures, and labour relations costs.

Imposing a 6 month vacancy comes with the following risks:

- 24/7 operations would require backfilling of staff which may be at a higher cost through overtime, standby pay, etc.
- Knowledge loss from being unable to fill vacant positions
- Impacts on overtime required by remaining staff to pick up additional duties and/or increased workload to maintain service delivery levels
- Increased sick leave and WSIB costs due to staff burnout and stress as a result of the above
- Impacts on non-compliance with mandates or legislation
- Inability to deliver on Council's Strategic Priorities/new initiatives
- Impact ability to attract and/or retain top talent
- Degradation of service levels within the organization and to the public

A reduction in compensation of \$0.88 million has been included in the 2020 budget for vacancy management in Community Services and Public Health which may have service impacts but are being managed in light of the department budget pressures and Council budget direction of 2.0%.

In order to be able to identify the impact of any reduction, staff would require additional time to break down the expenditure clearly identifying the program implications, any subsidy impacts, number of annual vacancies, cost associated with each vacancy, programs where this may result in incremental costs, etc. Additionally, if the strategy were to be implemented it would require an increase to future year budgets to return service levels to their current state.

**4. How close is the Niagara Region to cost recovery on user fees and what the costs are that are being charged by similar municipalities?**

Section 69 of the *Planning Act* allows the Region to charge a fee to cover the anticipated costs for processing development applications. User fee revenue fluctuate on a yearly basis and is dependent on the number of development applications which is influenced by factors such as the economy and housing market, interest rates, servicing, etc.

The 2020 total planning and development services expense budget is \$6.0 million net, of which \$1.9 million or 32% relates to costs of processing development applications. The 2020 budget includes \$1.8M in user fee revenue and currently achieves approximately 95% recovery of the direct costs related to this service. Indirect costs include planning support costs as well as administrative support. To recover the administrative support costs of this service the user fee revenue would have to increase 18% exclusive of any planning support costs.

Fees and revenues are regularly monitored and in 2018 a 25% increase was implemented to all planning fees (save and except fees related to private sewage systems) in order to align better to full cost recovery. Both 2019 and 2020 have included an inflationary increase up to 2%. Prior to any further increases aimed at full cost recovery, a time study will be undertaken to ensure alignment to each applications time requirements. Additionally any comparison to other municipalities would require analysis of the indirect costs that are being recovered by other municipalities.

Respectfully submitted and signed by

---

Helen Chamberlain, CPA, CA  
Director Financial Management and Planning, Deputy Treasurer



**United Way  
Niagara**

CL-C 81-2019

[www.unitedwayniagara.org](http://www.unitedwayniagara.org)

Charitable Registration: BN 13053 2443 RR0001

December 10, 2019

Jim Bradley, Regional Chair  
Niagara Region  
1815 Sir Isaac Brock Way  
Thorold, ON L2V 4T7

Dear Regional Chair Bradley and Members of Regional Council,

Please accept this correspondence, with respect to the proposed 2020 Niagara Region Budget, to be addressed at the upcoming Regional Council meeting on Thursday, December 12, 2019.

United Way remains committed to poverty reduction strategies across Niagara; in particular, through our responsibility with the Niagara Prosperity Initiative (NPI) Secretariat role and the Prosperity Project granting initiatives. As such, we feel compelled to communicate our position with respect to the proposed funding cuts to the Niagara Prosperity Initiative community grants pool.

Most importantly, United Way recognizes the difficult budget year the Niagara Region and many of the departments face. While we are not in favour of the proposed reduction for the NPI community grants budget, we trust that Region staff and Regional Council will make the financial decisions necessary for the betterment of all of Niagara.

Should the 2020 Budget approval include a reduction to the NPI community grants allotment, United Way Niagara strongly encourages the Region to reinvest these funds into poverty reduction strategies in the future. We propose the NPI evaluation recommendations be implemented and that these funds be reinvested in poverty reduction strategies that will have the greatest impact in Niagara.

I thank you for the dedication of Niagara Region staff and Council in addressing our community's most complex challenges and for the opportunity to share our concerns and support.

Sincerely,

Frances Hallworth, Executive Director  
United Way Niagara



**YMCA of Niagara**

3 – 300 Bunting Road  
St. Catharines, ON L2M 7X3  
ymcaofniagara.org  
Charitable No. 11930 7064 RR0001

December 11, 2019

Honorable Jim Bradley, Regional Chair  
Niagara Region  
1815 Sir Isaac Brock Way  
Thorold, ON L2V 4T7

Re: ProKids Funding Cut

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Good Day Honorable Jim Bradley, Chair and Regional Council,

My name is Ian Brown, YMCA Board Chair for the YMCA of Niagara. I am writing you today on behalf of the YMCA of Niagara Board of Directors in response to hearing that the regionally funded ProKids program is at risk.

On Tuesday evening our YMCA Board of Directors met and discussed the recent announcement and unanimously agreed that we needed to reach out to you directly to urge Council to reconsider.

We recognize that YMCA staff did not appear to represent the program based on the advice of the Region, however as the Voluntary Governing Body of the YMCA we want to ensure the organizations view is clear.

ProKids is vital to Niagara, supporting the participation of financially disadvantaged children and youth (0-18) in sport, recreation and the arts of their choice. Many of these children/youth and families are the most vulnerable in our community. ProKids is the only program that works directly with the family and their barriers, ensuring that all children feel they belong; supporting each child/youth in reaching their potential.

The funding is further leveraged through continued efforts to work with recreational providers, with results showing that optimum numbers of children and youth are participating in local sport, recreation and arts programs across Niagara.

The reach provided by the directed funds of \$200,000 cannot be overlooked, with 2400 children annually supported. The success of this program is based on a collaborative commitment of 141 providers across Niagara, who additionally



provide in-kind contributions of \$395 000. This equals a total funding support of \$644,716 annually. There is no better return on investment.

The partnership between the Niagara Region, providers and families in need, with the YMCA acting as the conduit, makes this one of the most unique programs in the Niagara community.

Research tells us that investing dollars to support the involvement of children and youth in sport, recreation and the arts is a sound investment in the healthy development of children, benefitting their families and the Community.

We strongly recommend Council to re-consider maintaining this valuable and needed program for children/youth and families across Niagara. It is the right thing to do.

Sincerely,

A handwritten signature in blue ink that reads "Ian Brown".

Ian Brown  
Board Chair  
YMCA of Niagara

**From:** [PF-Mailbox-01](#)  
**To:** [Norio, Ann-Marie](#); [Trennum, Matthew](#)  
**Subject:** FW: Online Form - Enquiry from Region website  
**Date:** Thursday, December 12, 2019 8:06:39 AM

**From:** Niagara Region Website  
**Sent:** Thursday, 12 December 2019 08:06:32 (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

Sal Sorrento

phone

289-696-3673

email

ssorrento@stcatharines.ca

municipality

St. Catharines

other mun

subject

Budget Deliberations , Thursday, Dec.12, 2019

comments

Good Morning Clerk Norio, Chair Bradley, Councillors and Staff, My family and I have been paying property taxes in St. Catharines for over 60 years. I am unable to attend the meeting tonight as the city is having a CIP review open house at the same time you are making a final decision about your budget. I respectfully submit that you consider adding additional part time personal support workers for the long term care homes in the same amount that you will be considering two new mental health workers positions to save

lives in this budget . The need for P.S.Ws. is great. Last year Council found \$4M in emergency funding to save lives. I submit the need to help dying and frail seniors/residents in our LTC homes is just as great. I believe \$30K less than the cost of two new proposed mental health positions invested in PSWs would help residents in our LTC homes greatly. This is part of your core services. I also encourage you to keep the CIP incentive program in the budget. Do not de-incentivize development in our region. We all know the benefits of the CIP incentive. Please keep the \$600k in the budget; I'll stand corrected with the actual amount. Thank you for your consideration and thank you for what you do, I know the decisions you have to make are very important and very difficult. Respectfully Submitted, Sal Sorrento, Resident

reply  
no

Page Referrer

<https://www.niagararegion.ca/government/council/writtenletter.aspx>





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## MEMORANDUM

CL-C 77-2019

**Subject: Request for Appointment to Women's Advisory Committee**

**Date: December 12, 2019**

**To: Regional Council**

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

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The Office of the Regional Clerk is in receipt of a request from Councillor Villella asking to be appointed to the Women's Advisory Committee.

The Committee can have up to four (4) members of Regional Council. Currently there are three (3) members: Councillors Butters, Huson, and Ip.

The following motion is before Council for consideration.

That Councillor Villella **BE APPOINTED** to the Women's Advisory Committee, effective immediately.

Respectfully submitted and signed by

---

Ann-Marie Norio  
Regional Clerk

**Minute Item No. 5.1**

**CSD 77-2019**

**Court Services - 2020 Budget Report**

That Report CSD 77-2019, dated November 21, 2019, respecting Court Services - 2020 Budget Report, **BE RECEIVED**; and

That the 2020 Court Services Operating Budget **BE APPROVED** in principle subject to consideration of the total tax levy for Niagara Region on December 5, 2019.

**Minute Item No. 5.2**

**BRC-C 12-2019**

**2020 Proposed Operating Budget Niagara Regional Police Service and Police Services Board**

That Correspondence Item BRC-C 12-2019, being a letter from D. Reid, Executive Director, Police Services Board, dated October 30, 2019, respecting 2020 Proposed Operating Budget Niagara Regional Police Service and Police Services Board, **BE RECEIVED**; and

That the Niagara Regional Police Service 2020 Operating Budget **BE APPROVED** in principle subject to consideration of the total tax levy for Niagara Region on December 5, 2019.

**Minute Item No. 5.3**

**BRC-C 13-2019**

**Niagara Peninsula Conservation Authority 2020 Municipal Levy Apportionment**

That Correspondence Item BRC-C 13-2019, being a presentation from G. Wood, Interim Chief Administrative Officer/Secretary Treasurer, Niagara Peninsula Conservation Authority, dated November 21, 2019, respecting Proposed 2020 Operating and Capital Budgets, **BE RECEIVED**; and

That the Niagara Peninsula Conservation Authority 2020 Municipal Levy Apportionment to Niagara Region **BE APPROVED**.

**Minute Item No. 5.4**

**BRC-C 11-2019**

**Niagara Regional Housing 2020 Operating Budget**

That Correspondence Item BRC-C 11-2019, being a letter from W. Sendzik, Chair, Niagara Regional Housing Board of Directors, dated October 18, 2019, respecting Niagara Regional Housing 2020 Operating Budget, **BE RECEIVED**; and

That the Niagara Regional Housing 2020 Operating Budget **BE APPROVED** in principle subject to consideration of the total tax levy for Niagara Region on December 5, 2019.

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

**BRCOTW 8-2019  
Thursday, November 21, 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, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen (Committee Vice Chair), Witteveen

Absent/Regrets: Bellows, Easton, Ip, Zalepa (Committee Chair)

Staff: H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, Dr. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, K. Lotimer, Legislative Coordinator, R. Mostacci, Commissioner, Planning & Development Services, M. Murphy, Associate Director, Budget Planning & Strategy, A.-M. Norio, Regional Clerk, T. Potts, Senior Budget Analyst, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

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**1. CALL TO ORDER**

Committee Vice Chair Whalen called the meeting to order at 6:30 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

**3.1 Introduction to the 2020 Levy Budget**

Todd Harrison, Commissioner, Corporate Services provided information respecting Introduction to the 2020 Levy Budget. Topics of the presentation included:

- Levy Budget/Consolidated Levy Budget
- ABCs as Percentage of Tax Levy
- General Levy Operating Budget
- Summary of Budgets Submitted - NRPS, NPCA, Court Services and NRH

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **CSD 77-2019**

Court Services - 2020 Budget Report

Jackie Foley, Acting Manager, Court Services provided information respecting the Court Services - 2020 Budget Report. Topics of the presentation included:

- Program/Service Definition
- Joint Board of Management
- Provincial Offences Court Organizational Chart
- Annual Charging Volume (2019 Q3)
- 2019 Charges by Enforcement Agency
- New Delinquent Fine Volumes (2019 Q3)
- 2020 Operating Budget
- Full-Time Equivalent (FTE) Summary - Base Budget
- 2020 Operating Budget Summary
- Risks and Opportunities

Moved by Councillor Disero

Seconded by Councillor Campion

That Report CSD 77-2019, dated November 21, 2019, respecting Court Services - 2020 Budget Report, **BE RECEIVED**; and

That the 2020 Court Services Operating Budget **BE APPROVED** in principle subject to consideration of the total tax levy for Niagara Region on December 5, 2019.

**Carried**

5.2 BRC-C 12-2019

2020 Proposed Operating Budget Niagara Regional Police Service and Police Services Board

Ken Gansel, Chair, Police Services Board, provided introductory remarks on the Niagara Regional Police Service 2020 Proposed Operating Budget and introduced Chief Bryan MacCulloch, Niagara Regional Police Service (NRPS).

Chief Bryan MacCulloch, Niagara Regional Police Service (NRPS), presented the NRPS 2020 proposed operating budget. Topics of the presentation included:

- Policing in a Modern Day Ontario
- Strategic Plan Aligns with Council Priorities
- Budget Objective and Process
- 2020 Operating Budget
- Managing Patrol Performance (MPP) Study
- Impact of Adequacy Standards on Frontline Patrol
- Response Times
- Calls for Service
- Frontline Investment
- Budget Risk Assessment

Moved by Councillor Huson

Seconded by Councillor Champion

That Correspondence Item BRC-C 12-2019, being a letter from D. Reid, Executive Director, Police Services Board, dated October 30, 2019, respecting 2020 Proposed Operating Budget Niagara Regional Police Service and Police Services Board, **BE RECEIVED**; and

That the Niagara Regional Police Service 2020 Operating Budget **BE APPROVED** in principle subject to consideration of the total tax levy for Niagara Region on December 5, 2019.

**Carried**

5.3 BRC-C 13-2019

Niagara Peninsula Conservation Authority 2020 Municipal Levy Apportionment

Councillor Bylsma, Chair, Niagara Peninsula Conservation Authority, provided introductory remarks related to the Niagara Peninsula Conservation Authority 2020 Municipal Levy Apportionment and introduced Gayle Wood, Interim Chief Administrative Officer/Secretary Treasurer, Niagara Peninsula Conservation Authority.

Gayle Wood, Interim Chief Administrative Officer/Secretary Treasurer, and Lise Gagnon, Director, Corporate Services, Niagara Peninsula Conservation Authority, presented the Niagara Peninsula Conservation Authority 2020 Municipal Levy Apportionment. Topics of the presentation included:

- Who is NPCA?
- What is Watershed Management?
- NPCA Strategic Plan 2018-2020
- Our Mission - Your Official Plan (OP) Objectives
- Your OP Objectives - Our Programs
- Why Invest in NPCA? Leveraging Your Funds
- What does our Budget Entail?
- NPCA Budget History
- Proposed Special Levy (Capital) Budget 2020

Moved by Councillor Foster

Seconded by Councillor Bylsma

That Correspondence Item BRC-C 13-2019, being a presentation from G. Wood, Interim Chief Administrative Officer/Secretary Treasurer, Niagara Peninsula Conservation Authority, dated November 21, 2019, respecting Proposed 2020 Operating and Capital Budgets, **BE RECEIVED**; and

That the Niagara Peninsula Conservation Authority 2020 Municipal Levy Apportionment to Niagara Region **BE APPROVED**.

**Carried**

5.4 BRC-C 11-2019

Niagara Regional Housing 2020 Operating Budget

Councillor Sendzik, Chair, Niagara Regional Housing Board of Directors, provided introductory remarks related to the Niagara Regional Housing 2020 Operating Budget and introduced Donna Woiceshyn, Chief Executive Officer, Niagara Regional Housing.

Donna Woiceshyn, Chief Executive Officer, Niagara Regional Housing, presented the Niagara Regional Housing 2020 proposed operating budget. Topics of the presentation included:

- What Does NRH Do?
- NRH Programs & Services
- 2020 Budget Main Drivers
- 2020 Operating Budget
- 2020 Operating Budget Analysis
- Budget Summary

Moved by Councillor Butters

Seconded by Councillor Chiochio

That Correspondence Item BRC-C 11-2019, being a letter from W. Sendzik, Chair, Niagara Regional Housing Board of Directors, dated October 18, 2019, respecting Niagara Regional Housing 2020 Operating Budget, **BE RECEIVED**; and

That the Niagara Regional Housing 2020 Operating Budget **BE APPROVED** in principle subject to consideration of the total tax levy for Niagara Region on December 5, 2019.

**Carried**

6. **CONSENT ITEMS FOR INFORMATION**

There were no consent items for information.

7. **OTHER BUSINESS**

There were no items of other business.

8. **CLOSED SESSION**

There were no closed session items.

9. **NEXT MEETING**

The next meeting will be held on Thursday, November 28, 2019 at 6:30 p.m. in the Council Chamber, Regional Headquarters.

**10. ADJOURNMENT**

There being no further business, the meeting adjourned at 10:34 p.m.

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Councillor Whalen  
Committee Vice Chair

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Kelly Lotimer  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk



NIAGARA REGION BUDGET

2020

# INTRODUCTION TO THE 2020 LEVY

November 21<sup>st</sup>, 2019

# Purpose of Levy Overview Presentation

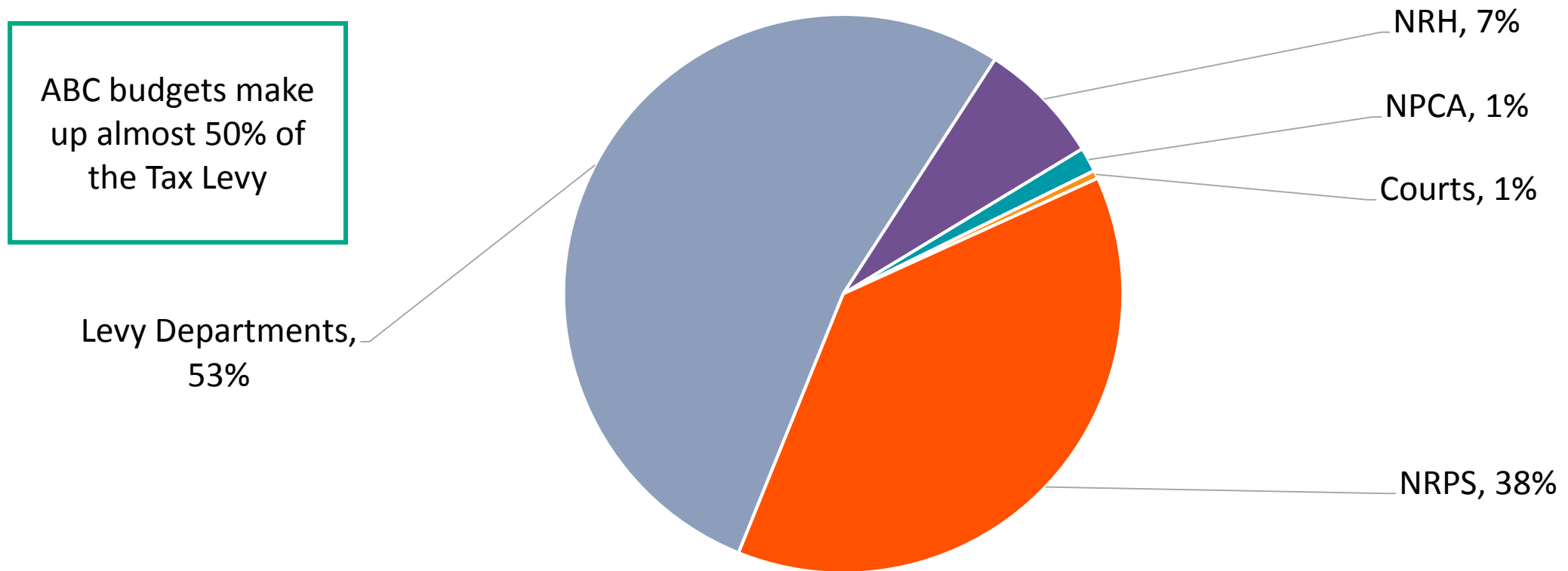
- To provide context for how the ABCs budget requests fit in to the total 2020 tax levy
- To provide timely update and understanding of the consolidated General Levy budget
- To provide opportunity for questions to be addressed to the respective ABC representatives presenting this evening

# Levy Budget

- Levy budget includes:
  - Regional departments
  - ABCs (NRPS, NRH, NPCA and Court Services)
  - excludes Water, Wastewater, and Waste Management
- The 2019 Tax Levy was \$365.7 million,
  - 2% of the Levy is \$7.3 million
- The ABCs comprise 47% of the Tax Levy

# Consolidated Levy Budget

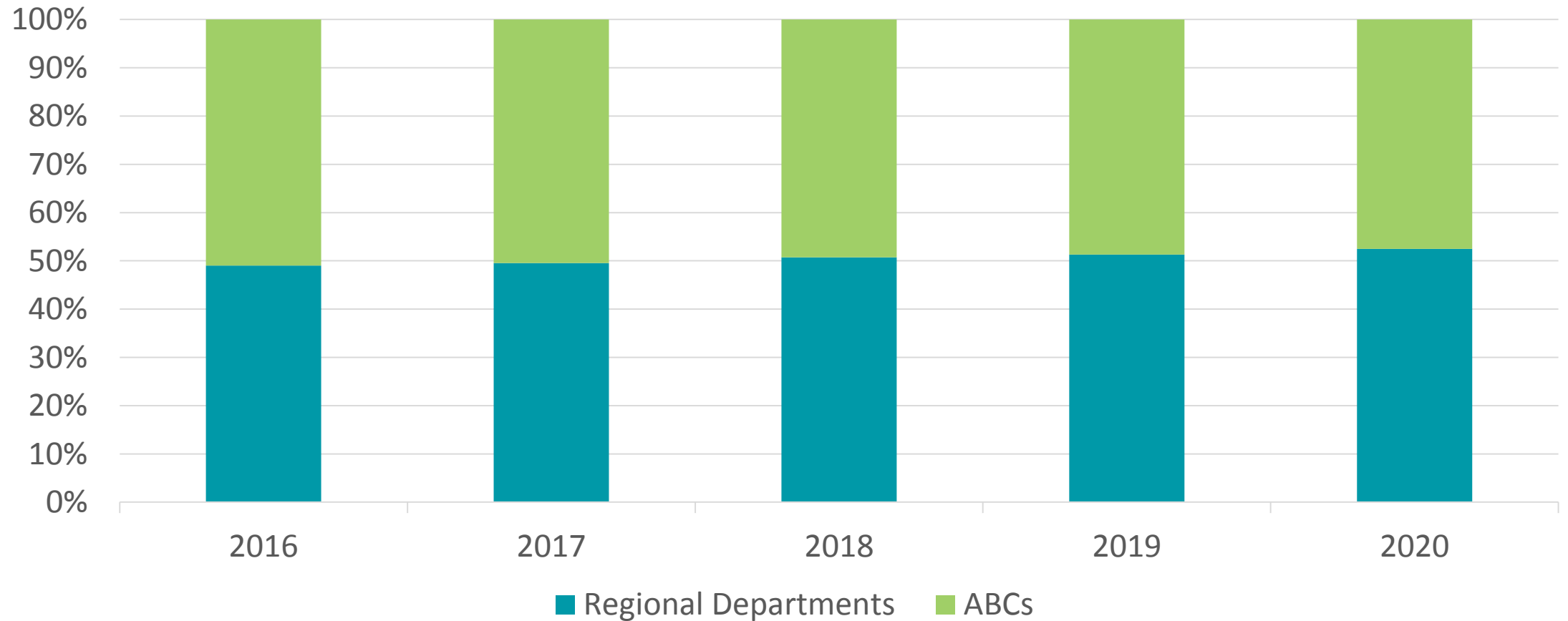
## 2019 Levy Distribution



\*figures from 2019 budget

# ABC as Percentage of Tax Levy

Levy distribution between Departments and ABCs relatively consistent



# General Levy Operating Budget

Direction Based on Budget Planning

	\$	Yr/yr %	% Levy
Departments	3.7	2.0%	1.0%
ABCs	3.6	2.0%	1.0%
<b>Subtotal</b>	<b>7.3</b>	<b>2.0%</b>	<b>2.0%</b>
Net Revenue Pressure (Provincial download)	2.1		0.6%
Capital Financing (Long-term Care Debt)	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (including Niagara Regional Transit)	6.7		1.8%
Assessment Growth			(1.4%)
<b>Subtotal of Changes</b>	<b>14.9</b>		<b>2.7%</b>
<b>Net Taxpayer Impact</b>	<b>22.3</b>		<b>4.7%</b>

Pressures previously reported with at 2.7% in additional to 2% base direction

# General Levy Operating Budget

Status as at November 21, 2019

	\$	Yr/yr %	% Levy
<b>Base Department Increase</b>	<b>3.7</b>	<b>2.0%</b>	<b>1.0%</b>
Net Revenue Pressure/download	2.1		0.6%
Capital Financing Long-term Care Debt	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (including NRT)	6.7		1.8%
Assessment Growth			(1.4%)
<b>Subtotal of Regional Departments</b>	<b>18.7</b>	<b>10.0%</b>	<b>3.7%</b>
NRPS	7.7	5.3%	2.1%
NPCA	0.3	5.9%	0.1%
NRH	0.6	2.0%	0.2%
Courts	(0.1)	(21.5%)	(0.0%)
<b>Subtotal of ABCs</b>	<b>8.5</b>	<b>4.7%</b>	<b>2.3%</b>
<b>Total Budget Increase</b>	<b>27.1</b>		<b>6.0%</b>

Region estimating  
1.0% on base plus  
2.7% pressures for  
total of 3.7%

ABCs proposing  
2.3% increase in  
the levy

# NRPS

## Summary of Budget Submitted

	2018	2019	2020	2021
Base Budget	138.4M	144.3M	152.3M	TBD
Program Changes	-	3.1M	4.1M	
<b>Budget Request before Deferrals</b>	<b>138.4M</b>	<b>147.4M</b>	<b>156.3M</b>	<b>TBD</b>
<b>Percentage Change Required</b>		<b>6.5%</b>	<b>6.6%</b>	
2019 ¼ year deferral of 22 FTEs	-	(0.7M)	-	
2020 ½ year deferral of 40 FTEs	-	-	(1.9M)	1.9M
<b>Budget Request after Deferrals</b>	<b>138.4M</b>	<b>146.7M</b>	<b>154.5M</b>	<b>TBD</b>
<b>Budget Increase</b>		<b>8.3M</b>	<b>7.7M</b>	<b>1.9M</b>
<b>Percentage Change Submitted</b>		<b>6.0%</b>	<b>5.3%</b>	<b>1.3%</b>

2% increase for 2020 is \$2.9M compared to request of \$7.7M



# NPCA

## Summary of Budget Submitted

	2017	2018	2019	2020
Base Budget	7.1M	7.6M	7.1M	4.9M
Percentage Change		6.5%	1.8%	(10.2%)
Download of programs to Niagara Region		(0.6M)		
Reduction of Special Levy for debt charges and land acquisition			(1.6M)	
Capital Budget Special Levy Increase				0.9M
<b>Budget Request after Reductions</b>	<b>7.1M</b>	<b>7.0M</b>	<b>5.5M</b>	<b>5.8M</b>
Budget Increase		(0.2M)	(1.5M)	0.3M
Percentage Change		(2.2%)	(21.4%)	5.9%

2% increase for 2020 is \$0.1M compared to request of \$0.3M

# Court Services and NRH

## Summary of Budget Submitted

- NRH budget submission is a 2.0% increase
- Court Services budget submission is less than 2% increase
  - Courts generate a net revenue for the General Levy
  - 2020 net revenue is \$130 thousand greater than 2019 net revenue



Questions?



NIAGARA REGION BUDGET

2020

Budget Review Committee of the Whole

Court Services

November 21, 2019

# Program/Service Definition

- POA Transferred on January 29, 2001
- Region is the Agent on behalf of Local Area Municipalities
- Responsible for administration of the POA program including Courts Administration, Prosecutions and Collections
- Pursuant to POA Transfer Agreements (MOU & LSA) and Inter-Municipal Agreement

## PROGRAM IS:

- Self-funding not reliant on Levy
- Net revenue sharing Region 50% and LAMs 50%

# Joint Board of Management

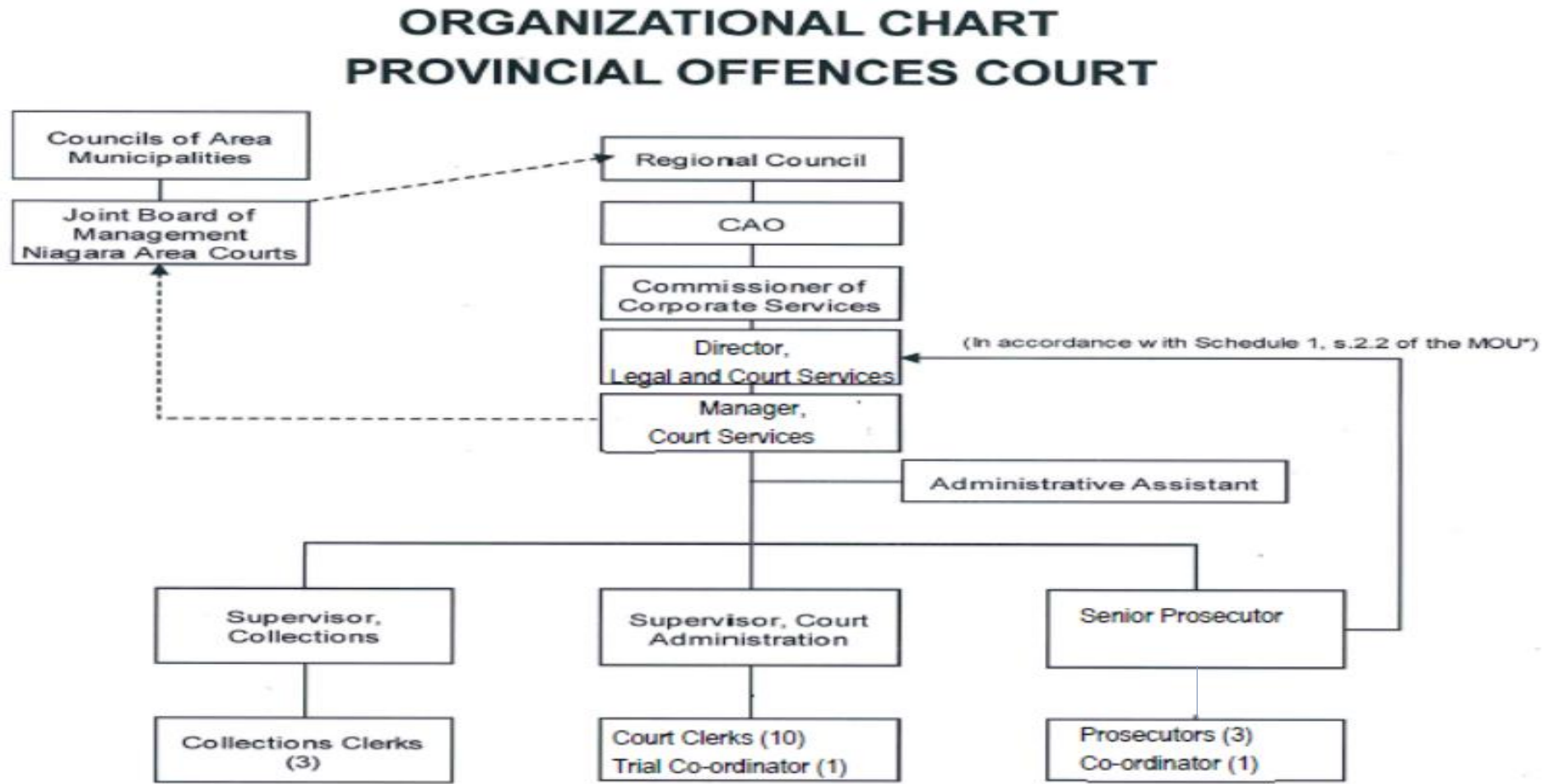
## Membership – Municipal Staff Appointed (7 members)

- 4 Permanent
  - Niagara Falls, Niagara Region, St. Catharines, and Welland
- 3 Rotate yearly
  - Fort Erie, Grimsby, Lincoln, Niagara-on-the lake, Pelham, Port Colborne, Thorold, Wainfleet, and West Lincoln

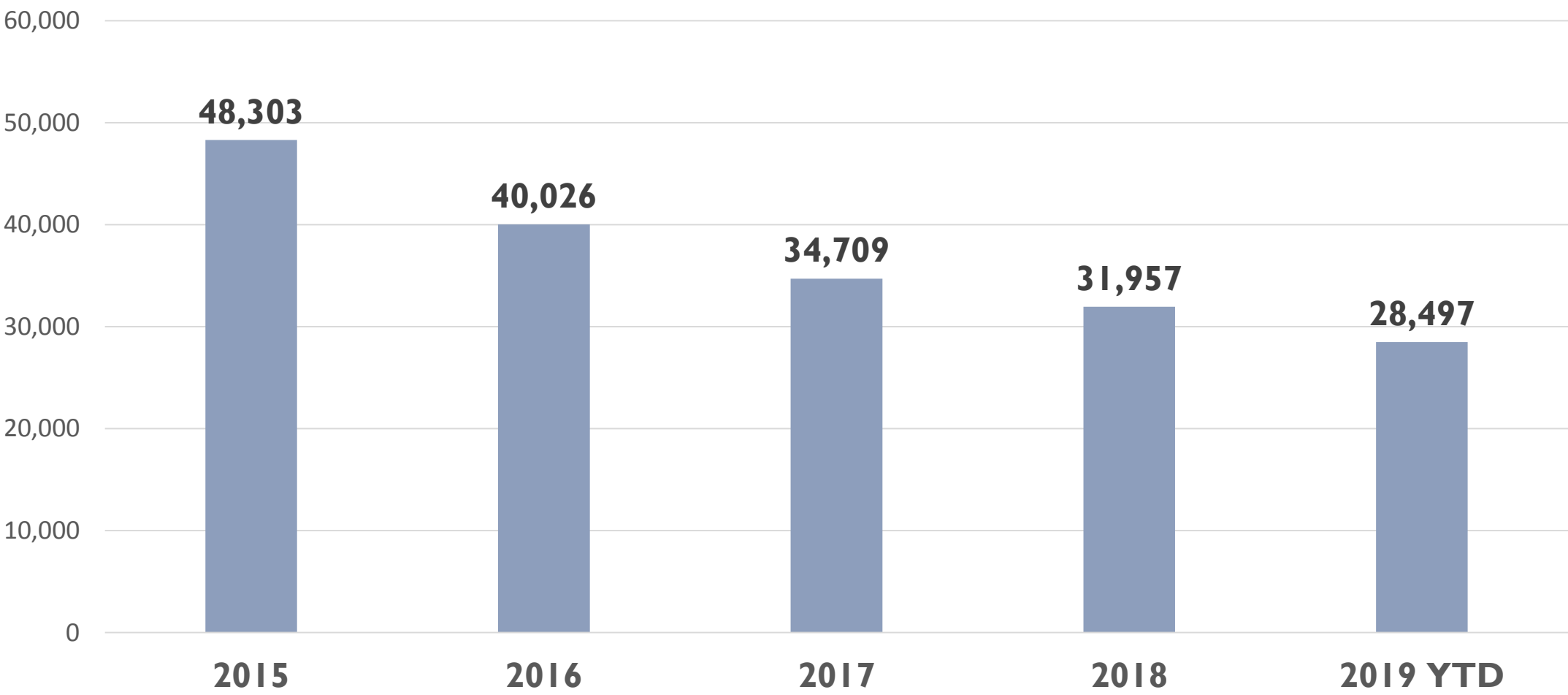
## Role

- Co-ordinate performance of the Transfer Agreements
- Provide advice to the Agent
- Approve program

# POA Organizational Chart

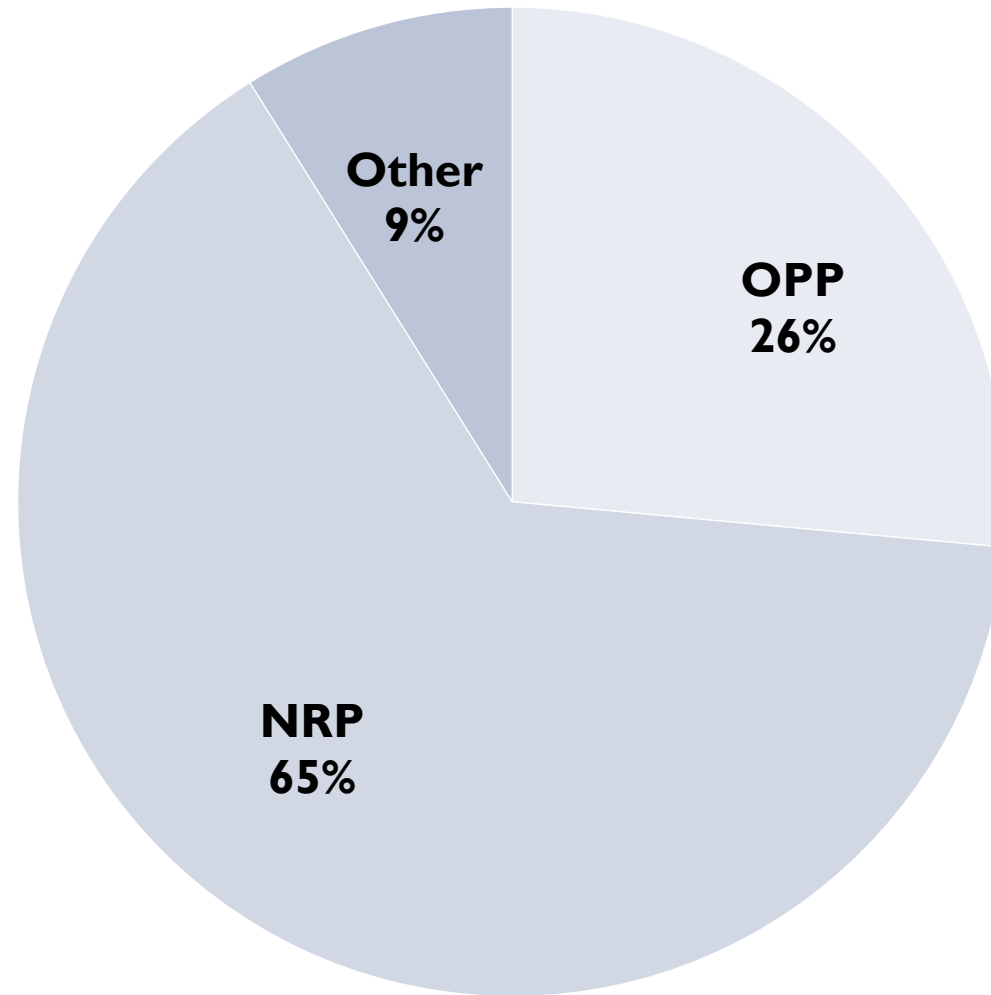


# Annual Charging Volumes (2019 Q3)

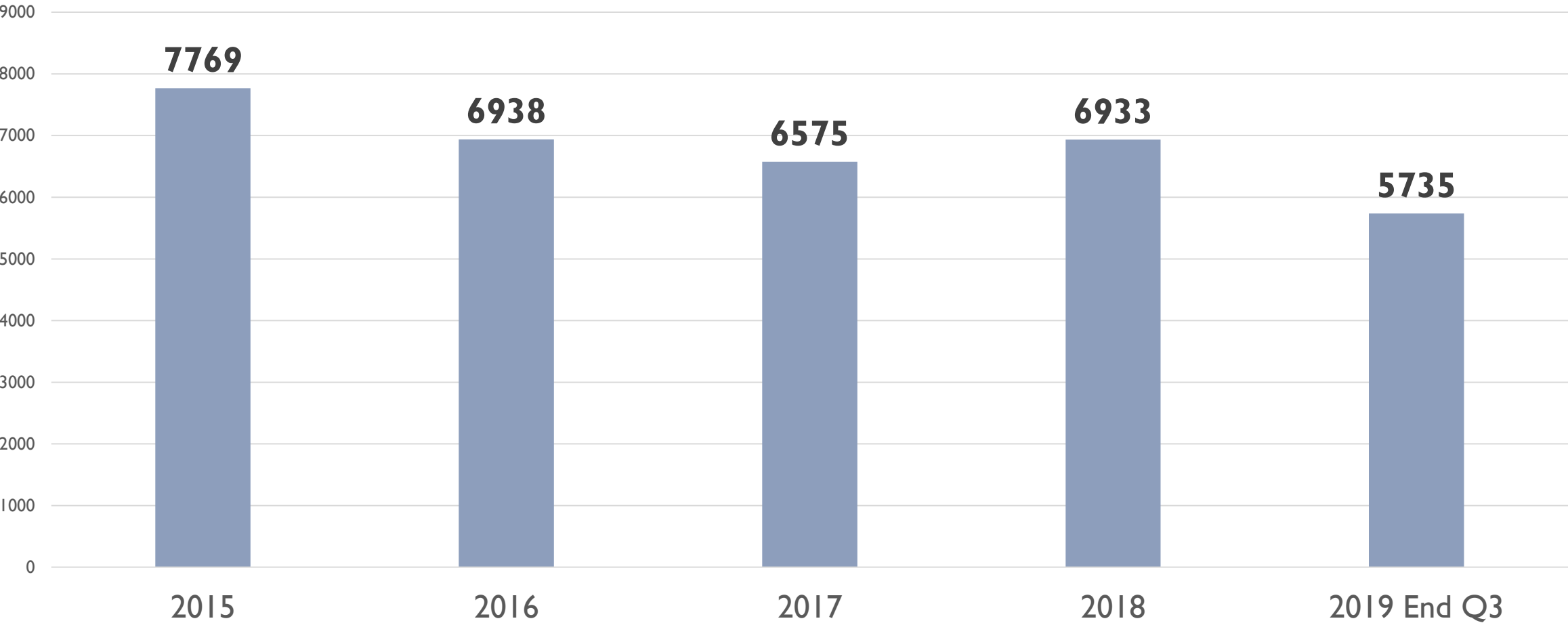




# 2019 Charges by Enforcement Agency



# New Delinquent Fines Volumes (2019 Q3)



# 2020 Operating Budget

## Year-Over-Year Base Budget

- Recommended budget - below Council's budget planning direction of 2% increase
  - Decrease of 21.4% - Net revenue increase for Region of \$130,000

	(in 000's)	2019 Approved Budget	2020 Budget	Change
Gross Expenditure (including indirect allocations and debt charges)*	\$	6,135	\$ 6,331	\$ 195
Gross Revenue		(6,740)	(7,065)	(325)
<b>Net Revenue</b>	<b>\$</b>	<b>(605)</b>	<b>\$ (734)</b>	<b>\$ (130)</b>
<b>Permanent FTE</b>		26.0	23.0	(3.0)

\* Gross expenditures include LAMs portion of surplus net revenue

# Full-time Equivalent (FTE) Summary–Base Budget

## Reduction of 3 Court Clerk FTEs for 2020

- Re-distribution of workloads and streamlined processes
- E-ticketing
- Consolidation of POA court services in one location

Base Permanent FTEs	
	FTE
2019 Total	26.0
Change Base	(3.0)
2020 Total	23.0
% Change	-11.5%

# 2020 Operating Budget Summary

Base budget changes- \$129,632 (21.4%) net revenue increase

- **Increase in gross revenue - \$325,000**

- Based on current trends, implementation of new contracts with collection agencies

- **Decrease in personnel costs - \$121,334**

- Reduction of 3 FTEs due to streamlining of processes through e-ticketing and consolidation of services in one location

- **Increase in administrative costs - \$18,669**

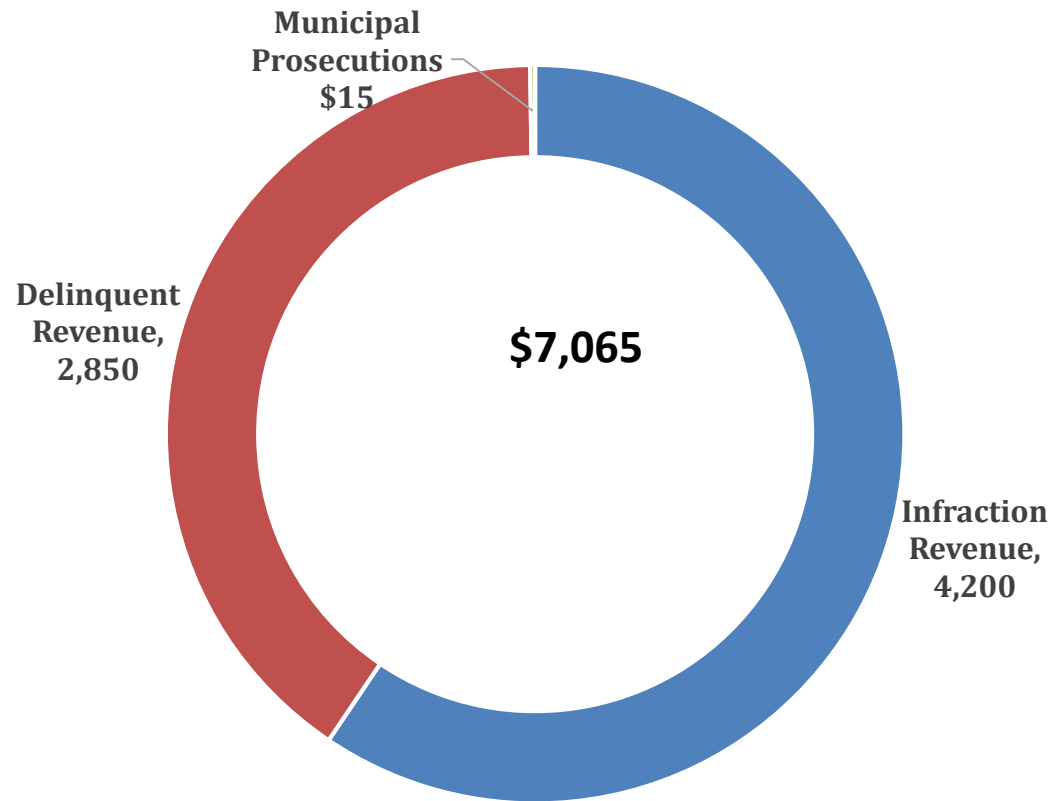
- Increase in Victim Fine Surcharge costs and credit card fees (aligns with increased revenue), offset by reductions in adjudication and interpreter costs

# 2020 Operating Budget Summary

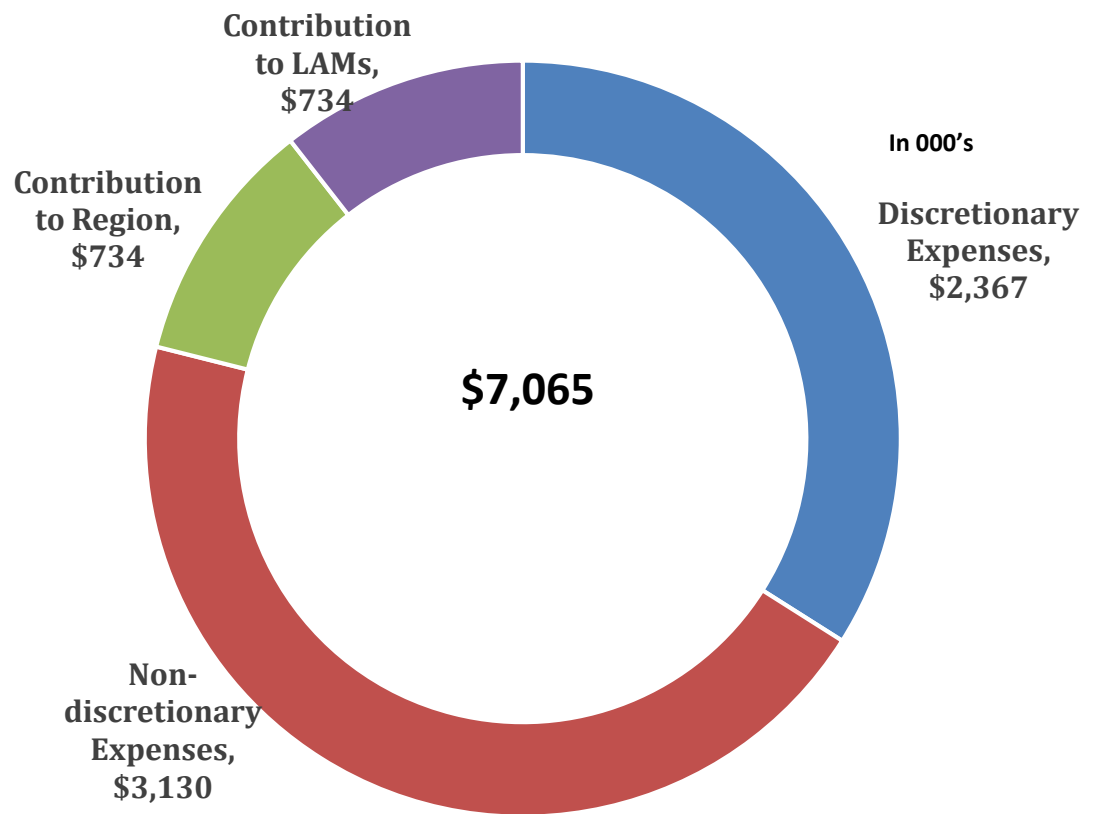
- **Increase in operational and supply expenses - \$128,132**
  - Increased distribution to LAMS resulting from increased net revenue
- **Increase in collection charges - \$50,000**
  - Aligns with projected delinquent revenue increases – paid to collection agencies
- **Decrease in indirect allocations - \$82,380**
  - Building cost savings – closure of St. Catharines courthouse
- **Transfer to Capital Reserve - \$200,000**
  - Recommended for future capital requirements

# 2020 Budget Summary

Where the Money Comes From (in 000's)



Where the Money Goes



# 2020 Operating Budget

## Total With Vision Zero Program Change

- Recommended budget - below Council's budget planning direction of 2% increase
- Decrease of 21.4% - Net revenue increase for Region of \$130,000

	(in 000's)	2019 Approved Budget	2020 Budget	Change
Gross Expenditure (including indirect allocations and debt charges)*	\$	6,135	\$ 8,125	\$ 1,990
Gross Revenue		(6,740)	(8,860)	(2,120)
<b>Net Revenue</b>	<b>\$</b>	<b>(605)</b>	<b>\$ (734)</b>	<b>\$ (130)</b>
<b>Permanent FTE</b>		26.0	35.0	9.0

\* Gross expenditures include LAMs portion of surplus net revenue



# 2020 Operating Budget

## Vision Zero Road Safety Program - \$0 net revenue

- Red Light Cameras (RLC) and Automated Speed Enforcement (ASE)
- Total Estimated Program Costs (annual) - \$5 - \$5.8 million
  - Program operated by Transportation Services division - \$2.3 million
    - Equipment, ticket processing charges, MTO charges, program evaluation
  - Business Licensing division – acting as Provincial Offences Officer - \$34,000
    - Processing & delivery of tickets between Joint Processing Centre & Courts
  - Court Services – infractions issued will be processed through Niagara Region Provincial Offences Court - \$2.7 - \$3.5 million (including VFS)
    - Court administration, prosecution, adjudication, collections
- Court Services – would require the addition of 12 FTEs to support the Vision Zero program

# 2020 Operating Budget

## Vision Zero Road Safety Program - \$0 net revenue

- Under current Inter-municipal Agreement, program would result in negative cash flow to Region
- Council has authorized staff to engage and negotiate with LAMs to amend the Agreement to be financially sustainable to Region
- Program will not proceed unless Inter-municipal Agreement can be amended
- Therefore, no net revenue has been proposed for this program
- If program proceeds, infraction revenue expected to offset total program costs of \$5 - \$5.8 million

# Risks and Opportunities

- Charging volume trending higher for 2019 over 2018
  - Leverage technology and external partnership (i.e. e-ticketing)
- Increasing Volume of delinquent fines
  - New Collection Agency partnerships and placement strategies
  - Add to Tax now with all 12 LAMs
  - Focus on Civil Enforcement
- Unknown timing of POA Modernization and Part 3 Prosecution
  - Network with MCMA and PAO and Crown's office
  - Gathering statistical data to assist with future implementation
- Unknown impacts of ASE and RCL
  - Monitor program closely and develop processes focus on efficiency and leverage technology and external partnerships

# Questions?

**Jackie Foley**

Acting Manager, Court Services

905-687-6590 Ext 1606

[jackie.foley@niagararegion.ca](mailto:jackie.foley@niagararegion.ca)

**Subject: Court Services 2020 Operating Budget**  
**Report to: Budget Review Committee of the Whole**  
**Report Date: Thursday, November 21, 2019**

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### **Recommendations**

1. That the 2020 Court Services gross base operating budget of \$6,330,582 and net budgeted revenue of \$734,418, as outlined in **Appendix 1, BE APPROVED.**
2. That the 2020 Court Services gross operating budget of \$1,794,747 and net operating budget of \$0 for the program change related to the implementation of the Vision Zero Road Safety Program, as outlined in **Appendix 2, BE APPROVED** subject to:
  - a. Successful completion of an amendment to the Niagara Region Courts Inter-municipal Agreement with respect to the sharing of revenue and costs of the Vision Zero program; and
  - b. Regional Council approval of both the Vision Zero Road Safety Program and the related operating budget for 2020.

### **Key Facts**

- Under the provisions of the Memorandum of Understanding (the “MOU”), the Local Side Agreement and the Inter-municipal Agreement, the Regional Municipality of Niagara (the “Region”) acts as an agent on behalf of the twelve local area municipalities, and administers Provincial Offences Court.
- Niagara Region Courts Inter-municipal Agreement (the “Inter-municipal Agreement”) provides that:

#### Section 7 – Budget

7.1 The Manager, on behalf of the Agent, shall prepare an annual budget for the Program setting out estimated operating and capital costs, and projected revenue from fines, fees, applicable grants, subsidies and other revenues. The budget shall be submitted to the Board for approval. Following Board endorsement, the budget shall be submitted to Regional Council for approval.

#### Section 8 – Apportionment of Costs and Revenue

8.1. The Agent shall be entitled to recover its costs from the gross revenues generated by the transfer of POA administration. Gross revenues shall not

include Part II Parking revenues, as otherwise provided for in Section 6 of this Agreement.

8.2 The Region shall receive 50% of the net revenues.

8.3 All Municipalities, with the exception of the Region, shall receive 50% of net revenues, and it shall be distributed on the basis of assessment.

- Court Services staff administers a high volume of violations under *the Highway Traffic Act, the Trespass to Property Act, the Liquor License Act*, municipal bylaws, other provincial and federal offences and more serious matters such as charges under *the Compulsory Automobile Insurance Act, the Environmental Protection Act, the Fire Prevention and Protection Act and the Alcohol and Gaming Control Act*.
- This 2020 operating budget was approved by the Joint Board of Management, Niagara Region Courts on November 18, 2019.
- If Budget Review Committee of the Whole approves the base Court Services 2020 operating budget, the benefits include a 2020 distribution level for net revenue forecasted at \$734,418 to the local area municipalities (LAMs) and \$734,418 to the Region, which is an increase in net revenue of 21.4% over the 2019 approved budget and thereby a better outcome than the budget planning direction of 2% provided by Council.
- If Budget Review Committee of the Whole approves the Court Services 2020 operating budget program change for the implementation of the Vision Zero Road Safety Program ("Vision Zero"), it is expected that public safety will be increased as a result of a change in driving behavior, contributing to road safety and reducing traffic collisions and resulting injuries or fatalities.
- Staff have determined that an amendment to the Inter-Municipal Agreement is required in order for the Vision Zero program to be financially sustainable, failing which staff will not proceed with the implementation of the program.

## **Financial Considerations**

### **Base Operating Budget**

The total budgeted net revenue for 2020 is \$1,468,836, to be split between the Niagara Region and the LAMs in accordance with the Inter-municipal Agreement. The amount of \$734,418 is budgeted to be distributed to the LAMs, based on the 2020 proportionate share of assessment value for the municipalities.

It is anticipated that base revenue generated from the payment of fines will increase by \$325,000 based on current trends and the implementation of new contracts with collection agencies to collect delinquent fines. Staff also anticipate an overall increase in base operating expenses, including indirect allocations, of \$65,736, as a result of increases in expenses related to the increased revenue projections such as Victim Fine Surcharge ("VFS") and Collection Agency Costs ("CAC") as well as the contribution to the Court Services Reserve in the amount of \$200,000. These increases are offset by savings to be realized through the reduction of 3 permanent FTEs and the closure of the St. Catharines courthouse in October 2019.

It is important to note that Court Services generates revenue and continues to be self-funded, and therefore is not reliant on the levy budget. Pursuant to the Inter-municipal Agreement, net revenue is shared, with 50% going to the Region and 50% going to the LAMS. The 2020 budget as presented proposes a \$129,632 or 21.4% increase in net Regional revenue and is within Regional Council's budget planning direction of 2% of the net 2019 base budget (which would equate to a net revenue decrease of \$12,000).

### **Operating Budget with Vision Zero Road Safety Program**

Staff in the Transportation Services division have proposed the introduction and implementation of the Vision Zero program on certain Regional roads in 2020 that is comprised of red light cameras ("RLC") and automated speed enforcement ("ASE"). Infractions issued under Vision Zero will be processed through the Niagara Region Provincial Offences Court.

Report PW 64-2019 Vision Zero Road Safety Program was presented to the Public Works Committee and approved by Council on November 14, 2019. Recommendations in PW 64-2019 include authorization to implement initiatives under Vision Zero, subject to successful negotiations with the LAMs to amend the Inter-municipal Agreement with respect to the sharing of both the revenues and the costs associated with the implementation and operation of the Vision Zero program to ensure that the program is financially sustainable to the Region. Currently, the revenue-sharing formula provided in the Inter-municipal Agreement would result in a negative cash flow for the Niagara Region.

It is important to note that the Vision Zero program will not proceed and no costs will be incurred under this program unless an agreement can be reached with the LAMs whereby the Inter-municipal Agreement is successfully amended with respect to the sharing of revenues and total program operational costs; therefore, no net revenue has been included in the proposed 2020 budget for this program change. The implementation of the program is also dependent on final approval by Regional Council of the program and the associated budget.

Revenue and costs proposed in the 2020 operating budget are estimated assuming a partial year of operation in 2020 of Vision Zero, with RLC operating for six (6) months and ASE for nine (9) months. These costs would decrease if the implementation of the program is delayed.

Based on the estimated volume of charges arising from the implementation of Vision Zero, costs associated with court administration, including the processing of tickets, prosecution, adjudication and collection services associated with the Vision Zero Program have been proposed as a program change for the 2020 operating budget (Appendix 2). Included in these costs are additional staffing (12 FTEs), contract Per Diem Prosecutors, ticket processing charges, VFS, adjudication and other administrative costs estimated at \$1.8 million for 2020.

Provided the Inter-Municipal Agreement is amended for this program, and based on the estimated charges that will be issued, it is estimated that the revenue generated from the payment of fines will be sufficient for the program to be self-funded, which includes the operational costs of the program incurred by Court Services, as well as Transportation Services and Business Licensing. The program would therefore not be reliant on the levy budget as a funding source. The implementation of the program will not negatively affect the distribution of net revenue, as proposed in the 2020 base operating budget for the current POA Court Services as outlined in Appendix 1.

## **Analysis**

### **Base Operating Budget**

As per Table 1 below, the total budgeted revenue is proposed to increase by 4.8% or \$325,000. Recent year-over-year trends have shown an increase in both infraction and delinquent fine revenue. Staff have therefore estimated a corresponding increase in the budgeted revenue for 2020. As set out in JBM-C 10-2019 Collection Agency RFP Results, new collection strategies will be implemented and are expected to promote increased recovery of fine payments.

Court Services has leveraged the opportunity to collect on some of its delinquent fines through a partnership with all 12 LAMs through the “add to tax roll” initiative. A total of



approximately \$845,000 in delinquent fines has been successfully collected since implementation of this initiative in 2014, which represents a 61% recovery rate. As set out in this report, these funds are split between Niagara Region and all local area municipalities.

As shown in Table 1 below, the total operating expenses for service delivery, including indirect allocations, but excluding the distribution of net revenue to the LAMs, is budgeted with an overall increase of 1.2% or \$65,736. This net decrease is the result of a combination of the following:

- Increases in expenses related to the higher revenue projections, including increased VFS and CAC.
- Transfer to the Court Services Reserve fund of \$200,000 to fund future capital requirements of the facility.
- These increases are partially offset by costs decreases as a result of:
  - Reduction of 3 full-time court clerk positions (overall reduction from 26.0 to 23.0 FTEs), which were realized through attrition. These reductions are a result of re-distribution of workloads and streamlining of processes, which were made possible through the continued expansion of the e-ticketing program and the amalgamation of Court Services locations. These initiatives will provide efficient and effective delivery of services at reduced costs.
  - Building cost savings realized through the closure of the St. Catharines Courthouse on October 31, 2019 and consolidation of operations at the newly constructed Welland Courthouse.

**Table 1 – 2020 Court Services Gross & Net Budget**

	<b>2020</b>	<b>2019</b>	<b>\$ Change</b>	<b>% Change</b>
Gross Operating Expenses (excluding Dist. to LAMs)	\$ 5,596,164	\$ 5,530,428	\$ 65,736	1.2%
Gross Operating Revenues	\$ (7,065,000)	\$ (6,740,000)	\$ (325,000)	4.8%
<b>Total Net Revenue to be Allocated</b>	<b>\$ (1,468,836)</b>	<b>\$ (1,209,572)</b>	<b>\$ (259,264)</b>	<b>21.4%</b>
50% Distribution to LAMs	\$ 734,418	\$ 604,786	\$ 129,632	21.4%
<b>Net Revenue - Niagara Region</b>	<b>\$ (734,418)</b>	<b>\$ (604,786)</b>	<b>\$ (129,632)</b>	<b>21.4%</b>

Staff is recommending an annual transfer to the Court Services Capital Reserve in the amount of \$200,000 in order to fund ongoing capital requirements of the facility and/or subsequent replacement in accordance with best practice in asset management. As the proposed budget reflects incremental net revenue to the Region and the Local Area Municipalities, this would be a reasonable time to consider an appropriate capital reserve strategy. This amount is based on the following assumptions:

- The current Welland facility cost was approximately \$12 million.
- With an expected service life of 40 years, the replacement of the facility could be in excess of \$25 million.
- Currently there is a balance in the Court Reserve of \$1.6 million.
- The budget remaining in the capital project for the Welland courthouse to be returned to the reserve is estimated to be approximately \$900,000.
- Debt charge budget is approximately \$531,000 and this budget can be repurposed to reserve contributions when the debt is paid off in 2042. From that time to future facility replacement, this could provide for \$7.5 million to the capital reserve.
- Remaining requirement is approximately \$15 million.
- \$200,000 today with additional inflation provided for in future operating budgets would generate an additional \$15 million in funding.

#### Operating Budget with Vision Zero Road Safety Program

The total Court Services operating expenses, including VFS costs, for the implementation and operation of the Vision Zero program is estimated to be approximately \$1.8 million for 2020, based on the assumed start dates of April 2020 for ASE and July 2020 for RLC and the resulting estimated volume of charges (currently

approximately 32,000 to 38,000 charges are processed per year on average by Court Services). This would include the costs for additional staffing (including Per Diem contract Prosecutors), VFS, adjudication, ticket processing and other administrative costs. There are no anticipated capital costs for Court Services to support the program.

Additional costs associated with administering and operating the Vision Zero program will also be incurred by other Regional departments in addition to Court Services, including the Transportation Services and Business Licencing divisions. These costs are estimated to be approximately \$1.7 million for 2020 and include equipment costs, ticket processing through a Joint Processing Centre, MTO charges, consulting and additional program staffing.

In anticipation of Council approval in principle of the Vision Zero program, a consolidated business case has been prepared (attached as Appendix 2) and will be included for consideration as part of the 2020 Operating Budget deliberations for the program.

Subject to successful negotiation with the LAMs with respect to the sharing of revenues and operating costs for the program, approximately 31,000 tickets will need to be issued to obtain an annual break even (cost neutral) point. The field studies conducted by Transportation Services staff have indicated that the number of speeding infractions within School Zones on Regional Roads will support the minimum required number of tickets.

### **Alternatives Reviewed**

Further reduction in discretionary expenses would result in the Niagara Region not being able to meet its obligations under the Memorandum of Understanding with the Ministry of the Attorney General to properly and adequately administer the Provincial Offences Court in Niagara.

### **Other Pertinent Reports**

- JBM-C 9-2019 Court Services – 2020 Budget Report
- JBM-C 12-2019 Court Services 2020 Operating Budget
- PW 64-2019 Public Works – Vision Zero Road Safety Program

### **Appendices**

Appendix 1	Schedule of Expenditures and Revenue; Courts 2018 Actuals; 2019 budget and Q3 Forecast and 2020 budget
Appendix 2	TRP-001 2020 Operating Business Case – Vision Zero Road Safety Program

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**Prepared by:**

Jackie Foley  
Acting Manager, Court Services  
Enterprise Resource Management  
Services

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**Recommended by:**

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

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**Submitted by:**

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

*This report was prepared in consultation with Sara Mota, Program Financial Specialist, and reviewed by Donna Gibbs, Director, Legal and Court Services and Helen Chamberlain, Director of Financial Management and Planning.*



Schedule of Expenditures and Revenues w Q2  
DeptID: D\_70000A Court Services  
Fiscal Year: 2020

D\_70000A

	2018	2019		2020						
	Actual	Q2 Forecast	Budget	Budget Total Program Changes						
	Total	Total	Total	Base Services	Base Variance	Base Variance %	Total	Total	Total Variance	Total Variance %
A_40000AB Compensation	1,756,200	1,672,928	2,040,634	1,919,300	(121,334)	(5.9%)	650,404	2,569,704	529,071	25.9%
A_41000AB Administrative	1,835,136	1,794,960	1,834,060	1,852,730	18,669	1.0%	1,038,448	2,891,177	1,057,117	57.6%
A_44000AB Operational & Supply	1,295,809	1,319,037	928,536	1,059,074	130,538	14.1%	103,489	1,162,564	234,028	25.2%
A_52000AB Equipment, Vehicles, Technology	9,513	380	500	500	-	-	-	500	-	-
A_58000AB Financial Expenditures	163,314	188,969	108,000	158,000	50,000	46.3%	-	158,000	50,000	46.3%
A_75100AC Transfers To Funds	44,503	-	-	200,000	200,000	-	-	200,000	200,000	-
A_60000AC Allocation Between Departments	(7,208)	(6,228)	(9,170)	(6,890)	2,280	(24.9%)	-	(6,890)	2,280	(24.9%)
<b>Gross Expenditure Subtotal</b>	<b>5,097,267</b>	<b>4,970,046</b>	<b>4,902,560</b>	<b>5,182,714</b>	<b>280,154</b>	<b>5.7%</b>	<b>1,792,341</b>	<b>6,975,055</b>	<b>2,072,495</b>	<b>42.3%</b>
A_34950AB Other Revenue	(7,343,696)	(7,131,385)	(6,740,000)	(7,065,000)	(325,000)	4.8%	(1,794,747)	(8,859,747)	(2,119,747)	31.5%
<b>Gross Revenue Subtotal</b>	<b>(7,343,696)</b>	<b>(7,131,385)</b>	<b>(6,740,000)</b>	<b>(7,065,000)</b>	<b>(325,000)</b>	<b>4.8%</b>	<b>(1,794,747)</b>	<b>(8,859,747)</b>	<b>(2,119,747)</b>	<b>31.5%</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>(2,246,429)</b>	<b>(2,161,338)</b>	<b>(1,837,440)</b>	<b>(1,882,286)</b>	<b>(44,846)</b>	<b>2.4%</b>	<b>(2,406)</b>	<b>(1,884,692)</b>	<b>(47,252)</b>	<b>2.6%</b>
A_70000AC Indirect Allocation	623,300	641,258	680,116	590,231	(89,885)	(13.2%)	4,813	595,044	(85,072)	(12.5%)
A_70200AC Capital Financing Allocation	682,203	552,529	552,538	555,230	2,692	0.5%	-	555,230	2,692	0.5%
<b>Allocation Subtotal</b>	<b>1,305,504</b>	<b>1,193,787</b>	<b>1,232,654</b>	<b>1,145,462</b>	<b>(87,192)</b>	<b>(7.1%)</b>	<b>4,813</b>	<b>1,150,274</b>	<b>(82,380)</b>	<b>(6.7%)</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>(940,926)</b>	<b>(967,552)</b>	<b>(604,786)</b>	<b>(736,824)</b>	<b>(132,038)</b>	<b>21.8%</b>	<b>2,406</b>	<b>(734,418)</b>	<b>(129,632)</b>	<b>21.4%</b>

FTE - Reg	26.0	23.0	(3.0)	12.0	35.0	9.0
FTE - Temp	-	-	-	-	-	-

## **Vision Zero Road Safety Program - 2020 Operating Budget Business Case**

Public Works-Levy - Transportation Planning; Business Licensing; Court Services

Initiative Start Date: January 01, 2020

### **Reason for Business Case: Operating Project**

#### **Description of program change:**

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 Vision Zero Road Safety Program strives to eliminate traffic fatalities and serious injuries on Niagara regional roads; while increasing safe, healthy, equitable mobility for all road users.

The implementation of the Vision Zero Road Safety Program will impact the Regional Transportation, Business Licensing and Court Services Operating Budgets, at an estimated annual gross cost, including the mandatory Victim Fine Surcharge paid to the Ministry of the Attorney General, of approximately \$5 – \$5.8 million (\$3.5 million in 2020 for a partial year of operation, dependent upon timing and duration of implementation).

Transportation Services will be responsible for the operation of the Vision Zero program, including monitoring, evaluation and expansion. Budgeted costs include equipment-related costs, ticket processing charges through a Joint Processing Centre (JPC), MTO charges, staffing and other and are estimated at approximately \$2.28 million on an annual basis (\$1.725 million in 2020 for partial year of operation).

Business Licensing will act as the Provincial Offences Officer and will be responsible for the processing the delivery of the tickets between the JPC and Court Services. Annual costs are estimated at approximately \$34,000.

Infractions issued under the Vision Zero Road Safety Program will be processed through Niagara Region Provincial Offences Court which is administered by Court Services. Costs are estimated at \$2.7 – \$3.5 million annually and include the Victim Fine Surcharge, as well as adjudication and court-related costs, ticket processing and staffing costs (\$1.8 million in 2020 for partial year of operation). Costs are expected to increase if ticket volumes increase over time.

The operating costs for the program are conservatively estimated to be fully recovered from fine infraction revenue. However, this is dependant upon the ability of Niagara Region to recover its full operating costs, which would require an amendment to the Niagara Region Courts Inter-municipal 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 and have been authorized by Council. Staff will engage the LAMs to review the Niagara Region Courts Inter-Municipal Agreement as it pertains to net revenues from the Vision Zero Road Safety Program to ensure the program is fiscally sustainable to the Region.

It is important to note that the Vision Zero program will not proceed and no costs will be incurred under this program unless an agreement can be reached with the LAMs and the Inter-Municipal Agreement is successfully amended with respect to the sharing of revenues and operational costs, and therefore no net revenue has been included in the 2020 budget.

### **Vision Zero Road Safety Program - 2020 Operating Budget Business Case**

Niagara Region experiences a high collision fatality rate when compared to other jurisdictions in Southern Ontario. Deployment of Automated Speed Enforcement (ASE) cameras at school zones and community safety zones, reference to the Province of Ontario Safer School Zones Act - 2017, will facilitate the municipal adoption of this technology on roads with speed limits under 80 km/h in school and community safety zones.

Red Light Cameras (RLCs) have been operating in the Province since November 2000 and have so far been installed in 7 Ontario municipalities. The RLC program and processes are well established and respected for their consistency and quality. For legal and practical reasons, all components of the program, from the equipment used through to the processing of the violations, are identical for all participating municipalities within Ontario.

RLCs are an effective safety tool since they reduce the incidence of motorists running red lights. Red light running is one of the causes of angle or "t-bone" collisions, the most severe type of collision that often results in serious injuries. A review of Niagara Region's collision database indicated that there are an average of 60 right-angle collisions at signalized intersections per year. The most reliable statistics currently available suggest that RLCs can reduce the frequency of right-angle collisions by 25%.

#### **Business Reasons for Program Change:**

For many years, Niagara Region 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.

A step forward to adopting a Vision Zero Road Safety Plan in Niagara Region; helping to reduce aggressive driving and speeding by enhancing a safe systems approach, and drawing solutions from engineering, enforcement, education, engagement and evaluation. Those solutions focus on 6 emphasis areas of pedestrians, cyclists, motorcyclists, school-aged children, older adults and aggressive and distracted driving.

#### **Supports Council's Strategic Priorities: Businesses and Economic Growth, Healthy and Vibrant Community, Responsible Growth and Infrastructure Planning, Sustainable and Engaging Government**

Niagara Region HOW WE GO Transportation Master Plan defined programs and infrastructure improvements required to address transportation and growth needs from today through to 2041. One of the main goals is to provide integrated network of roads and highways for the safe movement of people and goods.

The proposed Vision Zero Road Safety Program is a critical part in building a safe and inclusive community. It is an important mechanism to remove barriers for equity seeking groups by prioritizing vulnerable road users. 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.

**Vison Zero Road Safety Program - 2020 Operating Budget Business Case**

**Staffing Impact:**

14 Permanent, Full Time, 1 Student - Non-Union and CUPE 1287

Total Cost of Staffing Position: - 2020 \$933,303, 2021 - \$1,177,839

Staffing Implementation Date: January 01, 2020

The implementation of the Vision Zero program will require additional staffing complement in both Transportation Services and Court Services as detailed below:

Transportation Services - 2 permanent, full-time non-union project manager FTE's and 1 non-union student will be required to implement, monitor and expand the Vision Zero program in future.

Court Services - 12 permanent, full-time FTE's, 1 non-union and 11 unionized CUPE 1287, will be required to manage the significant increase in ticket volumes that will be processed through the Court system with the implementation of the Vision Zero program. The non-union position will be a Prosecution Coordinator position. The unionized positions will consist of 9 Court Clerks and 2 Trial Coordinators.



**Vison Zero Road Safety Program - 2020 Operating Budget Business Case**

Financial Impact Summary	Current Year Impact		Multi Year Impact	
	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>Beyond</u>
Gross Expenditures	3,546,591	5,058,960	5,759,125	-
Gross Revenues	(3,546,591)	(5,058,960)	(5,759,125)	-
Net Impact to levy	-	-	-	-
<b>% Change over prior year</b>	<b>0.000%</b>			

Prepared by Division Manager:	Sulaf Al Karawi/ Jackie Foley
Reviewed by Program Financial Specialist:	Brian McMahon/ Sara Mota
Approved by Director / Commissioner:	Carolyn Ryall/ Donna Gibbs/Angelo Apfelbaum

## VISION ZERO ROAD SAFETY PROGRAM

		Total Vision Zero			Red Light Camera (RLC)			Automated Speed Enforcement (ASE)		
		2020	2021	2022	2020	2021	2022	2020	2021	2022
<b>Revenue:</b>	Gross Ticket Revenue	\$ 3,546,591	\$ 5,058,960	\$ 5,759,125	\$ 878,977	\$ 1,444,309	\$ 1,052,475	\$ 2,667,615	\$ 3,614,651	\$ 4,706,650
	less: Victim Fine Surcharge expense	(723,710)	(1,057,160)	(1,447,420)	(138,320)	(276,640)	(276,640)	(585,390)	(780,520)	(1,170,780)
	<b>Net Ticket Revenue</b>	<b>\$ 2,822,881</b>	<b>\$ 4,001,800</b>	<b>\$ 4,311,705</b>	<b>\$ 740,657</b>	<b>\$ 1,167,669</b>	<b>\$ 775,835</b>	<b>\$ 2,082,225</b>	<b>\$ 2,834,131</b>	<b>\$ 3,535,870</b>
<b>Expenses:</b>	Transportation Services									
	Equipment Costs	\$ 388,292	\$ 714,356	\$ 319,390	\$ 290,978	\$ 581,956	\$ 186,990	\$ 97,314	\$ 132,400	\$ 132,400
	Ticket Processing Costs	601,625	804,250	1,143,250	93,125	126,250	126,250	508,500	678,000	1,017,000
	Staffing	282,899	288,557	294,328	115,098	117,400	119,748	167,801	171,157	174,580
	Other	452,500	475,000	475,000	72,500	95,000	95,000	380,000	380,000	380,000
		<b>1,725,316</b>	<b>2,282,163</b>	<b>2,231,968</b>	<b>571,701</b>	<b>920,606</b>	<b>527,988</b>	<b>1,153,615</b>	<b>1,361,557</b>	<b>1,703,980</b>
Business Licensing	Processing and Delivery Costs	\$ 26,528	\$ 34,089	\$ 34,092	\$ 3,626	\$ 6,193	\$ 6,197	\$ 22,902	\$ 27,896	\$ 27,896
Court Services	Staffing	\$ 650,404	\$ 889,282	\$ 1,178,678	\$ 124,213	\$ 168,637	\$ 169,161	\$ 526,191	\$ 720,645	\$ 1,009,517
	Courtroom Costs	240,300	529,600	532,800	19,700	39,400	39,656	220,600	490,200	493,144
	Ticket Processing Costs	108,000	148,500	216,000	6,750	13,500	13,500	101,250	135,000	202,500
	Other	72,333	118,167	118,167	14,667	19,333	19,333	57,667	98,833	98,833
		<b>1,071,037</b>	<b>1,685,548</b>	<b>2,045,645</b>	<b>165,330</b>	<b>240,870</b>	<b>241,650</b>	<b>905,708</b>	<b>1,444,678</b>	<b>1,803,994</b>
	<b>Total Expenses (excluding Victim Fine Surcharge)</b>	<b>\$ 2,822,881</b>	<b>\$ 4,001,800</b>	<b>\$ 4,311,705</b>	<b>\$ 740,657</b>	<b>\$ 1,167,669</b>	<b>\$ 775,835</b>	<b>\$ 2,082,225</b>	<b>\$ 2,834,131</b>	<b>\$ 3,535,870</b>
<b>Net Revenue (Cost)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Total Expenses per above (excluding Victim Fine Surcharge)	\$ 2,822,881	\$ 4,001,800	\$ 4,311,705	\$ 740,657	\$ 1,167,669	\$ 775,835	\$ 2,082,225	\$ 2,834,131	\$ 3,535,870
add: Victim Fine Surcharge Costs	723,710	1,057,160	1,447,420	138,320	276,640	276,640	585,390	780,520	1,170,780
<b>Total Expenses including Victim Fine Surcharge</b>	<b>\$ 3,546,591</b>	<b>\$ 5,058,960</b>	<b>\$ 5,759,125</b>	<b>\$ 878,977</b>	<b>\$ 1,444,309</b>	<b>\$ 1,052,475</b>	<b>\$ 2,667,615</b>	<b>\$ 3,614,651</b>	<b>\$ 4,706,650</b>

# Niagara Regional Police Service

2020 Operating Budget  
Budget Review Committee of the Whole  
November 21, 2019



# Policing in a Modern Day Ontario



# Strategic Plan Aligns with Council Priorities



Enhance Public Safety

01

## SUPPORTING BUSINESSES AND ECONOMIC GROWTH

A coordinated approach to fostering economic growth in Niagara



02

## HEALTHY AND VIBRANT COMMUNITY

Foster a high quality of life through safe, healthy, and inclusive neighbourhoods through the delivery of quality, affordable and accessible human services



Organizational Excellence

03

## RESPONSIBLE GROWTH AND INFRASTRUCTURE PLANNING

Sustainable investments in transportation, transit and infrastructure, while aligning infrastructure planning with preservation of the natural environment



Fostering a Culture of Community Collaboration & Engagement

04

## SUSTAINABLE AND ENGAGING GOVERNMENT

A commitment to high quality, efficient, fiscally sustainable and coordinated core services through enhanced communication, partnerships and collaborations with the community



# Budget Objective and Process

Identify  
Uncontrollable  
Budget  
Pressures



Line by Line  
Program  
Review



Aligns with  
Strategic Plan



Initial Budget  
\$156.5M or 6.6%



Through  
budget  
deliberations  
\$2.0M or 1.3%  
reductions  
were identified



\$154.4 or 5.3%  
Budget  
approved by  
Police Services  
Board

4



# 2020 Operating Budget = 5.3%

Base Budget  
=3.7%

Program Changes  
=1.6%

Base Budget  
Pressures  
= 1.1%

Inflationary  
Impact  
=2.6%



Deferral of 2019  
Program  
Changes to  
April 1<sup>st</sup>, 2019

Program Review

Aligns with  
Strategic Plan

Extra Salary Day  
due to Leap Year

Provision for  
Collective  
Bargaining

Managing Patrol  
Performance  
(MPP) Study

Loss of Provincial  
Grant Funding

# Managing Patrol Performance (MPP) Study

## One Year Workload Study

- Daily data collected from across Districts
- Identified the drivers impacting officer availability to respond to calls for service

## Key Factors Identified

- Adequacy Standards increased demand in Specialty Units
- Complexity of Reactive and Proactive Activities

Frontline deployed to Specialty Units

	1980	1985	1990	1995	2000	2005	2010	2015	2019
Total Sworn Members	583	563	592	592	604	648	702	702	713
Frontline Patrol Constables	395	348	364	365	334	345	348	316	326
Percent Frontline	67.7	61.8	61.5	61.6	55.3	53.2	49.5	45.0	45.7

Since 1980, 69 Frontline Officers redeployed to Specialty Units

A 17.5% reduction to frontline



# Impact of Adequacy Standards on Frontline Patrol

Investigative Support	Emergency Services	Operational & Support Services
<ul style="list-style-type: none"> <li>• Sexual Assault</li> <li>• Homicide</li> <li>• Counter Terrorism</li> <li>• Forensics Services</li> <li>• Central Fraud</li> <li>• Child Abuse</li> <li>• Domestic Violence</li> <li>• Offender Management</li> <li>• Tech/E Crimes</li> <li>• Special Investigative Services</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Management &amp; Road Safety</li> <li>• Marine/Dive</li> <li>• Emergency Task Unit</li> <li>• Explosive Disposal Unit</li> <li>• Canine</li> </ul>	<ul style="list-style-type: none"> <li>• Court Services</li> <li>• Prisoner Management</li> <li>• Training Unit</li> <li>• School Resource Officer Program</li> </ul>

In 2000, the Province introduced the Adequacy Standards Regulation in combination with other case law and inquiries, requiring Police Services in Ontario to provide specialized investigative units;

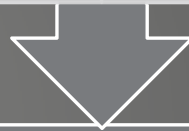
In Niagara, these resources were predominately drawn from the frontline resources to minimize budget impact.

# Response Times

## Priority 1 Call Response Time Expectation

7 Minutes in Urban Areas

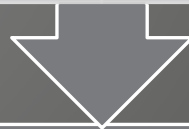
10 Minutes in Rural Areas



## Current NRPS Priority 1 Call Response Times

Approximately 9 Minutes in Urban Areas

10 Minutes in Rural Areas



Gap

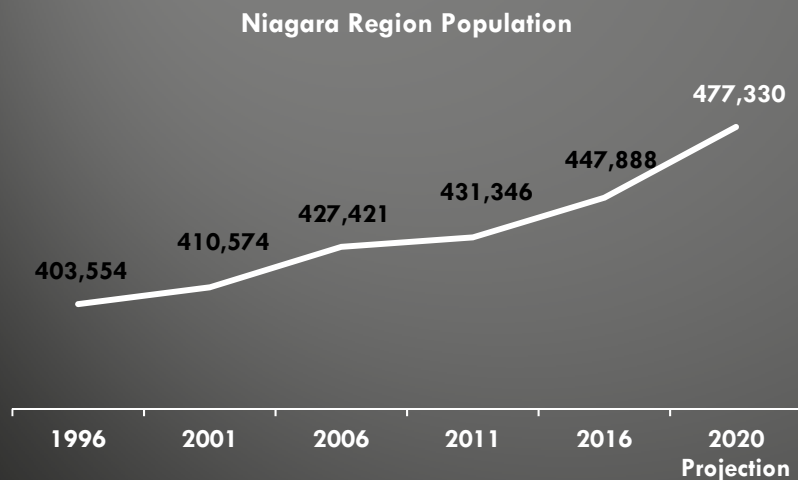
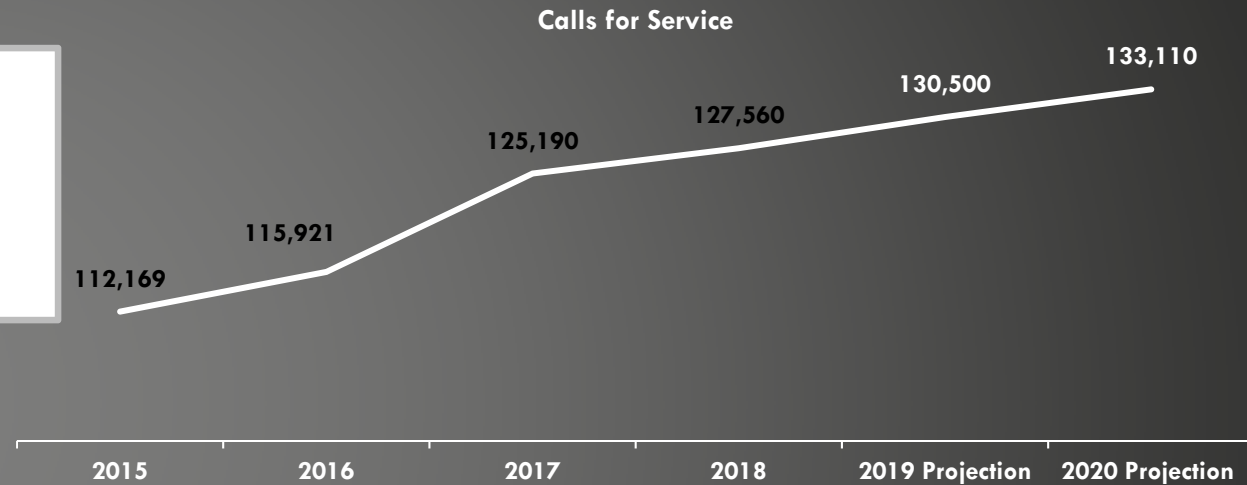
40 Front Line Police Constables

# Calls for Service

## 2019 Year-end Projection:

Range: 129,500 - 131,500  
Ave: 130,500 (2.3% increase)

1.5% - 3.0% increase over 2018



Calls for Service have increased by 11.8% from 2014 to 2018 and are projected to increase by another 2.3% in 2019 and 2.0% in 2020.

The Niagara Region population has increased by 11% from the 1996 to the 2016 Census and is projected to increase by another 6.6% from 2016 to 2020.

# Frontline Investment



## Benefits

- Address increasing demands for service
- Achieve priority 1 call response time expectations and goal
- Decrease dependency on overtime

## Risks

- Public safety risk
- Inefficient use of resources
- Continued risks associated with dependency on overtime.
- Officer burn-out

# 2020 Operating Budget –Year over Year

	2020 Proposed Budget (in M)	2019 Approved Budget (in M)	2020 vs 2019 (in M)
Gross Expenditure	\$172.5	\$165.3	\$7.2
Other Revenue	(18.1)	(18.6)	0.5
Net Expenditure before Indirect Allocation	\$154.4	\$146.7	\$7.7
% Increase Year over Year			5.3%

Deferral Impact to 2021 Budget = 1.2%

- *Budgeting the officers effective July 1 2020 provides for both a deferral of a portion of the increase to 2021 and is sufficient funding for the recruitment plan.*

## 5.3% = Continued



# Budget Risk Assessment

- Collective Bargaining
- Third Party Revenue Streams
- Legislative Changes
- Implementation of Strategic Plan
- Increase in Call Volumes & Investigative Complexities
- Technology Enhancements and Innovations
- Service Delivery Review through Continuous Improvement
- Future Partnerships and Shared Services Agreements



# Questions??







REGIONAL MUNICIPALITY OF NIAGARA  
**POLICE SERVICES BOARD**

5700 VALLEY WAY, NIAGARA FALLS, ONTARIO L2E 1X8

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 psb@niagarapolice.ca • www.niagarapolice.ca

October 30, 2019

**SENT BY EMAIL**

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

Dear Ms. Norio:

**RE: 2020 Proposed Operating Budget - Niagara Regional Police Service/Board**

On October 24, 2019, the Regional Municipality of Niagara Police Services Board adopted the Minutes of the Board's Finance Committee held on October 3, 2019 regarding the proposed 2020 consolidated operating budget for the Niagara Regional Police Service and the Police Services Board, and unanimously passed the following motion:

*"That the Committee:*

- 1. Receive and approve the proposed 2020 operating budget for the Niagara Regional Police Service and Police Services Board resulting in a total net expenditure budget before indirect allocations of \$154,458,220;*
- 2. Submit the consolidated budget of the Service and the Board to Regional Council for approval; and*
- 3. Formally and confidentially notify Regional Council of the status of the collective agreements and the provisions that have been included in the proposed 2020 budget, including a request for Regional Council to consider further alternative provisions for the additional payment of expenditures that may result from the expected agreement, decision, or award. Carried."*

A report from the Niagara Regional Police Service is attached. I would ask that this information be placed on the agenda for the Regional Budget Review Committee of the Whole meeting scheduled for November 21, 2019. The presentation materials will be provided to you in advance of the meeting. Please be advised that Board Chair Ken Gansel and Chief of Police Bryan MacCulloch will be in attendance to address this matter.

In the meantime, should there be any questions, please don't hesitate to contact me.

Sincerely,

Deb Reid  
 Executive Director

Encl.

c: Regional Chair Jim Bradley, Niagara Region  
 A/CAO Ron Tripp, Niagara Region  
 Mr. Todd Harrison, Commissioner of Corporate Services, Niagara Region  
 Chief Bryan MacCulloch, Niagara Regional Police Service



## NIAGARA REGIONAL POLICE SERVICE

### Police Services Board Report

#### PUBLIC AGENDA

**Subject:** REVISED - Proposed 2020 Operating Budget  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2019-10-02



#### Recommendation(s)

That the Police Services Board:

1. Receive and approve the proposed 2020 Operating Budget for the Police Service and Board resulting in a Total Net Expenditure Budget before Indirect Allocations of \$154,458,220.
2. Submit the consolidated budget of the Service and the Board to Regional Council for approval.
3. Formally and confidentially notify Regional Council of the status of the collective agreements and the provisions that have been included in the proposed 2020 Budget. The notification should include a request for Regional Council to consider further alternative provisions for the additional payment of expenditures that may result from the expected agreement, decision, or award.

#### Key Facts

- Under the provisions of the *Ontario Police Services Act (Act)*, the Police Services Board is responsible for providing adequate and effective police services in the Regional Municipality of Niagara.
- In accordance with Section 39 of the Act, the Board is required to submit operating and capital estimates that show the amount required to maintain the police service.
- Normally, the Board submits the funding request to Regional Council for the upcoming year after reviewing and approving the Service's detailed budget submission.
- The Proposed 2020 Operating Budget of \$154.4 million reflects the cost of providing adequate and effective police services in the Regional Municipality of Niagara.

## Financial Considerations

The proposed total consolidated net expenditure budget for the Niagara Regional Police Service and the Board is \$154,458,220 which is a 5.3% increase over 2019.

Police Service	\$153,339,868
Board	1,118,352
Niagara Regional Police Service and Board	\$154,458,220

## Analysis

Under the provisions of the Act, the Police Services Board is responsible for providing adequate and effective police services in the Regional Municipality of Niagara. In accordance with Section 39 of the Act, the Board submits a funding request to Regional Council for the upcoming year after reviewing and approving the Service's detailed budget submission.

The foundation of the 2020 Operating Budget submission is consistent with prior years; the Service is mandated to uphold adequacy standards while providing adequate and effective policing to the community.

Consistent with prior years, the Service budget process included an environmental scan identifying external cost pressures, a detailed line by line program review with consideration of the alignment with the strategic plan.

During the budget process, there were significant uncontrollable budget pressures that result in a total \$1.7M or 1.1% increase above 2019 budget; they are as follows:

- The \$0.7M impact of annualizing the 2019 program changes. During the 2019 Budget deliberations, Regional Council recommended and the Board approved the deferral of program changes to April 1, 2019 reducing both the overall Service budget and the annual increase. The Board approved the annual budget with the proviso that the 2020 Budget would be based on a restated 2019 Operating Budget that included the deferred amount. To date, the Service's 2019 Budget has not been adjusted to reflect this condition. The issue is expected to be included on the Oct 10<sup>th</sup> Budget Review Committee of the Whole agenda.
- Each year the Region establishes the number of days to be used for budgeting salary and benefit expenditures. For 2020, the budget is based on 262 days which is an increase of one day from 2019. This additional day represents a \$0.5M or 0.3% increase.
- In 2017, the Provincial government announced grant funding reforms. As the Province moved toward evidence based funding models, it retired the Community Policing Partnerships (CPP) and 1,000 Officers programs and introduced the

Policing and Effectiveness Modernization (PEM) Grants. Under the PEM program, the Service received \$2.9M annually. In 2019, the Province made further amendments to the grant process by eliminating the PEM program and replacing it with a new local and provincial strategies model. The Community Safety and Policing (CSP) program provides two funding streams; a local priorities stream and a Provincial priorities stream. The Service has been approved for up to \$2.2M for the 2019/20 fiscal period under the CSP local priorities stream. The Service is anticipating funding of an additional \$0.3M under the CSP provincial priorities program. This grant funding reform has resulted in a 0.5M funding shortfall; a 0.3% 2020 budget impact.

Further to these budget pressures, the Service has base increases totalling \$3.8M or 2.6%. The base increase includes a provision for collective bargaining, software licensing and incremental critical technology infrastructure disaster recovery costs.

At December 31, 2019 the Service's three collective agreements will expire. As compensation costs represent approximately 90% of the Service's total expenditures before indirect allocations, the Service is recommending that the Region consider further alternative provisions for the additional payment of expenditures that may result from the expected agreement, decision, or award.

The table below details the uncontrollable budget impacts and base increases impact on the 2020 Operating Budget of the Service and Board.

	\$	% Increase
<b>2019 Service &amp; Police Service Board Approved Budget</b>	<b>\$146.7M</b>	
<b>Uncontrollable Budget Impacts:</b>		
2019 Budget Deferral of Program Changes *	0.7M	0.5%
Extra Salary Day Due to Leap Year	0.5M	0.3%
Loss of Provincial Grant Funding	0.5M	0.3%
<b>Total – Uncontrollable Budget Impacts</b>	<b>1.7M</b>	<b>1.1%</b>
<b>Base Increase</b>	<b>3.8M</b>	<b>2.6%</b>
<b>Total – Uncontrollable Budget Impacts &amp; Base Increases</b>	<b>5.5M</b>	<b>3.7%</b>
<b>2020 Base Budget before Program Changes</b>	<b>\$152.2M</b>	
Program Changes	\$2.2M	1.6%
<b>2020 Net Expenditure Budget before Indirect Allocations</b>	<b>\$154.4M</b>	<b>5.3%</b>

\* delayed implementation of Program Changes to April 1, 2019

The overall 2020 budget increase before program changes of \$5.5M or 3.7% includes a 1.1% increase from uncontrollable budget impacts for annualizing 2019 program changes, funding the additional salary budget day resulting from the leap year and the Provincial grant funding shortfalls. Without these budget impacts, the base increase, inclusive of the provision for collective bargaining, is 2.6%.

After considerable deliberation the Service's 2020 Budget submission includes \$2.2M or 1.6% in recommended program changes. The enhancements are detailed below.

Net Total	% Increase	
\$96,868	0.1%	<b>Member Support</b> – The request is to provide civilian administrative support to balance the workload and provide the Staff Sergeant and Psychologist with the ability to focus on member wellness/support and continuing the development of the unit.
\$131,172	0.1%	<b>Member Support</b> – The request is to add a uniform constable to support the programs initiated since the formation of this unit. This member will be responsible for the development and implementation of a Reintegration Program for officers who have been the victims of traumatic events.
\$97,468	0.1%	<b>Corporate Communications</b> – The request is to add a civilian Corporate Communication Technician to the current two member unit. The hiring of a Corporate Communications Technician would provide the Service with someone with formal education and experience in multi-media communications, public relations and graphic design providing the foundation for future growth and expansion.



\$1,875,350	1.3%	<b>Frontline Officers</b> – As the result of an extensive Managing Patrol Performance (MPP) study to determine adequate response times and the resourcing necessary to meet them; the Service is recommending the addition of 40 frontline constables effective July 1 2020. Within the 2019-2021 Strategic Plan, the Service and the Board set a target of a 7 minute response time for urban settings and 10 minute response time for rural settings; as identified within the MPP study, meeting this target requires the deployment of 40 additional frontline constables.	
		Investment	\$M
		Gross Annual Salary for 40 Officers	5,237,207
		Less: Savings to Uniform Overtime	(1,486,507)
		<b>Annual Net Investment</b>	<b>3,750,700</b>
		½ Year Implementation – July 1, 2020	(1,875,350)
		<b>Net Investment in 2020</b>	<b>1,875,350</b>
<b>\$2,200,858</b>	<b>1.6%</b>	<b>Total</b>	

### Alternatives Reviewed

The Proposed 2020 Operating Budget reflects the cost of providing adequate and effective police services in the Regional Municipality of Niagara. Consistent with prior years, the Service budget process included a detailed line by line review and the evaluation of submitted program changes. Alternative options considered by the Service for the Frontline Officers program change are as follows:

1. 20 additional constables to support the frontline for the 2020 year and a further 20 in 2021.
2. 20 additional constables to support the frontline for the 2020 year, a further 10 in 2021 and 10 in 2022.

### Relationship to Police Service/Board Strategic Priorities

Under the provisions of the Act, the Police Services Board is responsible for providing adequate and effective police services in the Regional Municipality of Niagara.

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## Relevant Policy Considerations

In accordance with Section 39 of the Act, the Board submits a funding request to Regional Council for the upcoming year after reviewing and approving the Service's detailed budget submission.

## Other Pertinent Reports

- No 135.2019 – Budget Timetable - 2020 Budget Year
- No 136.2019 – Budget Planning - 2020 Operating Year

*This report was prepared by Laura Rullo, Manager, Finance, reviewed by Lisa DiDonato-DeChellis, Director, Business Services and recommended by Richard Frayne, A/Deputy Chief of Police, Support Services.*



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**Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

## Appendices:

Appendix 1 – 2020 Operating Budget – Statement of Revenue and Expenses

**Niagara Regional Police Services**  
**Appendix 1: 2020 Operating Budget - Statement of Revenue and Expenses**

	2020 Budget	2019 Budget	Variance	Variance %
<b>Gross Expenditures</b>				
Compensation	157,060,043	150,626,390	6,433,653	4.3%
Administrative	4,212,976	3,859,588	353,388	9.2%
Operational & Supply	2,273,188	2,251,400	21,788	1.0%
Occupancy & Infrastructure	360,720	298,197	62,523	21.0%
Equipment, Vehicles & Technology	6,803,651	6,413,718	389,933	6.1%
Financial Expenditures	1,000	3,500	(2,500)	-71.4%
Intercompany Charges	(1,360,916)	(1,296,891)	(64,025)	4.9%
Transfers To Funds	2,900,000	3,150,000	(250,000)	-7.9%
<b>Total - Gross Expenditures</b>	<b>172,250,662</b>	<b>165,305,902</b>	<b>6,944,760</b>	<b>4.2%</b>
<b>Revenues</b>				
Provincial Grants	(9,538,429)	(10,007,795)	469,366	-4.7%
Fees for Service	(6,393,550)	(6,856,163)	462,613	-6.8%
Other Revenues	(1,860,463)	(1,727,731)	(132,732)	7.7%
<b>Total - Revenues</b>	<b>(17,792,442)</b>	<b>(18,591,689)</b>	<b>799,247</b>	<b>-3.8%</b>
<b>Net Expenditures Before Indirect Allocations</b>	<b>\$ 154,458,220</b>	<b>\$ 146,714,213</b>	<b>\$ 7,744,007</b>	<b>5.3%</b>





# Proposed 2020 Operating and Capital Budgets

November 21, 2019 – Niagara Region BRCOTW

Gayle Wood, CAO/Secretary Treasurer

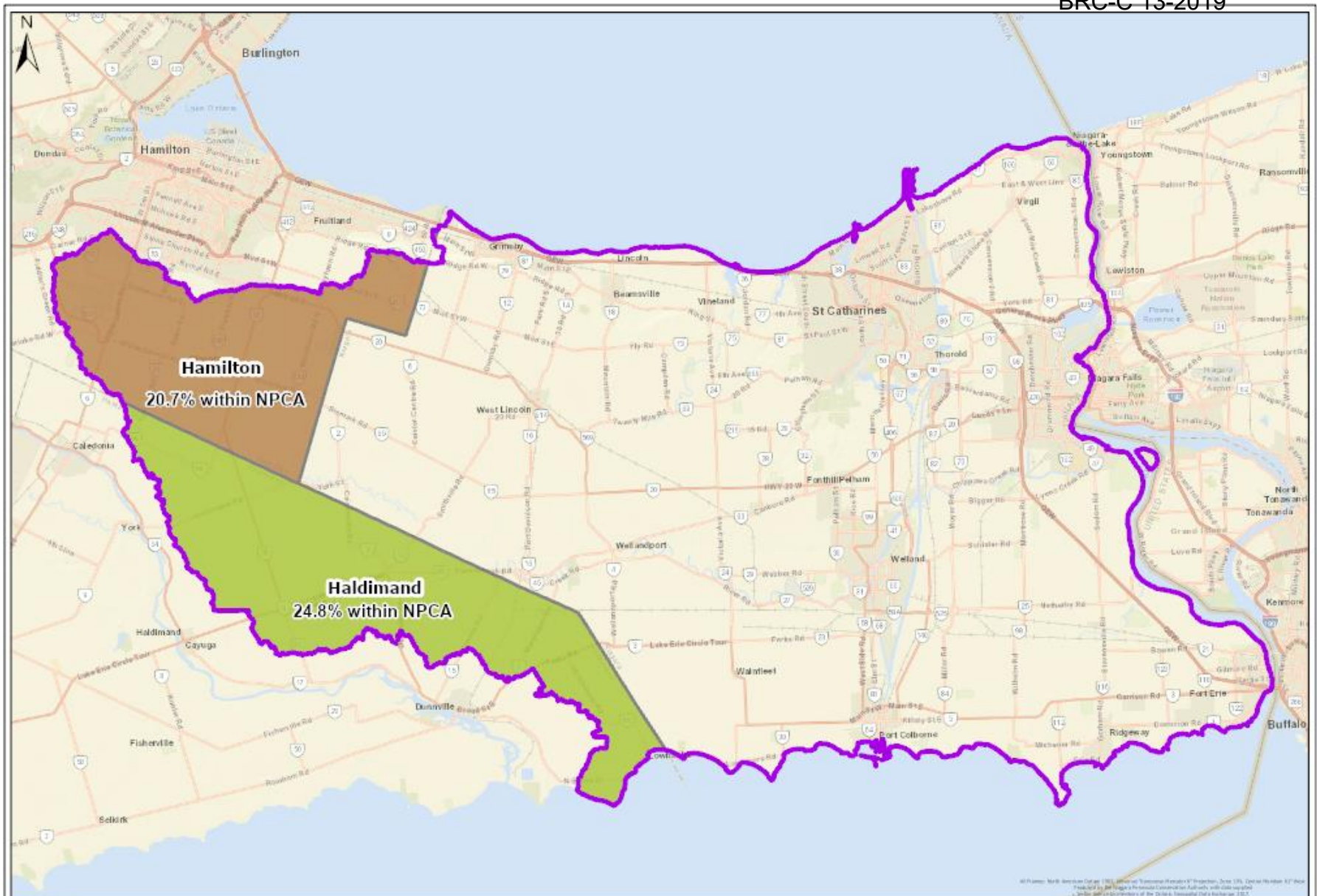
Lise Gagnon, Director of Corporate Services



# Who is NPCA?

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- NPCA created in 1959 under The Conservation Authorities Act
- Watershed based jurisdiction – 2,424 square km
- 3 upper tier municipalities – Niagara Region, Hamilton and Haldimand
- 21 Board members and 55 staff



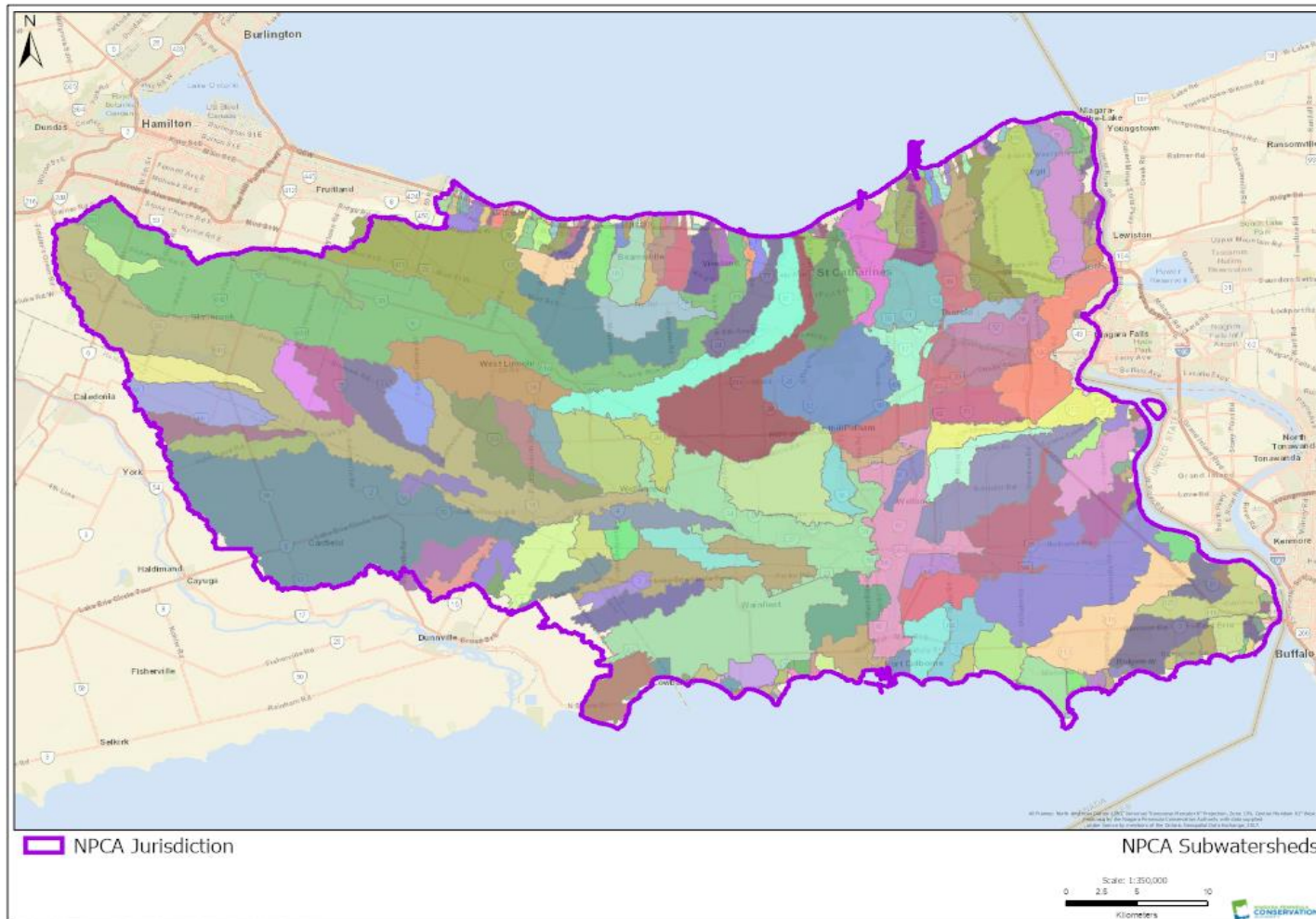
Hamilton and Haldimand Jurisdictional Percentages within NPCA

# What is Watershed Management?



# Watershed Management

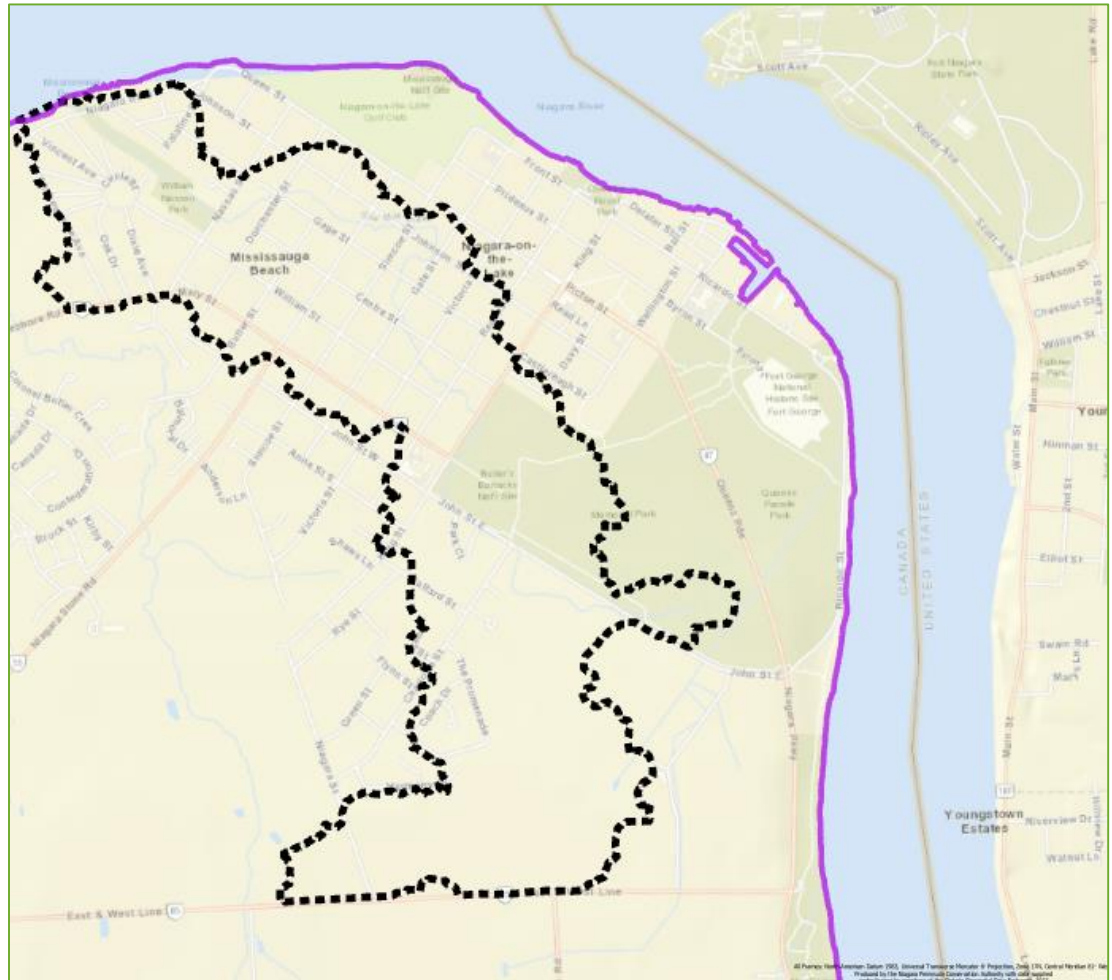
Dedicated to monitoring, regulating, protecting and improving the health and safety of our watershed.





# One Mile Creek Sub Watershed Plan

- Completed 2005
- Assessed all environmental features
- Reviewed all land use
- Measurable goals
- Implementation strategies
- Collaborative approach



# We have Work to Do . . .

## 2018 Watershed Report Card

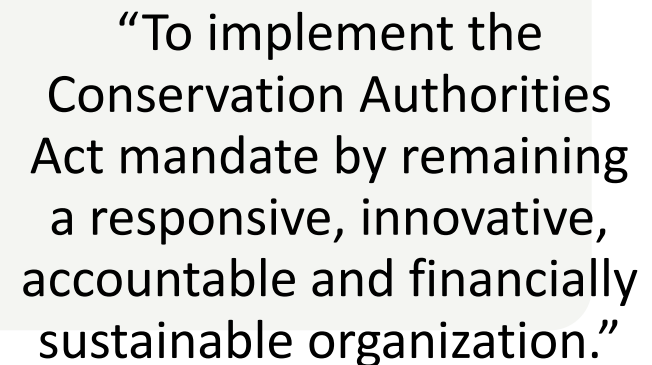
Indicator	Grade
Groundwater Quality	B
Surface Water Quality	D
Forest Conditions	D
Wetland Cover	B

# NPCA Strategic Plan 2018-2020

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Our Mission...

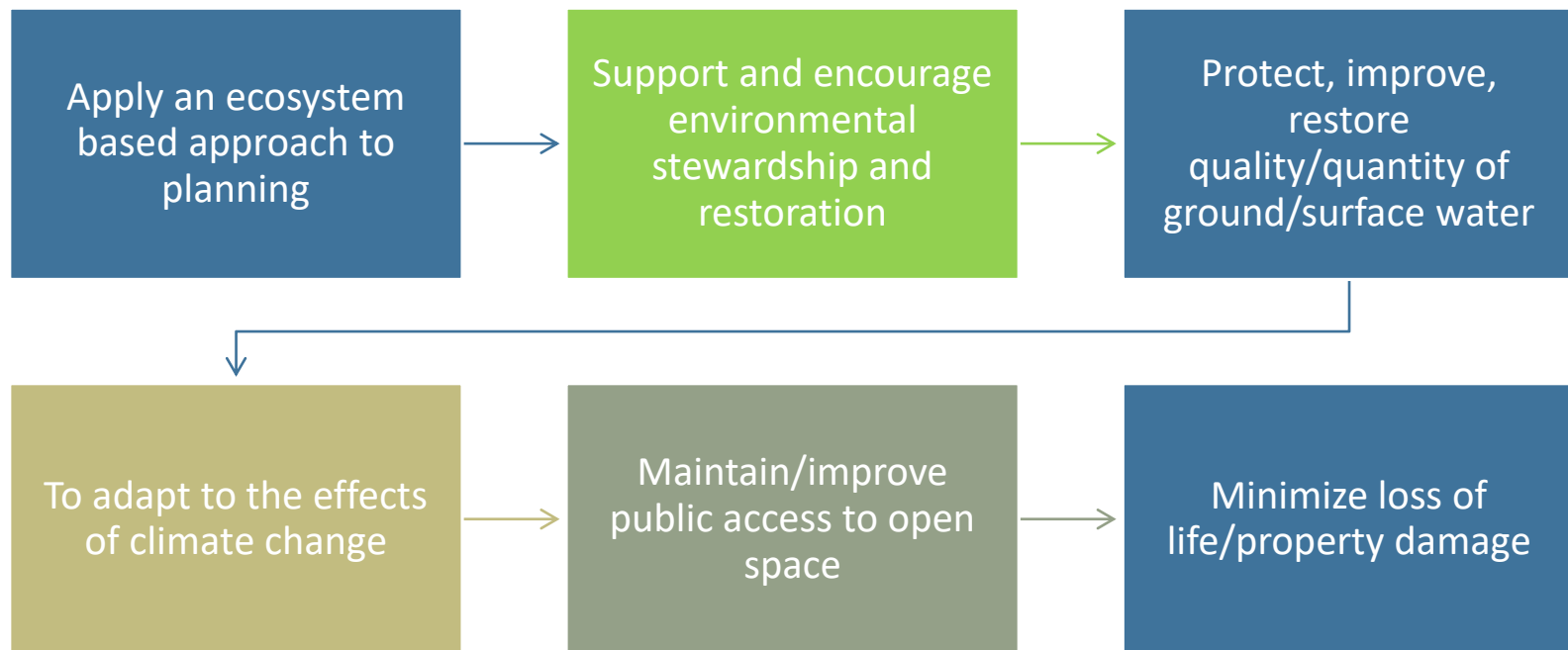


“To implement the Conservation Authorities Act mandate by remaining a responsive, innovative, accountable and financially sustainable organization.”



# Our Mission - Your OP Objectives:

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# Your OP Objectives - Our Programs

Ecosystem Planning Approach	<ul style="list-style-type: none"> <li>▪ Watershed based planning</li> </ul>
Environmental Stewardship / Restoration	<ul style="list-style-type: none"> <li>▪ Restoration Programs with Performance Metrics</li> </ul>
Water Quality and Quantity	<ul style="list-style-type: none"> <li>▪ Drinking Source Water Protection Lead</li> <li>▪ Regulate Floodplains</li> <li>▪ Water Quality Monitoring</li> <li>▪ Watershed Report Card</li> </ul>
Adapting to Climate Change	<ul style="list-style-type: none"> <li>▪ Climate Change Adaptation Programs</li> </ul>
Maintain Public Open Spaces	<ul style="list-style-type: none"> <li>▪ 42 Watershed Conservation Areas - approx. 8,000 acres</li> </ul>





## Chippawa Creek Conservation Area





## Jordan Harbour Conservation Area





## Wainfleet Wetlands Conservation Area





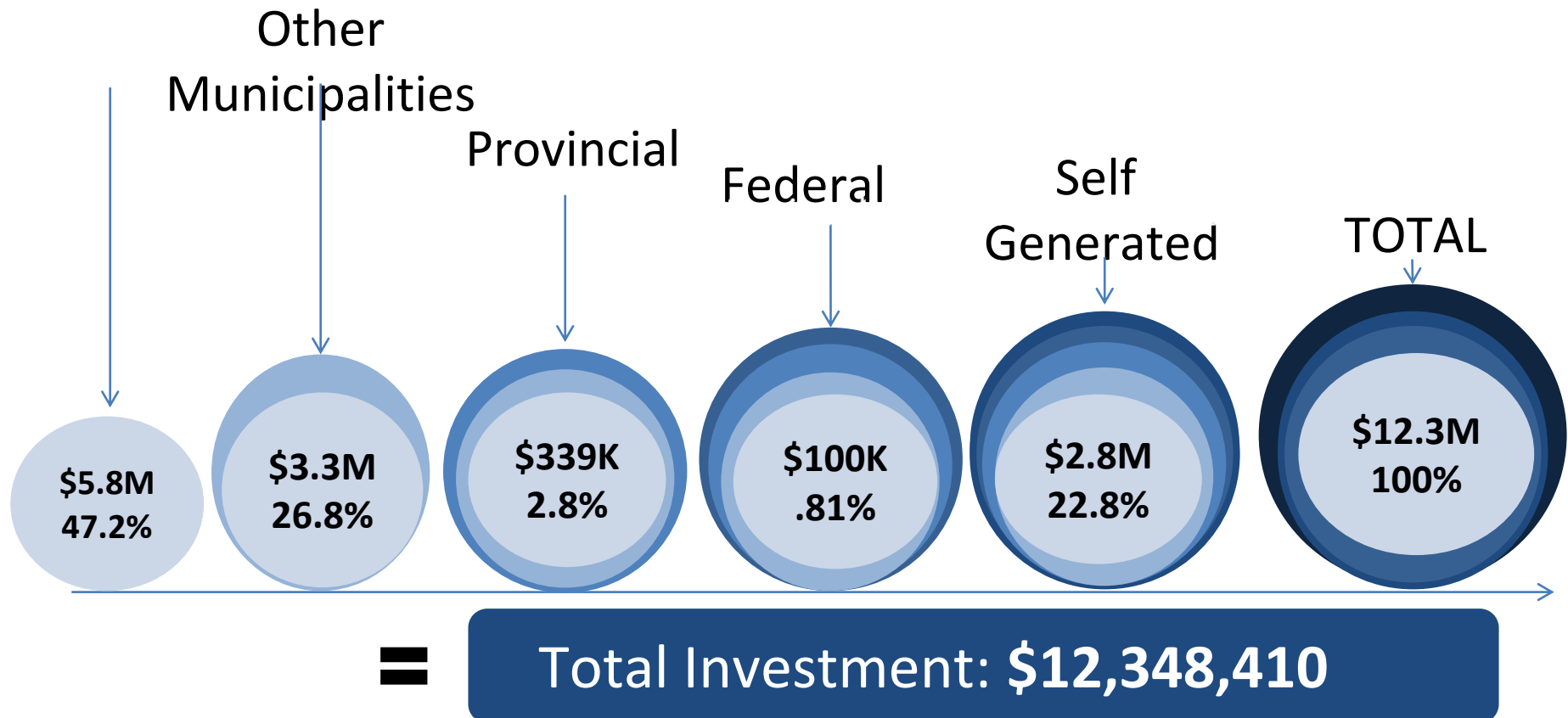
## Long Beach Conservation Area



# Why Invest in NPCA? Leveraging Your Funds

Niagara Region Investment:  
**\$5,809,372**

Other Sources Investment:  
**\$6,539,038**



# Leveraging your Funds In Action:

Restoration Projects	Partner \$	Landowner \$	Region Levy \$
<b>26 Projects</b> 64 acres of forest 46,477 trees planted 2,804 shrubs planted 4.6 acres wetland restoration	\$156,420	\$178,033	\$118,167
<b>Objectives:</b> Climate Adaption Improves Water Quality Enhances Habitat Improves Recreation Improves Air Quality Carbon Sequestration			
<b>Total \$452,621 - 7 months</b>			



# What does our Budget Entail?

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1. General Levy
2. Special Levy
3. Capital Projects

# General Levy

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The Authority develops a general levy of all operating expenses to be apportioned to each participating municipality based on MPAC assessed value data received annually from Ministry of Natural Resources

1. Salaries, Board per diems and travel expenses;
2. Rent and other fixed costs;
3. Program expenses;
4. Other operating expenses (costs required to support operations);
5. Other costs as may be prescribed by regulation through Bill 108.

# Special Levy

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A Special Levy is an operating activity that benefits one or more municipalities but not the entire watershed.

For example: Long Term Debt Payment which applies only to the Niagara Region

## Section 25:

When an authority has determined the proportion of the total benefit of an activity to each municipality (known as special levy), notice will be issued, and an appeal may be launched by the municipality to the LPRT within 30 days.

# Capital

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An Authority may determine what funding will be required for capital expenditures in connection with any project, such as:

1. Ball's Fall Historical Building Restoration
2. Floodplain Mapping – St. Catharines/Grimsby
3. Shriner's Creek Water Control Structure
4. Virgil Dam Safety Study

Capital Special Levy can be appealed to the Local Planning Appeal Tribunal (LPRT).

# Respecting Your Guidelines

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2% increase to levy  
(\$109,688)

1.65% growth to address  
pressures in  
enforcement, planning  
and restoration  
(\$90,493)

# NPCA Budget History

Year	General Levy		Special Levy					
			Niagara			Consolidated	Niagara TOTAL	% Change
	Niagara	Consolidated	Debt	Land/Capital	Sub Total			
2017	\$ 4.406	\$ 6.071	\$ 1.092	\$ 1.607	\$ 2.699	\$ 2.820	\$ 7.105	
2018	\$ 4.848	\$ 6.246	\$ 0.824	\$ 1.305	\$ 2.129	\$ 2.252	\$ 6.977	-1.8%
2019			\$ 0.512	\$ 1.617	\$ 2.129			
				-\$ 1.617	-\$ 1.617			
	\$ 4.972	\$ 6.416	\$ 0.512	\$ -	\$ 0.512	\$ 0.635	\$ 5.484	-21.4%
2020	\$ 4.706	\$ 6.093	\$ 0.221	\$ 0.882	\$ 1.103	\$ 2.969	\$ 5.809	5.9%

\* in millions of dollars

Baseline:	
\$5.484M	2019 Base Budget
.109M	2% increase
.09M	1.65% growth
<b>\$5.685M</b>	<b>Total</b>

Proposed:	
\$4.706M	2020 General Levy
.221M	Special Levy - Debt
.758M	Special Levy - Capital
<b>\$5.685M</b>	<b>Sub total</b>
.124M	Additional Capital Pressures
<b>\$5.809M</b>	<b>2020 Base Budget</b>

Proposed Special Levy (Capital) Budget 2020							
Service Area	Program	# Projects	Niagara Region	Hamilton	Haldimand	Not Accommodated	TOTAL
CAO/Board	Communications	2				35,000	35,000
Corporate Services	Asset Mgt/Capital Planning	1	23,174	6,271	555	-	30,000
	Information Mgt	5	60,252	16,306	1,442	96,500	174,500
	Integrated Watershed Mgt	2	7,725	2,090	185	200,000	210,000
	Balls Falls Connectivity	1	40,000	-	-	-	40,000
Land Operations	Balls Falls	4	125,000	-	-	180,000	305,000
	Binbrook	4	-	1,810,000	-	-	1,810,000
	Chippawa Creek	1	-	-	-	10,000	10,000
	Gainsborough	2	-	-	-	140,000	140,000
	Long Beach	3	261,640	-	-	168,360	430,000
	Equipment	1	99,091	26,817	2,372	100,000	228,280
Watershed	Water Control Structures	2	140,000				140,000
	Floodplain Mapping	3	125,000		-	70,000	195,000
	Gauge Stations	1	-			20,000	20,000
	Karst Mapping	1	-			50,000	50,000
	Water Quality Equip	1	-		-	35,000	35,000
	<b>TOTAL</b>	<b>34</b>	<b>881,881</b>		<b>4,554</b>	<b>1,104,860</b>	<b>3,852,780</b>



# Thank you

For more information visit our website at  
[www.NPCA.ca](http://www.NPCA.ca)



NIAGARA PENINSULA  
**CONSERVATION**  
AUTHORITY



# 2020 OPERATING BUDGET

November 21, 2019



# What Does NRH Do?

- ▶ NRH operates & manages 2,850 Public Housing units
- ▶ Community Programs includes tenant support, eviction prevention and community engagement in Niagara Regional Housing (NRH) Public Housing communities. CPCs link tenants with over 40 community partners to maintain successful tenancies and improve the quality of life in NRH communities. (eg. Tenant meetings, after school programs, social groups, summer camps, workshops)
- ▶ Provide support and legislative direction to 60 Housing Providers
- ▶ Provide access to housing through the centralized wait list
- ▶ Administers rent supplement program through agreements with landlords
- ▶ Administers housing allowance, portable rent benefits and housing first to assist applicants with rent while waiting for RGI
- ▶ Administers Niagara Renovates program to assist homeowners & landlords with repair/modifications needed to the home
- ▶ Administers Welcome Home Niagara program which assists with down payment to low to moderate income renters to buy a new home
- ▶ Increase access to affordable rental housing through new development

# NRH Programs & Services

## Levy Funded – Core Programs

- ▶ NRH Owned-Units (Public Housing)
- ▶ Social Housing Provider Subsidies & Oversight
- ▶ Rent Supplement & Housing Allowance Programs
- ▶ Centralized Wait List Management
- ▶ Community Resource Unit

## Ministry Funded Programs

- ▶ Strong Communities – Rent Supplement Program
- ▶ IAH-E / SIF / OPHI / COCHI
  - ❑ Rent Supplement
  - ❑ Housing Allowance
  - ❑ Housing First
  - ❑ Homeownership Assistance
  - ❑ Niagara Renovates
  - ❑ New Development Funding (Capital)
  - ❑ Support Services

# 2020 Budget Guidance

## Council Amended Recommendation (CSD 40-2019; June 20, 2019)

- ▶ That the 2020 base budget for existing services **BE PREPARED** with consideration of the Core Consumer Price Index as follows:
  - ❑ 2.0% for Regional Departments
  - ❑ 2.0% for Agencies, Boards, and Commissions
  - ❑ 2.0% for Waste Management

# 2020 Budget Main Drivers

## Housing Programs

- ▶ Provider subsidies – ongoing oversight of housing providers to ensure budgets are managed (\$435 thousand decrease)
- ▶ Rent Supplement Regular (\$332 thousand decrease)
- ▶ Reserve transfer to support programs for housing providers (\$267 thousand increase)

## NRH Owned-Units (Housing Operations)

- ▶ Preventative pest maintenance (\$264 thousand increase)
- ▶ Repairs and maintenance (\$366 thousand increase)
- ▶ Increased property taxes - Carlton, Thorold & Welland properties purchased in 2019 (\$264 thousand increase)
- ▶ Reserve transfer to support capital asset management program (\$561 thousand increase)
- ▶ Rental revenues (\$641 thousand increase)

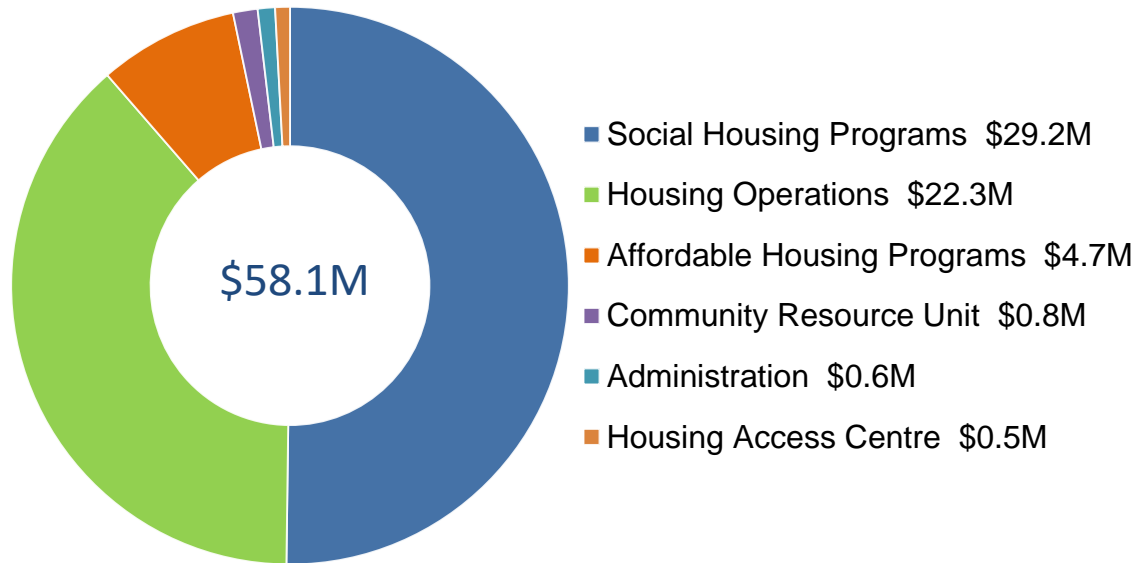
# 2020 Operating Budget (\$Millions)

	2019 Approved Budget	2020 Proposed Budget	\$ Change	% Change
Gross Expenditure	\$ 56.82	\$ 58.13	\$ 1.31	2.3%
Gross Revenue	\$ (29.03)	\$ (29.78)	\$ (0.76)	2.6%
Net Expenditure (Revenue) before indirect allocations	\$ 27.79	\$ 28.35	\$ 0.56	2.0%
Staff Compliment	2019 Approved FTE	2020 Proposed FTE	# Change	% Change
Full-Time Permanent Employees	51	51	0	0.0%
Full-Time Temporary Employees (Ministry-funded / pilot programs)	9	9	0	0.0%
Total FTE Count	60	60	0	0.0%

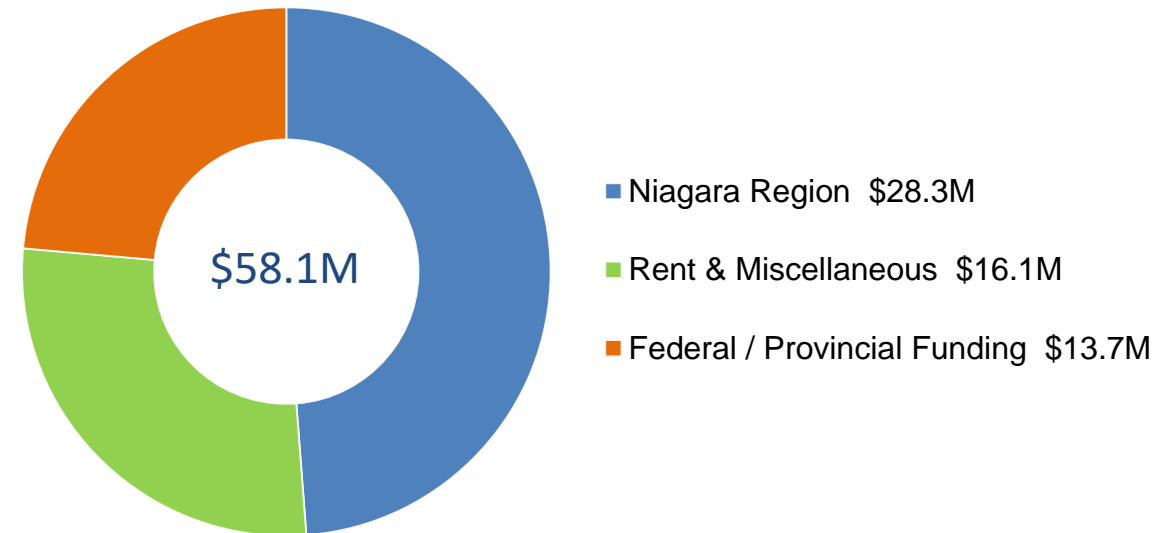
- ▶ Net expenditure increase of **\$556 thousand (+2.0%)** before indirect allocations
- ▶ Gross expenditure increase of **\$1.3 million**; offset by an increase in gross revenues of **\$756 thousand**
- ▶ Staff compliment remains neutral for 2020

# 2020 Operating Budget (\$Millions) - Continued

## Where the Money Goes (Gross Expenditures)



## Where the Money Comes From





# 2020 Operating Budget Analysis

- ▶ Increase in Compensation of **\$110 thousand (2.2%)**
  - ❑ driven by corporate compensation guidance and benefit related costs
- ▶ Increase in Occupancy and Infrastructure of **\$1.2 million (8.4%)**
  - ❑ **\$366 thousand** driven by an increase in repairs and maintenance costs
  - ❑ **\$265 thousand** increase for pest control costs to include preventative maintenance
  - ❑ **\$264 thousand** related to an increase in property taxes (includes new Carlton Street & 2019 properties purchased in Thorold & Welland)
  - ❑ **\$230 thousand** increase to align with 2020 service contracts (includes Carlton & 2019 properties purchased in Thorold) – costs offset by increase in revenues

# 2020 Operating Budget Analysis - Continued

- ▶ Decrease in Community Assistance of **\$595 thousand (1.9%)**
  - ❑ **\$332 thousand** decrease in levy funded rent supplement regular due to decline in RGI subsidy to landlords
  - ❑ **\$435 thousand** decrease in Non Profit and Co-op Provider subsidy to align with provider trends relating to RGI subsidy
  - ❑ **\$117 thousand** decrease in Federal Provider Subsidies due to end of operating agreements (EOA)
  - ❑ **\$146 thousand** increase in housing allowance and landlord engagement

# 2020 Operating Budget Analysis - Continued

- ▶ Decrease in Financial Expenditures of **\$258 thousand (11.6%)**
  - ❑ **\$368 thousand** decrease in provincial debenture payments due to a reduction of debt owed to the province as 4 LHC agreements have expired
  - ❑ **\$106 thousand** increase in bad debt costs due to an internal review on tenant arrears owed to NRH
- ▶ Increase in transfer to Reserves of **\$827 thousand (36.7%)**
  - ❑ **\$267 thousand** increased transfer to NRH reserve from Housing Programs to support programs for housing providers (total transfer of \$1.5 million)
  - ❑ **\$561 thousand** increased transfer to NRH Owned-Units reserve to support capital improvements required on owned-units - \$242 thousand restricted for 527 Carlton, Fitch Street East and Jubilee Drive (total transfer of \$1.5 million)
  - ❑ Increase to reserve supported by Niagara's 10-year Housing and Homelessness Action Plan report COM 40-2019

# 2020 Operating Budget Analysis - Continued

- ▶ Decrease in Federal & Provincial Grants of **\$67 thousand (0.5%)**
  - ❑ Driven by Service Manager federal funding schedule due to EOA
- ▶ Increase in Other Revenue of **\$818 thousand (5.4%)**
  - ❑ **\$642 thousand** increase in rental revenue due to full year of Carlton & Thorold properties – based on current trends
  - ❑ **\$200 thousand** increase from revolving loan to fund homeownership and renovate programs

# Budget Summary

## Council Strategic Priority 2: Healthy and Vibrant Community

### Objective 2.3: Addressing Affordable Housing Needs

- ▶ Retain, protect and increase the **supply of affordable housing stock** to provide a broad range of housing to meet the needs of the community
- ▶ **Supporting clients through the stages of the housing continuum**, towards more stable and permanent housing

### Housing & Homelessness Action Plan:

- Goal 1: House People Who Do Not Have a Home
- Goal 2: Help People to Retain a Home
- Goal 3: Increase Housing Options and Opportunities for Low and Medium Income Households
- Goal 4: Build Capacity and Improve the Effectiveness and Efficiency of the Housing and Homelessness System

# Budget Summary - Continued

- ▶ Partnerships with Niagara Region
  - ▶ Affordable Housing Steering committee
  - ▶ RFP for development
- ▶ Redevelopment of current stock
  - ▶ Budget supports the operating costs and revenues of the Thorold properties purchased in 2019 & intensification in Welland which increases housing supply
- ▶ Feasibility Study
- ▶ Ready/Set/Build Workshops with Providers
- ▶ Living wage Requirements
- ▶ Repairs & Maintenance of NRH owned-units
- ▶ Inclusion of full year operating costs for Carlton street and Thorold properties

**Housing & Homelessness  
Action Plan: support  
increasing and maintaining  
available housing stock in  
Niagara**

# Budget Summary - Continued

- ▶ Subsidy for 60 Non-Profit and Cooperative housing providers
- ▶ Assistance to housing providers with funding applications for new development
- ▶ 15 potential low to moderate income earners will receive 5% down payment assistance
- ▶ Support to five Habitat for Humanity builds
- ▶ Support to 35 low income homeowners for accessibility and emergency repairs – allows them to remain in their own home
- ▶ Rent Supplement Program includes subsidy for New Bethlehem Housing Build
- ▶ Support 740 housing applicants with a housing allowance
- ▶ Additional CPC remains in current budget to provide support to housing providers

**Initiatives above align with HHAP action items which support long-term housing stability for households at risk of homelessness and prevent loss of current community housing stock**



# Budget Summary - Continued

527 Carlton Street – St. Catharines



Roach Street - Welland



# Thank You!

Donna Woiceshyn, **CEO**

## Questions?

# 2019-2020 Forecasted Reserve Summary

17

Description	Balances at December 31, 2018	2019 Year-to-date		Balance at September 30, 2019	2019 Forecast		Forecasted Balance at December 31, 2019	2020 Forecasted		Estimated Balance at December 31, 2020
		Net Transfers from (to) Operating	2019 Year-to-date Capital Transfers		Net Transfers from (to) Operating	2019 Forecasted Capital Transfers		Net Transfers from (to) Operating*	2020 Forecasted Capital Transfers *	
<b>NRH Owned Units Public/Local Housing Corp:</b>										
Jubilee/Broad oak	215,569	54,000	-	269,569	18,000		287,569	72,000		359,569
Fitch Street	261,040	66,750	-	327,790	22,250		350,040	89,000		439,040
Carlton	-	157,500	-	157,500	52,500		210,000	81,000		291,000
Other Owned Units **	3,644,207	457,817	(794,555)	3,307,469	1,052,606	700,000	5,060,075	1,300,000	(2,498,395)	3,861,680
<b>NRH Owned Units Public/Local Housing Corp TOTAL</b>	<b>4,120,816</b>	<b>736,067</b>	<b>(794,555)</b>	<b>4,062,328</b>	<b>1,145,356</b>	<b>700,000</b>	<b>5,907,684</b>	<b>1,542,000</b>	<b>(2,498,395)</b>	<b>4,951,289</b>
<b>Niagara Regional Housing:</b>										
Emergency Capital Funding for Housing Providers	1,924,871	955,798	-	2,880,669	318,599		3,199,268	1,540,927		4,740,195
Title Normalization for NRH Owned Units	712,381	-	-	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	-	(2,290,000)	702,632
<b>Niagara Regional Housing TOTAL</b>	<b>6,040,299</b>	<b>955,798</b>	<b>(410,415)</b>	<b>6,585,682</b>	<b>318,599</b>	<b>-</b>	<b>6,904,281</b>	<b>1,540,927</b>	<b>(2,290,000)</b>	<b>6,155,208</b>
<b>Total NRH Capital Reserves</b>	<b>\$ 10,161,115</b>	<b>\$ 1,691,865</b>	<b>\$ (1,204,970)</b>	<b>\$ 10,648,010</b>	<b>\$ 1,463,955</b>	<b>\$ 700,000</b>	<b>\$ 12,811,965</b>	<b>\$ 3,082,927</b>	<b>\$ (4,788,395)</b>	<b>\$ 11,106,497</b>
<b>NRH Rent Supplement:</b>	<b>278,301</b>	<b>(9,000)</b>	<b>-</b>	<b>269,301</b>	<b>(3,000)</b>	<b>-</b>	<b>266,301</b>	<b>(17,000)</b>	<b>-</b>	<b>249,301</b>
<b>NRH Stabilization Reserves TOTAL</b>	<b>\$ 278,301</b>	<b>\$ (9,000)</b>	<b>\$ -</b>	<b>\$ 269,301</b>	<b>\$ (3,000)</b>	<b>\$ -</b>	<b>\$ 266,301</b>	<b>\$ (17,000)</b>	<b>\$ -</b>	<b>\$ 249,301</b>
<b>NRH Employee Future Benefits:</b>	<b>792,733</b>	<b>-</b>	<b>-</b>	<b>792,733</b>	<b>-</b>	<b>-</b>	<b>792,733</b>	<b>-</b>	<b>-</b>	<b>792,733</b>
<b>NRH Future Liability Reserves TOTAL</b>	<b>\$ 792,733</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 792,733</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 792,733</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 792,733</b>
<b>Total</b>	<b>\$ 11,232,149</b>	<b>\$ 1,682,865</b>	<b>\$ (1,204,970)</b>	<b>\$ 11,710,044</b>	<b>\$ 1,460,955</b>	<b>\$ 700,000</b>	<b>\$ 13,870,999</b>	<b>\$ 3,065,927</b>	<b>\$ (4,788,395)</b>	<b>\$ 12,148,531</b>

\* 2020 Forecasting Capital and Operating Transfers are based on proposed 2020 Capital & Operating Budgets

179

\*\* Net operating transfers includes \$900,000 transfer of 2019 budget to capital project per approved report for Hawkins development. 2019 forecasted capital transfers includes an estimated \$700,000 transfer back to reserve from Carlton Street Development.



# Draft ASD Budget Comparison – For Discussion Only

18

	2020	=	NRH Owned Units - NRH Corporation	+	NRH Programs - Division of Community Services
	Budget Total		Budget Total		Budget Total
Compensation	5,214,710		0		5,214,710
Administrative	646,698		100,300		546,398
Operational & Supply	70,000		0		70,000
Occupancy & Infrastructure	15,849,805		15,849,805		0
Equipment, Vehicles, Technology	245,800		106,800		139,000
Community Assistance	30,984,668		0		30,984,668
Financial Expenditures	1,966,966		1,966,966		0
Transfers To Funds	3,082,927		1,542,000		1,540,927
Allocation Between Departments	65,480		0		65,480
<b>Gross Expenditure Subtotal</b>	<b>58,127,054</b>		<b>19,565,871</b>		<b>38,561,183</b>
Federal & Provincial Grants	(13,713,766)		(1,592,579)		(12,121,187)
Other Revenue	(16,051,611)		(15,706,611)		(345,000)
Transfers From Funds	(17,000)		0		(17,000)
<b>Gross Revenue Subtotal</b>	<b>(29,782,377)</b>		<b>(17,299,190)</b>		<b>(12,483,187)</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>28,344,677</b>		<b>2,266,681</b>		<b>26,077,996</b>
Indirect Allocation	2,037,767		1,239,039		798,728
Capital Financing Allocation	6,107,426		5,979,310		128,116
Management Fee Allocation	0		3,084,145		(3,084,145)
<b>Allocation Subtotal</b>	<b>8,145,193</b>		<b>10,302,494</b>		<b>(2,157,301)</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>36,489,870</b>		<b>12,569,175</b>		<b>180,920,695</b>

## Analysis of Budget Allocation

- Compensation – All employees will become Niagara Regional employees
- Occupancy & Infrastructure – R&M of Owned Units
- Community Assistance – subsidy related programs
- Federal & Provincial grants – Revenue for owned units is based on formula allocation – funding ends 2026
- Indirect / Capital Financing allocations – Based on cost drivers related to NRH and debt costs for Owned Units
- Management Fee – Compensation related to staff directly involved with Owned-units (100% of Operations Manager and staff; Portion of time for CEO, Access Team, Community Resource Unit)



**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](http://www.nrh.ca)

October 18, 2019

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

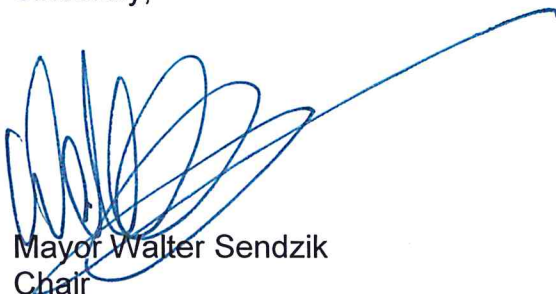
Dear Ms. Norio:

At their October 18, 2018 meeting, the Niagara Regional Housing Board of Directors, passed the following motion:

1. That the Niagara Regional Housing Board of Directors **APPROVE** the Proposed 2020 Operating Budget increase of \$555,778 or 2% over the 2019 operating budget in accordance with Council approved budget planning direction, with a net levy impact of \$28,344,677 before indirect allocations and;
2. That this report **BE REFERRED** to the Budget Review Committee of the Whole for consideration, as part of the 2020 budget deliberations.

Your assistance is requested in providing the attached report, NRH 16-2019, to the Budget Review Committee of the Whole.

Sincerely,



Mayor Walter Sendzik  
Chair



**REPORT TO:** Board of Directors of Niagara Regional Housing

**SUBJECT:** Proposed 2020 Operating Budget

**REPORT DATE:** Friday, October 18, 2019

---

### Recommendation

1. That the Niagara Regional Housing Board of Directors **APPROVE** the Proposed 2020 Operating Budget increase of \$555,778 or 2% over the 2019 operating budget in accordance with Council approved budget planning direction, with a net levy impact of \$28,344,677 before indirect allocations and;
2. That this report **BE REFERRED** to the Budget Review Committee of the Whole for consideration, as part of the 2020 budget deliberations.

### Key Facts

- The purpose of the report is to seek approval for the proposed 2020 Operating budget for NRH.
- Niagara Region's Financial Management & Planning staff presented to Budget Review Committee of the Whole (BRCOW) Report CSD 40-2019, dated June 20<sup>th</sup>, 2019, respecting the 2020 Budget Planning. On July 18, 2019, Regional Council approved the use of the Core CPI at 2% for Regional Departments, ABC's and Rate programs.
- The proposed 2020 NRH Operating Budget reflects a \$555,778 increase (2.0%) and has met guidance.

### Financial Considerations

NRH staff worked together to reach Council's guidance of 2.0%. The 2020 Budget was prepared based on maintaining current service standards. There were no program changes to the 2020 proposed operating budget for NRH.



The 2020 proposed Operating Budget is as follows:

	2019 Approved Budget	2020 Proposed Budget	\$ Change	% Change
Gross Expenditure	\$ 56.82	\$ 58.13	\$ 1.31	2.3%
Gross Revenue	\$ (29.03)	\$ (29.78)	\$ (0.76)	2.6%
Net Expenditure (Revenue) before indirect allocations	\$ 27.79	\$ 28.35	\$ 0.56	2.0%
Staff Compliment	2019 Approved FTE	2020 Proposed FTE	# Change	% Change
Full-Time Permanent Employees	51	51	0	0.0%
Full-Time Temporary Employees (Ministry-funded / pilot programs)	9	9	0	0.0%
Total FTE Count	60	60	0	0.0%

## Analysis

The following highlights the changes in the proposed 2020 Operating budget as compared to the 2019 approved budget.

### Compensation:

- Increase in Compensation of \$110 thousand (2.2%) is driven by corporate compensation guidance and benefit related costs. There were no net new additions to the employee compliment for 2020.

### Occupancy and Infrastructure:

- Increase in Occupancy and Infrastructure of \$1.2 million (8.4%) which is driven by the following:
  - \$366 thousand driven by an increase in repairs and maintenance costs based on trending
  - \$265 thousand increase for pest control costs to include preventative maintenance
  - \$264 thousand related to an increase in property taxes as a result of the full year addition of 527 Carlton Street and properties purchased in Thorold & Welland which have been added to the NRH Owned-units properties in 2019
  - \$230 thousand increase to align with 2020 signed service contracts. The service contracts include the additions for Carlton and properties purchased in Thorold. These costs are offset by an increase in revenues associated with these properties
  - \$58 thousand net increase in utility costs based on 2019 trends. Utility costs have slightly reduced for all owned units, but were offset by the new costs related to Carlton and Thorold properties.



- \$49 thousand increase to security costs related to required daily security at Gale street

Community Assistance:

➤ *Decrease in Community Assistance of \$595 thousand (1.9%) as follows:*

- \$332 thousand (9.1%) decrease in Rent Supplement Regular due to a decline in rent geared to income subsidy to landlords. The 2020 budget includes a 1.8% legislated increase over 2019 for rent supplement and it includes an incremental subsidy for additional units due to End-of-Operating Agreements (EOA) to cover rent-supplement costs formerly funded by the Federal government. The proposed 2020 rent supplement budget also includes a \$72,000 subsidy amount for the expected units in the downtown St. Catharines Bethlehem-Penn Terra development
- \$61 thousand (1.5%) decrease in Ministry funded program assistance which are 100% funded by Provincial/Federal dollars. Any new funding announcements received in the 2020/2021 years will be adjusted in year. The following increases and decreases by program are listed below:
  - IAH-E Rent Supplement *decrease* of \$679 thousand to \$216 thousand in 2020
  - IAH-E Housing Allowance *decrease* of \$74 thousand to \$186 thousand in 2020
  - IAH-E Niagara Renovates *decrease* of \$1.1 million to \$0 in 2020
  - IAH-E Homeownership *decrease* of \$180 thousand to \$0 in 2020
  - SIF Rent Supplement *decrease* of \$187 thousand to \$540 thousand in 2020
  - SIF Housing Allowance *remains* at \$1.0 million in 2020
  - SIF Homeownership *decrease* of \$20 thousand to \$0 in 2020
  - OPHI Homeownership *increase* of \$100 thousand as new for 2020
  - OPHI Niagara Renovates *increase* of \$546 thousand as new for 2020
  - OPHI Rent Supplement *increase* of \$800 thousand as new for 2020
  - OPHI Housing Allowance *increase* of \$257 thousand as new for 2020
  - COCHI Repairs *increase* of \$505 thousand as new for 2020
- *Increase* of \$200 thousand for the Homeownership program funded by the revolving loan fund
- *Decrease* to the Non-Profit and Co-op subsidy of \$435 thousand (2.1%) due to alignment with 2019 actual subsidy payments and expected RGI subsidy trends
- *Decrease* in Federal Program subsidy of \$117 thousand (9.9%) as a result of EOA

## Financial Expenditures:

- Decrease in Financial Expenditures of \$258 thousand (11.6%) is as follows:
  - *Decrease* to the NRH/LHC-Debenture expense of \$368 thousand (17.9%) due to debt reduction owed to the province as four agreements have expired
  - *Increase* in bad debt costs anticipated due to an internal review on tenant arrears owed to NRH. The write-off of arrears is expected in 2020

## Transfers to Reserves:

- *Increase* Transfer to Capital Reserves of \$827 thousand (36.7%) from \$2.3 million.
  - \$267 thousand increase transfer to NRH reserve from Housing Programs to support programs for housing providers (total transfer to reserve of \$1.5 million)
  - \$561 thousand increase transfer to NRH Owned-Units reserve to support repairs required on owned-units (total transfer to reserve of \$1.5 million transfer)). The total transfer includes restricted reserve contributions of \$81 thousand for 527 Carlton Street, \$72 thousand for Jubilee Drive, and \$89 thousand for Fitch Street East. The remaining \$1.3 million is required to support ongoing funding requirements of the NRH-owned units annual capital program. Increased contributions to reserves are supported by the Niagara's 10-Year Housing and Homelessness Action Plan report COM 40-2019

## Revenues:

- *Increase* in Revenues of \$756 thousand (2.6%) is as follows:
  - Decrease in Federal & Provincial grants of \$67 thousand (0.5%) driven by scheduled service manager funding schedules due to EOA
  - *Increase* in rental revenue of \$642 thousand (4.4%) based on 2019 actuals (includes full year-revenues for Carlton Street and Thorold Properties purchased in 2019)
  - *Increase* in other revenue of \$200 thousand relating to recognition of revenue from the revolving loan in order to fund the homewonership program for 2020

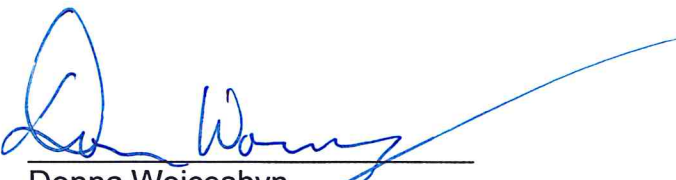


**Service Reductions/Increases**

- The Ministry of Municipal Housing and Affairs is continuously developing new funding and program models. Since the devolution of housing, NRH has adapted and absorbed numerous new initiatives such as homeownership and home renovation programs, housing allowance programs, portable rent benefit programs, multiple new rent supplement programs and programs to develop increased affordable housing supply in Niagara. NRH continues to incorporate Ministry-funded programs including the IAH-E/SIF Rent Supplement, IAH-E/SIF Homeownership, and IAH-E/SIF Niagara Renovates and new OPHI/COCHI funding which is replacing IAH-E/SIF into the budget process. Year-over-year these amounts are expected to change to reflect the take-up of funding. NRH intends to identify, secure, and leverage continued funding to support expanding service offerings to meet increasing demands for affordable housing.
- Federal Section 95 Providers agreements are continuing to expire as Federal Housing Provider mortgages mature. Housing Providers are then considered to have met all obligations with the Federal Housing program and are free to stop offering subsidies. To preserve social housing units in Niagara, NRH is working with Federal Providers to find innovative solutions that will protect existing tenants from losing subsidy and to maintain the existing number of units for social housing purposes in Niagara.

**Other Pertinent Reports**

CSD 40-2019

**Submitted by:**  
Donna Woiceshyn  
Chief Executive Officer**Approved by:**  
Walter Sendzik  
Chair

*This report was prepared by Stephanie Muhic, Program Financial Specialist, in consultation with Donna Woiceshyn, CEO and Dan Ane, Manager Program Financial Support.*

**Minute Item No. 5.1**

**CSD 71-2019**

**2020 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition**

That Report CSD 71-2019, dated November 28, 2019, respecting 2020 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 net Water & Wastewater operating base budget increase of \$2,340,055 or 2.00% over the 2019 operating budget **BE APPROVED** in accordance with Council approved budget planning direction;
2. That the 2020 net Water & Wastewater operating budget increase of an additional 3.15% over the 2019 operating budget **BE APPROVED** to accommodate enhanced Capital financing contributions in accordance with Council approved Safe Drinking Water Act Financial Plan as follows:
  - a. \$1,350,459 or 1.16% over the 2019 operating budget representing an increase in capital financing contributions for water; and
  - b. \$2,332,479 or 1.99% over the 2019 operating budget representing an increase in capital financing contributions for wastewater;
3. That the 2020 gross Water Operations operating budget of \$46,300,620 and net budget in the amount of \$45,920,957 as outlined in Appendix 6 of Report CSD 71-2019 for the Water Budget, Rates and Requisition **BE APPROVED**;
4. That the proposed fixed water requisition shown in Table 3 of Report CSD 71-2019, based on 25% of the Region's water net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;
5. That the Region's proposed 2020 variable water rate of \$0.602, shown in Table 4 of Report CSD 71-2019, to be effective January 1, 2020 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
6. That the 2020 gross Wastewater Operations operating budget of \$80,504,266 and net budget in the amount of \$77,020,694 as outlined in Appendix 6 of Report CSD 71-2019 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;
7. That the proposed 2020 fixed wastewater requisition as shown in Table 5 of Report CSD 71-2019, based on 100% of the Region's net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;

8. That the 2020 wastewater monthly bills **INCLUDE** reconciliation for the 2018 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Table 6 of Report CSD 71-2019;
9. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
10. That a copy of Report CSD 71-2019 **BE CIRCULATED** to the Local Area Municipalities.

**Minute Item No. 9.1**

**Confidential PW 69-2019**

**Financial Information Supporting Waste Management Collection Contract  
Procurement Process - Pricing of Successful Proponents to Manage Diaper  
Waste Under Every Other Week Garbage Collection**

That Confidential Report PW 69-2019, dated November 28, 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 - Pricing of Successful Proponents to Manage Diaper Waste Under Every Other Week Garbage Collection, **BE RECEIVED**; and

That staff **BE DIRECTED** to provide weekly curbside collection of diapers and medical waste only on a year-round basis (Option 2 of Confidential Report PW 69-2019).

**Minute Item No. 5.2**

**CSD 70-2019 - REVISED**

**2020 Budget - Waste Management Services Operating Budget and Requisition**

That Report CSD 70-2019 **REVISED**, dated November 28, 2019, respecting 2020 Budget – Waste Management Services Operating Budget and Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the net 2020 Waste Management Services operating base budget increase of \$75,657 or 0.2% plus \$1,814,083 or 5.13% for the new curbside collection contract net of stabilization reserve funding **BE APPROVED**;
2. That an additional net increase of \$1,603,551 or 4.5% for the negative revenue pressures related to end market recyclables **BE APPROVED**;
3. That the total 2020 gross Waste Management Services operating budget of \$57,225,193 and net budget amount of \$38,821,604 as per Appendix 1 of Report CSD 70-2019 REVISED as amended, **BE APPROVED** with optional services;
4. That the net budget amount of \$38,821,604 **BE APPORTIONED** between the local municipalities in accordance with the methodology approved in PWA 55-2011 as per Appendix 2 of Report CSD 70-2019 REVISED as amended;
5. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
6. That a copy of Report CSD 70-2019 **BE CIRCULATED** to the Local Area Municipalities (LAMs) for information.

**Minute Item No. 6.1**

**BRC-C 10-2019**

**Councillor Information Requests - October 10, 2019, Budget Review Committee of the Whole**

That Correspondence Item BRC-C 10-2019, being a memorandum from H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, dated November 28, 2019, respecting Councillor Information Requests October 10, 2019 Budget Review Committee of the Whole, **BE RECEIVED** for information.



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

**BRCOTW 9-2019  
Thursday, November 28, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Bellows, Diodati, Disero, Gale, Gibson, Greenwood, Jordan, Junkin

Staff: B. Brens, Associate Director, Reporting & Analysis, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, T. Cimino, Associate Director, Water & Wastewater Engineering, M. Evely, Legislative Coordinator, R. Fleming, Senior Tax & Revenue Analyst, C. Habermebl, Director, Waste Management Services, P. Hamilton, Program Financial Specialist, T. Harrison, Commissioner/Treasurer, Corporate Services, M. Murphy, Associate Director, Budget Planning & Strategy, A.-M. Norio, Regional Clerk, J. Tonellato, Director, Water & Wastewater Services, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

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**1. CALL TO ORDER**

Committee Chair Zalepa called the meeting to order at 6:30 p.m.

There being no objection, the order of the agenda was amended to consider Confidential Report PW 69-2019 (Agenda Item 8.1) immediately following the presentation respecting Report CSD 70-2019 Revised (Agenda Item 5.2).

**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 71-2019**

2020 Budget – Water and Wastewater Operating Budget, Rate Setting and Requisition

Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, provided information respecting 2020 Budget - Water and Wastewater Operating Budget, Rate Setting and Requisition. Topics of the presentation included:

- 2020 Water and Wastewater Budget Process
- 2020 Water and Wastewater Capital Financing and Sustainability Plan
- Municipal Comparators
- Average Cost per Household
- Water Requisition
  - Methodology
  - Volume Analysis
- Water and Wastewater Operating Budget - Risks and Opportunities

Moved by Councillor Witteveen

Seconded by Councillor Huson

That Report CSD 71-2019, dated November 28, 2019, respecting 2020 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 net Water & Wastewater operating base budget increase of \$2,340,055 or 2.00% over the 2019 operating budget **BE APPROVED** in accordance with Council approved budget planning direction;
2. That the 2020 net Water & Wastewater operating budget increase of an additional 3.15% over the 2019 operating budget **BE APPROVED** to accommodate enhanced Capital financing contributions in accordance with Council approved Safe Drinking Water Act Financial Plan as follows:
  - a. \$1,350,459 or 1.16% over the 2019 operating budget representing an increase in capital financing contributions for water; and
  - b. \$2,332,479 or 1.99% over the 2019 operating budget representing an increase in capital financing contributions for wastewater;

3. That the 2020 gross Water Operations operating budget of \$46,300,620 and net budget in the amount of \$45,920,957 as outlined in Appendix 6 of Report CSD 71-2019 for the Water Budget, Rates and Requisition **BE APPROVED**;
4. That the proposed fixed water requisition shown in Table 3 of Report CSD 71-2019, based on 25% of the Region's water net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;
5. That the Region's proposed 2020 variable water rate of \$0.602, shown in Table 4 of Report CSD 71-2019, to be effective January 1, 2020 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
6. That the 2020 gross Wastewater Operations operating budget of \$80,504,266 and net budget in the amount of \$77,020,694 as outlined in Appendix 6 of Report CSD 71-2019 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;
7. That the proposed 2020 fixed wastewater requisition as shown in Table 5 of Report CSD 71-2019, based on 100% of the Region's net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;
8. That the 2020 wastewater monthly bills **INCLUDE** reconciliation for the 2018 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Table 6 of Report CSD 71-2019;
9. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
10. That a copy of Report CSD 71-2019 **BE CIRCULATED** to the Local Area Municipalities.

Moved by Councillor Fertich  
Seconded by Councillor Sendzik

That Report CSD 71-2019 **BE REFERRED** to staff to provide a revised report substituting 0.5% in Recommendation 2a and 1.5% in Recommendation 2b.

Councillor Rigby rose on a point of order stating that the referral motion was not in order; however, the Committee Chair ruled that the referral motion was in order. Councillor Rigby challenged the ruling of the Chair and the following motion was considered:

That the ruling of the Chair **BE SUSTAINED** to permit the referral motion.

Recorded Vote:

Yes (17): Bradley, Butters, Chiocchio, Dart, Easton, Fertich, Huson, Ip, Nicholson, Redekop, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa.

No (7): Bylsma, Campion, Edgar, Foster, Heit, Insinna, Rigby.

**Carried**

The Committee Chair called the vote on the motion to refer Report CSD 71-2019.

Recorded Vote:

Yes (11): Butters, Campion, Chiocchio, Dart, Easton, Fertich, Nicholson, Redekop, Sendzik, Ugulini, Whalen.

No (13): Bradley, Bylsma, Edgar, Foster, Heit, Huson, Insinna, Ip, Rigby, Steele, Villella, Witteveen, Zalepa.

**Defeated**

The Committee Chair called the vote on the original motion as follows:

That Report CSD 71-2019, dated November 28, 2019, respecting 2020 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 net Water & Wastewater operating base budget increase of \$2,340,055 or 2.00% over the 2019 operating budget **BE APPROVED** in accordance with Council approved budget planning direction;

2. That the 2020 net Water & Wastewater operating budget increase of an additional 3.15% over the 2019 operating budget **BE APPROVED** to accommodate enhanced Capital financing contributions in accordance with Council approved Safe Drinking Water Act Financial Plan as follows:
  - a. \$1,350,459 or 1.16% over the 2019 operating budget representing an increase in capital financing contributions for water; and
  - b. \$2,332,479 or 1.99% over the 2019 operating budget representing an increase in capital financing contributions for wastewater;
3. That the 2020 gross Water Operations operating budget of \$46,300,620 and net budget in the amount of \$45,920,957 as outlined in Appendix 6 of Report CSD 71-2019 for the Water Budget, Rates and Requisition **BE APPROVED**;
4. That the proposed fixed water requisition shown in Table 3 of Report CSD 71-2019, based on 25% of the Region's water net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;
5. That the Region's proposed 2020 variable water rate of \$0.602, shown in Table 4 of Report CSD 71-2019, to be effective January 1, 2020 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
6. That the 2020 gross Wastewater Operations operating budget of \$80,504,266 and net budget in the amount of \$77,020,694 as outlined in Appendix 6 of Report CSD 71-2019 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;
7. That the proposed 2020 fixed wastewater requisition as shown in Table 5 of Report CSD 71-2019, based on 100% of the Region's net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;
8. That the 2020 wastewater monthly bills **INCLUDE** reconciliation for the 2018 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Table 6 of Report CSD 71-2019;

9. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
10. That a copy of Report CSD 71-2019 **BE CIRCULATED** to the Local Area Municipalities.

Recorded Vote:

Yes (19): Bradley, Butters, Bylsma, Campion, Dart, Easton, Edgar, Foster, Heit, Huson, Insinna, Ip, Nicholson, Rigby, Steele, Ugolini, Whalen, Witteveen, Zalepa.

No (5): Chiocchio, Fertich, Redekop, Sendzik, Villella.

**Carried**

**Councillor Information Request(s):**

Provide a graph illustrating wastewater requisition volume analysis.  
Councillor Redekop.

**5.2 CSD 70-2019 - REVISED**

2020 Budget - Waste Management Services Operating Budget and Requisition

Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, provided information respecting 2020 Budget - Waste Management Services Operating Budget and Requisition. Topics of the presentation included:

- 2020 Waste Management Operating Budget
- 2020 Budget Pressures and Mitigation
- Historical Perspective
- 2020 Waste Management Reserve Projections
- Waste Management Requisition
  - Methodology
  - Requisition for Typical Residential Property
  - Comparison to Prior Year
- Risks and Opportunities

**8. CLOSED SESSION**

Moved by Councillor Nicholson  
Seconded by Councillor Huson

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 - Pricing of Successful Proponents to Manage Diaper Waste Under Every Other Week Garbage Collection.

**Carried**

Committee resolved into closed session at 8:44 p.m.

**9. BUSINESS ARISING FROM CLOSED SESSION**

Committee reconvened in open session at 9:03 p.m. with the following individuals in attendance:

Committee: Bradley (Regional Chair), Butters, Bylsma, Campion, Chiochio, Dart, Easton, Edgar, Fertich, Foster, Heit, Huson, Insinna, Ip, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen (Committee Vice Chair), Witteveen, Zalepa (Committee Chair)

Absent/Regrets: Bellows, Diodati, Disero, Gale, Gibson, Greenwood, Jordan, Junkin

Staff: H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, T. Cimino, Associate Director, Water & Wastewater Engineering, M. Evelyn, Legislative Coordinator, R. Fleming, Senior Tax & Revenue Analyst, C. Habermehl, Director, Waste Management Services, P. Hamilton, Program Financial Specialist, T. Harrison, Commissioner/Treasurer, Corporate Services, M. Murphy, Associate Director, Budget Planning & Strategy, A.-M. Norio, Regional Clerk, J. Tonellato, Director, Water & Wastewater Services, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer



9.1 Confidential PW 69-2019

Financial Information Supporting Waste Management Collection Contract Procurement Process - Pricing of Successful Proponents to Manage Diaper Waste Under Every Other Week Garbage Collection

Moved by Councillor Rigby  
Seconded by Councillor Edgar

That Confidential Report PW 69-2019, dated November 28, 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 - Pricing of Successful Proponents to Manage Diaper Waste Under Every Other Week Garbage Collection, **BE RECEIVED**; and

That staff **BE DIRECTED** to provide weekly curbside collection or diapers and medical waste only on a year-round basis (Option 2 of Confidential Report PW 69-2019).

**Carried**

5.2 CSD 70-2019 – REVISED

2020 Budget - Waste Management Services Operating Budget and Requisition

Moved by Councillor Edgar  
Seconded by Councillor Rigby

That Report CSD 70-2019 **REVISED**, dated November 28, 2019, respecting 2020 Budget – Waste Management Services Operating Budget and Requisition, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the net 2020 Waste Management Services operating base budget increase of \$75,657 or 0.2% plus \$1,814,083 or 5.13% for the new curbside collection contract net of stabilization reserve funding **BE APPROVED**;
2. That an additional net increase of \$1,603,551 or 4.5% for the negative revenue pressures related to end market recyclables **BE APPROVED**;
3. That the total 2020 gross Waste Management Services operating budget of \$57,225,193 and net budget amount of \$38,821,604 as per Appendix 1 of Report CSD 70-2019 REVISED as amended, **BE APPROVED** with optional services;

4. That the net budget amount of \$38,821,604 **BE APPORTIONED** between the local municipalities in accordance with the methodology approved in PWA 55-2011 as per Appendix 2 of Report CSD 70-2019 REVISED as amended;
5. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
6. That a copy of Report CSD 70-2019 **BE CIRCULATED** to the Local Area Municipalities (LAMs) for information.

Moved by Councillor Insinna  
Seconded by Councillor Edgar

That \$154,000 in funding for compensation and staff related costs respecting support for the service level changes as outlined in Report CSD 70-2019 REVISED **BE REMOVED** from the Waste Management Services Operating Budget.

**Defeated**

The Committee Chair called the vote on the original motion and declared it,

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

**6.1 BRC-C 10-2019**

Councillor Information Requests - October 10, 2019, Budget Review Committee of the Whole

Moved by Councillor Easton  
Seconded by Councillor Campion

That Correspondence Item BRC-C 10-2019, being a memorandum from H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, dated November 28, 2019, respecting Councillor Information Requests October 10, 2019 Budget Review Committee of the Whole, **BE RECEIVED** for information.

**Carried**

**7. OTHER BUSINESS**

There were no items of other business.

**10. NEXT MEETING**

The next meeting will be held on Thursday, December 5, 2019 at 6:30 p.m. in the Council Chamber, Regional Headquarters.

**11. ADJOURNMENT**

There being no further business, the meeting adjourned at 9:24 p.m.

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Councillor Zalepa  
Committee Chair

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Mark Evely  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk



NIAGARA REGION BUDGET

2020

Water & Wastewater Operating  
Budget, Rate Setting & Requisition

Budget Review Committee of the VWhole

**November 28<sup>th</sup>, 2019**



# 2020 Water & Wastewater Operating Budget

## Key Themes

### New Budget Planning By-law

- Base budget increase of 2.00% is within Council budget direction
- Funding for sustainability of Capital is at the discretion of Council

### Balancing Sustainability, Transparency & Affordability with the Capital Financing Policy

- Financial Sustainability Plan proposed 3.15% for Capital sustainability
- Based on funding principles consistent with recently approved capital financing strategy

## 2020 Water & Wastewater Operating Budget, Rate Setting and Requisition

What we're going to cover tonight:

- Operating Budget Summary
- Municipal Comparators
- Requisition
- Risks and Opportunities
- Next Steps

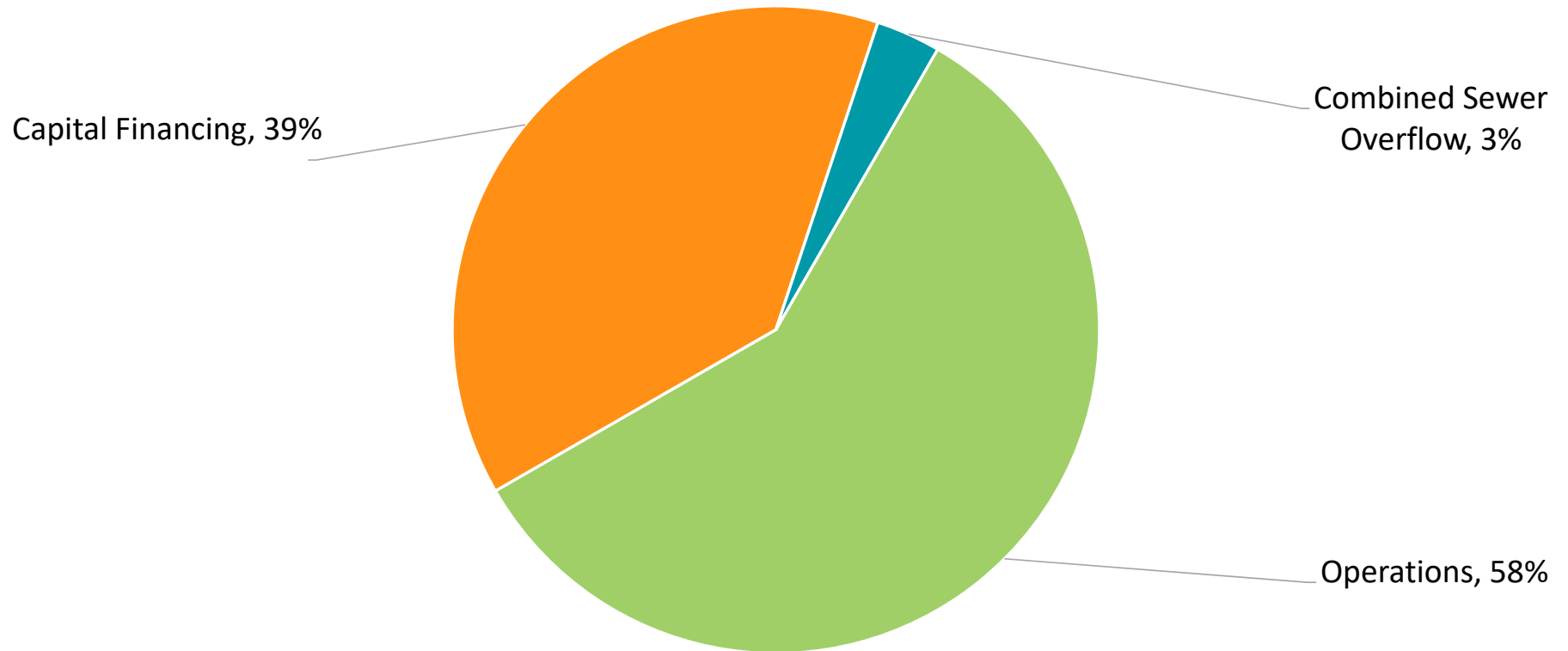
## 2020 Budget Process

- ✓ June 20 - Council established base budget direction of 2.00%
- ✓ Staff developed budget to support:
  - current service delivery,
  - comply with legislation
  - SDWA Financial Plan
- ✓ Rate Workshop provided education and information
- ✓ BRC approval required



## 2020 Water & Wastewater Budget

Where does the money go? Gross Budget = \$119M



NIAGARA REGION BUDGET

2020 WATER & WASTEWATER

5

# 2020 Water & Wastewater Operating Budget

Before Enhanced Capital Financing: \$119.3 M (\$2.3M increase)

2020 Proposed Budget - Gross & Net			
	Water	Wastewater	Total
<b>Net 2019 Budget Requisition</b>	<b>44,238,899</b>	<b>72,679,759</b>	<b>116,918,658</b>
<b>2020 Budget:</b>			
Total Operating Expenses	23,971,949	51,391,810	75,363,759
Reserve Transfer & Debt Charges	20,978,212	26,779,977	47,758,189
<b>Gross 2020 Budget Total</b>	<b>44,950,161</b>	<b>78,171,787</b>	<b>123,121,948</b>
Less: Revenues	(379,663)	(3,483,572)	(3,863,235)
Less: Reserve Funding	-	-	-
<b>Net 2020 Budget Requisition - Before Increased Capital Financing</b>	<b>44,570,498</b>	<b>74,688,215</b>	<b>119,258,713</b>
<b>Percentage Change</b>	<b>0.75%</b>	<b>2.76%</b>	<b>2.00%</b>
<b>Increased Capital Requirement</b>	<b>1,350,459</b>	<b>2,332,479</b>	<b>3,682,938</b>
<b>Net 2020 Budget Requisition - After Increased Capital Financing</b>	<b>45,920,957</b>	<b>77,020,694</b>	<b>122,941,651</b>
<b>Percentage Change</b>	<b>3.80%</b>	<b>5.97%</b>	<b>5.15%</b>

\$3.7 million  
for Capital

# 2020 Water & Wastewater Operating Budget

Before Enhanced Capital Financing: \$119.3M (\$2.3M increase)

## Pressures:

- Labour related costs of \$1.1M inclusive of enhancements for asset planning, capital project management
- Asset Management Software Enhancements (\$0.2M)
- Large Diameter Main Inspection (\$0.3M)
- Chemicals (\$0.5M)
- Overall escalations in administrative support costs charged back from Levy (\$0.4M)
- Repairs & Maintenance (\$0.5M)

## Offset by:

- Anticipated Electricity Savings of \$1.1M

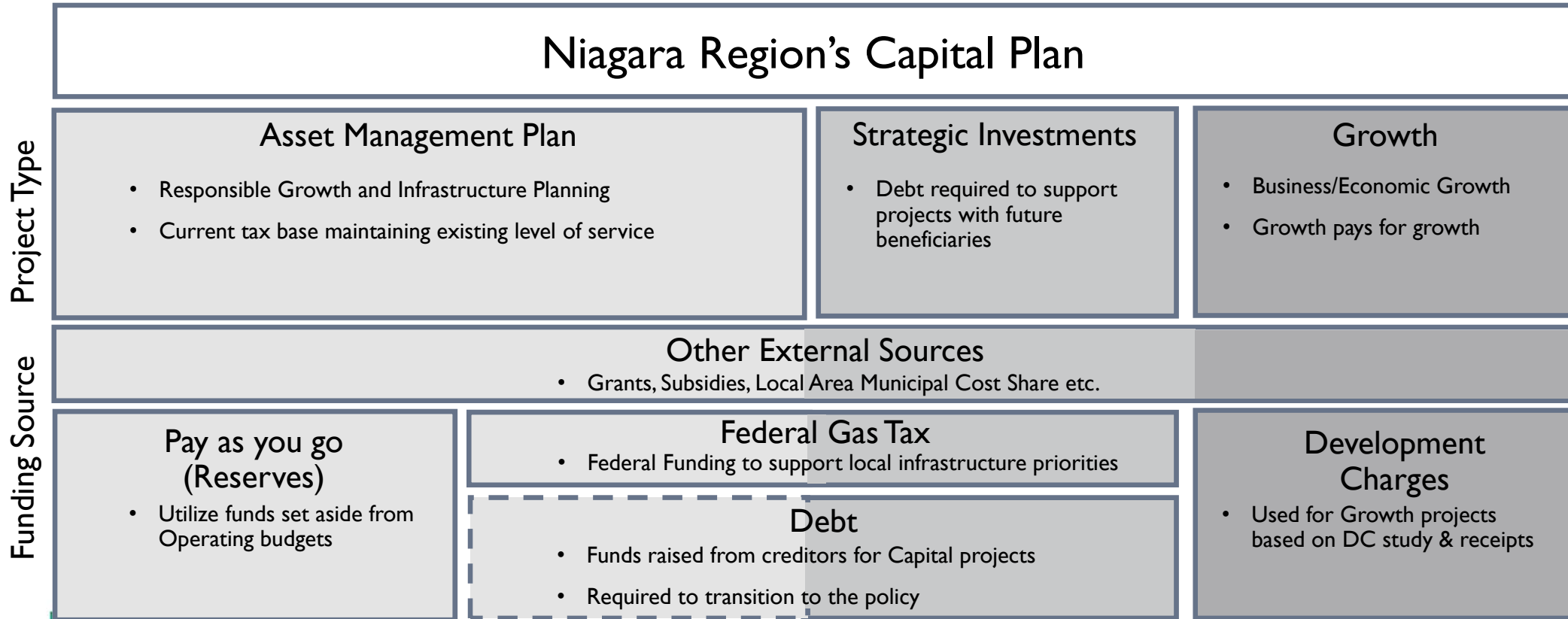
## 2020 Water & Wastewater Program Changes

Included in Base Budget Increase of \$2.3M

Division	FTE	Item	Net Amount	Details
Wastewater Operations	1	Biosolids Operator	\$7 K	Compensation cost mostly offset by savings in sludge collection of \$73K; currently there is only 1 employee at each facility; having a backup will enable processing to continue if existing staff is not available.
<b>Total</b>	<b>9</b>		<b>\$7 K</b>	

# 2020 Water & Wastewater Capital Financing

## Regional Capital Financing Strategy



NIAGARA REGION BUDGET

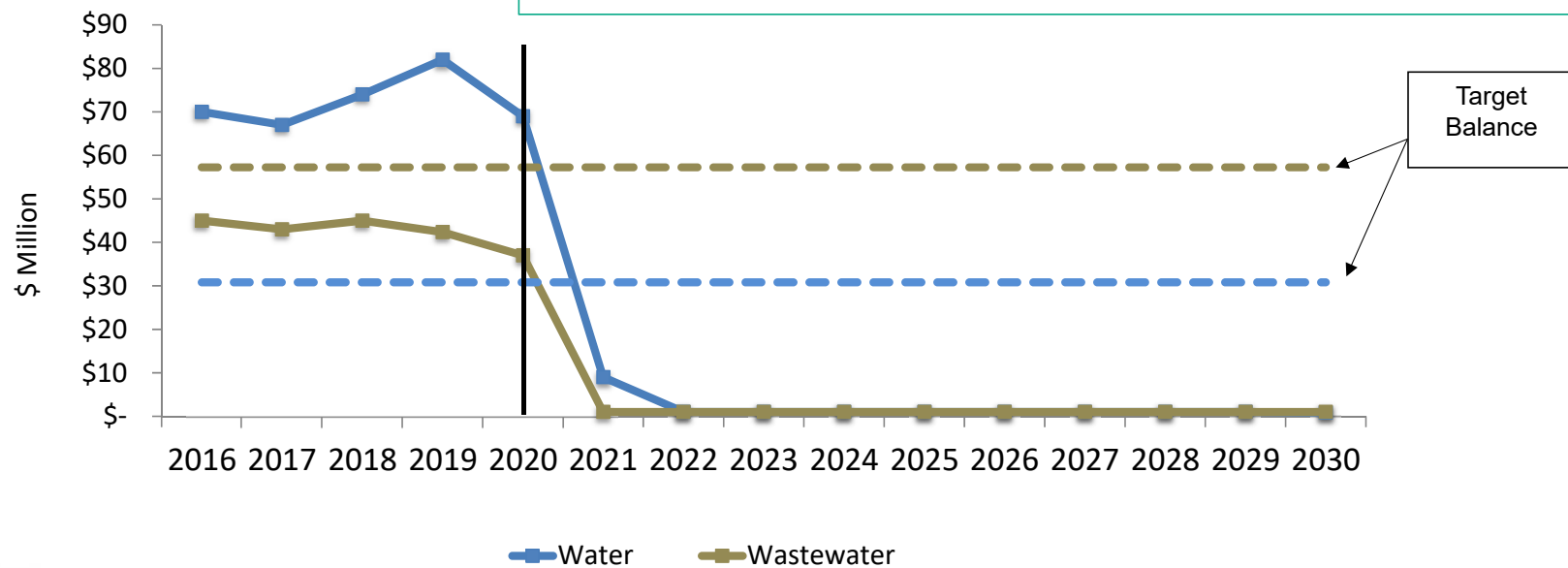
# 2020 WATER & WASTEWATER

# 2020 Water & Wastewater Capital Financing

## Operating Budget Includes Contributions to Reserves

Without strategy, post 2021 capital budget will be restricted to current annual operating budget contributions:

- Water \$17M
- Wastewater \$19M



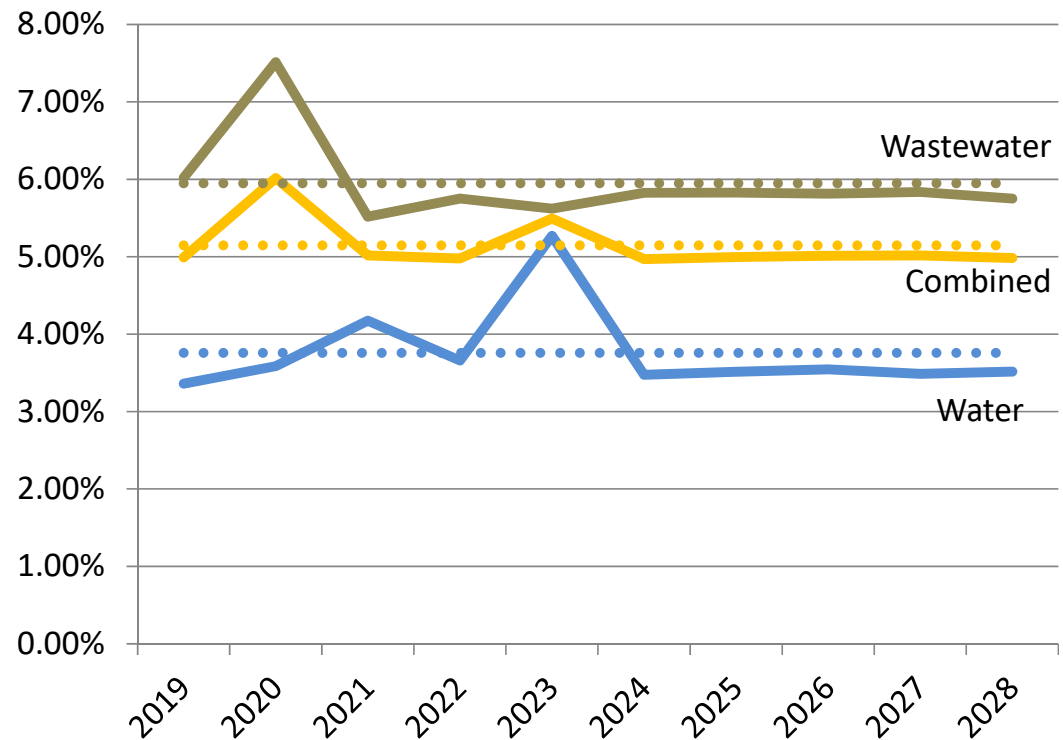
NIAGARA REGION BUDGET

# 2020 WATER & WASTEWATER

# 2020 Water & Wastewater Sustainability Plan

5.15% Required for 10 Years to Smooth Operating and Capital Costs

- To fund capital in accordance with the Council approved AMP and MSP
- 10 year average Water increase of 3.8%, Wastewater of 6.0%
- Base increase may be +/- 2% which will vary the Capital increase to an average of 3.15%





## 2020 Water & Wastewater Capital Budget

Capital Budget does not rely on Enhanced Capital Financing

If \$3.7M is approved:

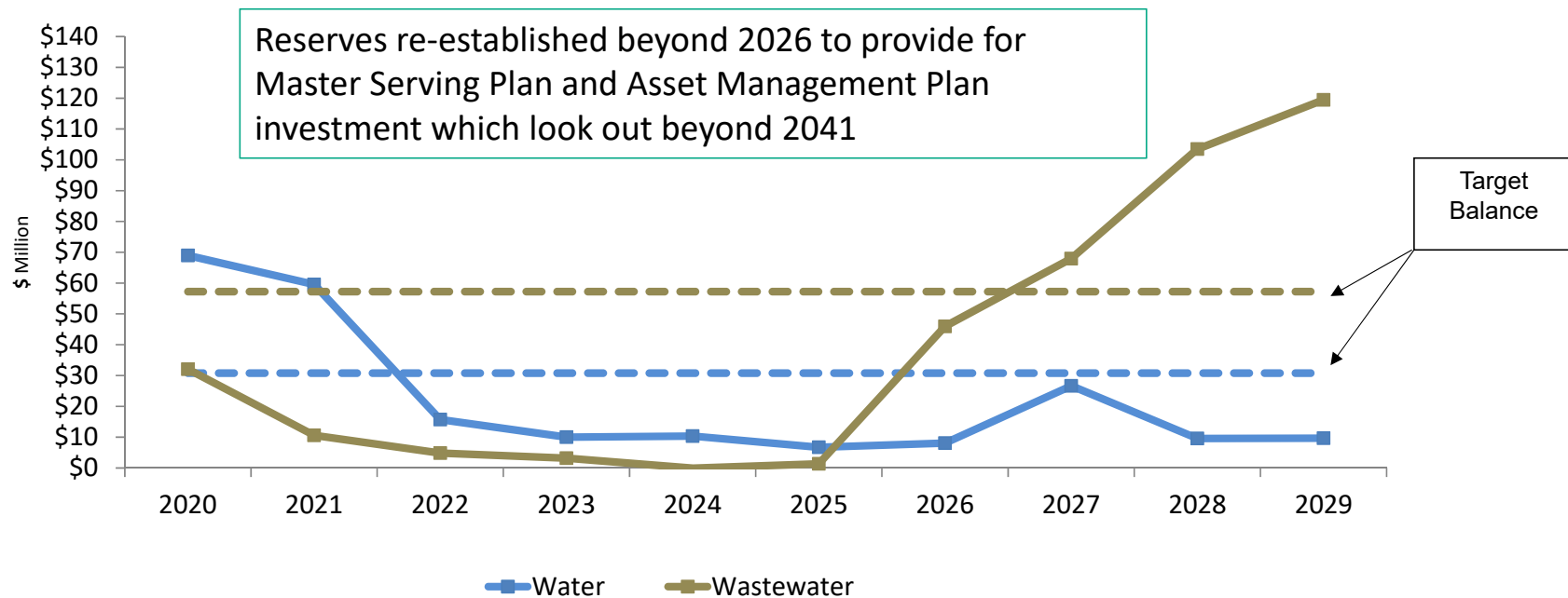
- \$0.5M for Debt Servicing,
- \$3.2M for Capital Reserve Contribution

Capital Budget could be amended to re-introduced:

- Dain City Station Forcemain Replacement (\$550k) – *Reserve Financed*
- Thundering Waters Sanitary Trunk Sewer Rehab (\$8.3M) – *Debt Financed*

# 2020 Water & Wastewater Sustainability Plan

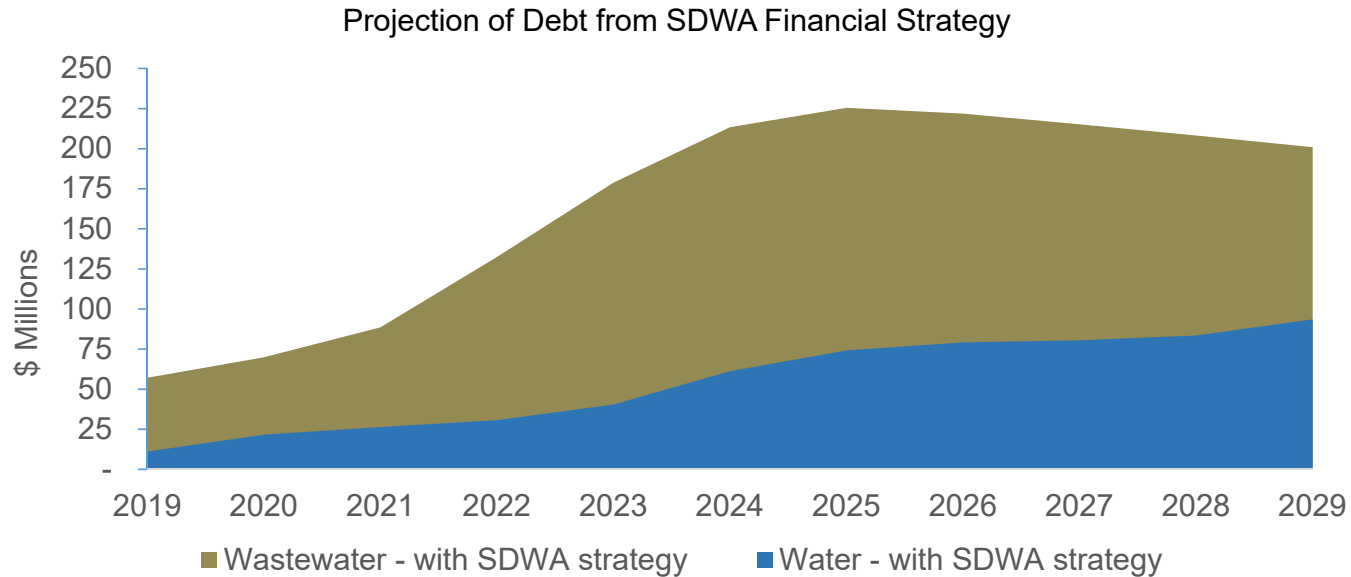
## Capital Reserve Balance Forecast



# 2020 Water & Wastewater Sustainability Plan

## Water & Wastewater Use of Debt

\$68.3M of \$380M in outstanding debt relates to W/WW



## Municipal Comparators

- We aren't alone in these increase requirements
- Our peers have seen or are planning similar increases

Municipality	2015 rate increase	2016 rate increase	2017 rate increase	2018 rate increase	2019 rate increase	Proposed 2020 rate increase
<i>Halton*</i>	4.90%	5.00%	5.10%	3.80%	3.70%	3.90%
<i>Durham*</i>	5.00%	5.00%	3.60%	4.00%	1.80%	TBD
<i>Waterloo</i>	6.61%	5.18%	5.32%	5.32%	5.18%	TBD
<i>Peel*</i>	7.00%	9.00%	4.20%	5.00%	6.50%	6.30%
<i>York</i>	2.77%	9.00%	9.00%	9.00%	9.00%	9.00%
<b>Average</b>	<b>5.26%</b>	<b>6.64%</b>	<b>5.44%</b>	<b>5.42%</b>	<b>5.24%</b>	<b>6.40%</b>
<b>Niagara</b>	<b>0.84%</b>	<b>-0.03%</b>	<b>0.81%</b>	<b>2.05%</b>	<b>5.15%</b>	<b>5.15%</b>
<b>Niagara Guidance</b>	<b>2.00%</b>	<b>0.00%</b>	<b>1.00%</b>	<b>2.00%</b>	<b>1.50% / 2.00%</b>	<b>2.00%</b>

\*Upper-tier responsible for WWW billing/maintenance of distribution system.

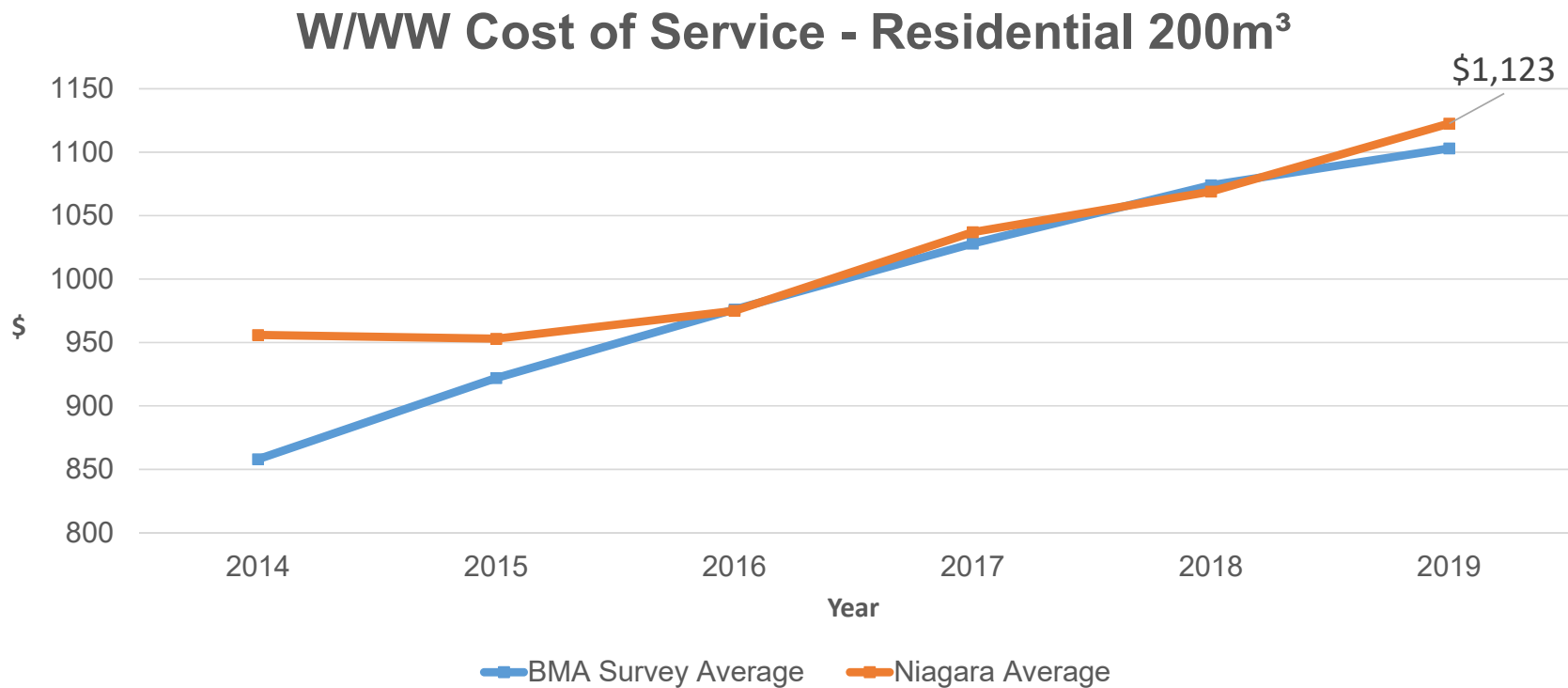
NIAGARA REGION BUDGET

2020 WATER & WASTEWATER

15

# 2020 Water & Wastewater Average Cost per Household

BMA Study Average (Includes Region & Local Costs)



# 2020 Water & Wastewater Average Cost per Household

## Estimated Average Regional Impacts

	40% Region		Difference		60% Region		Difference	
	2019	2020	\$	%	2019	2020	\$	%
Water Wastewater	\$449	\$472	\$23	5.15%	\$674	\$708	\$35	5.15%

\$23 as a % of \$1,123 is 2.0%

\$35 as a % of \$1,123 is 3.1%

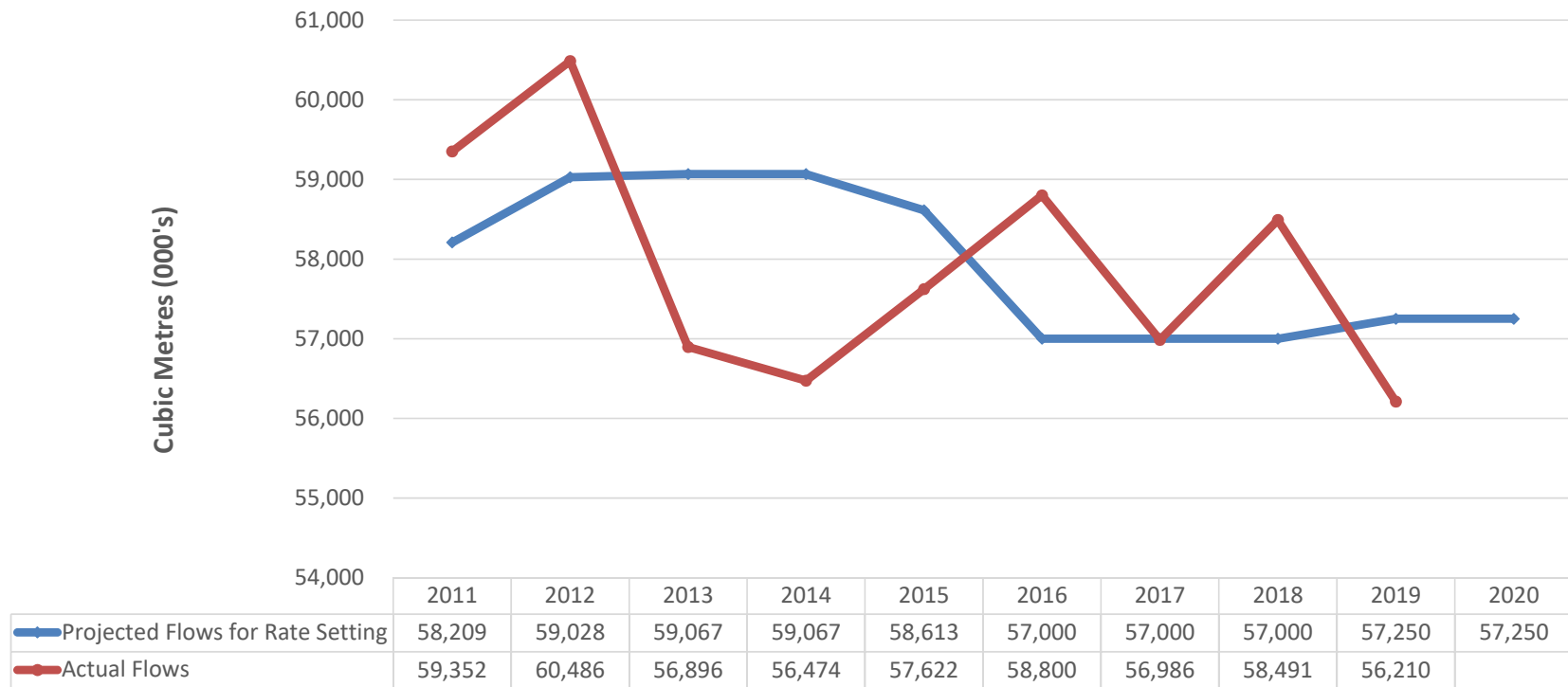
# Water Requisition

## Methodology

- In place since 2009, reaffirmed in 2011 for 2012-2015, and reaffirmed again in 2015
- 25% Fixed Requisition
  - Based on three-year average volume
- 75% Variable Rate
  - Projected water sale of 57.25 million m<sup>3</sup> (same as 2019)
  - 75% of \$45.9 million budget divided by 57.25 million m<sup>3</sup>
  - Variable rate proposed at \$0.602 per m<sup>3</sup> (2019 rate \$0.580)



# Water Requisition Volume Analysis



# Water Requisition

25% fixed distributed by LAM

Municipality	Fixed Requisition			
	2019 (\$000)	2020 (\$000)	Difference	
			\$000s	%
Fort Erie	892	900	8	0.91%
Grimsby	620	608	(12)	-1.89%
Lincoln	440	453	12	2.80%
Niagara Falls	2,935	3,011	77	2.61%
Niagara-on-the-Lake	599	624	25	4.16%
Pelham	241	237	(4)	-1.81%
Port Colborne	588	610	22	3.66%
St. Catharines	2,920	3,043	123	4.19%
Thorold	395	427	32	8.14%
Welland	1,266	1,393	127	10.02%
West Lincoln	164	176	12	7.12%
<b>Total</b>	<b>11,060</b>	<b>11,480</b>	<b>421</b>	<b>3.80%</b>

# Wastewater Requisition

## Methodology

- 100% fixed since 2007
- 2011 established for 2012 to 2015, and reaffirmed in 2015, the reconciliation and adjustment for actual flows
  - Budget based on 3 years average to September
  - Actual based on 1 year to December
- Reconciliation of 2018 budget included in the 2020 requisition
  - \$1.177 million in rebates and \$1.177 million in payments

# Wastewater Requisition

100% fixed distribution by LAM

Municipality	Fixed Requisition			
	2019 (\$000)	2020 (\$000)	Difference	
			\$000s	%
Fort Erie	7,596	8,045	449	5.91%
Grimsby	3,324	3,741	417	12.53%
Lincoln	2,837	2,949	112	3.95%
Niagara Falls	14,728	15,115	387	2.63%
Niagara-on-the-Lake	2,961	3,186	225	7.59%
Pelham	1,354	1,379	25	1.86%
Port Colborne	4,077	4,545	468	11.47%
St. Catharines	20,741	21,918	1,177	5.67%
Thorold	3,536	3,900	364	10.30%
Welland	10,363	11,013	650	6.28%
West Lincoln	1,163	1,238	75	6.42%
<b>Total</b>	<b>72,680</b>	<b>77,028</b>	<b>4,348</b>	<b>5.98%</b>

# Wastewater Requisition

100% fixed distribution plus 2018 reconciliation by LAM

Municipality	Requisition		Reconciliation Payment / (Refund)		Total Charge (Requisition + Reconciliation)			
	2019 By-Law	2020 By-Law	2019 (2017 Rec.)	2020 (2018 Rec.)	2019 By-Law	2020 By-Law	Difference	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
Fort Erie	7,596	8,045	328	190	7,924	7,855	(69)	-0.87%
Grimsby	3,324	3,741	165	73	3,489	3,814	324	9.30%
Lincoln	2,837	2,949	231	23	3,068	2,972	(96)	-3.12%
Niagara Falls	14,728	15,115	805	(711)	15,532	14,404	(1,129)	-7.27%
Niagara-on-the-Lake	2,961	3,186	338	115	3,299	3,301	2	0.05%
Pelham	1,354	1,379	(65)	(84)	1,289	1,296	7	0.55%
Port Colborne	4,077	4,545	(181)	160	3,896	4,704	809	20.76%
St. Catharines	20,741	21,918	(1,427)	448	19,314	22,366	3,052	15.80%
Thorold	3,536	3,900	179	301	3,715	4,201	486	13.09%
Welland	10,363	11,013	(404)	(192)	9,960	10,821	861	8.65%
West Lincoln	1,163	1,238	32	57	1,195	1,294	100	8.33%
<b>Total</b>	<b>72,680</b>	<b>77,028</b>	<b>-</b>	<b>-</b>	<b>72,680</b>	<b>77,028</b>	<b>4,348</b>	<b>5.98%</b>

# 2020 Water & Wastewater Operating Budget

## Risks & Opportunities

Objective	Actions
Sustainability	Implementation of Capital Financing Policy funding strategies. Requires approval of the additional 3.15% or further deferrals will be required.
Affordability	10 year smoothing of annual increases until the SDWA financial plan requirements are fully addressed.
Risk Mitigation	Cost of maintenance activities limit financial flexibility (until the budget fully addresses the asset management plan/SDWA)
Compliance with legislation	New provincial standards may create operational pressures.
Transparency	Additional information and metrics to be included in the quarterly financial report on work in progress and spending forecasts.
Health Equity	Strategies for piloting the reporting on health equity are in progress.

## Next Steps

### Approval and Requisition

- Discussion, review and approval of CSD 71-2019 today
- Council approval of budget and requisitions (including by-laws) on December 12, 2019
- Communication to LAMs of budget approval and wholesale requisitions which are effective for January flows billed in February
- LAM set their individual fixed and variable rates for their customers





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**Subject:** 2020 Budget-Water and Wastewater Operating Budget, Rate Setting and Requisition

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

**Report date:** Thursday, November 28, 2019

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## **Recommendations**

1. That the 2020 net Water & Wastewater operating base budget increase of \$2,340,055 or 2.00% over the 2019 operating budget **BE APPROVED** in accordance with Council approved budget planning direction;
2. That the 2020 net Water & Wastewater operating budget increase of an additional 3.15% over the 2019 operating budget **BE APPROVED** to accommodate enhanced Capital financing contributions in accordance with Council approved Safe Drinking Water Act Financial Plan as follows:
  - a. \$1,350,459 or 1.16% over the 2019 operating budget representing an increase in capital financing contributions for water; and
  - b. \$2,332,479 or 1.99% over the 2019 operating budget representing an increase in capital financing contributions for wastewater;
3. That the 2020 gross Water Operations operating budget of \$46,300,620 and net budget in the amount of \$45,920,957 as outlined in Appendix 6 for the Water Budget, Rates and Requisition **BE APPROVED**;
4. That the proposed fixed water requisition shown in Table 3 of report CSD 71-2019, based on 25% of the Region's water net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the serviced Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average water supply volumes, **BE APPROVED**;
5. That the Region's proposed 2020 variable water rate of \$0.602, shown in Table 4 of report CSD 71-2019, to be effective January 1, 2020 and calculated by taking 75% of the Region's water net operating budget and dividing by the estimated supply volume, to be billed on a monthly basis to each serviced Local Area Municipality based on the previous month's metered flows, **BE APPROVED**;
6. That the 2020 gross Wastewater Operations operating budget of \$80,504,266 and net budget in the amount of \$77,020,694 as outlined in Appendix 6 for the Wastewater Budget, Rates and Requisition **BE APPROVED**;

7. That the proposed 2020 fixed wastewater requisition as shown in Table 5 of report CSD 71-2019, based on 100% of the Region's net operating budget for the year and divided by 12 to determine the monthly charge, to be billed to each of the Local Area Municipalities starting January 1, 2020, apportioned based on their previous three year's average wastewater supply volumes, **BE APPROVED**;
8. That the 2020 wastewater monthly bills **INCLUDE** reconciliation for the 2018 net requisition allocation based on actual wastewater flows versus the estimated flows, as shown in Table 6 of report CSD 71-2019;
9. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
10. That a copy of Report CSD 71-2019 **BE CIRCULATED** to the Local Area Municipalities.

## Key Facts

- The proposed net Water budget before enhanced capital financing represents a \$0.33 million increase, or 0.75% over 2019; the proposed net Wastewater budget before enhanced capital financing represents a \$2.3 million increase, or 2.76% over 2019, for a combined Water & Wastewater Budget increase of 2.00% as shown in Table 1.
- The budget is representative of the Council approved 2020 budget planning direction of 2.0% for base budget expenditure.
- Staff are requesting a separate 3.15% increase for capital financing to support infrastructure requirements as outlined in the Council approved Safe Drinking Water Act (SDWA) Financial Plan.
- Included in the 2020 base program change (and therefore accommodated within the 2% budget planning direction) is a program change totaling \$7 thousand representing 1 new FTEs.
- The requisition methodology conforms to Council approved cost recovery methodology from 2011, which was reaffirmed through report CSD 61-2015, on July 2, 2015. The methodology apportions to the local area municipalities water at 75% variable rate and 25% as a fixed component and wastewater 100% fixed.
- The proposed variable water rate is increased to \$0.584 for base expenditure and by an additional \$0.018 for capital for a total of \$0.602 (2019 = \$0.580) attributed to the budget increase with no projected change in water flows.

## Financial Considerations

The Water and Wastewater Division's proposed 2020 net budget amount of \$122.94 million represents a \$6.02 million net increase or 5.15% from the 2019 budget, as shown in Table 1. \$77.02 million of the total net cost is related to the Wastewater program, representing a net increase of \$4.34 million, or 5.97% from 2019. The

remaining \$45.92 million relates to the Water program, which has increased by \$1.68 million, or 3.80% from 2019. The proposed gross budget and comparison to the 2019 net budget are outlined in Table 1.

**Table 1 – Summary of Proposed Water and Wastewater Base Budgets**

<b>2020 Proposed Budget - Gross &amp; Net</b>			
	<b>Water</b>	<b>Wastewater</b>	<b>Total</b>
<b>Net 2019 Budget Requisition</b>	<b>44,238,899</b>	<b>72,679,759</b>	<b>116,918,658</b>
<b>2020 Budget:</b>			
Total Operating Expenses	21,928,290	48,378,209	70,306,499
Business support	2,043,659	3,013,601	5,057,260
Reserve Transfer & Debt Charges	20,978,212	26,779,977	47,758,189
<b>Gross 2020 Budget Total</b>	<b>44,950,161</b>	<b>78,171,787</b>	<b>123,121,948</b>
Less: Revenues*	(379,663)	(3,483,572)	(3,863,235)
Less: Reserve Funding*	-	-	-
<b>Net 2020 Budget Requisition - Before Increased Capital Financing</b>	<b>44,570,498</b>	<b>74,688,215</b>	<b>119,258,713</b>
<b>Percentage Change</b>	<b>0.75%</b>	<b>2.76%</b>	<b>2.00%</b>
<b>Increased Capital Requirement</b>	<b>1,350,459</b>	<b>2,332,479</b>	<b>3,682,938</b>
<b>Net 2020 Budget Requisition - After Increased Capital Financing</b>	<b>45,920,957</b>	<b>77,020,694</b>	<b>122,941,651</b>
<b>Percentage Change</b>	<b>3.80%</b>	<b>5.97%</b>	<b>5.15%</b>

*\*Revenue amounts presented in this table do not include revenue amounts in water and wastewater shared services (included as an offset in total operating expenses).*

## Analysis

The 2020 Water and Wastewater budgets were developed giving consideration to historical results (2018 actuals, 2019 forecast), operational concerns, legislative compliance, standard operating procedures, collaborations with LAMs, and cross-divisional and corporate business support costs.

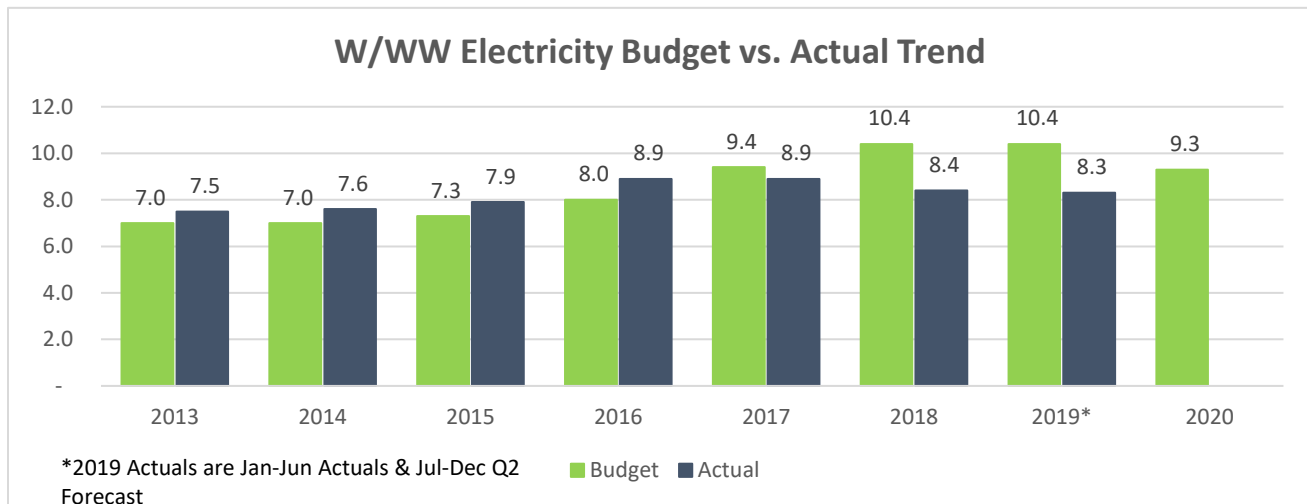
The total program cost includes both operating expenditures (representing 55% of total program costs), as well as transfers to reserve and debt charges in support of the capital program (representing 41% of the total program costs) with the remaining as business support (4%).

### Pressures

Despite the pressures discussed below, the based combined operating budget impact for 2020 over 2019 has been limited to \$2,340,055 or 2.00% as per Council approved budget planning direction. Pressures to the 2020 budget include:

- Labour Related Costs (\$1.1 million) – Base labour related costs increased by \$576,000 or 2.4% over 2019. The remainder of the increase can be attributed to a shift in resources directly attributed and funded by capital to asset management planning (\$74k), a staffing program change as outlined in Table 2 (\$80k gross) and the inclusion of 2.5 temporary FTEs that were added in 2019 by way of delegated authority and funded through salary gapping for capital project management.
- W/WW Master Servicing Plans (MSP) (Gross = \$0.8 million, Net = \$0.08 million) and Biosolids MSP (Gross = \$0.5 million, Net = \$0) - The MSP project was included in the Development Charge background study and is funded 90% from development charges with the remainder being funded by the existing ratepayers. Staff are recommending that the Biosolids MSP be funded from the wastewater stabilization reserve which will result in a net impact for 2020 of \$0. The biosolids MSP was not identified in the Development Charges background study as an eligible project for development charge funding.
- Computer software support as a result of Asset Management improvements (\$0.2 million) - Staff have identified an opportunity to enhance existing processes for water and wastewater asset management through a betterment to existing software. This software licensing fee has been accommodated within the base budget expenditure. Water and wastewater staff have communicated the need for this software enhancement with the corporate asset management office. It has been indicated that this enhancement does not overlap with future enhancement with the corporate asset management office.
- Large diameter mains inspection program (\$0.3 million), chemicals based on usage and cost increases (\$0.5 million), property taxes (\$0.2 million) and indirect allocation support costs (\$0.4 million).
- Anticipated savings in electricity (\$1.1 million) - Savings experienced in the budget for electricity expenditures amounts to \$1.1 million for 2020. As noted in Chart 1, historical actual electricity expenditures have shown a consistent year over year increase since 2013 through 2016. This trend however has leveled off starting in 2017. The budgeted decrease in electricity expenditures forecasted for 2020 is to right size the budget based on the recent flattened trend. It is expected that the current level of electricity expenditure will continue on the current trajectory until the expiry of the Fair Hydro Act in 2021.

**Chart 1 – Electricity Budget vs. Actuals 2013 to 2020**



The proposed 2020 operating budget includes in the base budget a staff initiative for one FTE as a program change. This program change is summarized below in **Table 2**.

**Table 2 – Summary of Proposed Water and Wastewater Program Change**

Division	FTE	Item	Net Amount	Details
Wastewater Operations	1	Biosolids Operator	\$7.1 K	Compensation cost mostly offset by savings in sludge collection of \$73K; currently there is only 1 employee at each facility; having a backup will enable processing to continue if existing staff is not available.
<b>Total</b>	<b>9</b>		<b>\$7.1 K</b>	

**Reserve Management - Capital/Infrastructure**

Council provided budget planning direction of 2% for base services in accordance with core CPI. Staff have prepared the base budget in accordance with this planning direction but are making a specific request for enhanced financing for 2020 to align with the SDWA financial plan. As per the Council approved SDWA Financial Plan, staff presented a 5.15% increase for water and wastewater infrastructure within CSD 40-2019 – 2020 Budget Planning.

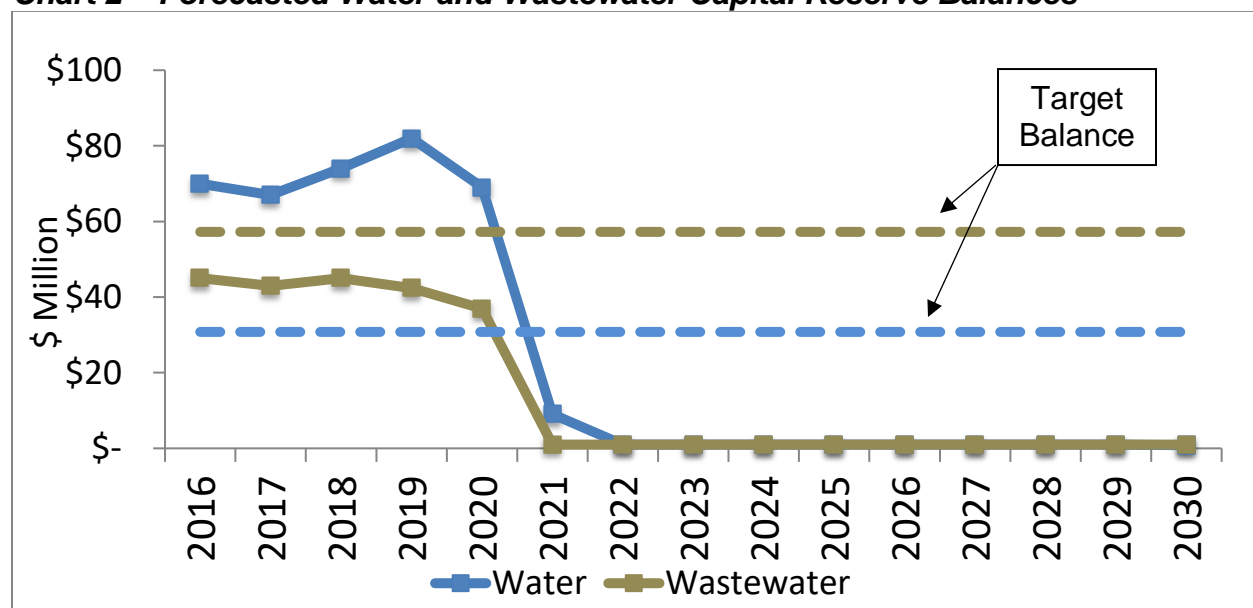
In 2017, Council approved a comprehensive Asset Management Plan (AMP). The detailed information available in the AMP was utilized in the 2020 capital budget preparation. The consultant reviewed the 10 year budget and established that even if the entire available capital dollars were applied against the replacement and rehabilitation of existing assets the Region’s annual funding gap would be \$77M (10

year Average Annual Renewal investment - AARI). This annual investment would address the average 10 year requirement and backlog as of December 2016.

During 2018, Regional Council reviewed and approved the Safe Water Drinking Act (SDWA) Financial Plan which identified increasing capital financing as an urgent need in order to address the current infrastructure gap. At that time Council approved in principle a combined annual 5.15% increase for water and wastewater. For 2019, this 3.15% increase for capital resulted in an additional combined water and wastewater transfer from operating to capital of \$3M. If approved for 2020, a similar amount would be allocated to the capital financing.

As presented within the financial strategy, staff proposed as a guiding principle that a minimum reserve balance of 2% of the current asset value be maintained. The dotted lines on the chart below illustrate the 2% target compared against the forecasted reserve balance for each year. Without the additional 3.15% annual contribution towards capital, both the water and wastewater reserve are fully committed through the end of the forecast period and the capital financing does not adequately address the capital infrastructure needs for the future.

**Chart 2 – Forecasted Water and Wastewater Capital Reserve Balances**



### Water Requisition

#### *Fixed Water Requisition*

As per Council's approved methodology, \$11,480,239 (25%) of the net Water budget will be recovered from fixed monthly requisitions to the local municipalities based on historical flows. The historical water flows and percentages utilized are included in **Appendix 1 and 2**. This annual amount based on the historical flows is then divided by

12 to determine the monthly charge to be billed to each of the services LAMs starting January 1, 2020. Also included as part of **Appendix 1** is the annual impact on the fixed water requisition amount between 2019 and 2020 for each LAM. Table 3 summarizes the fixed amounts to be billed to each LAM based on the above methodology.

**Table 3 – Fixed Water Requisition for 2020 Net Budget**

Fixed Water Requisition for 2020 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	7.84%	\$899,645	\$74,970
Grimsby	5.30%	\$608,082	\$50,674
Lincoln	3.94%	\$452,771	\$37,731
Niagara Falls	26.23%	\$3,011,163	\$250,930
Niagara-on-the-Lake	5.43%	\$623,711	\$51,976
Pelham	2.06%	\$236,558	\$19,713
Port Colborne	5.31%	\$610,016	\$50,835
St. Catharines	26.51%	\$3,042,931	\$253,578
Thorold	3.72%	\$427,215	\$35,601
Welland	12.13%	\$1,392,536	\$116,045
West Lincoln	1.53%	\$175,609	\$14,634
<b>Total</b>	<b>100.00%</b>	<b>\$11,480,239</b>	<b>\$956,687</b>

#### *Variable Water Rate*

The remaining \$34,440,718 (75%) will be charged through the variable water rates. Staff is recommending that the variable rate be set at \$0.602 per cubic metre as outlined in Table 4 using a water forecast based on the average flow volumes that have been realized over the past three years. For 2020, staff are projecting water flows to be consistent with the amount estimated for the 2019 budget. An overview of the water trends and related risk is outlined in more detail in **Appendix 2**. The proposed variable water rate is increased by \$0.004 (0.67%) for base and \$0.018 (3.05%) for capital for a total of \$0.602 (2019 = \$0.580) which is attributed to budget increases with no projected change in water flows. Despite above average growth for the Region in recent years the flow estimates are still volatile and are dependent on weather conditions for the year. Staff are projecting that the 2019 estimated flows will not be achieved by year end. By maintaining the flow forecast it will assist in mitigating the risks associated with the volatility in weather conditions (particularly wet weather conditions).

**Table 4 – Variable Water Rate for 2020 Net Budget**

2020 Variable Water Rate	
Variable Allocation (75% x \$45,920,957)	\$34,440,718
2020 Water Flow Forecast (m <sup>3</sup> )	57,250,000
Variable Rate (\$/m <sup>3</sup> )	\$0.602



## Wastewater Requisition

100% of the net wastewater requisition will be recovered from fixed monthly requisitions to the local municipalities. The historical wastewater flows and percentages utilized are included in **Appendix 3**. This annual amount based on the historical flows is then divided by 12 to determine the monthly charge to be billed to each of the services Local Area Municipalities starting January 1, 2020. Also included as part of **Appendix 3** is the annual impact of the fixed wastewater requisition amount between 2019 and 2020 for each LAM. Table 5 summarizes the fixed amounts to be billed to each LAM based on the above methodology.

**Table 5 – Fixed wastewater Requisition for 2020 Net Budget**

Fixed Wastewater Requisition for 2020 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	10.44%	\$8,043,911	\$670,326
Grimsby	4.86%	\$3,740,290	\$311,691
Lincoln	3.83%	\$2,948,685	\$245,724
Niagara Falls	19.62%	\$15,113,526	\$1,259,460
Niagara-on-the-Lake	4.14%	\$3,185,401	\$265,450
Pelham	1.79%	\$1,379,048	\$114,921
Port Colborne	5.90%	\$4,544,117	\$378,676
St. Catharines	28.45%	\$21,916,001	\$1,826,333
Thorold	5.06%	\$3,899,808	\$324,984
Welland	14.30%	\$11,012,336	\$917,695
West Lincoln	1.61%	\$1,237,572	\$103,131
<b>Total</b>	<b>100.00%</b>	<b>\$77,020,694</b>	<b>\$6,418,391</b>

As per Council's approved cost recovery methodology, the 2020 monthly Wastewater charges will include reconciliation of the 2018 Wastewater requisition payments. Municipal 2018 rebates or charges will be based on their respective share of actual flows versus the estimated share used to initially allocate the 2018 charges. This reconciliation results in a total of \$1,176,562 in payments to, and \$1,176,562 in rebates from, the local municipalities. Tables outlining the calculation of the reconciliation have been included as **Appendix 4**, and the total charge including the 2020 requisition and 2018 reconciliation by local municipality has been included as **Appendix 5**.

**Table 6 – Wastewater Reconciliation for 2018 included in 2020 Requisition**

Wastewater Reconciliation (2018)			
Municipality	Reconciliation (\$)	Monthly Rebate (\$)	Monthly Payment (\$)
Fort Erie	(189,542)	(15,795)	
Grimsby	72,923		6,077
Lincoln	23,238		1,937
Niagara Falls	(711,135)	(59,261)	
Niagara-on-the-Lake	114,819		9,568
Pelham	(83,549)	(6,962)	
Port Colborne	159,962		13,330
St. Catharines	448,367		37,364
Thorold	300,668		25,056
Welland	(192,335)	(16,028)	
West Lincoln	56,585		4,715
<b>Total</b>	<b>(0)</b>	<b>(98,047)</b>	<b>98,047</b>

### Risks

- Water revenue is weather dependant and therefore subject to fluctuations that are outside the Region's control.
- Wastewater costs can also be weather dependent and therefore subject to fluctuations that are outside the Region's control.
- Unanticipated equipment and underground infrastructure failure which may impact operating expenditures.
- Unanticipated new provincial standards that may create operational pressures.
- Limited operational financial flexibility until the budget fully addresses the asset management plan/SDWA and may create further pressure on the already forecasted decline in reserves.
- Additional capital expenditures may be required as a result of Ontario Power Generation's operational and maintenance activities with respect to the Hydro Power Canal closure.

### **Alternatives Reviewed**

1. Council may elect to not approve the enhanced capital financing as presented representing an increase of 3.15% over 2019. This alternative is **NOT RECOMMENDED**. This alternative would limit the increase in the requisition from 2019 to 2020 to 2.00% which is within Council's approved budget directions. This alternative would not provide the requisite capital financing needed to support future capital expenditures as identified within the SDWA Financial Plan as approved by Council.
2. If Council approves the 3.15% or \$3.68 million to enhance capital financing, staff **RECOMMEND** that \$479,990 be allocated to debt servicing, \$550,000 allocated

to reserve funding with the remaining \$2,652,948 as a contribution to the reserve for capital project utilization in 2021 or future, to support an amendment to the 2020 Capital budget to address previously deferred projects as follows:

- Dain City Station Forcemain Replacement (\$550k) – **Reserve Financed**
- Thundering Waters Sanitary Trunk Sewer Rehab (\$8.3M) – **Debt Financed**
- The Niagara Falls WWTP Secondary Treatment Upgrade (\$58M) which was also deferred is not recommended to be added back to 2020 as WWW 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.
- 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.

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

The 2020 Water and Wastewater proposed budgets support Council's strategic priorities of organizational excellence, by meeting or exceeding legislative requirements and having 41% of the total program costs related to infrastructure renewal and replacement.

### **Other Pertinent Reports**

CSD 21-2017	Asset Management Plan
PDS 37-2016	Niagara 2041 Growth Strategy – Local Municipal Growth Allocations
PW 22-2017	2016 Water & Wastewater Master Servicing Plan Update
PW 5-2019	Safe Drinking Water Act Financial Plan

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#### **Prepared by:**

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Planning/Deputy Treasurer

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#### **Recommended by:**

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

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#### **Submitted by:**

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

*This report was prepared by Rob Fleming, Senior Tax & Revenue Analyst, in consultation with Pamela Hamilton, Program Financial Specialist and Reviewed by Margaret Murphy, Associate Director, Budget Planning & Strategy, and Catherine Habermehl, Acting Commissioner, Public Works.*

*Appendices*

Appendix 1	Water Flows and Fixed Water Requisition by Local Area Municipality
Appendix 2	Water Volume Analysis
Appendix 3	Wastewater Flows and Fixed Wastewater Requisition by Local Area Municipality
Appendix 4	2017 By-law Wastewater Reconciliation
Appendix 5	Fixed Wastewater Requisition including Reconciliation by Local Area Municipality
Appendix 6	Water and Wastewater Schedule of Revenues and Expenditures by Object of Expenditure

## Appendix 1 - Water Flows and Fixed Water Requisition by Local Area Municipality

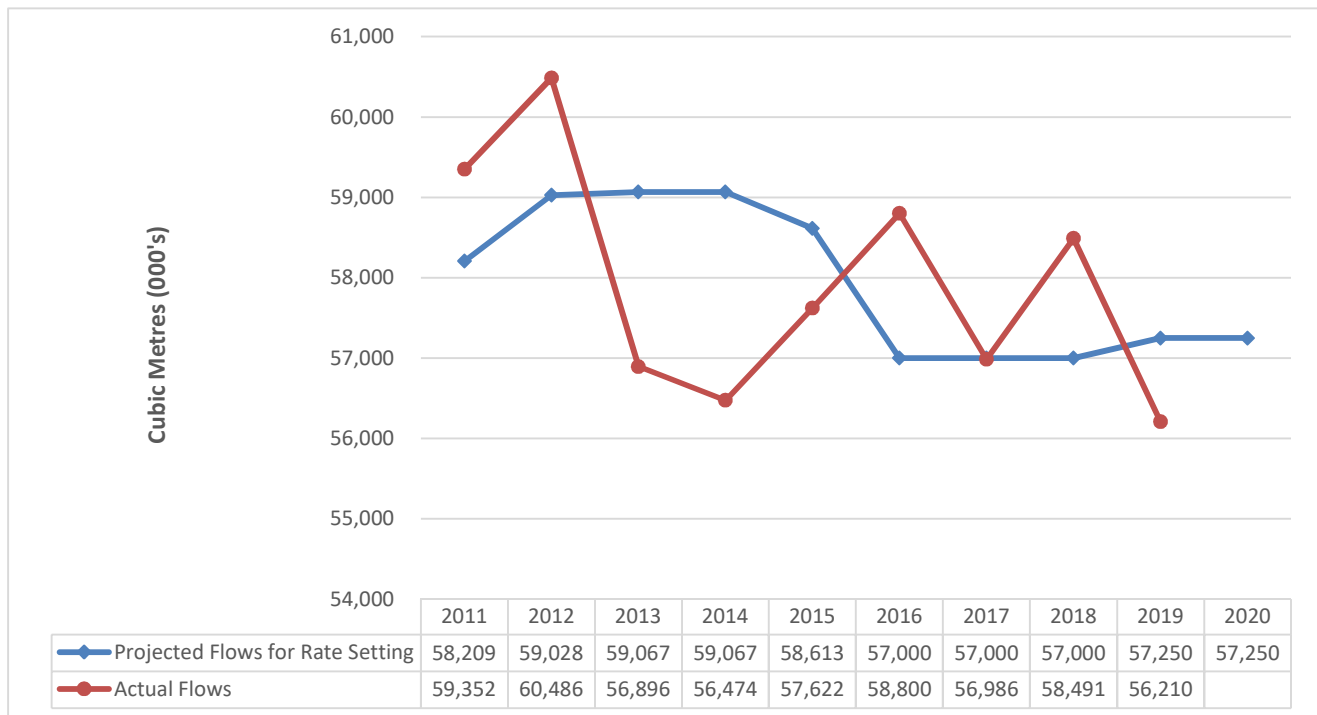
**Table 1 - Water Flows by Municipality**

Municipality	3-Year Avg. per 2019 By-law		3-Year Avg. per 2020 By-law	
	Megalitres	%	Megalitres	%
Fort Erie	4,686	8.06%	4,478	7.84%
Grimsby	3,258	5.60%	3,027	5.30%
Lincoln	2,315	3.98%	2,254	3.94%
Niagara Falls	15,424	26.53%	14,989	26.23%
Niagara-on-the-Lake	3,147	5.41%	3,105	5.43%
Pelham	1,266	2.18%	1,178	2.06%
Port Colborne	3,093	5.32%	3,037	5.31%
St. Catharines	15,350	26.41%	15,148	26.51%
Thorold	2,076	3.57%	2,127	3.72%
Welland	6,653	11.45%	6,932	12.13%
West Lincoln	862	1.48%	874	1.53%
<b>Total</b>	<b>58,130</b>	<b>100%</b>	<b>57,148</b>	<b>100%</b>

**Table 2 - Fixed Water Requisition by Municipality**

Municipality	Fixed Requisition			
	2019 (\$000)	2020 (\$000)	Difference	
			\$000s	%
Fort Erie	892	900	8	0.91%
Grimsby	620	608	(12)	-1.89%
Lincoln	440	453	12	2.80%
Niagara Falls	2,935	3,011	77	2.61%
Niagara-on-the-Lake	599	624	25	4.16%
Pelham	241	237	(4)	-1.81%
Port Colborne	588	610	22	3.66%
St. Catharines	2,920	3,043	123	4.19%
Thorold	395	427	32	8.14%
Welland	1,266	1,393	127	10.02%
West Lincoln	164	176	12	7.12%
<b>Total</b>	<b>11,060</b>	<b>11,480</b>	<b>421</b>	<b>3.80%</b>

## Appendix 2 - Water Volume Analysis



The 2019 actual flows are estimate to finish the year approximately 1.82% lower than project flows. The forecasted water usage in 2019 is estimated to total to 56,210 ML.

The water volume forecast for 2020 has been prepared giving consideration to historical trends and input received from some local area municipalities.

The volume forecast for 2020 is above the 3-year calendar average of 57,229 ML and below the 5-year average of 57,622 ML. This includes 2015 and 2018 which were more typical summer weather years. 2016 experienced drought conditions during the summer. 2017 and 2019 experienced very wet summers. The 2020 estimate reflects no change over previous year's projections as a result of not meeting expected forecast for 2019.

### Appendix 3 - Wastewater Flows and Fixed Requisition By Local Area Municipality

**Table 1 - Wastewater Flows by Municipality**

Municipality	3-Year Avg. per 2019 By-law		3-Year Avg. per 2020 By-law	
	Megalitres	%	Megalitres	%
Fort Erie	7,348	10.45%	7,931	10.44%
Grimsby	3,216	4.57%	3,688	4.86%
Lincoln	2,745	3.90%	2,907	3.83%
Niagara Falls	14,247	20.26%	14,901	19.62%
Niagara-on-the-Lake	2,864	4.07%	3,141	4.14%
Pelham	1,309	1.86%	1,360	1.79%
Port Colborne	3,944	5.61%	4,480	5.90%
St. Catharines	20,064	28.54%	21,608	28.45%
Thorold	3,420	4.86%	3,845	5.06%
Welland	10,025	14.26%	10,858	14.30%
West Lincoln	1,125	1.60%	1,220	1.61%
<b>Total</b>	<b>70,306</b>	<b>100%</b>	<b>75,938</b>	<b>100%</b>

**Tables 2 - Fixed Wastewater Requisition by Municipality**

Municipality	Fixed Requisition			
	2019 (\$000)	2020 (\$000)	Difference	
			\$000s	%
Fort Erie	7,596	8,044	448	5.90%
Grimsby	3,324	3,740	416	12.52%
Lincoln	2,837	2,949	112	3.94%
Niagara Falls	14,728	15,114	386	2.62%
Niagara-on-the-Lake	2,961	3,185	224	7.58%
Pelham	1,354	1,379	25	1.85%
Port Colborne	4,077	4,544	467	11.46%
St. Catharines	20,741	21,916	1,175	5.67%
Thorold	3,536	3,900	364	10.29%
Welland	10,363	11,012	649	6.27%
West Lincoln	1,163	1,238	75	6.41%
<b>Total</b>	<b>72,680</b>	<b>77,021</b>	<b>4,341</b>	<b>5.97%</b>

#### Appendix 4 - 2018 By-law Wastewater Reconciliation

Wastewater Flows (Mega Litres)		
Municipality	Prior 3-Yr Avg	2018 By-Law Period Actual Flows <sup>1</sup>
Fort Erie	7,159	7,737
Grimsby	3,143	3,571
Lincoln	2,575	2,885
Niagara Falls	14,018	14,770
Niagara-on-the-Lake	2,655	3,076
Pelham	1,299	1,349
Port Colborne	3,934	4,547
St. Catharines	19,583	22,246
Thorold	3,183	3,870
Welland	9,951	10,835
West Lincoln	1,072	1,254
<b>Total</b>	<b>68,571</b>	<b>76,140</b>

Wastewater Fixed Allocation Percentages			
Municipality	Prior 3-Yr Avg	2018 By-Law Period Actual Flows <sup>1</sup>	Difference
Fort Erie	10.4%	10.2%	-0.3%
Grimsby	4.6%	4.7%	0.1%
Lincoln	3.8%	3.8%	0.0%
Niagara Falls	20.4%	19.4%	-1.0%
Niagara-on-the-Lake	3.9%	4.0%	0.2%
Pelham	1.9%	1.8%	-0.1%
Port Colborne	5.7%	6.0%	0.2%
St. Catharines	28.6%	29.2%	0.7%
Thorold	4.6%	5.1%	0.4%
Welland	14.5%	14.2%	-0.3%
West Lincoln	1.6%	1.6%	0.1%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

Wastewater Fixed Allocation charge (\$000)			
Municipality	2018 By-Law Charges <sup>1,2</sup>	Charges Based on Actual Flows <sup>1</sup>	Underpayment/ (Overpayment) <sup>3</sup>
Fort Erie	\$ 7,114	\$ 6,925	\$ (190)
Grimsby	3,123	3,196	73
Lincoln	2,559	2,582	23
Niagara Falls	13,930	13,219	(711)
Niagara-on-the-Lake	2,639	2,753	115
Pelham	1,291	1,207	(84)
Port Colborne	3,910	4,070	160
St. Catharines	19,462	19,910	448
Thorold	3,163	3,464	301
Welland	9,890	9,697	(192)
West Lincoln	1,066	1,122	57
<b>Total</b>	<b>\$ 68,146</b>	<b>\$ 68,146</b>	<b>\$ 0</b>

Sum of Overpayment:	(1,177)
Percentage of Requisition	1.73%

Notes:

1. 2018 By-Law period consists of the 12 month period from January 2018 to December 2018
2. Charges paid excluded payments made/rebates received for 2017 reconciliation.
3. Underpayments/(Overpayments) based on comparing 2 difference allocation methodologies (3-yr average vs. actual flows during By-law period).



**Appendix 5 - Fixed Wastewater Requisition Including Reconciliation by Municipality Comparison**

Municipality	Requisition		Reconciliation Payment / (Refund)		Total Charge (Requisition + Reconciliation)			
	2019 By-Law	2020 By-Law	2019 (2017 Rec.)	2020 (2018 Rec.)	2019 By-Law	2020 By-Law	Difference	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	%
Fort Erie	7,596	8,044	328	(190)	7,924	7,854	(70)	-0.88%
Grimsby	3,324	3,740	165	73	3,489	3,813	324	9.29%
Lincoln	2,837	2,949	231	23	3,068	2,972	(96)	-3.13%
Niagara Falls	14,728	15,114	805	(711)	15,532	14,402	(1,130)	-7.28%
Niagara-on-the-Lake	2,961	3,185	338	115	3,299	3,300	1	0.04%
Pelham	1,354	1,379	(65)	(84)	1,289	1,295	7	0.54%
Port Colborne	4,077	4,544	(181)	160	3,896	4,704	808	20.75%
St. Catharines	20,741	21,916	(1,427)	448	19,314	22,364	3,050	15.79%
Thorold	3,536	3,900	179	301	3,715	4,200	486	13.08%
Welland	10,363	11,012	(404)	(192)	9,960	10,820	860	8.64%
West Lincoln	1,163	1,238	32	57	1,195	1,294	99	8.32%
<b>Total</b>	<b>72,680</b>	<b>77,021</b>	<b>-</b>	<b>-</b>	<b>72,680</b>	<b>77,021</b>	<b>4,341</b>	<b>5.97%</b>

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	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	22,214,973	23,254,127	23,739,732	24,852,445	1,112,713	4.7%	-	24,852,445	1,112,713	4.7%
A_41000AB Administrative	1,966,527	2,312,550	2,017,200	3,432,915	1,415,715	70.2%	-	3,432,915	1,415,715	70.2%
A_44000AB Operational & Supply	12,679,974	12,903,298	12,709,326	13,166,433	457,108	3.6%	-	13,166,433	457,108	3.6%
A_50000AB Occupancy & Infrastructure	16,059,319	18,134,584	17,950,464	17,699,503	(250,961)	(1.4%)	-	17,699,503	(250,961)	(1.4%)
A_52000AB Equipment, Vehicles,Technology	6,164,859	6,661,316	6,142,880	6,588,120	445,240	7.2%	-	6,588,120	445,240	7.3%
A_54000AB Community Assistance	153	965	-	-	-	-	-	-	-	-
A_56000AB Partnership, Rebate, Exemption	2,450,015	18,198,031	4,015,000	4,010,000	(5,000)	(0.1%)	-	4,010,000	(5,000)	(0.1%)
A_58000AB Financial Expenditures	9,053	31,302	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	40,018,792	37,037,556	37,037,556	37,065,780	28,224	0.1%	3,682,938	40,748,718	3,711,162	10.0%
A_60000AC Allocation Between Departments	1,753,677	1,743,136	1,823,753	1,777,083	(46,669)	(2.6%)	-	1,777,083	(46,669)	(2.6%)
A_60260AC Allocation Within Departments	-	0	0	-	0	-	-	-	0	-
<b>Gross Expenditure Subtotal</b>	<b>103,317,341</b>	<b>120,276,865</b>	<b>105,435,911</b>	<b>108,592,279</b>	<b>3,156,368</b>	<b>3.0%</b>	<b>3,682,938</b>	<b>112,275,217</b>	<b>6,839,306</b>	<b>6.5%</b>
A_30000AB Taxation	(112,013,218)	(116,315,656)	(116,918,658)	(119,146,062)	(2,227,403)	1.9%	(3,795,589)	(122,941,651)	(6,022,993)	5.2%
A_32400AB By-Law Charges & Sales	(1,260,444)	(1,488,933)	(1,358,200)	(1,421,278)	(63,078)	4.6%	-	(1,421,278)	(63,078)	4.6%
A_34950AB Other Revenue	(1,275,273)	(7,293,962)	(2,481,106)	(3,161,957)	(680,851)	27.4%	-	(3,161,957)	(680,851)	27.4%
A_75000AC Transfers From Funds	(3,863,227)	(9,658,836)	-	(500,000)	(500,000)	-	-	(500,000)	(500,000)	-
<b>Gross Revenue Subtotal</b>	<b>(118,412,163)</b>	<b>(134,757,387)</b>	<b>(120,757,964)</b>	<b>(124,229,297)</b>	<b>(3,471,333)</b>	<b>2.9%</b>	<b>(3,795,589)</b>	<b>(128,024,886)</b>	<b>(7,266,922)</b>	<b>6.0%</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>(15,094,821)</b>	<b>(14,480,522)</b>	<b>(15,322,053)</b>	<b>(15,637,017)</b>	<b>(314,964)</b>	<b>2.1%</b>	<b>(112,651)</b>	<b>(15,749,669)</b>	<b>(427,616)</b>	<b>2.8%</b>
A_70000AC Indirect Allocation	3,602,252	4,254,855	4,366,304	4,709,867	343,564	7.9%	112,651	4,822,519	456,215	10.5%
A_70200AC Capital Financing Allocation	9,413,115	10,963,017	10,955,749	10,927,150	(28,600)	(0.3%)	-	10,927,150	(28,600)	(0.3%)
<b>Allocation Subtotal</b>	<b>13,015,368</b>	<b>15,217,872</b>	<b>15,322,053</b>	<b>15,637,017</b>	<b>314,964</b>	<b>2.1%</b>	<b>112,651</b>	<b>15,749,669</b>	<b>427,616</b>	<b>2.8%</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>(2,079,454)</b>	<b>737,350</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>
FTE - Reg			261.6	262.6	1.0		-	262.6	1.0	
FTE - Temp			4.5	7.0	2.5		-	7.0	2.5	

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	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	7,120,433	7,570,603	7,810,164	7,954,489	144,325	1.8%	-	7,954,489	144,325	1.9%
A_41000AB Administrative	690,749	862,265	770,733	594,726	(176,007)	(22.8%)	-	594,726	(176,007)	(22.8%)
A_44000AB Operational & Supply	1,887,750	1,931,846	1,719,988	1,759,425	39,437	2.3%	-	1,759,425	39,437	2.3%
A_50000AB Occupancy & Infrastructure	5,064,546	5,283,782	6,125,436	5,639,309	(486,127)	(7.9%)	-	5,639,309	(486,127)	(7.9%)
A_52000AB Equipment, Vehicles,Technology	933,836	1,059,384	1,014,655	1,175,515	160,860	15.9%	-	1,175,515	160,860	15.9%
A_56000AB Partnership, Rebate, Exemption	10,000	(13,750)	15,000	10,000	(5,000)	(33.3%)	-	10,000	(5,000)	(33.3%)
A_58000AB Financial Expenditures	168	326	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	18,414,458	18,425,078	18,425,078	18,435,757	10,679	0.1%	1,350,459	19,786,216	1,361,138	7.4%
A_60000AC Allocation Between Departments	594,720	595,713	605,396	629,912	24,516	4.0%	-	629,912	24,516	4.1%
A_60260AC Allocation Within Departments	3,986,249	3,836,537	3,842,500	4,164,914	322,414	8.4%	-	4,164,914	322,414	8.4%
<b>Gross Expenditure Subtotal</b>	<b>38,702,909</b>	<b>39,551,784</b>	<b>40,328,950</b>	<b>40,364,047</b>	<b>35,097</b>	<b>0.1%</b>	<b>1,350,459</b>	<b>41,714,506</b>	<b>1,385,556</b>	<b>3.4%</b>
A_30000AB Taxation	(43,867,547)	(43,635,898)	(44,238,899)	(44,518,840)	(279,940)	0.6%	(1,402,117)	(45,920,957)	(1,682,057)	3.8%
A_32400AB By-Law Charges & Sales	(11,943)	(10,649)	(5,000)	(12,000)	(7,000)	140.0%	-	(12,000)	(7,000)	140.0%
A_34950AB Other Revenue	(512,580)	(513,441)	(408,615)	(367,663)	40,952	(10.0%)	-	(367,663)	40,952	(10.0%)
A_75000AC Transfers From Funds	(29,108)	-	-	-	-	-	-	-	-	-
<b>Gross Revenue Subtotal</b>	<b>(44,421,178)</b>	<b>(44,159,988)</b>	<b>(44,652,514)</b>	<b>(44,898,503)</b>	<b>(245,988)</b>	<b>0.6%</b>	<b>(1,402,117)</b>	<b>(46,300,620)</b>	<b>(1,648,105)</b>	<b>3.7%</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>(5,718,269)</b>	<b>(4,608,204)</b>	<b>(4,323,564)</b>	<b>(4,534,456)</b>	<b>(210,891)</b>	<b>4.9%</b>	<b>(51,658)</b>	<b>(4,586,114)</b>	<b>(262,550)</b>	<b>6.1%</b>
A_70000AC Indirect Allocation	1,220,919	1,523,527	1,674,950	1,890,908	215,957	12.9%	51,658	1,942,566	267,616	16.0%
A_70200AC Capital Financing Allocation	2,047,974	2,637,521	2,648,614	2,643,548	(5,066)	(0.2%)	-	2,643,548	(5,066)	(0.2%)
<b>Allocation Subtotal</b>	<b>3,268,893</b>	<b>4,161,048</b>	<b>4,323,564</b>	<b>4,534,456</b>	<b>210,892</b>	<b>4.9%</b>	<b>51,658</b>	<b>4,586,114</b>	<b>262,550</b>	<b>6.1%</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>(2,449,376)</b>	<b>(447,156)</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>

FTE - Reg	82.0	81.0	(1.0)	-	81.0	(1.0)
FTE - Temp	2.0	2.0	-	-	2.0	-

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	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	9,637,596	10,112,827	10,324,944	10,773,458	448,514	4.3%	-	10,773,458	448,514	4.3%
A_41000AB Administrative	824,074	936,355	934,994	742,955	(192,039)	(20.5%)	-	742,955	(192,039)	(20.5%)
A_44000AB Operational & Supply	10,512,270	10,617,090	10,386,744	10,854,079	467,335	4.5%	-	10,854,079	467,335	4.5%
A_50000AB Occupancy & Infrastructure	10,307,189	12,201,423	11,470,028	11,340,226	(129,802)	(1.1%)	-	11,340,226	(129,802)	(1.1%)
A_52000AB Equipment, Vehicles, Technology	3,019,774	3,569,019	3,088,313	3,301,033	212,720	6.9%	-	3,301,033	212,720	6.9%
A_54000AB Community Assistance	153	965	-	-	-	-	-	-	-	-
A_56000AB Partnership, Rebate, Exemption	2,440,015	18,211,781	4,000,000	4,000,000	-	-	-	4,000,000	-	-
A_58000AB Financial Expenditures	827	331	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	21,604,334	18,612,478	18,612,478	18,630,023	17,545	0.1%	2,332,479	20,962,502	2,350,024	12.6%
A_60000AC Allocation Between Departments	854,035	865,676	893,415	862,801	(30,613)	(3.4%)	-	862,801	(30,613)	(3.4%)
A_60260AC Allocation Within Departments	5,864,550	5,608,971	5,396,046	6,503,657	1,107,611	20.5%	-	6,503,657	1,107,611	20.5%
<b>Gross Expenditure Subtotal</b>	<b>65,064,815</b>	<b>80,736,917</b>	<b>65,106,961</b>	<b>67,008,233</b>	<b>1,901,272</b>	<b>2.9%</b>	<b>2,332,479</b>	<b>69,340,712</b>	<b>4,233,751</b>	<b>6.5%</b>
A_30000AB Taxation	(68,145,671)	(72,679,758)	(72,679,759)	(74,627,222)	(1,947,463)	2.7%	(2,393,472)	(77,020,694)	(4,340,936)	6.0%
A_32400AB By-Law Charges & Sales	(1,244,048)	(1,475,126)	(1,353,200)	(1,409,278)	(56,078)	4.1%	-	(1,409,278)	(56,078)	4.1%
A_34950AB Other Revenue	(761,455)	(6,780,521)	(2,072,491)	(2,074,294)	(1,803)	0.1%	-	(2,074,294)	(1,803)	0.1%
A_75000AC Transfers From Funds	(3,834,119)	(9,658,836)	-	-	-	-	-	-	-	-
<b>Gross Revenue Subtotal</b>	<b>(73,985,294)</b>	<b>(90,594,241)</b>	<b>(76,105,450)</b>	<b>(78,110,794)</b>	<b>(2,005,344)</b>	<b>2.6%</b>	<b>(2,393,472)</b>	<b>(80,504,266)</b>	<b>(4,398,817)</b>	<b>5.8%</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>(8,920,478)</b>	<b>(9,857,325)</b>	<b>(10,998,489)</b>	<b>(11,102,561)</b>	<b>(104,073)</b>	<b>0.9%</b>	<b>(60,993)</b>	<b>(11,163,555)</b>	<b>(165,066)</b>	<b>1.5%</b>
A_70000AC Indirect Allocation	1,971,987	2,301,818	2,691,354	2,818,960	127,606	4.7%	60,993	2,879,953	188,599	7.0%
A_70200AC Capital Financing Allocation	7,318,414	8,288,210	8,307,135	8,283,602	(23,534)	(0.3%)	-	8,283,602	(23,534)	(0.3%)
<b>Allocation Subtotal</b>	<b>9,290,401</b>	<b>10,590,029</b>	<b>10,998,489</b>	<b>11,102,561</b>	<b>104,073</b>	<b>0.9%</b>	<b>60,993</b>	<b>11,163,555</b>	<b>165,066</b>	<b>1.5%</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>369,923</b>	<b>732,704</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
FTE - Reg			115.6	116.6	1.0		-	116.6	1.0	
FTE - Temp			0.5	-	(0.5)		-	-	(0.5)	

NIAGARA REGION BUDGET

2020

# Waste Management Operating Budget and Requisition

Budget Review Committee of the VWhole

**November 28<sup>th</sup>, 2019**

# 2020 Waste Management Operating Budget

## Key Themes

### New Budget Planning By-law

- Base budget increase (before impacts of new collection contract and negative revenue pressure) is within Council budget direction of 2%

### Sustainability

- Recyclable material market price decline - adjusted revenue budget
- Collection contract price increases built into the expense budget

### Transparency & Affordability

- Stabilization Reserve being used to smooth increases required over 3 yr period

## 2020 Waste Management Operating Budget & Requisition

What we're going to cover tonight:

- Operating Budget Summary
- Requisition
- Risks and Opportunities
- Next Steps

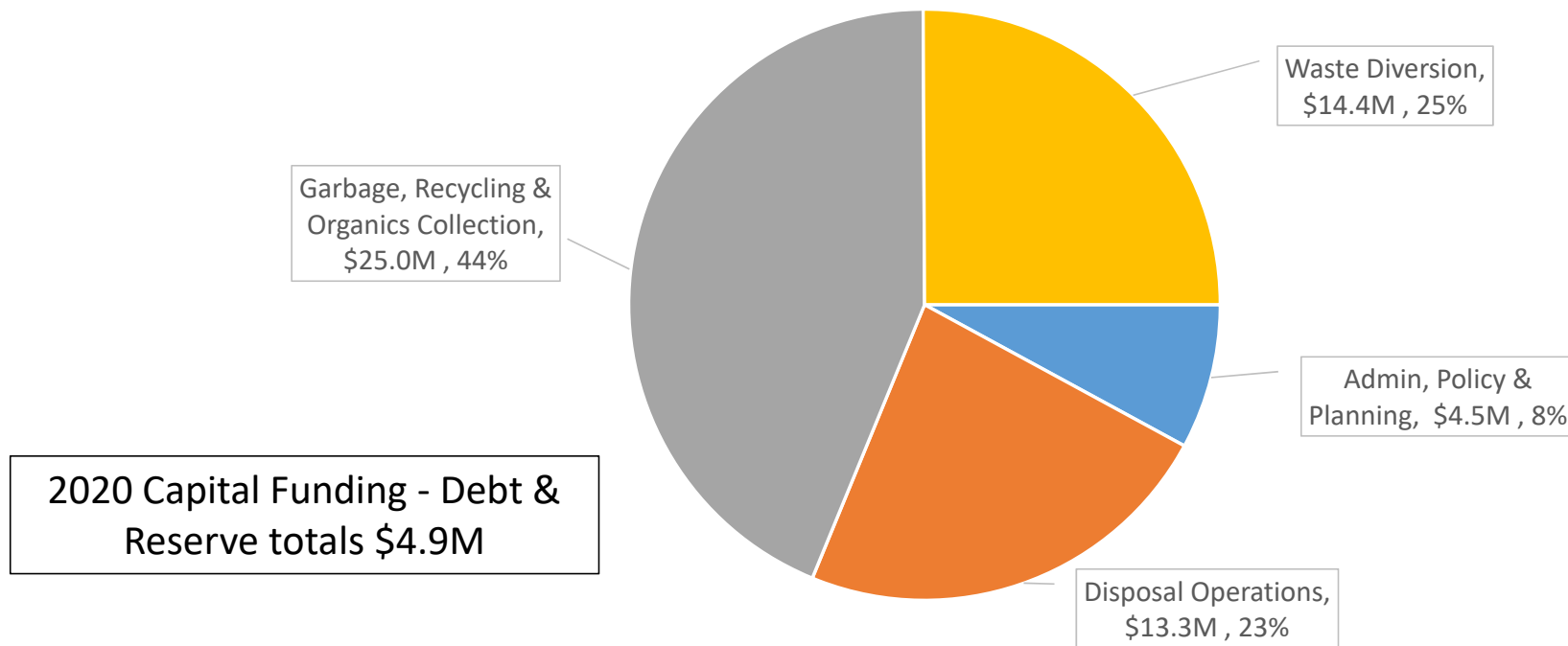
## 2020 Budget Process

- ✓ June 20 - Council established base budget direction of 2.00%
- ✓ Staff developed budget that supports:
  - Managing of existing service levels & contracts
  - Preparing and implementing new service levels & contracts
- ✓ Rate Workshop provided education and information
- ✓ BRC approval required



# 2020 Waste Management Operating Budget

Where does the money go? Gross Budget = \$57.2M



# 2020 Waste Management Operating Budget

Net Requisition of \$38.8M (\$3.5M Increase over 2019)

	2019	2020	2021	2022
<b>Gross Budget</b>	<b>54,927</b>	<b>57,194</b>	<b>64,432</b>	<b>65,653</b>
Less: Revenues	-19,019	-16,800	-17,326	-17,401
<b>Net Budget Requisition - Before Reserve Transfers</b>	<b>35,908</b>	<b>40,394</b>	<b>47,106</b>	<b>48,252</b>
<b>Percentage Change</b>		<b>12.49%</b>	<b>16.62%</b>	<b>2.43%</b>
Less: Reserve Transfers: One-time Mitigation:				
2019 Reserve Funding	-580	0	0	0
2020 Reserve Funding	0	-1,604	-4,514	-1,486
<b>Net Budget Requisition – After Reserve Funding</b>	<b>35,328</b>	<b>38,790</b>	<b>42,592</b>	<b>46,766</b>
<b>Percentage Change</b>		<b>9.80%</b>	<b>9.80%</b>	<b>9.80%</b>

2019 average cost per household is \$146.67  
 2020 average cost per household is \$159.48  
 Increase of \$12.81 per year

# 2020 Budget Pressures & Mitigations

Base Budget (Net \$76K Increase)

## Expenditures:

- Current collection contract
  - One-time lump sum payment (Gross = \$0.26 million, Net = \$0 million)
  - Contractual increases including CPI, fuel and household count increases (\$0.57 million)
- Other contracts including disposal operations, landfill operation and attendants, drop-off depot and leachate collection & processing (\$0.43 million)

## Revenue:

- Other Revenues (\$0.79 million) – Tipping fees & Bag tags
- Resource Productivity & Recovery Authority Funding/Blue box funding (\$0.7 million)

## 2020 Budget Pressures & Mitigations

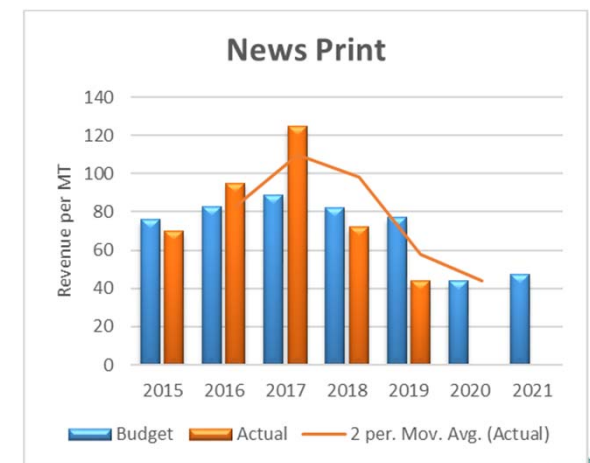
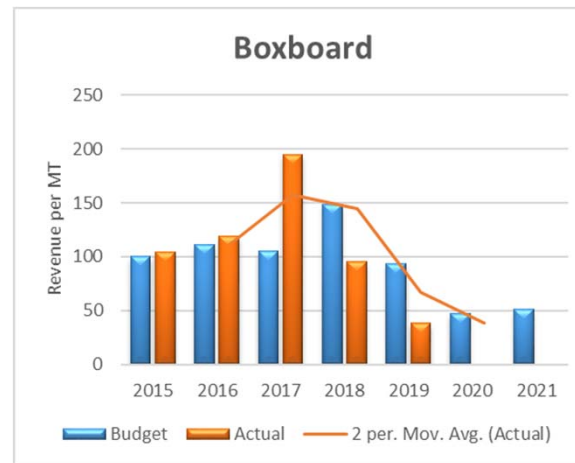
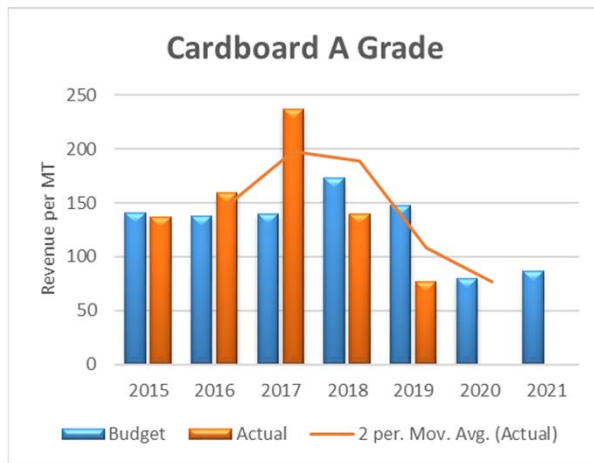
### New Curbside Collection Contract

- Increased collection costs for new contract
  - Annual increase in contract costs – approximately 36%
  - Pressure for 2020 of \$2.2M (starting in October)
  - Pressure for 2021 of \$7.9M (full year of service)
- Propose use of Waste Management Stabilization reserve to smooth in increases over next three years
- Annual increase of 9.8% to 2022

## 2020 WM Budget Pressures & Mitigations

### End Market Recycling Revenue (\$1.6M Decrease)

- \$2.05 million decrease
- Expect some recovery in 2021
- Proactively managing the one time reduction with stabilization reserves of \$450,000



NIAGARA REGION BUDGET

2020 WASTE MANAGEMENT

## Historical Perspective

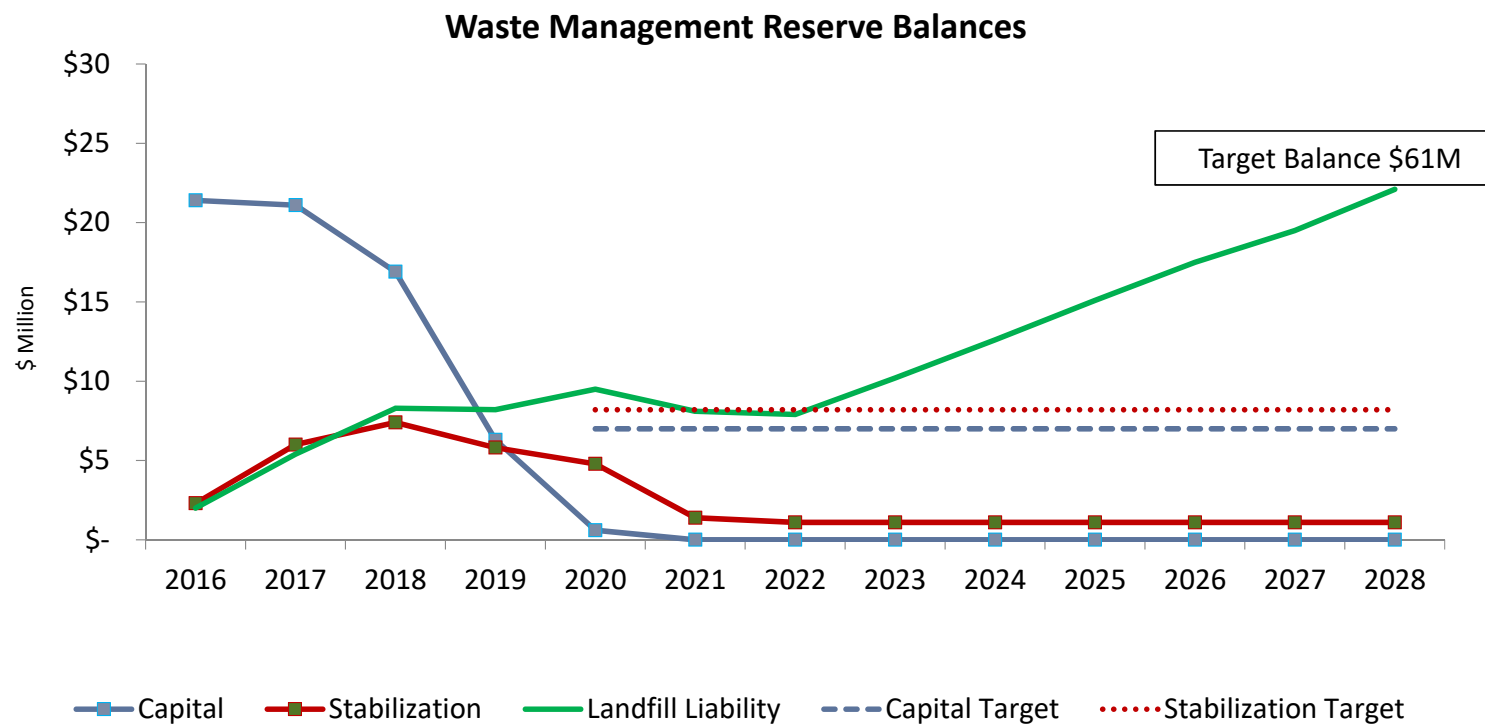
### Benefit of Rising Market Recyclable Prices

- Annual surplus/(deficit) driven primarily by recycling revenue enabled modest budget decreases

	Year end surplus/(deficit) – ‘000s	Budget increase /(decrease) – ‘000s	Budget increase /(decrease) – %
2015	\$4,552	\$233	0.66%
2016	\$4,337	(\$278)	-0.78%
2017	\$5,682	(\$410)	-1.16%
2018	\$1,551	(\$289)	-0.83%
2019 Projected	(\$1,252)	\$726	2.10%

5 year Average including 2020 is 1.83%

# 2020 Waste Management Reserve Projections Inclusive of Uses Proposed in 2020 Budget



**\$4.14M annual contributions to reserves** will facilitate pay as you go capital and establish growth in Landfill Liability Reserve

## Optional Services Not Accommodated

### Due to pressure on Requisition

- Due to the recommended rate increase and lack of reserves
  - Optional services would be in addition to the 9.8% increase
- Diversion container subsidy:
  - Option 4 - \$225,000 (0.6% increase)
  - Option 5 - \$251,000 (0.7% increase)
- Weekly Diaper and Medical Waste Collection
  - See confidential report PW 69-2019



# Waste Management Requisition

## Methodology

In place since 2011 (PWA 55-2011 Waste Management Services Financing Study), reflects consultation with LAMs

1. Municipal requisition comprised of:
  1. Base services allocated on number of residential units in each municipality
  2. Enhanced services specific for requesting municipality
2. Each municipal requisition is used to determine Region's special levy tax rate for each municipality
  - Charged to property owners based on their property assessed values

# Waste Management Requisition

## Requisition for Typical Residential Property

Municipality (Avg CVA based on MPAC phased-in assessment)	2019 Final		2020 Draft (Based on 2019 tax policy)		Annual Increase/(Decrease)	
	CVA	WM taxes	CVA	WM taxes	\$	%
Fort Erie	210,015	\$ 138.97	214,712	\$ 151.03	\$ 12.06	8.68%
Grimsby	382,289	\$ 146.09	402,891	\$ 164.11	\$ 18.02	12.34%
Lincoln	354,651	\$ 150.61	370,494	\$ 162.34	\$ 11.73	7.79%
Niagara Falls	246,816	\$ 125.52	256,262	\$ 136.12	\$ 10.61	8.45%
Niagara-on-the-Lake	Based on fixed household amount determined by NOTL.					
Pelham	348,986	\$ 157.03	365,439	\$ 173.01	\$ 15.98	10.17%
Port Colborne	199,310	\$ 167.73	204,313	\$ 182.73	\$ 15.00	8.94%
St. Catharines	252,106	\$ 159.90	259,659	\$ 172.44	\$ 12.55	7.85%
Thorold	231,911	\$ 133.21	238,276	\$ 144.00	\$ 10.79	8.10%
Wainfleet	255,870	\$ 143.97	265,652	\$ 155.10	\$ 11.13	7.73%
Welland	208,841	\$ 157.09	214,538	\$ 166.06	\$ 8.98	5.71%
West Lincoln	300,968	\$ 133.22	315,157	\$ 142.29	\$ 9.07	6.81%

**2019 annual cost per household ranges from \$126 to \$168**  
**2020 annual cost per household ranges from \$136 to \$183**  
**Increase ranges from \$8.98 to \$18.02 per year**

# Waste Management Requisition

## Comparison to Prior Year

Municipality	2019 Requisition (\$000)	2020 Requisition (\$000)	Difference	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)
Fort Erie	\$ 2,677	\$ 2,951	\$ 275	10.27%
Grimsby	\$ 1,850	\$ 2,119	\$ 269	14.56%
Lincoln	\$ 1,602	\$ 1,769	\$ 166	10.39%
Niagara Falls	\$ 6,930	\$ 7,610	\$ 679	9.80%
Niagara-on-the-Lake	\$ 1,545	\$ 1,681	\$ 136	8.81%
Pelham	\$ 1,205	\$ 1,342	\$ 137	11.36%
Port Colborne	\$ 1,771	\$ 1,945	\$ 174	9.80%
St. Catharines	\$ 10,873	\$ 11,807	\$ 934	8.59%
Thorold	\$ 1,476	\$ 1,641	\$ 165	11.22%
Wainfleet	\$ 547	\$ 600	\$ 53	9.64%
Welland	\$ 3,964	\$ 4,352	\$ 388	9.78%
West Lincoln	\$ 888	\$ 974	\$ 86	9.68%
<b>Total</b>	<b>\$ 35,328</b>	<b>\$ 38,790</b>	<b>\$ 3,462</b>	<b>9.80%</b>

# 2020 Waste Management Budget

## Risks & Opportunities

Objective	Actions
Sustainability	The Niagara Region continues to explore opportunities for procurement of recyclable material processing for other municipalities.
Affordability	Stabilization reserve use for new collection contract mitigation.
Transparency	Reported revenue and expense budget drivers on a gross and net basis to provide full disclosure of impacts in the absence of stabilization reserves.
Risk Mitigation	The market for commodities does have significant risk based on market fluctuations. Reduced commodity pricing for 2019 projected to continue in 2020.
Compliance with legislation	Uncertainty around the Waste Free Ontario Act and the transition to extended producer responsibility and the impacts on the recycling facility. Anticipated transfer to producer responsibility starting 2023.
Health Equity	Strategies for piloting the reporting on health equity are in progress.

## Next Steps

### Approval and Requisition

- Discussion, review and approval of CSD 70-2019 today
- Council approval of budget and requisitions by-laws on December 12, 2019
- Communication of budget approval to LAMs
- Set 2020 Waste Management Tax Rates
  - Set for each LAM based on approved requisitions
  - Rates built on 2020 tax policy decisions as approved by Council (April 2020)

  
Questions?



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**Subject:** 2020 Budget-Waste Management Services Operating Budget and Requisition

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

**Report date:** Thursday, November 28, 2019

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## Recommendations

1. That the net 2020 Waste Management Services operating base budget increase of \$75,657 or 0.2% plus \$1,782,969 or 5.1% for the new curbside collection contract net of stabilization reserve funding **BE APPROVED**;
2. That an additional net increase of \$1,603,551 or 4.5% for the negative revenue pressures related to end market recyclables **BE APPROVED**;
3. That the total 2020 gross Waste Management Services operating budget of ~~\$57,279,626~~ **\$57,194,079** and net budget amount of \$38,790,490 as per Appendix 1, **BE APPROVED**;
4. That the net budget amount of \$38,790,490 **BE APPORTIONED** between the local municipalities in accordance with the methodology approved in PWA 55-2011 as per Appendix 2;
5. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration; and
6. That a copy of this Report **BE CIRCULATED** to the Local Area Municipalities (LAM) for information.

## Key Facts

- The proposed net 2020 Waste Management Services (WMS) operating base budget before the new collection contract and negative revenue pressure is below Council's budget planning direction for 2020 of 2%.
- The net budget including the impacts of the start of the new collection contract and negative revenue pressures is proposed at an increase of \$3,462,177 or 9.8% over the approved 2019 net budget.
- Staff are recommending a 9.8% increase each year for the next three years, which includes significant use of the Waste Management Stabilization reserve funding over this same time period to mitigate the pressure associated with the new collection contract award; however, future years are subject to the availability of future year reserves and approval of Council.

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- The draft budget does not include any of the Optional Collection Services as presented in PW 65-2019, with the exception of the delivery of roll-offs for special events recycling, or Diversion Container Distribution Options, as they are not recommended by staff.
  - The five-year average year-over-year net budget requisition change (2016 to 2020) represents an average annual change of 1.83%.
  - Assessment growth in aggregate for the Niagara Region is projected to be 1.42% for 2019, resulting in the net requisition changes by local area municipality as summarized in **Appendix 2** ranging from an estimated increase of ~~5.69% to 14.52%~~ **5.92% to 12.85%** (total net requisition after growth estimate equals 8.38%).
  - The net requisition amount has been allocated in accordance with the methodology approved in PWA 55-2011. The impacts by local area municipality is affected by the budget increase as well as growth in households and the enhanced services (as requested and selected by each LAM), and results in an increase/decrease for each municipality, as per **Appendix 3**.
  - **The municipal requisitions have been adjusted to reflect some further amendments to negotiated prices for enhanced municipal services with the offset being a benefit to the amount used from the reserve to mitigate the overall budget increase.**

## Financial Considerations

### Year over Year Budget Change

The gross budget proposed for 2020 totals ~~\$57.3 million~~ **\$57.2 million** with a net budget of \$38.8 million, which is \$3.5 million or a 9.8% increase over 2019 as outlined in Table 1.

As shown below, net base expenditures have increased by 0.2% over 2019 excluding the impacts of the new collection contract and negative end-market revenue pressures.

There are two main drivers of the additional annual increase, which includes decreased net end market recycling revenue of approximately 4.5% or \$1.6 million over the 2019 budget, and increased net collection contract costs of 5.1% or \$1.8 million associated with the new collection contract anticipated to start in October 2020, after stabilization reserve funding to partially mitigate the increases.

The proposed 2020 program increases the permanent staff resources from 32.0 FTEs to 34.0 FTEs through a business case that has been prepared to recommend that two temporary FTEs (Collection & Diversion Advisors) be made permanent starting 2020 to continue providing on-road collection contract support. The net impact of this change is \$0. The 2020 budget also proposes an increase in temporary staffing (1 FTE) and student interns (1.8 FTEs) for a one-year period to support service level changes anticipated under the new collection contract (discussed in detail under the Analysis



section). The temporary staffing is to be funded from the stabilization reserve as a one-time expenditure.

**Table 1—2020 Waste Management Gross & Net Budget ('000)**

-	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Total Operating Expenditures</b>	<b>48,431</b>	<b>50,707</b>	<b>59,047</b>	<b>60,264</b>
Business Support	1,544	1,624	1,651	1,664
Capital Transfer to Reserve & Debt Charges	4,952	4,948	4,136	4,136
<b>Gross Budget</b>	<b>54,927</b>	<b>57,280</b>	<b>64,834</b>	<b>66,063</b>
Less: Revenues	-19,019	-16,800	-17,326	-17,401
<b>Net Budget Requisition – Before Reserve Funding</b>	<b>35,908</b>	<b>40,480</b>	<b>47,508</b>	<b>48,662</b>
<b>Percentage Change</b>	-	<b>12.73%</b>	<b>17.36%</b>	<b>2.43%</b>
Less: Reserve Transfers:	-	-	-	-
2019 Reserve Transfer	-580	-	-	-
Service Level Campaign	-	-485	-	-
Collection Contract One-time Payment	-	-259	-	-
Revenue Fluctuation Mitigation	-	-450	-	-
New Collection Contract Mitigation (2020)	-	-495	-4,916	-1,896
<b>Net Budget Requisition – After Reserve Funding</b>	<b>35,328</b>	<b>38,790</b>	<b>42,592</b>	<b>46,766</b>
<b>Percentage Change</b>	-	<b>9.80%</b>	<b>9.80%</b>	<b>9.80%</b>

**Table 1 – 2020 Waste Management Gross & Net Budget ('000) - REVISED**

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Total Operating Expenditures</b>	<b>48,431</b>	<b>50,622</b>	<b>58,646</b>	<b>59,854</b>
Business Support	1,544	1,624	1,651	1,664
Capital Transfer to Reserve & Debt Charges	4,952	4,948	4,136	4,136
<b>Gross Budget</b>	<b>54,927</b>	<b>57,194</b>	<b>64,432</b>	<b>65,653</b>
Less: Revenues	-19,019	-16,800	-17,326	-17,401
<b>Net Budget Requisition – Before Reserve Funding</b>	<b>35,908</b>	<b>40,394</b>	<b>47,106</b>	<b>48,252</b>
<b>Percentage Change</b>		<b>12.49%</b>	<b>16.62%</b>	<b>2.43%</b>
Less: Reserve Transfers:				
2019 Reserve Transfer	-580	0	0	0
Service Level Campaign	0	-485		
Collection Contract One-time Payment	0	-259		
Revenue Fluctuation Mitigation	0	-450		
New Collection Contract Mitigation (2020)	0	-410	-4,514	-1,486
<b>Net Budget Requisition – After Reserve Funding</b>	<b>35,328</b>	<b>38,790</b>	<b>42,592</b>	<b>46,766</b>
<b>Percentage Change</b>		<b>9.80%</b>	<b>9.80%</b>	<b>9.80%</b>

A schedule providing the revenues and expenditures by object of expenditure for 2019 and 2020 is included as **Appendix 1**. This appendix includes the 2019 budget and the 2020 budget including program changes and the percentage change for comparison.

## **Analysis**

### Overview

The 2020 WMS budget represents an increase of 9.8% over the approved 2019 net operating budget. As discussed below, the main drivers of the annual increase are a result of decreased end market recycling revenue of approximately 4.5% and increased collection contract costs of 5.1% over the 2019 budget after reserve funding.

Trends over the last few years, as summarized in Table 2, show that historically the WMS net operating budget increase/decrease has been at or below previously established Council approved budget guidance. The five-year average year-over-year requisition change (including 2020) represents an average annual change of 1.83%.

**Table 2 – Historical WMS Net Budget Increases / (Decreases) Summary (\$000)**

<u>Year</u>	<u>Net Budget Requisition (\$)</u>	<u>\$ Change</u>	<u>% Change</u>
<b>2016</b>	35,301	(278)	-0.78%
<b>2017</b>	34,891	(410)	-1.16%
<b>2018</b>	34,602	(289)	-0.83%
<b>2019</b>	35,328	726	2.10%
<b>2020 (Proposed)</b>	38,790	3,462	9.80%
<b>Average (5-yr)</b>			1.83%

Approximately 39% of the gross budget is related to the waste collection and disposal program areas, followed by 18% for organics collection and processing, 34% for recycling collection and processing, with the remaining 9% of the budget for a range of other diversion programs, planning, and administration. As much of the program is delivered through partnerships with private service providers, 76% of the operating-related costs (before capital financing and cost allocation) are in the form of outsourced costs (alternative service delivery) and are subject to contract escalations and conditions.

### Pressures

Expenditure pressures to the 2020 budget include:

- New Collection Contract (~~Gross = \$2.3 million, Net = \$1.8 million~~) (**Gross = \$2.2 million, Net = \$1.8 million**) – Staff are projecting an increase in the new collection contract annual amount above current collection costs as per the pricing submitted by the successful proponents in 2019-RFP-156 Request for Proposal for Niagara Region Curbside Collection, Haulage of Garbage, Recycling, and Organics. With the new collection contract anticipated to start October 2020, staff have included an estimate of anticipated collection costs under the new contract for the last 3 months of the year only. The full impact of a new contract will not be included until 2021. Staff have proposed a three-year mitigation plan to assist in phasing in the increased costs of the new collection contract. Under the proposed approach, staff are recommending reserve funding from the WM stabilization reserve over 2020, 2021 and 2022. The intent of the reserve funding is to limit the annual increase in the WM operating budget to 9.8% over the next three years. Please see impact on reserves in Table 3.
- One-time Lump Sum Collection Contract Payment (Gross = \$0.26 million, Net = \$0 million) – As per the Budget Planning By-law, staff are recommending that the one-time lump sum payment under the current collection contract (as identified in PW 35-2016) be funded from the waste management stabilization reserve for 2020.

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- Contractual increases including CPI, fuel and household count increases (\$0.57 million) – the current curbside collection contract includes annual provisions for CPI increases for various operating expenditures as well as increases for updated household counts and fuel costs.
  - Service level marketing campaign (Gross = \$0.49 million, Net \$0 million) - As part of the 2020 operating budget, staff are recommending additional resources to assist with the transition between collection contractors, as well as for the transition to every-other-week garbage collection service and other changes that may occur with the new contract. As mentioned above, the annual impact amounts to \$0.49 million for 2020 which includes the addition of 1 FTE (temporary 1-year), 2 student interns for 2020 as well as program and education expenditures. As a result of the one-time nature of these expenditure, staff are recommending a one-time draw from the waste management stabilization reserve in the amount of \$0.49 million to offset these expenditures.
  - Other operational contracts including disposal operations, landfill operation and attendants, drop-off depot and leachate collection & processing (\$0.43 million).
  - Repairs and maintenance (\$0.16 million).
  - Operational supplies (\$0.16 million).
  - Mitigation efforts to reduce the impact of these pressures have included postponing the potential expansion of the Region's partnership with Links for Greener Learning, and elimination of subsidies and funding provided for public space recycling materials and recycling and organics carts.

Revenue pressures to the 2020 budget include:

- End Market Recycling Revenue (Gross = \$2.05 million, Net = \$1.60 million) - A significant pressure is on end market recycling revenues. The decreased revenue from end market recycling represents an increase in the 2020 WM operations budget due to forecasted decreases in end market recycling revenues for 2020 of \$2.05 million. Staff expect there to be an improvement in the end market revenue starting 2021. Reserve funding has been used to mitigate the temporary pressure seen in 2020.

Poor market conditions have existed throughout 2019 and are anticipated to continue into 2020. The revenue projections are based on 2019 rates received by the Region and are typically estimated using the previous year's actual rates and market trends. However, for the 2020 budget, revenues were developed based on the May and June 2019 rates as being representative of anticipated average rates and the market trend for 2020 because the rates have continued to further decrease since June. Rates per tonne of recycled goods are currently at an unprecedented low and are not anticipated to improve to the extent seen in previous years. Staff recognize a potential risk in the recycling revenue assumptions for 2020 as markets have continue to deteriorate further since the finalization of the budget and this trend may continue into 2020.

Niagara Region also has contracts to transport and process recyclable material from the Region of Waterloo and Haldimand County. With the current market conditions, Niagara's budgeted expenses for these purchases have decreased by approximately \$1.65 million in alignment with the decreased revenue rates. During 2019, Council approved initiation of Recycling Facility improvements (PW 48-2019). These improvements were to ensure the facility continues to operate efficiently and to improve the quality and marketability of the end market recyclable products. These improvements are anticipated to help mitigate additional decreases seen in end market revenues. Staff will continue to explore other options or process enhancements in 2020 with the goal of maximizing end market recycling revenues.

- Other revenues are forecasting to increase for 2020 when compared to 2019 of approximately \$0.79 million. This increase is primarily as a result of increases in landfill tipping fee revenues based on current tonnage trends (\$0.49 million) and garbage bag tag revenues (\$0.25 million). The increase in garbage bag tag revenue is a result of a combination of increased garbage tag user fee rates from \$2.00 per tag to \$2.50 per tag in April 2020, in order to fully recover the increasing costs of collection and disposal associated with additional garbage bags, as well as increased projected quantities based on 2019 actuals to date.
- Resource Productivity & Recovery Authority (RPRA) Blue Box program funding had decreased in 2019 as a result of higher than anticipated end market recycling revenue in 2017 (on which the 2019 funding RPRA amount is based). Accordingly, for 2019 Council approved a one-time draw from the WM stabilization reserve of \$0.23 million to offset the decreased RPRA funding. For the 2020 WM operating budget, staff are projecting that annual RPRA funding will normalize to historical levels meaning the draw on reserves that occurred in 2019 will not be required for 2020. Conversely, staff are projecting that the RPRA funding for 2020 will increase by \$0.7 million over 2019.

### Reserve Management

As summarized in Table 3, the operating budget includes a \$4.14 million transfer to reserves consistent with CSD 70-2017 - Waste Management Reserve Strategy, which proposed a strategy to fund waste management capital needs, landfill liability for closure and post-closure care and operating budget risks. It proposed that the \$4.14 million base budget be reallocated into the three separate Waste Management reserves as follows:

- \$2.52 million to the Waste Capital Reserve – to fund open landfill site and MRF capital.
- \$1.39 million to the Landfill Liability Reserve – to fund the landfill liability related to existing closed landfill site capital, and Humberstone and NR12 post-closure operating and capital, estimated at \$61.4 million in 2018. This will provide for operating revenues currently generated from operation of the landfills to address

disposal costs in the future when the Region no longer has open landfills for this purpose and generating tipping fee revenue.

- \$0.23 million to the Waste Stabilization Reserve – to fund operating budget fluctuations, one-time items, contingencies, and risks such as those associated with pending regulations that may affect the recycling facility and operations.

***Table 3 – WMS Forecasted Reserve Balances and Targets (\$M)***

<b>Reserve</b>	<b>Projected 2019 YE Balance</b>	<b>Projected 2020 YE Balance</b>	<b>Projected 2021 YE Balance</b>	<b>Projected 2022 YE Balance</b>	<b>Target Reserve Balance</b>
Waste Capital Reserve	\$6.3	\$0.6	\$0.0	\$0.0	<b>\$7.0</b>
Landfill Liability Reserve	\$8.2	\$9.5	\$8.1	\$7.9	<b>\$61.4</b>
Waste Stabilization Reserve	\$5.9	\$4.7	\$0.9	\$0.2	<b>\$5.5 to \$8.2</b>
<b>Total</b>	<b>\$20.4</b>	<b>\$14.8</b>	<b>\$9.0</b>	<b>\$8.1</b>	<b>\$74-77</b>

***Table 3 – WMS Forecasted Reserve Balances and Targets (\$M) - REVISED***

<b>Reserve</b>	<b>Projected 2019 YE Balance</b>	<b>Projected 2020 YE Balance</b>	<b>Projected 2021 YE Balance</b>	<b>Projected 2022 YE Balance</b>	<b>Target Reserve Balance</b>
Waste Capital Reserve	\$6.3	\$0.6	\$0.0	\$0.0	<b>\$7.0</b>
Landfill Liability Reserve	\$8.2	\$9.5	\$8.1	\$7.9	<b>\$61.4</b>
Waste Stabilization Reserve	\$5.9	\$4.8	\$1.4	\$1.1	<b>\$5.5 to \$8.2</b>
<b>Total</b>	<b>\$20.4</b>	<b>\$14.9</b>	<b>\$9.5</b>	<b>\$9.0</b>	<b>\$74-77</b>

Report CSD 70-2017 - Waste Management Reserve Strategy when presented showed the WMS capital reserve in a positive position over the proceeding 10-year capital forecast period. Due to higher than anticipated capital program costs over the last 3 years, the reserve is projected to be at \$0 by the end of 2020. The main capital project that contributed to the utilization of the reserve was the Environmental Centre Expansion, which required reserve funding of \$7.9 million.

As noted in Table 3, the existing post-closure landfill liability is \$61.4 million. The projected balance of the Landfill Liability reserve for the end of 2019 is estimated at \$8.2 million, which is not adequate to address the future liability. As such, staff recommend that the contribution to the reserve continues as outlined above so that the Region is in a suitable position for the future.

As discussed under the Financial Considerations section of this report, staff are recommending funding from the WMS stabilization reserve totalling ~~\$1.69 million~~ **\$1.6 million** for 2020, which has been summarized below in Table 4. The reserve funding will assist in mitigating pressures from one-time expenditures and decreased recycling revenue. The reserve funding for the new collection contract mitigation is part of a three-year mitigation strategy, which will require reserve funding to be included in the 2020, 2021 and 2022 WMS operating budgets. As noted in Table 3, the proposed strategy to utilize the WM stabilization reserve to mitigate the impacts of the new collection contract will reduce the reserve to near zero by the end of 2022. This approach does generate operational risk, as there will be no stabilization funding available in the future to mitigate one-time pressures or in-year deficits, therefore contributions to the stabilization reserve will be evaluated each year. In the absence of reserve balances to fund year-end deficits, increases to future budgets will be required.

The following table summarizes the recommended use of stabilization reserve for the 2020 operating budget.

***Table 4 – Recommended 2020 WMS Reserve Funding***

<b>Program/Item to be Funded</b>	<b>Amount (\$)</b>
Service Level Campaign	\$485,000
Collection Contract One-time Payment	\$258,950
Revenue Fluctuation Mitigation	\$450,000
New Collection Contract Mitigation (2020)	\$495,250
<b>Total</b>	<b>\$1,689,200</b>

***Table 4 – Recommended 2020 WMS Reserve Funding - REVISED***

<b>Program/Item to be Funded</b>	<b>Amount (\$)</b>
Service Level Campaign	\$485,000
Collection Contract One-time Payment	\$258,950
Revenue Fluctuation Mitigation	\$450,000
New Collection Contract Mitigation (2020)	\$409,653
<b>Total</b>	<b>\$1,603,603</b>

## **2020 Waste Management Requisition**

The net requisition amount will be allocated in accordance with the methodology approved in PWA 55-2011. As such, base WMS costs will be apportioned based on the 2018 percentage of residential units in each municipality, while the enhanced collection services and associated disposal costs will be apportioned to the requesting municipalities.

The year-over-year increase in requisition amount by local area municipality before assessment growth equates to an increase ranging from ~~8.36% to 16.23%~~ **8.59% to 14.56%** with an average increase of 9.80%, as outlined in **Appendix 2**.

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The net requisition changes by local area municipality after growth of 1.42% ranges from ~~5.69% to 14.52%~~ **5.92% to 12.85%**. This range is the result of the differences in household growth between local area municipalities as well as net assessment growth. The WM levy is collected as a special levy with the Region establishing the tax rates for each municipality (with the exception of NOTL). Note that these are average impacts and the actual impact will vary on each individual property based on year-over-year assessment change relative to the average assessment change.

**Appendix 3** provides the impacts of the WMS requisition for 2020 in comparison to 2019 on a cost per typical residential unit basis by area municipality.

Staff are also recommending a review of the allocation methodology utilized for the WMS requisition between area municipalities. The current methodology was reaffirmed by Council in 2011 and has not been reviewed since that time. As part of the review, staff will engage the local area municipalities and review relevant legislation. Any changes that may occur based on this review will not impact the 2020 requisition.

### Risks & Opportunities

The proposed budget, like any budget, has a number of risks, as well as opportunities, which include:

- Recycling Commodity Price Risk –The market for commodities does have significant risk based on market fluctuations. As noted in WMPSC-C 29-2019, staff have noted decreased in commodity pricing for 2019. This negative trend in pricing is projected to continue in 2020 but there is a further risk that the commodity prices could decrease more than what has been projected.
- Risk associated with the uncertainty around the Waste Free Ontario Act and the transition to extended producer responsibility and the impacts on the recycling facility.
- Other Price Risks – the collection contract with the private sector contains a number of contract adjustments related to fuel prices and CPI. If these factors exceed the forecast, that could have a material impact on the budget.
- Counterparty risk related to the waste collection contract for services that represents 44% of WMS's 2020 operating costs.
- Multi-year collection contract mitigation – staff are recommending to utilize the waste management stabilization reserve to help phase-in the pressures generated from the new collection contract start October 2020. As a result, the stabilization reserve is projected to decrease to a balance of \$0.2 million by the end of 2022. This may limit staff's ability to mitigate in-year budget pressures as they arise (i.e. decreased end-market revenues) and could therefore result in increased pressure on future year budgets.
- The Niagara Region continues to explore opportunities for procurement of recyclable material processing for other municipalities.



## **Alternatives Reviewed**

The 2020 budget includes base and enhanced collection services as approved by Council and does not include additional Optional Collection Services (with the exception of the delivery of roll-offs for special events recycling, as outlined in Confidential PW 65-2019) which are **NOT RECOMMENDED** due to the significant budget pressure related to base services. Should these be considered, they would require an additional budget increase to be added to the recommended 9.8% budget increase.

The 2020 budget does not include the Diversion Container Distribution Options 4 or 5, which would be to maintain the existing distribution program but with a 50% subsidy for a period of six (6) months (Option 4) or twelve (12) months (Option 5), as presented to Public Works Committee on November 5. The incremental cost of Option 4 is \$225,000 and would change the budget increase from 9.8% to 10.4%. The incremental cost of Option 5 is \$251,000 and would change the budget increase from 9.8% to 10.5%. Staff are recommending the status quo service, which is to sell the containers to residents on a full-cost recovery basis through 13 different distribution locations throughout the Region, due to the significant budget pressure related to base services. Staff are also not recommending the use of the stabilization reserve for the one time expenditure as the reserve is already significantly depleted to mitigate the base budget to 9.8%.

## **Relationship to Council Strategic Priorities**

The 2020 WMS budget supports responsible growth and infrastructure planning and supports Council's objective of environmental sustainability and stewardship.

## **Other Pertinent Reports**

PWA 55-2011 – Waste Management Services Financing Study

CSD 70-2017 – Waste Management Reserve Strategy

WMPSC-C 33 – 2018 Waste Management Tipping Fees

PW 61-2019 – Base Level Service for Waste Management Collection Contract

PW 65-2019 – Confidential – Pricing of Successful Proponents and Review of Optional Services for WM Collection Contract

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**Appendices**

Appendix 1	Waste Management – Schedule of Revenues and Expenditures
Appendix 2	Proposed 2020 Requisition by Municipalities
Appendix 3	2020 WM Requisition for Typical Residential Property by Municipality

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	2018	2019		2020						
	Actual	Q2 Forecast	Budget	Budget						
	Total	Total	Total	Base Services	Base Variance	Base Variance %	Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	3,287,740	3,550,334	3,688,358	3,865,070	176,712	4.8%	58,036	3,923,106	234,748	6.4%
A_41000AB Administrative	720,571	1,702,072	1,077,950	965,112	(112,838)	(10.5%)	331,000	1,296,112	218,162	20.2%
A_44000AB Operational & Supply	37,771,528	38,995,464	40,848,472	42,491,114	1,642,643	4.0%	11,143	42,502,257	1,653,786	4.1%
A_50000AB Occupancy & Infrastructure	1,455,001	1,425,989	1,438,380	1,453,183	14,804	1.0%	-	1,453,183	14,804	1.0%
A_52000AB Equipment, Vehicles, Technology	1,213,343	1,195,529	1,053,036	1,214,097	161,061	15.3%	-	1,214,097	161,061	15.3%
A_56000AB Partnership, Rebate, Exemption	166,821	182,167	195,700	188,906	(6,793)	(3.5%)	-	188,906	(6,793)	(3.5%)
A_58000AB Financial Expenditures	(28,415)	(946)	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	5,066,955	4,135,500	4,135,500	4,135,500	-	-	-	4,135,500	-	-
A_60000AC Allocation Between Departments	145,879	127,778	128,626	129,808	1,183	0.9%	-	129,808	1,183	0.9%
<b>Gross Expenditure Subtotal</b>	<b>49,799,423</b>	<b>51,313,887</b>	<b>52,566,021</b>	<b>54,442,792</b>	<b>1,876,770</b>	<b>3.6%</b>	<b>400,179</b>	<b>54,842,971</b>	<b>2,276,949</b>	<b>4.3%</b>
A_30000AB Taxation	(34,602,337)	(35,328,318)	(35,328,312)	(38,758,812)	(3,430,500)	9.7%	(31,677)	(38,790,490)	(3,462,177)	9.8%
A_32400AB By-Law Charges & Sales	(13,743,584)	(11,128,925)	(14,588,064)	(11,609,056)	2,979,008	(20.4%)	-	(11,609,056)	2,979,008	(20.4%)
A_34950AB Other Revenue	(4,924,221)	(4,457,566)	(4,430,915)	(5,190,883)	(759,968)	17.2%	-	(5,190,883)	(759,968)	17.2%
A_75000AC Transfers From Funds	(521,831)	(1,511,455)	(580,000)	(1,289,021)	(709,021)	122.2%	(400,179)	(1,689,200)	(1,109,200)	191.2%
<b>Gross Revenue Subtotal</b>	<b>(53,791,973)</b>	<b>(52,426,265)</b>	<b>(54,927,291)</b>	<b>(56,847,772)</b>	<b>(1,920,481)</b>	<b>3.5%</b>	<b>(431,856)</b>	<b>(57,279,628)</b>	<b>(2,352,337)</b>	<b>4.3%</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>(3,992,550)</b>	<b>(1,112,378)</b>	<b>(2,361,269)</b>	<b>(2,404,980)</b>	<b>(43,711)</b>	<b>1.9%</b>	<b>(31,677)</b>	<b>(2,436,657)</b>	<b>(75,388)</b>	<b>3.2%</b>
A_70000AC Indirect Allocation	1,510,714	1,469,787	1,489,826	1,467,083	(22,743)	(1.5%)	31,677	1,498,760	8,934	0.6%
A_70200AC Capital Financing Allocation	931,063	901,325	871,443	937,897	66,454	7.6%	-	937,897	66,454	7.6%
<b>Allocation Subtotal</b>	<b>2,441,776</b>	<b>2,371,112</b>	<b>2,361,269</b>	<b>2,404,980</b>	<b>43,711</b>	<b>1.9%</b>	<b>31,677</b>	<b>2,436,657</b>	<b>75,388</b>	<b>3.2%</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>(1,550,774)</b>	<b>1,258,734</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>

FTE - Reg	32.0	32.0	-	2.0	34.0	2.0
FTE - Temp	2.2	3.2	1.0	(2.0)	1.2	(1.0)

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	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	3,287,740	3,550,334	3,688,358	3,865,070	176,712	4.8%	58,036	3,923,106	234,748	6.4%
A_41000AB Administrative	720,571	1,702,072	1,077,950	965,112	(112,838)	(10.5%)	331,000	1,296,112	218,162	20.2%
A_44000AB Operational & Supply	37,771,528	38,995,464	40,848,472	42,405,567	1,557,095	3.8%	11,143	42,416,710	1,568,238	3.8%
A_50000AB Occupancy & Infrastructure	1,455,001	1,425,989	1,438,380	1,453,183	14,804	1.0%	-	1,453,183	14,804	1.0%
A_52000AB Equipment, Vehicles, Technology	1,213,343	1,195,529	1,053,036	1,214,097	161,061	15.3%	-	1,214,097	161,061	15.3%
A_56000AB Partnership, Rebate, Exemption	166,821	182,167	195,700	188,906	(6,793)	(3.5%)	-	188,906	(6,793)	(3.5%)
A_58000AB Financial Expenditures	(28,415)	(946)	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	5,066,955	4,135,500	4,135,500	4,135,500	-	-	-	4,135,500	-	-
A_60000AC Allocation Between Departments	145,879	127,778	128,626	129,808	1,183	0.9%	-	129,808	1,183	0.9%
<b>Gross Expenditure Subtotal</b>	<b>49,799,423</b>	<b>51,313,887</b>	<b>52,566,021</b>	<b>54,357,244</b>	<b>1,791,223</b>	<b>3.4%</b>	<b>400,179</b>	<b>54,757,423</b>	<b>2,191,402</b>	<b>4.2%</b>
A_30000AB Taxation	(34,602,337)	(35,328,318)	(35,328,312)	(38,758,812)	(3,430,499)	9.7%	(31,677)	(38,790,489)	(3,462,177)	9.8%
A_32400AB By-Law Charges & Sales	(13,743,584)	(11,128,925)	(14,588,064)	(11,609,056)	2,979,008	(20.4%)	-	(11,609,056)	2,979,008	(20.4%)
A_34950AB Other Revenue	(4,924,221)	(4,457,566)	(4,430,915)	(5,190,883)	(759,968)	17.2%	-	(5,190,883)	(759,968)	17.2%
A_75000AC Transfers From Funds	(521,831)	(1,511,455)	(580,000)	(1,203,474)	(623,474)	107.5%	(400,179)	(1,603,653)	(1,023,653)	176.5%
<b>Gross Revenue Subtotal</b>	<b>(53,791,973)</b>	<b>(52,426,265)</b>	<b>(54,927,291)</b>	<b>(56,762,224)</b>	<b>(1,834,934)</b>	<b>3.3%</b>	<b>(431,856)</b>	<b>(57,194,080)</b>	<b>(2,266,790)</b>	<b>4.1%</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>(3,992,550)</b>	<b>(1,112,378)</b>	<b>(2,361,269)</b>	<b>(2,404,980)</b>	<b>(43,711)</b>	<b>1.9%</b>	<b>(31,677)</b>	<b>(2,436,657)</b>	<b>(75,388)</b>	<b>3.2%</b>
A_70000AC Indirect Allocation	1,510,714	1,469,787	1,489,826	1,467,083	(22,743)	(1.5%)	31,677	1,498,760	8,934	0.6%
A_70200AC Capital Financing Allocation	931,063	901,325	871,443	937,897	66,454	7.6%	-	937,897	66,454	7.6%
<b>Allocation Subtotal</b>	<b>2,441,776</b>	<b>2,371,112</b>	<b>2,361,269</b>	<b>2,404,980</b>	<b>43,711</b>	<b>1.9%</b>	<b>31,677</b>	<b>2,436,657</b>	<b>75,388</b>	<b>3.2%</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>(1,550,774)</b>	<b>1,258,734</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>

FTE - Reg	32.0	32.0	-	2.0	34.0	2.0
FTE - Temp	2.2	3.2	1.0	(2.0)	1.2	(1.0)

## Appendix 2

### Proposed 2020 Requisition by Municipality

Municipality	2019 Charges (\$000)	2020 Requisition (\$000)	Difference		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,677	\$ 2,946	\$ 269	10.05%	1.48%	8.57%
Grimsby	\$ 1,850	\$ 2,150	\$ 300	16.23%	1.72%	14.52%
Lincoln	\$ 1,602	\$ 1,765	\$ 163	10.18%	2.44%	7.73%
Niagara Falls	\$ 6,930	\$ 7,595	\$ 664	9.59%	1.13%	8.45%
Niagara-on-the-Lake*	\$ 1,545	\$ 1,678	\$ 133	8.60%	1.00%	7.60%
Pelham	\$ 1,205	\$ 1,368	\$ 164	13.59%	2.70%	10.89%
Port Colborne	\$ 1,771	\$ 1,941	\$ 170	9.58%	0.59%	8.99%
St. Catharines	\$ 10,873	\$ 11,782	\$ 909	8.36%	0.12%	8.24%
Thorold	\$ 1,476	\$ 1,651	\$ 175	11.89%	2.74%	9.15%
Wainfleet	\$ 547	\$ 599	\$ 52	9.42%	1.32%	8.10%
Welland	\$ 3,964	\$ 4,343	\$ 379	9.55%	3.86%	5.69%
West Lincoln	\$ 888	\$ 973	\$ 85	9.55%	2.60%	6.96%
<b>Total</b>	<b>\$ 35,328</b>	<b>\$ 38,790</b>	<b>\$ 3,462</b>	<b>9.80%</b>	<b>1.42%</b>	<b>8.38%</b>

\* NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

\* Total taxable assessment growth percentage of 1.42% represents Niagara forecasted growth for 2019 as of November 6, 2019

### Change in Residential Units 2020 Budget over 2019 Budget

Municipality	Residential Units 2019 Budget	Residential Units 2020 Budget	Difference	
			Increase/ (Decrease)	% Increase/ (Decrease)
Fort Erie	15,588	15,697	109	0.70%
Grimsby	10,676	11,175	499	4.67%
Lincoln	9,224	9,305	81	0.88%
Niagara Falls	37,916	38,306	390	1.03%
Niagara-on-the-Lake	8,520	8,605	85	1.00%
Pelham	6,945	7,064	119	1.71%
Port Colborne	10,285	10,304	19	0.18%
St. Catharines	59,709	59,879	170	0.28%
Thorold	8,406	8,510	104	1.24%
Wainfleet	3,204	3,220	16	0.50%
Welland	23,176	23,293	117	0.50%
West Lincoln	5,342	5,399	57	1.07%
<b>Total</b>	<b>198,991</b>	<b>200,757</b>	<b>1,766</b>	<b>0.89%</b>

## Appendix 2 - REVISED

### Proposed 2020 Requisition by Municipality

Municipality	2019 Charges (\$000)	2020 Requisition (\$000)	Difference		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,677	\$ 2,951	\$ 275	10.27%	1.48%	8.79%
Grimsby	\$ 1,850	\$ 2,119	\$ 269	14.56%	1.72%	12.85%
Lincoln	\$ 1,602	\$ 1,769	\$ 166	10.39%	2.44%	7.95%
Niagara Falls	\$ 6,930	\$ 7,610	\$ 679	9.80%	1.13%	8.67%
Niagara-on-the-Lake*	\$ 1,545	\$ 1,681	\$ 136	8.81%	1.00%	7.81%
Pelham	\$ 1,205	\$ 1,342	\$ 137	11.36%	2.70%	8.66%
Port Colborne	\$ 1,771	\$ 1,945	\$ 174	9.80%	0.59%	9.21%
St. Catharines	\$ 10,873	\$ 11,807	\$ 934	8.59%	0.12%	8.47%
Thorold	\$ 1,476	\$ 1,641	\$ 165	11.22%	2.74%	8.48%
Wainfleet	\$ 547	\$ 600	\$ 53	9.64%	1.32%	8.32%
Welland	\$ 3,964	\$ 4,352	\$ 388	9.78%	3.86%	5.92%
West Lincoln	\$ 888	\$ 974	\$ 86	9.68%	2.60%	7.08%
<b>Total</b>	<b>\$ 35,328</b>	<b>\$ 38,790</b>	<b>\$ 3,462</b>	<b>9.80%</b>	<b>1.42%</b>	<b>8.38%</b>

\* NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

\* Total taxable assessment growth percentage of 1.42% represents Niagara forecasted growth for 2019 as of November 6, 2019

### Change in Residential Units - 2020 Budget over 2019 Budget

Municipality	Residential Units 2019 Budget	Residential Units 2020 Budget	Difference	
			Increase/ (Decrease)	% Increase/ (Decrease)
Fort Erie	15,588	15,697	109	0.70%
Grimsby	10,676	11,175	499	4.67%
Lincoln	9,224	9,305	81	0.88%
Niagara Falls	37,916	38,306	390	1.03%
Niagara-on-the-Lake	8,520	8,605	85	1.00%
Pelham	6,945	7,064	119	1.71%
Port Colborne	10,285	10,304	19	0.18%
St. Catharines	59,709	59,879	170	0.28%
Thorold	8,406	8,510	104	1.24%
Wainfleet	3,204	3,220	16	0.50%
Welland	23,176	23,293	117	0.50%
West Lincoln	5,342	5,399	57	1.07%
<b>Total</b>	<b>198,991</b>	<b>200,757</b>	<b>1,766</b>	<b>0.89%</b>

**Appendix 3 – 2020 WM Requisition For Typical Residential Property by Municipality**

Municipality	2019 Final		2020 Draft <sup>1</sup>		Annual Increase/(Decrease)		Monthly
	CVA <sup>3</sup>	WM taxes	CVA <sup>3</sup>	WM taxes	\$	%	\$
Fort Erie	210,015	\$ 138.97	214,712	\$ 150.73	\$ 11.76	8.46%	\$ 0.98
Grimsby	382,289	\$ 146.09	402,891	\$ 166.50	\$ 20.41	13.97%	\$ 1.70
Lincoln	354,651	\$ 150.61	370,494	\$ 162.02	\$ 11.41	7.58%	\$ 0.95
Niagara Falls	246,816	\$ 125.52	256,262	\$ 135.85	\$ 10.34	8.24%	\$ 0.86
Niagara-on-the-Lake <sup>2</sup>							
Pelham	348,986	\$ 157.03	365,439	\$ 176.47	\$ 19.44	12.38%	\$ 1.62
Port Colborne	199,310	\$ 167.73	204,313	\$ 182.37	\$ 14.64	8.73%	\$ 1.22
St. Catharines	252,106	\$ 159.90	259,659	\$ 172.44	\$ 12.55	7.85%	\$ 1.05
Thorold	231,911	\$ 133.21	238,276	\$ 144.88	\$ 11.67	8.76%	\$ 0.97
Wainfleet	255,870	\$ 143.97	265,652	\$ 154.80	\$ 10.82	7.52%	\$ 0.90
Welland	208,841	\$ 157.09	214,538	\$ 165.72	\$ 8.63	5.49%	\$ 0.72
West Lincoln	300,968	\$ 133.22	315,157	\$ 142.13	\$ 8.91	6.69%	\$ 0.74

<sup>1</sup> 2020 draft WM rates based on 2019 tax policy and 2020 draft requisition amounts.

<sup>2</sup> NOTL charge to residents based on fixed household amount.

<sup>3</sup> 2019 and 2020 average CVA based on MPAC phased-in assessment increase for the municipality.

**Appendix 3 - 2020 WM Requisition For Typical Residential Property by Municipality - REVISED**

Municipality	2019 Final		2020 Draft <sup>1</sup>		Annual Increase/(Decrease)		Monthly
	CVA <sup>3</sup>	WM taxes	CVA <sup>3</sup>	WM taxes	\$	%	\$
Fort Erie	210,015	\$ 138.97	214,712	\$ 151.03	\$ 12.06	8.68%	\$ 1.00
Grimsby	382,289	\$ 146.09	402,891	\$ 164.11	\$ 18.02	12.34%	\$ 1.50
Lincoln	354,651	\$ 150.61	370,494	\$ 162.34	\$ 11.73	7.79%	\$ 0.98
Niagara Falls	246,816	\$ 125.52	256,262	\$ 136.12	\$ 10.61	8.45%	\$ 0.88
Niagara-on-the-Lake <sup>2</sup>							
Pelham	348,986	\$ 157.03	365,439	\$ 173.01	\$ 15.98	10.17%	\$ 1.33
Port Colborne	199,310	\$ 167.73	204,313	\$ 182.73	\$ 15.00	8.94%	\$ 1.25
St. Catharines	252,106	\$ 159.90	259,659	\$ 172.44	\$ 12.55	7.85%	\$ 1.05
Thorold	231,911	\$ 133.21	238,276	\$ 144.00	\$ 10.79	8.10%	\$ 0.90
Wainfleet	255,870	\$ 143.97	265,652	\$ 155.10	\$ 11.13	7.73%	\$ 0.93
Welland	208,841	\$ 157.09	214,538	\$ 166.06	\$ 8.98	5.71%	\$ 0.75
West Lincoln	300,968	\$ 133.22	315,157	\$ 142.29	\$ 9.07	6.81%	\$ 0.76

<sup>1</sup> 2020 draft WM rates based on 2019 tax policy and 2020 draft requisition amounts.

<sup>2</sup> NOTL charge to residents based on fixed household amount.

<sup>3</sup> 2019 and 2020 average CVA based on MPAC phased-in assessment increase for the municipality.



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	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	3,287,740	3,550,334	3,688,358	3,865,070	176,712	4.8%	58,036	3,923,106	234,748	6.4%
A_41000AB Administrative	720,571	1,702,072	1,077,950	965,112	(112,838)	(10.5%)	331,000	1,296,112	218,162	20.2%
A_44000AB Operational & Supply	37,771,528	38,995,464	40,848,472	42,491,114	1,642,643	4.0%	11,143	42,502,257	1,653,786	4.1%
A_50000AB Occupancy & Infrastructure	1,455,001	1,425,989	1,438,380	1,453,183	14,804	1.0%	-	1,453,183	14,804	1.0%
A_52000AB Equipment, Vehicles, Technology	1,213,343	1,195,529	1,053,036	1,214,097	161,061	15.3%	-	1,214,097	161,061	15.3%
A_56000AB Partnership, Rebate, Exemption	166,821	182,167	195,700	188,906	(6,793)	(3.5%)	-	188,906	(6,793)	(3.5%)
A_58000AB Financial Expenditures	(28,415)	(946)	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	5,066,955	4,135,500	4,135,500	4,135,500	-	-	-	4,135,500	-	-
A_60000AC Allocation Between Departments	145,879	127,778	128,626	129,808	1,183	0.9%	-	129,808	1,183	0.9%
<b>Gross Expenditure Subtotal</b>	<b>49,799,423</b>	<b>51,313,887</b>	<b>52,566,021</b>	<b>54,442,792</b>	<b>1,876,770</b>	<b>3.6%</b>	<b>400,179</b>	<b>54,842,971</b>	<b>2,276,949</b>	<b>4.3%</b>
A_30000AB Taxation	(34,602,337)	(35,328,318)	(35,328,312)	(38,758,812)	(3,430,500)	9.7%	(31,677)	(38,790,490)	(3,462,177)	9.8%
A_32400AB By-Law Charges & Sales	(13,743,584)	(11,128,925)	(14,588,064)	(11,609,056)	2,979,008	(20.4%)	-	(11,609,056)	2,979,008	(20.4%)
A_34950AB Other Revenue	(4,924,221)	(4,457,566)	(4,430,915)	(5,190,883)	(759,968)	17.2%	-	(5,190,883)	(759,968)	17.2%
A_75000AC Transfers From Funds	(521,831)	(1,511,455)	(580,000)	(1,289,021)	(709,021)	122.2%	(400,179)	(1,689,200)	(1,109,200)	191.2%
<b>Gross Revenue Subtotal</b>	<b>(53,791,973)</b>	<b>(52,426,265)</b>	<b>(54,927,291)</b>	<b>(56,847,772)</b>	<b>(1,920,481)</b>	<b>3.5%</b>	<b>(431,856)</b>	<b>(57,279,628)</b>	<b>(2,352,337)</b>	<b>4.3%</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>(3,992,550)</b>	<b>(1,112,378)</b>	<b>(2,361,269)</b>	<b>(2,404,980)</b>	<b>(43,711)</b>	<b>1.9%</b>	<b>(31,677)</b>	<b>(2,436,657)</b>	<b>(75,388)</b>	<b>3.2%</b>
A_70000AC Indirect Allocation	1,510,714	1,469,787	1,489,826	1,467,083	(22,743)	(1.5%)	31,677	1,498,760	8,934	0.6%
A_70200AC Capital Financing Allocation	931,063	901,325	871,443	937,897	66,454	7.6%	-	937,897	66,454	7.6%
<b>Allocation Subtotal</b>	<b>2,441,776</b>	<b>2,371,112</b>	<b>2,361,269</b>	<b>2,404,980</b>	<b>43,711</b>	<b>1.9%</b>	<b>31,677</b>	<b>2,436,657</b>	<b>75,388</b>	<b>3.2%</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>(1,550,774)</b>	<b>1,258,734</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>

FTE - Reg	32.0	32.0	-	2.0	34.0	2.0
FTE - Temp	2.2	3.2	1.0	(2.0)	1.2	(1.0)

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	2018 Actual	2019		2020						
	Total	Q2 Forecast Total	Budget Total	Base Services	Base Variance	Base Variance %	Budget Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	3,287,740	3,550,334	3,688,358	3,865,070	176,712	4.8%	58,036	3,923,106	234,748	6.4%
A_41000AB Administrative	720,571	1,702,072	1,077,950	965,112	(112,838)	(10.5%)	331,000	1,296,112	218,162	20.2%
A_44000AB Operational & Supply	37,771,528	38,995,464	40,848,472	42,405,567	1,557,095	3.8%	11,143	42,416,710	1,568,238	3.8%
A_50000AB Occupancy & Infrastructure	1,455,001	1,425,989	1,438,380	1,453,183	14,804	1.0%	-	1,453,183	14,804	1.0%
A_52000AB Equipment, Vehicles, Technology	1,213,343	1,195,529	1,053,036	1,214,097	161,061	15.3%	-	1,214,097	161,061	15.3%
A_56000AB Partnership, Rebate, Exemption	166,821	182,167	195,700	188,906	(6,793)	(3.5%)	-	188,906	(6,793)	(3.5%)
A_58000AB Financial Expenditures	(28,415)	(946)	-	-	-	-	-	-	-	-
A_75100AC Transfers To Funds	5,066,955	4,135,500	4,135,500	4,135,500	-	-	-	4,135,500	-	-
A_60000AC Allocation Between Departments	145,879	127,778	128,626	129,808	1,183	0.9%	-	129,808	1,183	0.9%
<b>Gross Expenditure Subtotal</b>	<b>49,799,423</b>	<b>51,313,887</b>	<b>52,566,021</b>	<b>54,357,244</b>	<b>1,791,223</b>	<b>3.4%</b>	<b>400,179</b>	<b>54,757,423</b>	<b>2,191,402</b>	<b>4.2%</b>
A_30000AB Taxation	(34,602,337)	(35,328,318)	(35,328,312)	(38,758,812)	(3,430,499)	9.7%	(31,677)	(38,790,489)	(3,462,177)	9.8%
A_32400AB By-Law Charges & Sales	(13,743,584)	(11,128,925)	(14,588,064)	(11,609,056)	2,979,008	(20.4%)	-	(11,609,056)	2,979,008	(20.4%)
A_34950AB Other Revenue	(4,924,221)	(4,457,566)	(4,430,915)	(5,190,883)	(759,968)	17.2%	-	(5,190,883)	(759,968)	17.2%
A_75000AC Transfers From Funds	(521,831)	(1,511,455)	(580,000)	(1,203,474)	(623,474)	107.5%	(400,179)	(1,603,653)	(1,023,653)	176.5%
<b>Gross Revenue Subtotal</b>	<b>(53,791,973)</b>	<b>(52,426,265)</b>	<b>(54,927,291)</b>	<b>(56,762,224)</b>	<b>(1,834,934)</b>	<b>3.3%</b>	<b>(431,856)</b>	<b>(57,194,080)</b>	<b>(2,266,790)</b>	<b>4.1%</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>(3,992,550)</b>	<b>(1,112,378)</b>	<b>(2,361,269)</b>	<b>(2,404,980)</b>	<b>(43,711)</b>	<b>1.9%</b>	<b>(31,677)</b>	<b>(2,436,657)</b>	<b>(75,388)</b>	<b>3.2%</b>
A_70000AC Indirect Allocation	1,510,714	1,469,787	1,489,826	1,467,083	(22,743)	(1.5%)	31,677	1,498,760	8,934	0.6%
A_70200AC Capital Financing Allocation	931,063	901,325	871,443	937,897	66,454	7.6%	-	937,897	66,454	7.6%
<b>Allocation Subtotal</b>	<b>2,441,776</b>	<b>2,371,112</b>	<b>2,361,269</b>	<b>2,404,980</b>	<b>43,711</b>	<b>1.9%</b>	<b>31,677</b>	<b>2,436,657</b>	<b>75,388</b>	<b>3.2%</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>(1,550,774)</b>	<b>1,258,734</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>

FTE - Reg	32.0	32.0	-	2.0	34.0	2.0
FTE - Temp	2.2	3.2	1.0	(2.0)	1.2	(1.0)

## Appendix 2

### Proposed 2020 Requisition by Municipality

Municipality	2019 Charges (\$000)	2020 Requisition (\$000)	Difference		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,677	\$ 2,946	\$ 269	10.05%	1.48%	8.57%
Grimsby	\$ 1,850	\$ 2,150	\$ 300	16.23%	1.72%	14.52%
Lincoln	\$ 1,602	\$ 1,765	\$ 163	10.18%	2.44%	7.73%
Niagara Falls	\$ 6,930	\$ 7,595	\$ 664	9.59%	1.13%	8.45%
Niagara-on-the-Lake*	\$ 1,545	\$ 1,678	\$ 133	8.60%	1.00%	7.60%
Pelham	\$ 1,205	\$ 1,368	\$ 164	13.59%	2.70%	10.89%
Port Colborne	\$ 1,771	\$ 1,941	\$ 170	9.58%	0.59%	8.99%
St. Catharines	\$ 10,873	\$ 11,782	\$ 909	8.36%	0.12%	8.24%
Thorold	\$ 1,476	\$ 1,651	\$ 175	11.89%	2.74%	9.15%
Wainfleet	\$ 547	\$ 599	\$ 52	9.42%	1.32%	8.10%
Welland	\$ 3,964	\$ 4,343	\$ 379	9.55%	3.86%	5.69%
West Lincoln	\$ 888	\$ 973	\$ 85	9.55%	2.60%	6.96%
<b>Total</b>	<b>\$ 35,328</b>	<b>\$ 38,790</b>	<b>\$ 3,462</b>	<b>9.80%</b>	<b>1.42%</b>	<b>8.38%</b>

\* NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

\* Total taxable assessment growth percentage of 1.42% represents Niagara forecasted growth for 2019 as of November 6, 2019

### Change in Residential Units 2020 Budget over 2019 Budget

Municipality	Residential Units 2019 Budget	Residential Units 2020 Budget	Difference	
			Increase/ (Decrease)	% Increase/ (Decrease)
Fort Erie	15,588	15,697	109	0.70%
Grimsby	10,676	11,175	499	4.67%
Lincoln	9,224	9,305	81	0.88%
Niagara Falls	37,916	38,306	390	1.03%
Niagara-on-the-Lake	8,520	8,605	85	1.00%
Pelham	6,945	7,064	119	1.71%
Port Colborne	10,285	10,304	19	0.18%
St. Catharines	59,709	59,879	170	0.28%
Thorold	8,406	8,510	104	1.24%
Wainfleet	3,204	3,220	16	0.50%
Welland	23,176	23,293	117	0.50%
West Lincoln	5,342	5,399	57	1.07%
<b>Total</b>	<b>198,991</b>	<b>200,757</b>	<b>1,766</b>	<b>0.89%</b>

**Appendix 2 - REVISED**

**Proposed 2020 Requisition by Municipality**

Municipality	2019 Charges (\$000)	2020 Requisition (\$000)	Difference		Growth Impact %	
			Increase/ (Decrease) (\$000)	% Increase/ (Decrease)	Taxable Assessment Growth (%)	Net Increase/ (Decrease) (%)
Fort Erie	\$ 2,677	\$ 2,951	\$ 275	10.27%	1.48%	8.79%
Grimsby	\$ 1,850	\$ 2,119	\$ 269	14.56%	1.72%	12.85%
Lincoln	\$ 1,602	\$ 1,769	\$ 166	10.39%	2.44%	7.95%
Niagara Falls	\$ 6,930	\$ 7,610	\$ 679	9.80%	1.13%	8.67%
Niagara-on-the-Lake*	\$ 1,545	\$ 1,681	\$ 136	8.81%	1.00%	7.81%
Pelham	\$ 1,205	\$ 1,342	\$ 137	11.36%	2.70%	8.66%
Port Colborne	\$ 1,771	\$ 1,945	\$ 174	9.80%	0.59%	9.21%
St. Catharines	\$ 10,873	\$ 11,807	\$ 934	8.59%	0.12%	8.47%
Thorold	\$ 1,476	\$ 1,641	\$ 165	11.22%	2.74%	8.48%
Wainfleet	\$ 547	\$ 600	\$ 53	9.64%	1.32%	8.32%
Welland	\$ 3,964	\$ 4,352	\$ 388	9.78%	3.86%	5.92%
West Lincoln	\$ 888	\$ 974	\$ 86	9.68%	2.60%	7.08%
<b>Total</b>	<b>\$ 35,328</b>	<b>\$ 38,790</b>	<b>\$ 3,462</b>	<b>9.80%</b>	<b>1.42%</b>	<b>8.38%</b>

\* NOTL assessment growth value on increase in residential units NOT CVA (as per NOTL requisition methodology).

\* Total taxable assessment growth percentage of 1.42% represents Niagara forecasted growth for 2019 as of November 6, 2019

**Change in Residential Units - 2020 Budget over 2019 Budget**

Municipality	Residential Units 2019 Budget	Residential Units 2020 Budget	Difference	
			Increase/ (Decrease)	% Increase/ (Decrease)
Fort Erie	15,588	15,697	109	0.70%
Grimsby	10,676	11,175	499	4.67%
Lincoln	9,224	9,305	81	0.88%
Niagara Falls	37,916	38,306	390	1.03%
Niagara-on-the-Lake	8,520	8,605	85	1.00%
Pelham	6,945	7,064	119	1.71%
Port Colborne	10,285	10,304	19	0.18%
St. Catharines	59,709	59,879	170	0.28%
Thorold	8,406	8,510	104	1.24%
Wainfleet	3,204	3,220	16	0.50%
Welland	23,176	23,293	117	0.50%
West Lincoln	5,342	5,399	57	1.07%
<b>Total</b>	<b>198,991</b>	<b>200,757</b>	<b>1,766</b>	<b>0.89%</b>

**Appendix 3 – 2020 WM Requisition For Typical Residential Property by Municipality**

Municipality	2019 Final		2020 Draft <sup>1</sup>		Annual Increase/(Decrease)		Monthly
	CVA <sup>3</sup>	WM taxes	CVA <sup>3</sup>	WM taxes	\$	%	\$
Fort Erie	210,015	\$ 138.97	214,712	\$ 150.73	\$ 11.76	8.46%	\$ 0.98
Grimsby	382,289	\$ 146.09	402,891	\$ 166.50	\$ 20.41	13.97%	\$ 1.70
Lincoln	354,651	\$ 150.61	370,494	\$ 162.02	\$ 11.41	7.58%	\$ 0.95
Niagara Falls	246,816	\$ 125.52	256,262	\$ 135.85	\$ 10.34	8.24%	\$ 0.86
Niagara-on-the-Lake <sup>2</sup>							
Pelham	348,986	\$ 157.03	365,439	\$ 176.47	\$ 19.44	12.38%	\$ 1.62
Port Colborne	199,310	\$ 167.73	204,313	\$ 182.37	\$ 14.64	8.73%	\$ 1.22
St. Catharines	252,106	\$ 159.90	259,659	\$ 172.44	\$ 12.55	7.85%	\$ 1.05
Thorold	231,911	\$ 133.21	238,276	\$ 144.88	\$ 11.67	8.76%	\$ 0.97
Wainfleet	255,870	\$ 143.97	265,652	\$ 154.80	\$ 10.82	7.52%	\$ 0.90
Welland	208,841	\$ 157.09	214,538	\$ 165.72	\$ 8.63	5.49%	\$ 0.72
West Lincoln	300,968	\$ 133.22	315,157	\$ 142.13	\$ 8.91	6.69%	\$ 0.74

<sup>1</sup> 2020 draft WM rates based on 2019 tax policy and 2020 draft requisition amounts.

<sup>2</sup> NOTL charge to residents based on fixed household amount.

<sup>3</sup> 2019 and 2020 average CVA based on MPAC phased-in assessment increase for the municipality.

**Appendix 3 - 2020 WM Requisition For Typical Residential Property by Municipality - REVISED**

Municipality	2019 Final		2020 Draft <sup>1</sup>		Annual Increase/(Decrease)		Monthly
	CVA <sup>3</sup>	WM taxes	CVA <sup>3</sup>	WM taxes	\$	%	\$
Fort Erie	210,015	\$ 138.97	214,712	\$ 151.03	\$ 12.06	8.68%	\$ 1.00
Grimsby	382,289	\$ 146.09	402,891	\$ 164.11	\$ 18.02	12.34%	\$ 1.50
Lincoln	354,651	\$ 150.61	370,494	\$ 162.34	\$ 11.73	7.79%	\$ 0.98
Niagara Falls	246,816	\$ 125.52	256,262	\$ 136.12	\$ 10.61	8.45%	\$ 0.88
Niagara-on-the-Lake <sup>2</sup>							
Pelham	348,986	\$ 157.03	365,439	\$ 173.01	\$ 15.98	10.17%	\$ 1.33
Port Colborne	199,310	\$ 167.73	204,313	\$ 182.73	\$ 15.00	8.94%	\$ 1.25
St. Catharines	252,106	\$ 159.90	259,659	\$ 172.44	\$ 12.55	7.85%	\$ 1.05
Thorold	231,911	\$ 133.21	238,276	\$ 144.00	\$ 10.79	8.10%	\$ 0.90
Wainfleet	255,870	\$ 143.97	265,652	\$ 155.10	\$ 11.13	7.73%	\$ 0.93
Welland	208,841	\$ 157.09	214,538	\$ 166.06	\$ 8.98	5.71%	\$ 0.75
West Lincoln	300,968	\$ 133.22	315,157	\$ 142.29	\$ 9.07	6.81%	\$ 0.76

<sup>1</sup> 2020 draft WM rates based on 2019 tax policy and 2020 draft requisition amounts.

<sup>2</sup> NOTL charge to residents based on fixed household amount.

<sup>3</sup> 2019 and 2020 average CVA based on MPAC phased-in assessment increase for the municipality.

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## MEMORANDUM

BRC-C 10-2019

**Subject: Councillor Information Requests October 10, 2019 Budget Review  
Committee of the Whole**

**Date: November 28, 2019**

**To: Budget Review Committee of the Whole**

**From: Helen Chamberlain, Director, Financial Management & Planning /  
Deputy Treasurer**

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This memo is in response to Councillor Information Requests at BRCOTW on October 10, 2019 as follows:

- 1. Provide information for a budget scenario that would assume maximum allowable debt of \$320 million (120% of source revenue) that considers the amount of expenditures allowed, the deferred projects that could be included, the amount of the annual repayment limit and impacts to the operating budget. (Councillor Easton)*
- 2. Scope reduction of the Dain City Pump Station Forcemain Replacement project (Councillor Villella)*
- 3. Methodology on vehicles replacement (Councillor Insinna)*
- 4. Provide an updated Total Asset Consumption Ratio Table using the Regions of London, Windsor/Essex and Kitchener/Waterloo as comparators and information on the local area municipal rate increases. (Councillor Heit)*

Council may direct staff and make motions based on the following information and staff will endeavor to bring back any amended or additional material to the following Budget Review Committee of the Whole (BRCOTW) to support council decisions.

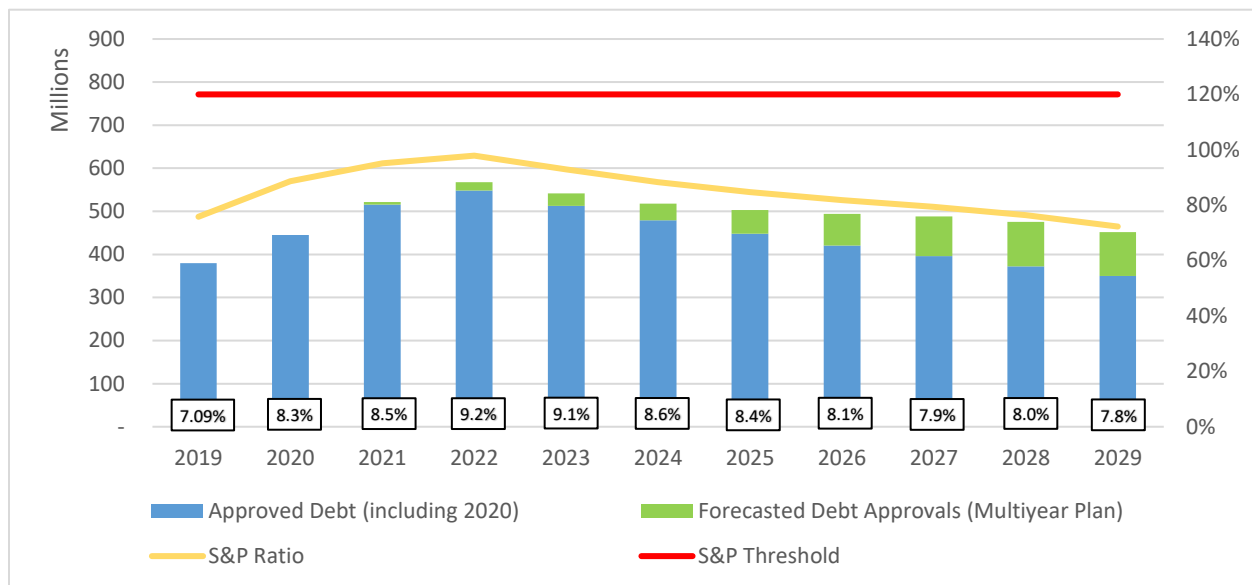
- 1. Provide information for a budget scenario that would assume maximum allowable debt of \$320 million (120% of source revenue) that considers the amount of expenditures allowed, the deferred projects that could be included, the amount of the annual repayment limit and impacts to the operating budget.**

The graph below provides the debt scenario proposed in CSD 53-2019 noting the following for the recommended capital budget as well as relative to two alternative scenarios below:

- Debt outstanding based on 2020 proposed and prior approval (blue bars)
- Forecast debt outstanding inclusive of new approvals (green bars)
- Maximum debt outstanding as a percentage of own source revenue at 120% (red line)

- Debt outstanding as a percentage of own source revenue (yellow line)
- Annual repayment limit relative to Provincial maximum of 25% (in box)

#### a) Budget



#### Assumptions:

- Capital financing budget remains constant through the multiyear horizon
- New and past debenture issues are forecasted to be issued when projects are complete as estimated based on historical trend of timing of approval.

Pros	Cons
<ul style="list-style-type: none"> <li>• S&amp;P and ARL debt ratios remain within limits which mitigates the risk of increased cost of borrowing.</li> <li>• No increases on the tax levy with the exception of the 1.54% for Long Term Care redevelopment.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires deferral of \$1.2B in capital projects over the 10 year forecast; does not resolve the funding gap.</li> <li>• Risk of potential asset failure and reduced level of service.</li> <li>• Requires separate levy increases in the forecast period as identified in CSD 51-2019</li> </ul>



**b) Maximizing the use of debt to where the Region reaches the 120% S&P threshold.**

The Region reaches the 120% S&P threshold with an additional \$310M of debt. This strategy is not recommended based on the analysis below.

Pros	Cons
<ul style="list-style-type: none"> <li>• ARL debt ratio remains within limits, peaking at 14.7% in 2022</li> <li>• The Region can expedite approximately \$310M of projects which reduces the funding gap</li> <li>• Would allow the Region to lock in historically-low interest rates</li> </ul>	<ul style="list-style-type: none"> <li>• Additional debt will have a 10.06% impact on the 2020 tax levy</li> <li>• S&amp;P debt ratio breaches 120% in 2020 which may increase the cost of borrowing</li> <li>• Project resources (staff/time) may be inadequate to support the additional capital works in 2020</li> <li>• Issuing debt in advance would incur interest costs for debt not yet required</li> <li>• Issuing debt in advance commits funding to project cost estimates, which may be higher than actual costs</li> <li>• Any new debt approvals will be limited to debt retirement</li> <li>• Debt would be utilized to fund for state of good repair/renewal projects which is not in line with the Capital Financing Policy</li> <li>• Could limit the ability for Local Area Municipalities to issue debt</li> </ul>

**c) Utilize additional debt to add back into the budget the 2020 deferred capital projects with debt funding.**

The original 2020 deferred projects totaled \$150M however have been reduced to a need of \$79.3 million , with debt funding of \$71 million for levy and \$8.3 million for rate due to the following:

- Phased funding approach to be used for the Port Dalhousie WWTP Upgrade project (\$14M)
- Project extension granted for the Niagara Falls WWTP Secondary Treatment

- Upgrade (\$58M)

Pros	Cons
<ul style="list-style-type: none"> <li>• S&amp;P and ARL debt ratios remain within limits which mitigates the risk of increased cost of borrowing, both ratios peak in 2022 (S&amp;P 105% and ARL 10.5%).</li> <li>• The Region can consider adding back into 2020 previously deferred projects</li> </ul>	<ul style="list-style-type: none"> <li>• Additional debt will have a 2.3% impact to the 2020 tax levy and 0.4% impact on the 2020 rate budget</li> <li>• Funding gap still exists in the future years.</li> <li>• Debt would be utilized to fund for state of good repair/renewal projects which is not in line with the Capital Financing Policy.</li> </ul>

## 2. Scope reduction of the Dain City Pump Station Forcemain Replacement project

The scope reduction of the project as described by the project manager:

Extensive approvals are required from the Ministry of Transportation (MTO) and other various permitting agencies to construct the multiple phases of the forcemain. The funds were deferred due to the anticipated duration required to obtain the necessary permits and background studies. Should the required approvals be granted in 2020 and remaining budget allows, construction within the MTO property limits will be undertaken in current year.

## 3. Methodology on vehicles replacement

Currently, there are a total of 556 licensed vehicles & unlicensed equipment inventoried on the Public Works M5 AssetWorks Fleet Management System:

220 (40%) are licensed vehicles:

- 28 (5%) Heavy Duty Commercial Vehicles:
  - Special Purpose Vacuum/Aerial Trucks, Dump Trucks;
- 93 (17%) Heavy Duty Trucks & Cargo Vans:
  - Ford F250-F550, GMC Sierra/Chevy Silverado 2500-3500;
- 58 (10.5%) Light Duty Trucks:
  - Ford F150, GMC Sierra/Chevy Silverado 1500, Dodge Ram 1500;
- 41 (7.5%) Minivans & SUVs:
  - Ford Escape/Ranger, Nissan Frontier, Dodge Caravan/Promaster.

336 (60%) are unlicensed equipment:

- Loaders, Backhoes, Trailers, Mowers, Trimmers, Saws.

Fleet Replacement Methodology adheres to the current Vehicle & Equipment Policy (PW5.FO1.0), which applies to all Regional vehicles and equipment that: i) are inventoried on the Public Works M5 AssetWorks Fleet Management System (M5); and ii) contribute monthly rental internal chargeback. This policy currently identifies Fleet Management's responsibility in recommending which vehicles & equipment should be replaced. The measurable criteria include:

- functional usefulness;
- overall operating costs; and
- costs of refurbishing existing equipment (to provide an extended useful and economic term of life).

The majority of vehicles applicable to this policy are located in Public Works division with a limited number of vehicles in Corporate Services (Facilities), Corporate Admin (Courier Services) and Community Services (Senior Services) divisions.

This policy does not apply to Niagara Region Police nor Emergency Medical Services vehicles which are not inventoried on the M5 System. In addition, Public Health vehicles on the M5 System (five vehicles for Tobacco Enforcement and one mobile Dental Bus), also do not contribute rental internal chargeback. This segregation exists as these vehicles are partially funded by other levels of government or have different legislative requirements/guidelines.

There is ongoing work reviewing the current Region vehicle and equipment compliment and identifying and communicating with customers on current applications and future needs. However, the Vehicle & Equipment Policy is currently in review as has not been recently updated for additional measurable criteria.

Current Fleet Replacement Methodology takes into account the policy stated above and recommendations provided in the Fleet Value For Money Audit (VFMA), completed in Fall 2016, which emphasized repurposing Regional vehicles to extend useful life when cost effective to do so. All vehicles and equipment are evaluated for repurposing to extend their useful life, however the greatest opportunities for redeployment across other departments are primarily limited to only 18% (99 vehicles) of the existing inventory. On average, 10% of these 99 vehicles are considered for replacement in any given year.

Currently, Fleet has redeployed 19 vehicles in Public Works and Corporate Services that were due for replacement in previous budget years and reallocated these vehicles on a short-term (6-12 months) basis in these departments where a temporary need exists to support incremental temporary staff (i.e. during summer months). The reallocation on a short-term basis allows oversight on ongoing repairs and maintenance, which tend to increase as vehicles age. In addition, repurposing fully depreciated vehicles may result in reductions to resale values and incremental operating costs

combined that are greater than the annual debt payment for a new vehicle. These costs (ongoing maintenance, repairs and lost resale value) need to be balanced in conjunction with all other criteria to inform an optimal retirement and replacement year, which minimizes the overall financial impact to the Region. Following the VFMA, the Capital Replacement Model was enhanced to include the recommendations contained in the VFMA providing better analysis and capital forecasts, which drive least cost solutions to the Region.

Niagara Region utilizes Government pricing (15% to 25% off retail) when purchasing new Base to Midgrade Fleet vehicles & equipment.

#### *Fleet Replacement Considerations*

1. *Age & Usage of Vehicles*
    - a. Useful life/age normally attained 8 to 12 years at standard depreciation
    - b. Usage includes kms or hours of heavy duty use
  2. *Reliability & Safety*
    - a. As a regional vehicle or equipment, reliability to perform duties for Public Works (e.g. special purpose vehicles, heavy duty trucks, backhoes)
    - b. Warranty expiration after 3 to 6 years on new vehicles
    - c. higher maintenance & repairs after warranty expires (increasing age and utilization drives increased repairs & maintenance costs)
  3. *Image*
    - a. Overall image we are required to maintain for Regional vehicles
    - b. Mandatory legislative requirements to maintain licensed vehicles
    - c. Discretion with unlicensed equipment; this does not include safety related items which are required
  4. *Price at Auction – Good Salvage Value*
    - a. Age/Usage of vehicle
    - b. Condition of vehicle
    - c. Market demand
- 4. Provide an updated Total Asset Consumption Ratio Table using the Regions of London, Windsor/Essex and Kitchener/Waterloo as comparators and information on the local area municipal rate increases.**
- a) The following table includes the 2013-2017 Total Asset Consumption Ratio from BMA Management Consulting's latest municipal study. Niagara Region is above the average consumption ratios of the sample of municipalities requested which

indicates that relative to the other municipalities, Niagara Region assets are older.

<i><b>Total Asset Consumption Ratio Trend</b></i>					
<b>Municipalities</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
London	33.9%	34.6%	35.3%	35.9%	36.2%
Windsor	38.9%	39.2%	41.0%	42.3%	43.0%
Kitchener	33.8%	33.9%	30.7%	30.4%	31.4%
Waterloo	35.1%	35.9%	36.9%	38.1%	38.9%
<b>Average</b>	<b>35.4%</b>	<b>35.9%</b>	<b>35.9%</b>	<b>36.6%</b>	<b>37.4%</b>
<b>Region Niagara</b>	<b>42.4%</b>	<b>42.7%</b>	<b>43.2%</b>	<b>41.6%</b>	<b>42.5%</b>

- b) The local area municipal rate increases for 2019 have been included in the following table. The increases were provided by Areas Treasurers meeting from May 2019. 2020 Rates are still in the process of being finalized.

<b>Municipality</b>	<b>2019 Water Increase</b>	<b>2019 Wastewater Increase</b>
<b><i>Niagara Region</i></b>	<b><i>2.77%</i></b>	<b><i>6.65%</i></b>
Fort Erie	1.39%	6.22%
Grimsby	2.90%	4.90%
Lincoln	3.10%	2.00%
Niagara Falls	Fixed 2.48% Volumetric 5.74%	Fixed 7.88% Volumetric 3.65%
Niagara on the Lake	6.94%	17%
Pelham	7.5%	9.5%
Port Colborne	2.79%	5.03%
St. Catharines	5.28%	5.28%
Thorold	1.86%	8.7%
Welland	7.71%	6.75%
West Lincoln	5%	5%

Respectfully submitted and signed by

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

**Minute Item 5.1**

**PW 67-2019**

**2019 Annual Water and Wastewater Quality Management System Update**

That Report PW 67-2019, dated December 3, 2019, respecting 2019 Annual Water and Wastewater Quality Management System Update, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report PW 67-2019 **BE RECEIVED** as the Water and Wastewater Quality Management System (QMS) – Annual Update;
2. That the 2019 Water QMS Internal Audit Report, the 2019 Water QMS External Audit Report, and the 2019 Wastewater QMS Internal Audit Report **BE RECEIVED** for information;
3. That the Water Quality Management System Operational Plan **BE APPROVED** and **ENDORSED**;
4. That the Wastewater Quality Management System Operational Plan **BE APPROVED** and **ENDORSED**; and
5. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to sign the Operational Plans on behalf of Council as evidence of Council's endorsement.

**Minute Item 5.2**

**PWC-C 29-2019**

**Municipal Councillor Appointments to Greater Niagara Circle Route Committee**

That Correspondence Item PWC-C 29-2019, being a memorandum from A.-M. Norio, dated December 3, 2019, respecting Municipal Councillor Appointments to Greater Niagara Circle Route Committee, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Councillor Nick Dubanow (Town of Fort Erie), Councillor Wayne Campbell (City of Niagara Falls), Councillor Al Bisback (Town of Niagara-on-the-Lake), Councillor Angie Desmarais (City of Port Colborne), Councillor Dawn Dodge (City of St. Catharines), Mayor Terry Ugolini (City of Thorold), Councillor Sherri Van Vliet (Township of Wainfleet), and Councillor Lucas Spinosa (City of Welland) **BE APPOINTED** to the Greater Niagara Circle Route Committee for the remainder of this term of Council.

**Minute Item No. 6**

**Consent Items for Information**

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

PW 59-2019

GO Implementation Office Update

PWC-C 28-2019

Appointment of By-law Officers for Enforcement of the Sewer-Use By-law #27-2014

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

**PWC 12-2019  
Tuesday, December 3, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Chiocchio, Disero, Edgar (Committee Vice-Chair), Fertich, Foster, Gale, Heit, Ip, Nicholson, Rigby (Committee Chair), Steele, Ugolini, Witteveen

Absent/Regrets: Diodati, Insinna, Junkin, Sendzik, Zalepa

Staff: M. Evely, Legislative Coordinator, C. Habermebl, Director, Waste Management Services, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, H. Talbot, Financial & Special Projects Consultant, J. Tonellato, Director, Water & Wastewater Services, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

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**1. CALL TO ORDER**

Committee Chair Rigby 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 PW 67-2019

2019 Annual Water and Wastewater Quality Management Systems (QMS) Update

Rachel Whyte, Water and Wastewater Quality Management Specialist, provided information respecting 2019 Annual Water and Wastewater Quality Management Systems (QMS) Update. Topics of the presentation included:

- Water Quality Management System (Water QMS)
  - Activities
  - Internal Audit
  - External Audit
- Water Systems Risk Assessment
  - Water QMS Management Review
  - Changes Impacting Water QMS/Operational Plan
- Wastewater Quality Management System (Wastewater QMS)
  - Internal Audit
- Wastewater Systems Risk Assessment
- Wastewater QMS Management Review
- Changes Impacting Wastewater QMS/Operational Plan

Moved by Councillor Ugolini

Seconded by Councillor Chiocchio

That Report PW 67-2019, dated December 3, 2019, respecting 2019 Annual Water and Wastewater Quality Management System Update, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report PW 67-2019 **BE RECEIVED** as the Water and Wastewater Quality Management System (QMS) – Annual Update;
2. That the 2019 Water QMS Internal Audit Report, the 2019 Water QMS External Audit Report, and the 2019 Wastewater QMS Internal Audit Report **BE RECEIVED** for information;
3. That the Water Quality Management System Operational Plan **BE APPROVED** and **ENDORSED**;
4. That the Wastewater Quality Management System Operational Plan **BE APPROVED** and **ENDORSED**; and
5. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to sign the Operational Plans on behalf of Council as evidence of Council's endorsement.

**Carried**

**Councillor Information Request(s):**

Provide information respecting any action take on the areas of non-conformance to the Public Works Committee at its meeting on March 10, 2020. Councillor Gale.

Provide information respecting the number of overflows and bypasses which occurred in Regional wastewater systems in 2019. Chair Bradley.

5.2 PWC-C 29-2019

Municipal Councillor Appointments to Greater Niagara Circle Route Committee

Moved by Councillor Ip  
Seconded by Councillor Steele

That Correspondence Item PWC-C 29-2019, being a memorandum from A.-M. Norio, dated December 3, 2019, respecting Municipal Councillor Appointments to Greater Niagara Circle Route Committee, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Councillor Nick Dubanow (Town of Fort Erie), Councillor Wayne Campbell (City of Niagara Falls), Councillor Al Bisback (Town of Niagara-on-the-Lake), Councillor Angie Desmarais (City of Port Colborne), Councillor Dawn Dodge (City of St. Catharines), Mayor Terry Ugolini (City of Thorold), Councillor Sherri Van Vliet (Township of Wainfleet), and Councillor Lucas Spinosa (City of Welland) **BE APPOINTED** to the Greater Niagara Circle Route Committee for the remainder of this term of Council.

**Carried**

6. **CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Nicholson  
Seconded by Councillor Foster

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

PW 59-2019

GO Implementation Office Update

PWC-C 28-2019

Appointment of By-law Officers for Enforcement of the Sewer-Use By-law #27-2014

**Carried**

**7. OTHER BUSINESS**

**7.1 Capital Needs for Regional Vehicles**

Councillor Foster requested information respecting how the capital budget allocation is determined for fleet vehicles including life cycle and maintenance processes. Ron Tripp, Commissioner, Public Works/Acting Chief Administrative Officer, advised that information will be provided at the Budget Review Committee of the Whole meeting being held on December 5, 2019.

**7.2 Mewburn Road/Concession Bridge**

Councillor Gale thanked staff for their efforts on the replacement of the Mewburn Road Bridge. He enquired about options with respect to the Region assuming ownership of Mewburn Road between Regional Road 81 (York Road) and Regional Road (101) Mountain Road. Ron Tripp, Commissioner, Public Works/Acting Chief Administrative Officer, advised that both the City of Niagara Falls and Town of Niagara-on-Lake are undertaking capital projects that will improve road conditions in this area. He further noted that as part of Niagara Region's update to the Transportation Master Plan, a review of the road will be conducted to see if it warrants being a Regional road.

**8. NEXT MEETING**

The next meeting will be held on Tuesday, January 14, 2020 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 10:13 a.m.

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Councillor Rigby  
Committee Chair

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Mark Evely  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk



# **2019 Annual Water and Wastewater Quality Management Systems Update**

(Report PW 67-2019)

December 3, 2019

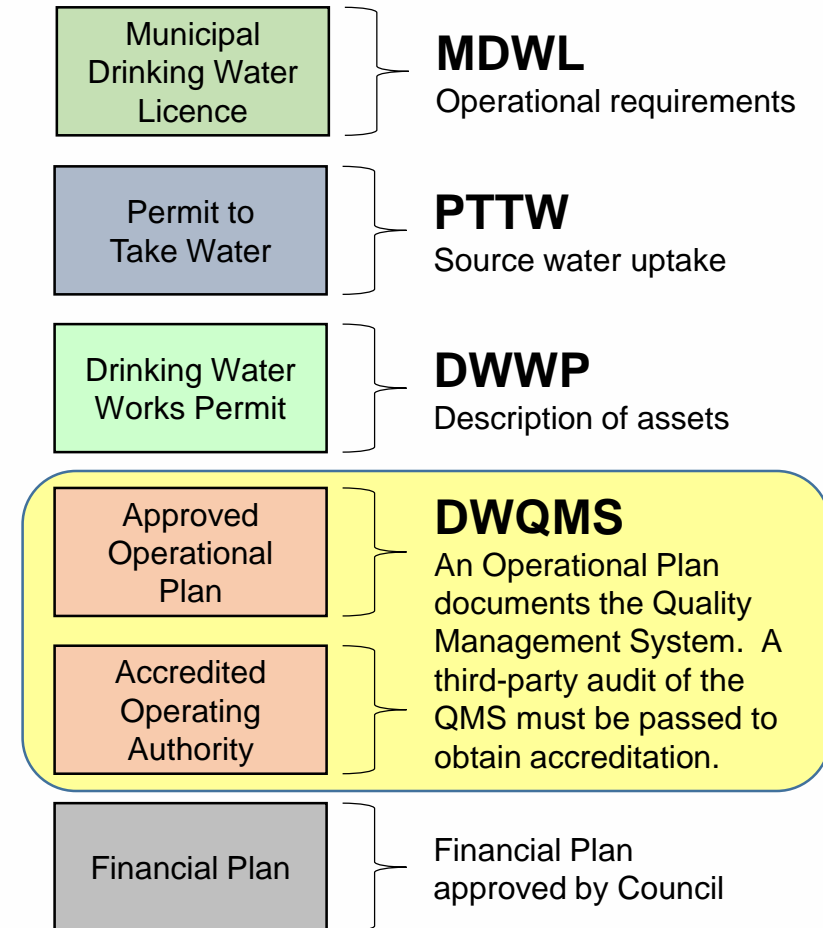
Rachel Whyte, B.A.Sc.

Water and Wastewater Quality Management Specialist

# **Water Quality Management System (Water QMS)**

# Water QMS Activities

- Approved Operational Plan and accreditation are required under the *Safe Drinking Water Act*
- Milestones required to maintain accreditation status



# Water QMS Internal Audit

- Completed March 2019
- Findings:
  - 12 non-conformances
  - 7 opportunities for continual improvement
  - 22 best practices for evaluation
- Corrective action plans identified by management and staff; implementation ongoing



# Water QMS External Audit

- Off-site audit completed May 2018
- No findings identified
- **Upgraded accreditation:**  
*Drinking Water Quality  
Management Standard, version 2.0*





# Water Systems Risk Assessment

- Risk assessment reviews completed for all water systems
- New high-scoring risk identified: mitigation plan in progress
- Critical control points remain unchanged
- Review in 2020, re-assess in 2021



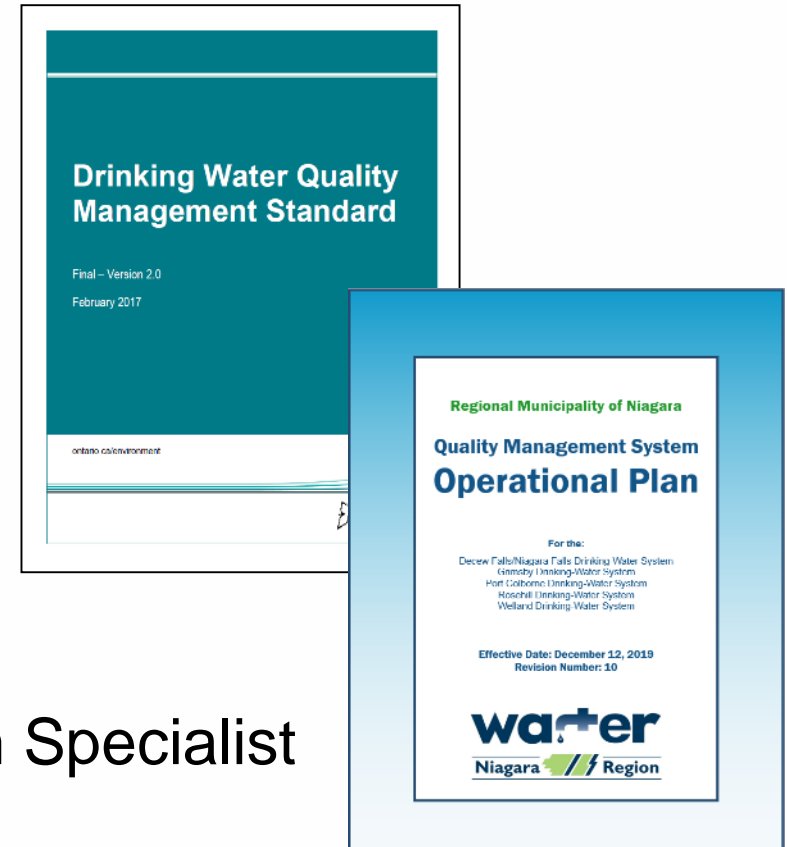
# Water QMS Management Review

- Part 1 completed in May
- Part 2 anticipated in December
- 9 action items issued since previous update
- Action item resolutions in progress



# Changes Impacting Water QMS/ Operational Plan

- Changes impacting QMS:
  - Accreditation upgraded (version 2.0)
- Changes impacting Operational Plan:
  - New position:  
Associate Director, Asset Management  
(*member of QMS Top Management*)
  - New position:  
second W-WW Quality Management System Specialist  
(*new Backup QMS Representative*)
- Requesting Council re-endorsement of Operational Plan



# Wastewater Quality Management System (Wastewater QMS)

# Wastewater QMS Internal Audit

- Completed October 2019
- Findings:
  - 23 non-conformances
  - 29 opportunities for continual improvement
- Corrective action plans identified by management and staff; implementation ongoing





# Wastewater Systems Risk Assessment

- Re-assessment of wastewater systems completed in 2018
- 102 high-risk items identified:
  - Significant number of wastewater assets
  - Significant infrastructure needs
- 70 high-scoring risks to be mitigated through capital improvements
- Next full re-assessment in 2021



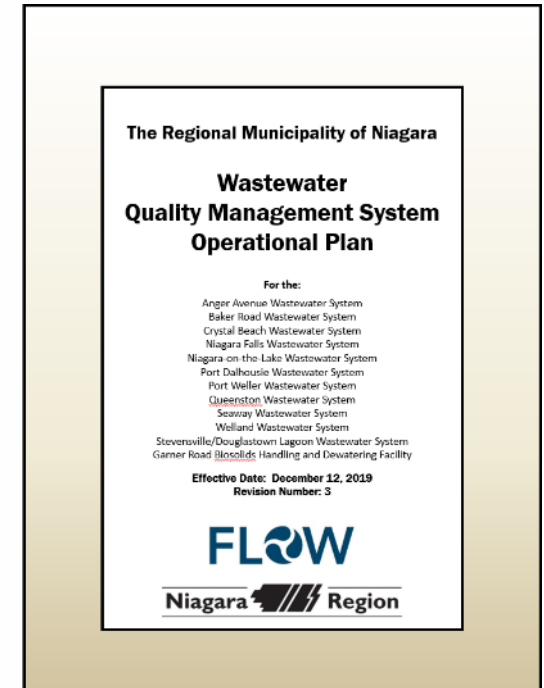
# Wastewater QMS Management Review

- Part 1 completed in March
- Four action items identified:
  - Wastewater compliance
  - Staff suggestions/  
customer complaints
  - Emergency management
  - Continual improvement
- Action item resolutions in progress



# Changes Impacting Wastewater QMS/ Operational Plan

- Changes impacting QMS:
  - New standard in development – voluntary adoption
- Changes impacting Operational Plan:
  - New position:  
Associate Director, Asset Management  
(*member of QMS Top Management*)
  - New position:  
second W-WW Quality Management System Specialist  
(*new Wastewater QMS Representative*)
- Requesting Council re-endorsement of Operational Plan





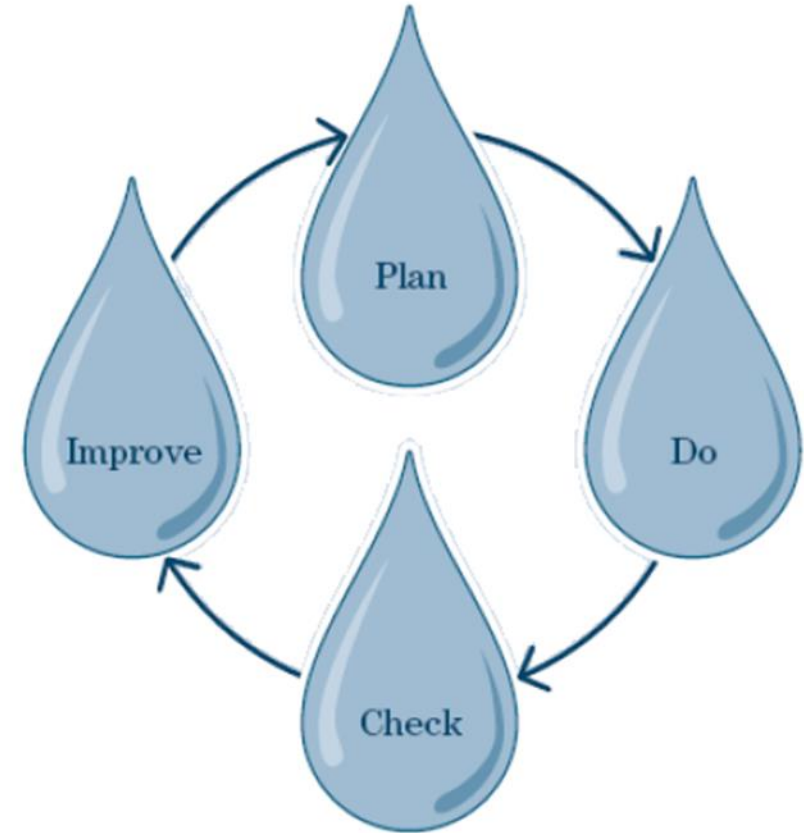
# Questions

Rachel Whyte, B.A.Sc.

Water and Wastewater  
Quality Management Specialist

905-980-6000 ext. 3787

[rachel.whyte@niagararegion.ca](mailto:rachel.whyte@niagararegion.ca)



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**Subject:** 2019 Annual Water and Wastewater Quality Management System Update

**Report to:** Public Works Committee

**Report date:** Tuesday, December 3, 2019

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## Recommendations

1. That Report PW 67-2019 **BE RECEIVED** for information as the Water and Wastewater Quality Management System (QMS) – Annual Update;
2. That the 2019 Water QMS Internal Audit Report, the 2019 Water QMS External Audit Report, and the 2019 Wastewater QMS Internal Audit Report **BE RECEIVED** for information;
3. That the Water Quality Management System Operational Plan and the Wastewater Quality Management System Operational Plan **BE APPROVED** and **ENDORSED**; and
4. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to sign the Operational Plans on behalf of Council as evidence of Council's endorsement.

## Key Facts

- The purpose of this report is to provide a summary outlining the main processes and work performed internally to support the Water-Wastewater Division's Water QMS, as required under the *Drinking Water Quality Management Standard* (the *Standard*), and the Wastewater QMS.
- The *Standard* is created under the *Safe Drinking Water Act, 2002* and requires Drinking Water System Owners to implement and maintain an accredited QMS. Niagara Region has maintained accreditation to this Standard since 2009.
- Niagara Region is not legally mandated to implement a QMS for wastewater services, however, the division has elected to do so as a due diligence measure.
- The previous term of Regional Council requested that internal and external audit reports relating to the Water QMS and Wastewater QMS be provided for information.
- The Water QMS and the Wastewater QMS Operational Plans were previously endorsed by Council on March 28, 2019 under PW 19-2019, Drinking Water Compliance and Water Wastewater Quality Management System Endorsement. Since that time, the Operational Plans have been updated to reflect staffing changes in key QMS roles (Top Management, QMS Representative) and are thus presented again today for re-endorsement.

## Financial Considerations

A total of approximately \$29,500 (including non-recoverable HST) in quality management system program costs have been incurred in 2019 to-date. Costs include maintenance and support fees for software used in support of the QMS, and consulting fees for an off-site external accreditation audit of the Water QMS. These costs were included in the 2019 approved operating budget for Water Operations.

An allocation of approximately \$33,000 has been included in the proposed 2020 operating budget.

## Analysis

This annual update summarizes the outcomes of significant quality management activities that are conducted in support of the Water QMS and Wastewater QMS, as well as internal and/or external changes that may impact either QMS.

### Water QMS

The *Safe Drinking Water Act, 2002* mandates the development, implementation, and accreditation of a drinking water quality management system as a condition of issuance of a municipal drinking water licence. Niagara Region holds five municipal drinking water licences, one for each of its drinking water systems; thus, we are legally required to maintain accreditation of our Water QMS.

### *Roles and Responsibilities – Water QMS*

Water QMS roles, as described in this report and documented in the Water QMS Operational Plan, are assigned in Table 1.

**Table 1: Roles and Responsibilities – Water QMS**

Role	Assignment
System Owner	Niagara Region (represented by Regional Council)
Operating Authority	Niagara Region (represented by staff of the Water and Wastewater Services Division)
Top Management	Commissioner of Public Works Director, Water and Wastewater Services Division Associate Director, Water Operations & Maintenance Associate Director, Water-Wastewater Engineering Associate Director, Water-Wastewater Integrated Systems Associate Director, Water-Wastewater Asset Management

Role	Assignment
QMS Representatives	Water-Wastewater Quality Management Specialist, reporting to Manager, Water Quality & Compliance ( <i>primary</i> ) Water-Wastewater Quality Management Specialist, reporting to Manager, Wastewater Quality & Compliance ( <i>backup</i> )

### *Owner Roles and Responsibilities – Water QMS*

An owner endorsement of the Water QMS Operational Plan is a requirement of our Water QMS accreditation. The Water QMS Operational Plan was endorsed by the current term of Regional Council on March 28, 2019 under PW 19-2019, Drinking Water Compliance and Water Wastewater Quality Management System Endorsement.

As Owners of Niagara Region’s drinking water systems, Regional Council has specific responsibilities as defined within the *Safe Drinking Water Act, 2002*. A significant one of these is the “Standard of Care” clause (section 19 of the *Act*); the clause requires Councillors to “exercise the level of care, diligence and skill in respect of a municipal drinking water system that a reasonably prudent person would be expected to exercise in a similar situation” and to “act honestly, competently and with integrity, with a view to ensuring the protection and safety of the users of the municipal drinking water system”.

### *Internal Audits of the Water QMS*

The Water QMS is subject to annual internal audits by water and wastewater staff. All internal auditors have completed applicable training led by a qualified and competent trainer. Through the audit process, internal auditors assess conformance of the division’s Water QMS with Ontario’s *Drinking Water Quality Management Standard* and with divisional policies and procedures.

Three processes were selected for internal auditing:

- Emergency management;
- Preventive maintenance;
- Sampling, testing and monitoring of raw, process, and treated water.

The division’s internal audits are more rigorous and thorough than the external audit process, and the number and detail of audit findings demonstrates this. The internal audit findings include 12 non-conformances, 7 potential non-conformances/opportunities for improvement, and 22 best practices. These findings are detailed in the Water QMS Internal Audit Report (Appendix 1 to this report).

### *External Audits of the Water QMS*

The Water QMS is also subject to external auditing by a third-party auditor as a means to achieve and maintain accreditation to the Standard. Accreditation of the Water QMS is a condition of the Region's Municipal Drinking Water Licences: without continued accreditation, these licences would be revoked.

An off-site surveillance audit was conducted in May 2019 to confirm that the Water QMS adequately addresses the requirements of all 21 elements of the Standard. This audit also marked an upgrade to version 2.0 of the Standard, released by the then-Ministry of the Environment and Climate Change (now, the Ministry of the Environment, Conservation, and Parks) in February 2017. The Water QMS External Audit Report (Appendix 2) provides details of the external auditor's findings. The auditor recommended that Niagara Region maintain its accreditation as a Drinking Water System Operating Authority, with no non-conformances or opportunities for improvement identified.

### *Water QMS Risk Assessment*

An internal risk assessment is required every 36 months for each of Niagara Region's water systems, with complementary risk assessment reviews to be completed at 12 and 24 months between the assessments. The last full risk assessment for the Water QMS was completed in 2018, with a review completed in 2019.

The following high-scoring risks were identified during the 2019 review:

- *Failure of raw water intake (Rosehill Water Treatment Plant):* This was identified as a risk due to the age of the intake pipe, which was installed in 1960. The intake shows signs of age-related failure. An environmental assessment has been initiated to replace the intake, with plans to extend it further into Lake Erie.
- *Sodium bisulphite systems (Decew Falls Water Treatment Plant and Grimsby Water Treatment Plant):* This was identified as a risk due to ongoing issues with the performance of the sodium bisulphite dosing systems at the two subject treatment plants. Sodium bisulphite is used to dechlorinate process waste streams before they are discharged to the environment. There is a potential for chlorinated water to be discharged to the environment if the dosing system fails; such an event could have environmental impacts in the receiving water body and/or compliance impacts for Niagara Region. **It is important to note that the sodium bisulphite systems treat waste streams only; thus, they do not impact the safety of treated drinking water.** Since completion of the 2019 risk assessment review, the system at the Grimsby Water Treatment Plant has been improved and is functioning as intended. The system at the Decew Water Treatment Plant continues to be examined, with some improvements planned.

The Region's "critical control points", representing critical process steps, remain unchanged following the 2018 risk assessment. The critical control points include:

- Coagulant feed
- Filter effluent turbidity
- Disinfectant feed
- Primary disinfection
- Secondary disinfection

Risks associated with these critical control points are all low-scoring, as they are well-controlled with existing preventive measures and monitoring/response procedures.

#### *Water QMS Management Review*

Water QMS Top Management and the QMS Representative meet twice per year to complete a QMS Management Review as required by the *Standard*. At these meetings, Top Management reviews the status of the QMS and identifies corrective actions and continual improvement opportunities to enhance the QMS and associated operations.

Part 1 of the 2019 Management Review was completed on May 31, 2019; Part 2 was scheduled to be completed on November 28, 2019.

Action items identified at the Management Review meetings are summarized in Table 2.

**Table 2: Management Review Meetings and Results**

Review Meeting	Date	Results
Part 1 – 2018	Jun. 4, 2018	Four action items: <ul style="list-style-type: none"> <li>- Health and safety</li> <li>- Water quality</li> <li>- Staff suggestions</li> <li>- Resources for QMS</li> </ul>
Part 2 – 2018	Dec. 10, 2018	Five action items: <ul style="list-style-type: none"> <li>- Water quality</li> <li>- Emergency management (2)</li> <li>- Changes impacting QMS (2)</li> </ul>
Part 1 – 2019	May 31, 2019	Four action items: <ul style="list-style-type: none"> <li>- Infrastructure review</li> <li>- Emergency management</li> <li>- Continual improvement (2)</li> </ul>
Part 2 – 2019	Nov. 28, 2019	<i>To be reported in 2020 QMS Update to PWC</i>

### *Changes Impacting the Water QMS*

Version 2.0 of the *Drinking Water Quality Management Standard* was released on April 6, 2017; significant revisions to the *Standard* were previously presented in Report PW 52-2017, *Water and Wastewater Quality Management Systems – Update*. Conformance with Version 2.0 of the Standard is required by year-end 2019 and was achieved in May 2019 with completion of the annual Water QMS external audit.

### Wastewater QMS

The Water-Wastewater Services Division has opted to develop and implement a Wastewater QMS as a due diligence exercise. The benefits of the Wastewater QMS are numerous and include documentation of policies and procedures, a formalized risk assessment program, incorporation of compliance requirements into standard operating procedures, and an audit program that promotes continual improvement of quality management practices.

### *Roles and Responsibilities – Wastewater QMS*

Wastewater QMS roles, as described in this report and documented in the Wastewater QMS Operational Plan, are assigned in Table 3.

**Table 3: Roles and Responsibilities – Wastewater QMS**

<b>Role</b>	<b>Assignment</b>
System Owner	Niagara Region (represented by Regional Council)
Operating Authority	Niagara Region (represented by staff of the Water and Wastewater Services Division)
Top Management	Commissioner of Public Works Director, Water and Wastewater Services Division Associate Director, Wastewater Operations & Maintenance Associate Director, Water-Wastewater Engineering Associate Director, Water-Wastewater Integrated Systems Associate Director, Water-Wastewater Asset Management
QMS Representatives	Water-Wastewater Quality Management Specialist, reporting to Manager, Wastewater Quality & Compliance ( <i>primary</i> ) Water-Wastewater Quality Management Specialist, reporting to Manager, Water Quality & Compliance ( <i>backup</i> )

### *Internal Audits of the Wastewater QMS*

Like the Water QMS, the Wastewater QMS is also subject to annual internal audits by water and wastewater staff. All internal auditors have completed applicable training led by a qualified and competent trainer. Through the audit process, internal auditors assess conformance of the division's Water QMS with Ontario's *Drinking Water Quality Management Standard* (as modified to suit wastewater operations) and with divisional policies and procedures.

The following audits were undertaken in 2019:

- Audit of the process for bypass, spill, and overflow notification and reporting;
- Element-specific audits to examine processes relating to Owner/Top Management commitment and endorsement; QMS Representative responsibilities; infrastructure review; infrastructure maintenance, rehabilitation, and renewal; equipment calibration; emergency management; internal auditing; management review; and continual improvement.

The internal audit findings include 23 non-conformances and 29 potential non-conformances/opportunities for improvement. These findings are detailed in the Wastewater QMS Internal Audit Report (Appendix 3 to this report). Best practice identification has not been undertaken in Wastewater QMS audits to-date, but will be included in future audits.

### *External Audits of the Wastewater QMS*

There is no accreditation requirement in place for the Wastewater QMS, thus, there is no corresponding program in place for external auditing of the Wastewater QMS.

### *Wastewater QMS Risk Assessment*

An internal risk assessment is completed every 36 months for each of Niagara Region's wastewater systems, with complementary risk assessment reviews to be completed at approximately 12 and 24 months between the assessments. The last full risk assessment for the Wastewater QMS was completed in fall 2018.

A total of 102 high-risk items were identified during the 2018 review. This significant number of high-scoring risks is reflective of the region's massive inventory of wastewater assets (12 treatment facilities, a biosolids treatment facility, and 112 sewage pumping stations) and the critical need for infrastructure improvement in wastewater operations. Seventy (70) of the 102 high-scoring items from the risk assessment will be mitigated through ongoing or upcoming capital projects, further highlighting the need for capital improvements to wastewater system infrastructure.



The 2019 risk assessment review is currently in progress; results will be reported in the 2020 Quality Management System update report to Public Works Committee.

#### *Wastewater QMS Management Review*

Wastewater QMS Top Management and the QMS Representative meet twice per year to complete a QMS Management Review as required by the *Standard*. At these meetings, Top Management reviews the status of the QMS and identifies corrective actions and continual improvement opportunities to enhance the QMS and associated operations.

Part 1 of the 2019 Management Review was completed on March 27, 2019; Part 2 is scheduled to be completed on November 12, 2019.

Action items identified at the Management Review meetings are summarized in Table 4.

**Table 4: Management Review Meetings and Results**

Review Meeting	Date	Results
Part 1 – 2018	Feb. 6, 2018	Five action items: <ul style="list-style-type: none"> <li>- Risk assessment</li> <li>- Maintenance (2)</li> <li>- Infrastructure review</li> <li>- Continual improvement</li> </ul>
Part 2 – 2018	Oct. 19, 2018	Three action items: <ul style="list-style-type: none"> <li>- Wastewater compliance</li> <li>- Continual improvement</li> <li>- Changes impacting QMS</li> </ul>
Part 1 – 2019	Mar. 27, 2019	Four action items: <ul style="list-style-type: none"> <li>- Wastewater compliance</li> <li>- Staff suggestions/customer complaints</li> <li>- Emergency management</li> <li>- Continual improvement</li> </ul>
Part 2 – 2019	Nov. 12, 2019	<i>To be reported in 2020 QMS Update to PWC</i>

#### *Changes Impacting the Wastewater QMS*

The Ministry of the Environment, Conservation, and Parks (MECP) has indicated that a quality management standard will be developed for wastewater systems. Unlike the *Drinking Water Quality Management Standard*, conformance and accreditation to the *Wastewater Management Standard* will be voluntary. Development of the *Wastewater*

*Management Standard* is industry-driven and is still in very early stages; as such, there is no forecasted date for its publication.

### Governmental Partners

Drinking water system Operating Authority staff work closely with the MECP to ensure that comments and concerns related to current and future drafts of the *Drinking Water Quality Management Standard* have been considered. When changes are made to the *Standard*, they are incorporated into the Region's Water QMS and are also considered for incorporation into the Wastewater QMS as relevant and/or feasible.

Water and Wastewater Operating Authority staff meet quarterly with Area Municipal counterparts to share resources, experiences, and best practices pertaining to water and wastewater quality management and compliance.

### Public and/or Service Users

The Water QMS Policy, Water QMS accreditation information, and Wastewater QMS Policy are available to the public and service users via the Niagara Region's external website.

The most current approved versions of Operational Plans are available upon request to a Water-Wastewater Quality Management Specialist ([rachel.whyte@niagararegion.ca](mailto:rachel.whyte@niagararegion.ca) or [michelle.max@niagararegion.ca](mailto:michelle.max@niagararegion.ca)).

### Updates to the Water and Wastewater QMS Operational Plans

The Water QMS Operational Plan and Wastewater QMS Operational Plan were revised in early 2019 and were re-endorsed by the new term of Regional Council on March 28, 2019 under Report PW 19-2019, Drinking Water Compliance and Water-Wastewater Quality Management System Endorsement. Water-Wastewater Services has since undergone a divisional reorganization, including the creation of two new positions that directly impact the Water QMS and Wastewater QMS:

- The new **Associate Director, Asset Management** has been identified as a member of Top Management for both the Water and Wastewater QMS. Top Management is identified as "a group of people at the highest management level within an Operating Authority that makes decisions respecting the QMS and recommendations to the Owner respecting the subject systems".
- A **Water-Wastewater Quality Management Specialist** has been added to the staff complement, reporting to the Manager, Quality and Compliance – Wastewater. This Quality Management Specialist acts as the primary QMS Representative for the Wastewater QMS and fulfills the specific responsibilities for the Wastewater QMS as outlined in the Wastewater QMS Operational Plan.

The Quality Management Specialist (Wastewater) also replaces the Water Compliance Specialist as the alternate QMS Representative for the Water QMS.

The Operational Plans have been revised to incorporate these changes to key QMS roles. Accompanying this report, Public Works Committee members have received copies of the Operational Plans for approval and endorsement as follows:

- Niagara Region's Water Quality Management System Operational Plan (included as Appendix 4);
- Niagara Region's Wastewater Quality Management System Operational Plan (included as Appendix 5).

For the Water QMS, endorsement of Niagara Region's Operational Plan is a requirement for accreditation to the *Drinking Water Quality Management Standard*.

## **Alternatives Reviewed**

The Ministry of the Environment, Conservation, and Parks has appointed two accreditation bodies under Part IV of the Safe Drinking Water Act, 2002. Niagara Region appointed QMI-SAI Global for Water QMS accreditation services in 2013.

## **Relationship to Council Strategic Priorities**

Niagara Region's Water and Wastewater Quality Management Systems, and associated audit processes, relate directly to Council's Strategic Priority 4.1 of committing to "high quality, efficient and coordinated core services". The Water QMS and Wastewater QMS are used to drive continual improvement within the Water and Wastewater Services Division; they increase accountability by defining clear roles and responsibilities for divisional staff, and they increase data accessibility through documented standard operating procedures and associated record-keeping practices.

The Water QMS and Wastewater QMS also relate to Council's Strategic Priority 4.2 of committing to "enhanced communication". The continued accreditation of the Region's Water QMS provides residents with assurance that their drinking water is safe and that the associated systems are managed with competence and diligence.

## **Other Pertinent Reports**

- PWA 109-2008, DWQMS Update (October 29, 2008).
- PW 52-2017, Water and Wastewater Quality Management Systems – Update (November 28, 2017).
- PW 19-2019, Drinking Water Compliance and Water Wastewater Quality Management System Endorsement (March 28, 2019).

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**Prepared by:**

Rachel Whyte, B.A.Sc.  
W-WW Quality Management Specialist  
Public Works

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**Recommended and Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Pamela Hamilton, Program Financial Specialist, and reviewed by Deanna Barrow, P. Eng., Manager, Water Quality and Compliance; Jason Oatley, B.Sc., C. Chem., Manager, Wastewater Quality and Compliance; and Joe Tonellato, P. Eng., Director of Water & Wastewater Services.*

**Appendices**

Appendix 1	Water QMS Internal Audit Report	12
Appendix 2	Water QMS External Audit Report	26
Appendix 3	Wastewater QMS Internal Audit Report	42
Appendix 4	Water Quality Management System Operational Plan	62
Appendix 5	Wastewater Quality Management System Operational Plan	107

## INTERNAL AUDIT REPORT

Emergency Management

Preventive Maintenance

Sampling, Testing, and Monitoring

General

# Niagara Region All Drinking Water Systems **Internal Audit** Areas 1, 2 and 3

Operations

Top Management

Maintenance

QMS Representative

Support Staff

**March 11 – 15, 2019**



## **2019 INTERNAL AUDIT REPORT**

### **Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring**

#### **1.0 INTRODUCTION**

##### **1.1 Purpose**

The purpose of the 2019 internal audit was to verify that the QMS conforms to the requirements of the DWQMS and the Water QMS Operational Plan and that the QMS has been effectively implemented and properly maintained for all five of Niagara Region's drinking water systems.

Audits were completed between March 11 and March 15, 2019. Audits were conducted at six water treatment plants (WTPs), including the Niagara Falls and Rosehill WTPs (Area 1), the Welland and Port Colborne WTPs (Area 2), and the DeCew Falls and Grimsby WTPs (Area 3). Internal audits were also conducted with staff of Integrated Systems, members of Top Management, and other support staff.

##### **1.2 Scope**

The internal audit for 2019 was conducted as a process audit in which auditors examined the elements of the DWQMS that related to selected QMS process. The processes selected to be audited included:

- Emergency Response (Integrated Systems, Areas 1, 2, 3);
- Preventive Maintenance (Integrated Systems, Areas 1, 2, 3);
- Sampling Testing and Monitoring (Integrated Systems, Areas 1, 2, 3);
- General (all working groups).

The following elements were examined as part of this internal audit:

- Element 1 – Quality Management System
- Element 2 – Quality Management Policy
- Element 3 – Commitment and Endorsement
- Element 4 – QMS Representative
- Element 5 – Documents and Records Control
- Element 7 – Risk Assessment
- Element 9 – Organizational Structure, Roles, Responsibilities and Authorities
- Element 10 – Competencies
- Element 11 – Personnel Coverage

## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

- Element 12 – Communications
- Element 14 – Review and Provision of Infrastructure
- Element 15 – Infrastructure Maintenance, Rehabilitation and Renewal
- Element 16 – Sampling, Testing and Monitoring
- Element 17 – Measurement & Recording Equipment Calibration and Maintenance
- Element 18 – Emergency Management
- Element 19 – Internal Audits
- Element 21 – Continual Improvement

Elements 6 (Drinking Water System), 8 (Risk Assessment Outcomes), 13 (Essential Supplies and Services), and 20 (Management Review) were not audited during the 2019 internal audit. These elements will be included in future internal audits.

#### 1.3 **Selection of Internal Audit Team**

Internal auditors for the 2019 audit were:

- **Area 1:** Deanna Barrow, Keith Lepine
- **Area 2:** Rachel Whyte, Jennifer McDowell
- **Area 3:** Dave Haley, Clayton Nadeau
- **Other** (Top Management, Integrated Systems, Engineering, Support Staff): Deanna Barrow, Janet Rose

All internal auditors have completed Internal Auditor Training as required by the ***Internal Audit Procedure*** (QMS-WT-ALL-P-190, rev7, effective July 26, 2018).

#### 1.4 **Criteria and Methodology**

Audit criteria included the following:

- ***Internal Audit Procedure*** (QMS-WT-ALL-P-190, rev7, effective July 26, 2018);
- ***Niagara Region Water Operational Plan*** (QMS-WT-ALL-MAN-010, rev8, effective August 24, 2018) and supporting procedures; and
- Internal audit training materials (various auditor training courses).

Audits were conducted by assigned auditors as noted in Section 1.3 of this audit report. Top Management and other support staff were also interviewed by assigned auditors. An opening meeting was held at each of the audit interviews. Auditor checklists were

## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

completed and reviewed with the Lead Auditor. These checklists are not attached to this Audit Report, but are retained as per **Document & Records Control** (QMS-WT-ALL-P-050, rev7, effective Feb. 8, 2017).

#### 1.5 Summary of New Internal Audit Findings

The classification of internal audit findings has changed slightly since the previous internal audit. The changes align with updates to Element 21 of the Drinking Water Quality Management Standard<sup>1</sup>, “Continual Improvement”.

Findings are categorized as follows:

- **Non-conformance:** A requirement of the Drinking Water Quality Management Standard or a documented Standard Operating Procedure is not being met. These findings require **corrective action**.
- **Potential non-conformance:** A non-conformance has not yet occurred, but a trend or pattern indicates that occurrence of a non-conformance is likely. These findings require **preventive action**.
- **Best practice for evaluation:** A best practice behaviour or opportunity for improvement is identified. These findings are brought forward to the appropriate level of management for review and consideration, and those requiring Top Management direction or input are reviewed at the annual Management Review.

Audit findings included the following:

- **Twelve** non-conformances relating to Elements 5 (Document and Records Control), 10 (Competencies), 15 (Infrastructure Maintenance, Rehabilitation, and Renewal), 16 (Sampling, Testing and Monitoring), 18 (Emergency Management), 19 (Internal Audits), and 21 (Continual Improvement).
- **Seven** potential non-conformances relating to Elements 5 (Document and Records Control), 10 (Competencies), 15 (Infrastructure Maintenance, Rehabilitation and Renewal), 16 (Sampling, Testing and Monitoring), and 18 (Emergency Management).
- **Twenty-two** best practices for evaluation relating to Elements 5 (Document and Records Control), 7 (Risk Assessment), 10 (Competencies), 11 (Personnel Coverage), 12 (Communications), 15 (Infrastructure Maintenance, Rehabilitation

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<sup>1</sup> Updates made under Version 2.0 (February 2017).



## **2019 INTERNAL AUDIT REPORT**

### **Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring**

and Renewal), 18 (Emergency Management), 19 (Internal Audits) and 21 (Continual Improvement).

Details of all of the above findings are provided in Table 1 (see Section 2.1 of this Audit Report).

#### **1.6 Review of Previous Internal Audit Findings**

There were eight Corrective Action Reports (CARs) issued in relation to non-conformances from the 2017 Internal Audit (records **WTCAR-18-001** through **WTCAR-18-008**). **WTCAR-18-004** and **WTCAR-18-008** have been resolved; the other six CARs remain open.

#### **1.7 Review of Previous External Audit Findings**

There were no findings identified in the 2018 external audit.

#### **1.8 Audit Interviews**

The following Regional staff were interviewed as part of the Internal Audit:

- John Brunet, Area 1 Water Operations Manager
- Tim Peyton, Area 1 Water System Maintenance Manager
- Liviu Turcu, Area 1 System Operator
- Robert Weaver, Area 1 System Operator
- Jocelyn Williams, Area 1 System Operator
- Tom Pierrynowski, Area 1, System Operator
- Adam Bartol, Area 1, System Maintenance Assistant
- Bill Szigeti Area 1 - System Maintenance Assistant I
- Rick Sheppard, Area 2 System Operator
- Zoli Mod, Area 2 Water System Maintenance Manager
- Laura Teeple, Area 2 System Operator
- Jason Wiens, Area 2 System Operator
- Rick Sheppard, Area 2 System Operator
- Allyssa Addis, Area 2 System Operator
- David Iannandrea, Area 2 System Maintenance Assistant II
- Jordan Cadieux, Area 2 System Maintenance Assistant I

***2019 INTERNAL AUDIT REPORT***

**Emergency Management – Preventive Maintenance –  
Sampling, Testing, and Monitoring**

- Rick Johnston, Area 2 System Maintenance Person
- Adrian Rittner, Area 3 Water Operations Manager
- Adam Allcock, Area 3 Water System Maintenance Manager
- Allison Miller-Graves, Area 3, System Operator
- Eamon Kerrigan, Area 3 System Operator
- Rob Middlemiss, Area 3 System Operator
- Rich Ledoux, Area 3 System Operator
- Jeff Laurin, Area 3 Certified Industrial Mechanic
- Cody Cosby, Area 3 System Maintenance Person
- Bill McKelvey, Area 3 System Maintenance Assistant II
- Rob Sauder, Area 3 System Maintenance Assistant I
- Ray Waters, CMMS System Administrator
- Jennifer McDowell, Maintenance Asset Analyst
- Scott Gabel, Manager W-WW Skilled Trades – Electrical
- Berny Portolesi, Manager W-WW Skilled Trades – Instrumentation
- Carrie Brunet, W-WW Training Advisor
- Mike Janas, AD Water Operations and Maintenance (Top Management)
- Craig Courteau, AD W-WW Integrated Systems (Top Management)
- Tony Cimino, AD W-WW Engineering (Top Management)
- Joe Tonellato, Director, Water and Wastewater (Top Management)
- Rachel Whyte, W-WW Quality Management Specialist (QMS Rep.)

## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

## 2.0 INTERNAL AUDIT RESULTS

### 2.1 Summary of QMS Internal Audit Findings

Table 1 provides a summary of findings from the QMS Internal Audit. In reviewing Table 1, the following acronyms should be noted:

Acronym	Definition
C	Conformance
NC	Non-Conformance
PNC	Potential Non-Conformance
BP	Best Practice for Evaluation
N/A	Not applicable – did not audit this element

Table 1 is provided below.

**Table 1 : Summary of Findings – 2019 Internal Audit**

Finding	DWQMS Standard Element	Number
<b>Element 1: Operational Plan</b>		
C	QMS conforms to the requirements of this element.	---
<b>Element 2: QMS Policy</b>		
C	QMS conforms to the requirements of this element.	---
<b>Element 3: Commitment and Endorsement</b>		
C	QMS conforms to the requirements of this element.	---
<b>Element 4: QMS Representative</b>		
C	QMS conforms to the requirements of this element.	---

## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

Finding	DWQMS Standard Element	Number
<b>Element 5: Document and Records Control</b>		
NC	<p><i>Document and Records Control (QMS-WT-ALL-P-050, rev7, 8Feb2017)</i> states that “controlled printed documents that are obsolete are removed from use and replaced with the current printed version”. The following emergency response documents were found to be out of date in controlled hard-copy ERP binders distributed to staff:</p> <ul style="list-style-type: none"> <li>• <i>ERP Contact List (ERP-ALL-ALL-T-002)</i>: Current is Jan 2019, binders contain versions from Jan2017 or Dec2017.</li> <li>• <i>Threat to a Water or Wastewater Facility, System, or Supply (ERP-ALL-ALL-P-002)</i>: Current version is rev2 (24Oct2017), binders contain rev1.</li> <li>• <i>Watermain Break (ERP-WT-ALL-P-011)</i>: current version is rev3 (22Aug2018), binders contain rev2.</li> <li>• <i>Watermain Break Repair (OP-WT-ALL-P-033)</i>: current version is rev1 (22Aug2018), binders contain rev0.</li> <li>• <i>Emergency Laboratory Services for Non-Bacteriological Sampling (OP-WT-ALL-P-014)</i>: current version is rev6 (23Jul2018), binders contain rev5.</li> </ul>	<a href="#">WTCAR-19-001</a>
NC	<p><i>Water and Wastewater Emergency Response Plan (ERP-ALL-ALL-P-001, rev 1, 27Jan2017)</i> states “Emergency Response Plan procedures and supporting documents, forms and contact list are updated on an as-needed basis”. The procedure header in each of the ERPs indicates “to be reviewed annually (reprinted if necessary). No evidence found of documents being reviewed annually.</p>	<a href="#">WTCAR-19-002</a>
PNC	<p>Checked Sampling, Testing, and Monitoring Activities - DeCew Falls WTP - QMS-WT-DF-T-160 and followed the links to the standards. Quality target link for sodium (technical support document ICPMS Sodium) has a broken link. Various broken links to external and internal documents in the STM table.</p>	<a href="#">2019-001-Audit Internal</a>
BP	<p>Completed emergency &amp; debrief reports are stored as records in ETQ. Some staff interviewed are not aware on how to access these records. Suggest making these documents easier to find.</p>	<a href="#">2019-002-Audit Internal</a>

## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

Finding	DWQMS Standard Element	Number
BP	It may be beneficial to update chain of custody forms used for sample submission to NREL, and to consider bringing these forms into the document control program.	<a href="#">2019-003-Audit Internal</a>
<b>Element 6: Drinking Water System</b>		
N/A	<i>Not reviewed during this internal audit.</i>	---
<b>Element 7: Risk Assessment</b>		
BP	Staff interviewed recommend that Tech. Trades be invited to participate in risk assessments. Procedure QMS-WT-ALL-P-070rev. 8 does not list representation by the group as mandatory.	<a href="#">2019-004-Audit Internal</a>
<b>Element 8: Risk Assessment Outcomes</b>		
N/A	<i>Not reviewed during this internal audit.</i>	---
<b>Element 9: Organizational Structure, Roles, Responsibilities &amp; Authorities</b>		
C	QMS conforms to the requirements of this element.	---
<b>Element 10: Competencies</b>		
NC	<b>Competencies Table</b> (QMS-WT-ALL-T-100, rev7, 26Jul2018) identifies the Water QMS training course (“This is How We Do It”) as mandatory training. A summary of training records obtained from myLearning showed that not all staff have completed this course in the specified time frame.	<a href="#">WTCAR-19-003</a>
NC	<i>Water and Wastewater Emergency Response Plan (ERP-ALL-ALL-P-001, rev 1, 27Jan2017)</i> specifies that new staff are introduced to the Emergency Response Plan through Water and Wastewater New Employee Orientation and quality management e-learning modules. No evidence found that this is being done.	<a href="#">WTCAR-19-004</a>
NC	Training records for several auditees who have transferred to W-WW from other divisions within Niagara Region indicate that these staff have not completed W-WW Orientation. These staff were not aware of the mandatory training requirement.	<a href="#">WTCAR-19-005</a>

## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

Finding	DWQMS Standard Element	Number
PNC	The Water & Wastewater Services Division Learning Calendar: Winter-Spring 2019 identifies the “CMMS/EAM for Operations” course as mandatory training, however, this is not reflected in the <b>Competencies Table</b> (QMS-WT-ALL-T-100, rev7, 26Jul2018). As an opportunity for improvement, some staff interviewed recommended that EAM training be provided annually for Operations and be centered around a particular issue or topic each year.	<a href="#">2019-005-Audit Internal</a>
BP	It may be beneficial to develop training and on-boarding plans for Water Operations & Maintenance staff, and to standardize training for lab testing and plant operation. An informal operator training checklist is used in Area 2; however, the checklist has not been formally adopted in all areas.	<a href="#">2019-006-Audit Internal</a>
BP	Staff interviewed recommended that ERP training be included in block safety training.	<a href="#">2019-007-Audit Internal</a>
BP	Top management interviewed recommended that self-service reports be developed and made available via myLearning to summarize conformance with mandatory training.	<a href="#">2019-008-Audit Internal</a>
BP	Consider providing formal sampling training as mandatory training for the samplers/operators. It may also be beneficial to standardize training for lab testing and plant operation. An informal operator training checklist is used in Area 2; however, the checklist has not been formally approved and adopted by all areas.	<a href="#">2019-009-Audit Internal</a>
<b>Element 11: Personnel Coverage</b>		
BP	Managers interviewed recommended that additional resources be provided in order to maintain current maintenance service levels, grow existing maintenance programs, and assist with capital programs and planning.	<a href="#">2019-010-Audit Internal</a>
<b>Element 12: Communications</b>		
BP	There is an opportunity for Top Management to engage and communicate more directly with front-line staff to build relationships and name recognition.	<a href="#">2019-011-Audit Internal</a>
<b>Element 13: Essential Supplies and Services</b>		
N/A	<i>Not reviewed during this internal audit.</i>	---

## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

Finding	DWQMS Standard Element	Number
<b>Element 14: Review and Provision of Infrastructure</b>		
C	QMS conforms to the requirements of this element.	---
<b>Element 15: Infrastructure Maintenance, Rehabilitation and Renewal</b>		
NC	PM creation is outstanding for assets in the Welland drinking water system following completion of the Phase 1 upgrade.	<a href="#">WTCAR-19-006</a>
BP	It is recommended that the <i>Preventive Maintenance Program Optimization</i> work plan (as proposed to DLT in 2017) be implemented and a champion be assigned to carry it forward.	<a href="#">2019-012-Audit Internal</a>
BP	There is an opportunity for Water Operations to improve record-keeping by assigning PM work orders to Operators and having Operators comment directly on work order findings.	<a href="#">2019-013-Audit Internal</a>
BP	There is an opportunity to better define and divide workload between Water Maintenance staff. In some instances, all PMs are assigned to a System Maintenance Person in the area and not directly assigned to the System Maintenance Assistants.	<a href="#">2019-014-Audit Internal</a>
PNC	There may be an opportunity to confirm and document the process for establishing maintenance programs for new assets. There seems to be confusion surrounding the roles and responsibilities of various groups involved in this process (System Maintenance, Group EAM, Engineering, and consultants/ contractors).	<a href="#">2019-015-Audit Internal</a>
PNC	There may be an opportunity to examine the process for work order closure. Staff can only mark a work order as "entire job complete", regardless of whether or not the PM work was done; they must add notes to the PM to indicate whether the work was actually completed. There is a potential for managers to overlook the incomplete status of a work order if they miss the notes in the comments field.	<a href="#">2019-016-Audit Internal</a>
BP	It may be beneficial to include the PM revision process in a documented and controlled SOP. May consider updating <i>Maintenance (QMS-WT-ALL-P-150, rev5)</i> to include this information.	<a href="#">2019-017-Audit Internal</a>
BP	Staff interviewed recommend that KPIs for maintenance need to be reviewed. Current work order aging report may not be the best measure.	<a href="#">2019-018-Audit Internal</a>



## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

Finding	DWQMS Standard Element	Number
<b>Element 16: Sampling, Testing and Monitoring</b>		
NC	The auditee in Area 2 water stated that instrument manuals are used as instructions for testing, however, the auditee could not provide the manuals for review.	<a href="#">WTCAR-19-007</a>
PNC	Sampling, Testing, and Monitoring Activities - DeCew Falls WTP - QMS-WT-DF-T-160 was reviewed and limits/targets compared to those on the logsheets and SCADA alarms (hi and hihi alarm limits). Differences were noted between the settled water limits/targets identified in these sources.	<a href="#">2019-019-Audit Internal</a>
PNC	Sampling bottles received not always matching Chain Of Custody provided by Testmark.	<a href="#">2019-020-Audit Internal</a>
<b>Element 17: Measurement &amp; Recording Equipment Calibration &amp; Maintenance</b>		
C	QMS conforms to the requirements of this element.	---
<b>Element 18: Emergency Management</b>		
NC	Reviewed debrief report for watermain break at intersection of Drummond and Gallinger (December 2017). Action items were not assigned in EtQ as per Post-Event Debriefing (ADM-ALL-ALL-P-009, rev2, 11Jul2017).	<a href="#">WTCAR-19-008</a>
NC	Auditors looked at the list of spill kits noted in the Welland WTP monthly PM (PM10496 - RT900385): it notes a total of seven spill kits, including three kits in trucks. The auditees noted that they have not inspected kits in trucks. Auditees responsible for completing spill kit inspection PMs were not aware that spill kits in trucks needed to be inspected. None of the noted trucks are still assigned to Welland WTP. Area 1 Maintenance vehicles have spill kits, and staff interviewed indicated that they do check these; however, no evidence of these inspections was provided.	<a href="#">WTCAR-19-009</a>
PNC	Follow-up items from the Port Colborne WTP break-in were identified in the debrief record and uploaded to EtQ. Auditors reviewed action items and noted that numerous security-related action items remain outstanding after the security incident at Port Colborne WTP two years ago (Apr 2017).	<a href="#">2019-021-Audit Internal</a>



## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

Finding	DWQMS Standard Element	Number
BP	Staff interviewed recommend that the Associate Directors be responsible for assigning action items related to emergency debriefs.	<a href="#">2019-022-Audit Internal</a>
BP	It may be beneficial to more clearly define responsibilities for keeping printed emergency response manuals up to date, and to standardize the responsibilities across all work areas.	<a href="#">2019-023-Audit Internal</a>
BP	It is recommended that maintenance staff no longer be required to maintain hard copies of the ERP binder. Several maintenance staff stated that they do not use the binder, as they are taking direction from the W-WW Incident Manager on site. Furthermore, the ERPs are high-level and are geared more toward communication, notification, reporting, sampling, supply/service procurement, etc., which are generally responsibilities of the W-WW Incident Manager, not the front-line staff.	<a href="#">2019-024-Audit Internal</a>
BP	It may be beneficial to procure an X2 tablet computer (like those the managers use) for each of the on-call maintenance staff. For maintenance staff who are expected to respond to emergencies, access to NIIMS, EAM, DMD, SOPs, etc. is necessary, and network connectivity is greatly simplified with the X2 tablet in comparison to the iPad.	<a href="#">2019-025-Audit Internal</a>
BP	It may be beneficial for managers to take some sort of threat management training.	<a href="#">2019-026-Audit Internal</a>
<b>Element 19: Internal Audit</b>		
BP	A list of trained internal auditors is maintained in myLearning, but the list does not account for auditor experience and frequency of skill use. It may be beneficial to require trained auditors to audit at least once in a specified time frame (e.g., 5 years) in order for them to be considered “qualified”.	<a href="#">2019-027-Audit Internal</a>
NC	Section 5.6.1 of <i>Internal Auditing (QMS-WT-ALL-P-190, rev7, 26Jul2018)</i> states that internal auditors submit their checklists within 10 working days of completion of the audit. At least one internal auditor submitted checklists on 11Apr, significantly later than the specified 10-day timeline.	<a href="#">WTCAR-19-010</a>

## 2019 INTERNAL AUDIT REPORT

### Emergency Management – Preventive Maintenance – Sampling, Testing, and Monitoring

Finding	DWQMS Standard Element	Number
<b>Element 20: Management Review</b>		
N/A	<i>Not reviewed during this internal audit.</i>	--
<b>Element 21: Continual Improvement</b>		
BP	Staff interviewed recommend that a process for prioritizing opportunities for improvement be developed and implemented.	<a href="#">2019-028-Audit Internal</a>
BP	During internal audits, internal auditors often identify best practices for evaluation. It is recommended that internal audits be included in the SOP as a source of best practices.	<a href="#">2019-029-Audit Internal</a>
NC	<p>Issues were identified with the documented procedure for this element:</p> <ul style="list-style-type: none"> <li>Section 5.1.3 of <i>Corrective Action, Preventive Action, and Best Practices (QMS-WT-ALL-P-210, rev7, 27Jul2018)</i> specifies that approved best practices are to be entered into EtQ's "Corrective Action" module. While most best practices are tracked in "Corrective Action", those stemming from inspections are tracked in the "Compliance Obligations" module.</li> <li>Section 5.3 of <i>Corrective Action, Preventive Action, and Best Practices (QMS-WT-ALL-P-210, rev7, 27Jul2018)</i> refers to "opportunities for improvement". The "Corrective Action" module of the EtQ database uses the terminology "preventive action" and "best practices", not "opportunities for improvement".</li> </ul>	<a href="#">WTCAR-19-011</a>
NC	Section 5.2.3 of <i>Corrective Action, Preventive Action, and Best Practices (QMS-WT-ALL-P-210, rev7, 27Jul2018)</i> indicates that the QMS Rep works with the Lead Auditor and/or Top Management to identify process owners and assign corrective actions. Several internal audit findings from the 2018 internal audit remain at the "Investigation and Root Cause" phase and have not been assigned to process owners.	<a href="#">WTCAR-19-012</a>

**Prepared by:** Deanna Barrow

**Date:** May 16, 2019 (revision 0)

# Audit Report

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Upgrade Audit for:

The Regional Municipality of Niagara  
1631650-01

Audited Address: 3501 Schmon Parkway  
Thorold ON CAN L2V 4T7

Start Date: Jun 12, 2019 End Date: Jun 14, 2019

Type of audit: Surveillance System Audit

Issue Date: Jun 14, 2019

Revision Level: Final

## **BACKGROUND INFORMATION**

SAI Global conducted an upgrade surveillance system audit of the Regional Municipality of Niagara beginning on Jun 12, 2019 and ending on Jun 14, 2019 to the DRINKING WATER QUALITY MANAGEMENT STSNDARD VERSION 2 - 2017.

The purpose of this audit report is to summarise the degree of conformance with relevant criteria, as defined on the cover page of this report, based on the evidence obtained during the audit of your organization. This audit report considers your organization's policies, objectives, and continual improvement processes. Comments may include how suitable the objectives selected by your organization appear to be in regard to maintaining customer satisfaction levels and providing other benefits with respect to policy and other external and internal needs. We may also comment regarding the measurable progress you have made in reaching these targets for improvement.

SAI Global audits are carried out within the requirements of SAI Global procedures that also reflect the requirements and guidance provided in the international standards relating to audit practice such as ISO/IEC 17021-1, ISO 19011 and other normative criteria. SAI Global Auditors are assigned to audits according to industry, standard or technical competencies appropriate to the organization being audited. Details of such experience and competency are maintained in our records.

In addition to the information contained in this audit report, SAI Global maintains files for each client. These files contain details of organization size and personnel as well as evidence collected during preliminary and subsequent audit activities (Documentation Review and Scope) relevant to the application for initial and continuing certification of your organization.

Please take care to advise us of any change that may affect the application/certification or may assist us to keep your contact information up to date, as required by SAI Global Terms and Conditions.

This report has been prepared by SAI Global Limited (SAI Global) in respect of a Client's application for assessment by SAI Global. The purpose of the report is to comment upon evidence of the Client's conformance with the standards or other criteria specified. The content of this report applies only to matters, which were evident to SAI Global at the time of the audit, based on sampling of evidence provided and within the audit scope. SAI Global does not warrant or otherwise comment upon the suitability of the contents of the report or the certificate for any particular purpose or use. SAI Global accepts no liability whatsoever for consequences to, or actions taken by, third parties as a result of or in reliance upon information contained in this report or certificate.

## Audit Report

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Please note that this report is subject to independent review and approval. Should changes to the outcomes of this report be necessary as a result of the review, a revised report will be issued and will supersede this report.

<b>Standard:</b>	DRINKING WATER QUALITY MANAGEMENT STANDARD VERSION 2 - 2017
<b>Scope of Certification:</b>	Drinking Water
<b>Drinking Water System Owner:</b>	Regional Municipality of Niagara
<b>Operating Authority:</b>	Regional Municipality of Niagara
<b>Population Serviced:</b>	400000
<b>Activities:</b>	Treatment and Distribution
<b>Drinking Water Systems:</b>	Decew Falls / Niagara Falls Drinking Water System Municipal Drinking Water Licence # 007-102, Issue 5  Grimsby Drinking Water System Municipal Drinking Water Licence # 007-105, Issue 3  Port Colborne Drinking Water System Municipal Drinking Water Licence # 007-101, Issue 3  Welland Drinking Water System Municipal Drinking Water Licence # 007-104, Issue 3  Rosehill Drinking Water System Municipal Drinking Water Licence # 007-103, Issue 5
<b>Total Audit Duration:</b>	<b>Days:</b> 2.25 audit days
<b>Audit Team Member:</b>	<b>Team Leader</b> Patrick Moore
<b>Other Participants:</b>	None

## Definitions and action required with respect to audit findings

### Major Non-conformance

Based on objective evidence, the absence of, or a significant failure to implement and/or maintain conformance to requirements of the applicable standard. Such issues may raise significant doubt as to the capability of the management system to achieve its intended outputs (i.e. the absence of or failure to implement a complete Management System clause of the standard); or

A situation which would, on the basis of available objective evidence, raise significant doubt as to the capability of the Management System to achieve the stated policy and objectives of the customer.

NOTE: The “applicable Standard” is the Standard which SAI Global is issuing certification against, and may be a Product Standard, a management system Standard, a food safety Standard or another set of documented criteria.

Action required: This category of findings requires SAI Global to issue a formal NCR; to receive and approve client’s proposed correction and corrective action plans; and formally verify the effective implementation of planned activities. Correction and corrective action plans should be submitted to SAI Global prior to commencement of follow-up activities as required. Follow-up action by SAI Global must ‘close out’ the NCR or reduce it to a lesser category within 90 days for initial certification and within 60 days for surveillance or re-certification audits, from the last day of the audit.

If significant risk issues (e.g. safety, environmental, food safety, product legality/quality, etc.) are detected during an audit, these shall be reported immediately to the Client and more immediate or instant correction shall be requested. If this is not agreed and cannot be resolved to the satisfaction of SAI Global, immediate suspension shall be recommended.

In the case of initial certification, failure to close out NCR within the time limits means that the Certification Audit may be repeated.

In the case of an already certified client, failure to close out NCR within the time limits means that suspension proceedings may be instituted by SAI Global.

Follow-up activities incur additional charges.

### Minor Non-conformance

This represents either a management system weakness or minor issue that could lead to a major nonconformance if not addressed. Each minor NC should be considered for potential improvement and to further investigate any system weaknesses for possible inclusion in the corrective action program

Action required: This category of findings requires SAI Global to issue a formal NCR; to receive and approve client’s proposed correction and corrective action plans; and formally verify the effective implementation of planned activities at the next scheduled audit.

### Opportunity for Improvement

A documented statement which may identify areas for improvement, however shall not make specific recommendation(s).

Action required: Client may develop and implement solutions in order to add value to operations and management systems. SAI Global is not required to follow-up on this category of audit finding.

## **Audit Type and Purpose**

### **Surveillance Audit**

A systems desktop audit in accordance with the systems audit procedure as it applies to Full Scope accreditation. The audit also included consideration of the results of the most recent audit undertaken in accordance with this Accreditation Protocol and any of the following that have occurred subsequent to that audit including but limited to:

- (a) the results of any audits undertaken in accordance with element 19 of the DWQMS V2;
- (b) historical responses taken to address corrective action requests made by an Accreditation Body;
- (c) the results of any management reviews undertaken in accordance with element 20 of the DWQMS V2; and,
- (d) any changes to the documentation and implementation of the QMS.

### **Audit Objectives**

The objective of the audit was to determine whether the Operational Plan and associated documents of the drinking water Quality Management System (QMS) of the subject system conform to the requirements of the Ontario Ministry of the Environment, Conservation and Parks' (MECP) Drinking Water Quality Management Standard (DWQMS V2).

The audit was also intended to gather the information necessary for SAI Global to assess whether accreditation can continue to be offered to the Operating Authority.

### **Audit Scope**

The Operational Plan and associated documents and records of the Drinking Water Quality Management System of the subject system were reviewed.

### **Audit Criteria**

- The Drinking Water Quality Management Standard Version 2
- Current QMS manuals, procedures and records implemented by the Operating Authority
- SAI Global Accreditation Program Handbook

### **Confidentiality and Documentation Requirements**

SAI Global stores their records and reports to ensure their preservation and confidentiality. Unless required by law, SAI Global will not disclose audit records to a third party without prior written consent of the applicant. The only exception will be that the SAI Global will provide audit and corrective action reports to the Ontario Ministry of the Environment, Conservation and Parks (MECP). For more information, please refer to the SAI Global Accreditation Program Handbook.

As part of the SAI Global Terms, it is necessary for you to notify SAI Global of any changes to your Quality Management System that you believe are significant enough to risk non-conformity with DWQMS V2: For more information, please refer to the SAI Global Accreditation Program Handbook.

### **Review of any changes to the Operating Authority**

No changes to the organizational structure of the water QMS Operating Authority have been identified since the last audit.

## **EXECUTIVE OVERVIEW**

Based on the results of this surveillance system audit, the management system remains effectively implemented and meets the requirements of the standard relative to the scope of certification; therefore, a recommendation for continued certification will be submitted.

### **Recommendation**

Based on the results of this audit, it has been determined that the management system is effectively implemented and maintained and meets the requirements of the standard relative to the scope of certification identified in this report; therefore, a recommendation for continued certification will be submitted to SAI Global review team.

### **Opportunities for Improvement**

No opportunities for improvement were identified during this audit.

It is suggested that any opportunities for improvement be considered by management to further enhance the Operating Authority's Quality Management System and performance.

### **Management System Documentation**

The management system's Operational Plan was reviewed and found to be in conformance with the requirements of the standard.

### **Management Review**

Records of the most recent management review meetings were verified and found to meet the requirements of the standard. All inputs were reflected in the records, and appear suitably managed as reflected by resulting actions and decisions.

### **Internal Audits**

Internal audits are being conducted at planned intervals to ensure conformance to planned arrangements, the requirements of the standard and the established management system.

### **Corrective, Preventive Action & Continual Improvement Processes**

The Operating Authority is implementing an effective process for the continual improvement of the management system through the use of the quality policy, quality objectives, audit results, data analysis, the appropriate management of corrective and preventive actions and management review.



## Summary of Findings

1. Quality Management System	Conforms
2. Quality Management System Policy	Conforms
3. Commitment and Endorsement	Conforms
4. Quality Management System Representative	Conforms
5. Document and Records Control	Conforms
6. Drinking-Water System	Conforms
7. Risk Assessment	Conforms
8. Risk Assessment Outcomes	Conforms
9. Organizational Structure, Roles, Responsibilities and Authorities	Conforms
10. Competencies	Conforms
11. Personnel Coverage	Conforms
12. Communications	Conforms
13. Essential Supplies and Services	Conforms
14. Review and Provision of Infrastructure	Conforms
15. Infrastructure Maintenance, Rehabilitation & Renewal	Conforms
16. Sampling, Testing and Monitoring	Conforms
17. Measurement & Recording Equipment Calibration and Maintenance	Conforms
18. Emergency Management	Conforms
19. Internal Audits	Conforms
20. Management Review	Conforms
21. Continual Improvement	Conforms
Major NCR #	Major non-conformity. The auditor has determined one of the following: (a) a required element of the DWQMS has not been incorporated into a QMS; (b) a systemic problem with a QMS is evidenced by two or more minor non-conformities; or (c) a minor non-conformity identified with a corrective action request has not been remedied.
Minor NCR #	Minor non-conformity. In the opinion of the auditor, part of a required element of the DWQMS has not been incorporated satisfactorily into a QMS.
OFI	Opportunity for improvement. Conforms to requirement, but there is an opportunity for improvement.
Conforms	Conforms to requirement.
NA/NC	Not applicable/Not Covered during this audit.
****	Additional comment added by auditor in the body of the report.

**PART D. Audit Observations, Findings and Comments**

DWQMS Reference:	1 Quality Management System
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019
<p>Details: <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>The Operational Plan and associated documentation meet the requirements of the DWQMS Version 2 - 2017.</p>	

DWQMS Reference:	2 Quality Management System Policy
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 2
<p>Details: <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>The QMS Policy, issued Mar 31, 2015, Rev 1, meets the requirements of the DWQMS Version 2-2017.</p>	

DWQMS Reference:	3 Commitment and Endorsement
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 3
<p>Details: <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>Commitment and endorsement of the current Operational plan by the Owner (Regional Council) is shown through approval of the minutes of the Public Works Committee management systems update meeting held on Mar 19, 2019 (Report PW 19-2019). The Council authorized the Regional Chair and the Regional Clerk to sign the Operational Plan as evidence of Council's endorsement, which they did on May 8, 2019. On May 24 and May 25, 2018, the five members of Top Management renewed their commitment and endorsement of the Operational Plan. Part of Top Management's responsibilities is to maintain commitment and endorsement of future versions of the Operational Plan as approved by the Owner or delegate.</p>	

DWQMS Reference:	4 Quality Management System Representative
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 4
<p>Details: <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>Top Management has appointed the Water &amp; Wastewater Quality Management Specialist as the QMS Representative for Niagara Region's drinking water systems. In the event that the Water &amp; Wastewater Quality Management Specialist is unable to fulfill the duties of QMS Representative, the Water Compliance Specialist will assume the role and responsibilities. Responsibilities of the QMS Representative are outlined in the Operational Plan.</p>	

## Audit Report

DWQMS Reference:	5 Document and Record Control
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan Rev No. 9, Effective Date Mar 28, 2019, Section 5 QMS-WT-ALL-P-050 Document and Records Control Rev. No. 7, Feb 8, 2017
<b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i> <p>The Document and Control Procedure meets the requirements of DWQMS V2. The procedure delineates between other-controlled documents identified in Table 1 (e.g. regulations governing sampling, testing and monitoring requirements available on the MECP website) and internally-controlled documents such as the Operational Plan and associated documents, and documents required for effective operation of the QMS. Table 2 in the procedure identifies records which are relevant to the QMS, such as training attendance records, purchasing records and SCADA data. Both tables usefully also identify the elements of the standard related to documents and records listed in the tables.</p>	

DWQMS Reference:	6 Drinking Water System
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 6 QMS-WT-XX-P-060 Individual Drinking Water System <u>Descriptions</u> , various revision levels, where XX represents one of the five drinking water systems, e.g. QMS-WT-PC-P-060, Rev. No. 4, Nov 9/16 for Port Colborne. QMS-WT-XX-V-060 Individual Drinking-Water System Process <u>Schematics</u> , various revision levels, where XX represents one of the five drinking water systems, e.g. QMS-WT-GR-V-060, Rev. No. 3, Sep 12/16 for Grimsby.
<b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i> <p>No documentation changes were required in order to meet the requirements of DWQMS V2-2017. The drinking water descriptions and process schematics for the five drinking water systems are well documented. Table I: Niagara Region's Drinking Water Systems in the procedure identifies the components of the individual drinking water systems and references the locally-owned and operated municipal distribution systems supplied from each DW system. Fluctuations, challenges and threats common to all five drinking water systems include seasonal temperature fluctuations with three resulting operational threats, e.g. zebra mussels clogging the raw water intake, and event-driven fluctuations such as high winds and storms causing increased turbidity in the raw water.</p> <p>All of the source water treated by the Niagara Region is surface water. The Decew Falls and Niagara Falls water treatment plants are connected in Niagara-on-the-Lake and are defined as one drinking water system. The Decew Falls/Niagara Falls water treatment system and the Welland water treatment plant have the additional event-driven challenges of responding to changes in flow direction. The Niagara Falls current process is not able to adequately treat water from the Welland River. The Action/Control Measures involve shutting down the intake and investigating the issue to determine a course of action. For the Welland plant, Action/Control Measures involve using the main bypass gate for isolation when the Welland River level exceeds the Welland Canal level.</p>	

DWQMS Reference	7 Risk Assessment
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 7 QMS-WT-ALL-P-070 Drinking-Water System Risk Assessment, Rev. No. 8, May 16, 2018 QMS-WT-ALL-F-070 Risk Assessment Review Form (Water), Rev 0, Aug 29, 2016
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>Risk assessment teams have been established for each drinking water system with the QMS Rep attending each meeting. A risk assessment is carried out at least every 36 months (most recent Feb 7, 2018) for each system (treatment, storage, and general transmission) and an annual review of the risk assessment results is done. The annual risk assessment reviews were carried out on Feb 15-21, 2019 for the six water treatment plants. Details of the reviews are captured in the respective Risk Assessment Review Forms. Potential hazardous events specified by the MECP were considered. Action plans to decrease the severity and/or likelihood of the associated hazardous events are developed for high scoring risks (risk score greater than 15) or other risks identified to require action.</p>	

DWQMS Reference:	8 Risk Assessment Outcomes
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 8 Risk Assessment Outcomes Table QMS-WT-ALL-T-080, Rev. No. 4, Feb 7, 2018 OP-WT-ALL-P-028 Tracking CCL Deviations, Rev. No. 1, Feb 8, 2017 OP-WT-ALL-P-0XX-CCP response procedures, various revision levels, where 0XX represents one of the critical control point response procedures, e.g. OP-WT-ALL-P-008-CCP-Filter Effluent Turbidity, Rev. No. 7, Feb 8, 2017
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>The Risk Assessment Outcomes Table for the WTPs and their respective transmission systems was updated Feb 28, 2019, following the risk assessment reviews completed earlier in the month. Potential hazardous events specified by the MECP were included as applicable. Included in the table are the five critical control points [coagulant (aluminum sulphate) feed, secondary disinfection (distribution chlorine), filter effluent turbidity, primary disinfectant (sodium hypochlorite) feed and verification of primary disinfection], the respective critical control limits, monitoring procedures/processes and appropriate responses/mitigating procedures for the CCPs.</p> <p>Risk scores were updated to reflect revised likelihoods and severities associated with potential hazardous events, and the comments and supporting information sections were expanded as appropriate, e.g. risk values (likelihood times severity) for the coagulation CCPs at both the Niagara Falls and Rosehill plants (Risk ID #5-7) were increased due to the increased severity of problems resulting from potential equipment failure. Risk ID 14-9 for the Rosehill WTP has a higher risk value due to possible clogging of the process waste outfall with beach debris as a result of higher water levels in Lake Ontario. The risk table for transmission was modified to show that new equipment was installed at the Welland plant (ID # WE-87 and #WE-94; no change in risk value).</p>	

DWQMS Reference:	9 Organizational Structure, Roles, Responsibility and Authorities
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 9
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>Figure 2 Water and Wastewater Services Division - Organizational Structure in the Operational Plan depicts the four branches of the Division and clearly identifies Top Management, the QMS Rep, which staff are directly responsible for the safe and reliable supply of drinking water and which staff provide supporting activities. Table 3 Water and Wastewater Services Division - Responsibilities and Authorities, also included in the Operational Plan, correlates well with the organizational chart. Responsibilities and authorities for positions identified in the organizational structure are well defined.</p>	

DWQMS Reference:	10 Competencies
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 10 QMS-WT-ALL-P-100 Competencies, Rev. No.6, Sep 19, 2016 QMS-WT-ALL-T-100 Competencies Table, Rev. No.7, Jul 26, 2018
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>Competency requirements of operations personnel performing duties directly affecting drinking water quality have been detailed in the Competencies Table. Frequency of training is included in the table. In the recent review, training requirements for all positions were reviewed and minor adjustments were made. The procedure specifies that all Operating Authority personnel are informed of the relevance of their job to the provision of safe drinking water through presentations, written communications and computer-based training.</p>	

DWQMS Reference:	11 Personnel Coverage
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 11 QMS-WT-ALL-P-110 Personnel Coverage, Rev. No. 8, Aug 1, 2018
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>The personnel coverage procedure ensures that operations personnel meeting the required competencies are available for duties that directly affect drinking water quality. Personnel coverage is ensured under various conditions such as normal operation, after-hours operation, absences, emergency situations and strikes/lockouts. Designations of the ORO and OIC are defined. Responsibility for ensuring that sufficient personnel are available for drinking water systems operations is shared by various management and supervisory levels within the Operating Authority. Workforce planning has been implemented as part of the annual management review to deal with potential staffing reductions and unavailability of certified staff as a result of staff retirements, turnover, illness, etc.</p>	

DWQMS Reference:	12 Communications
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 12 QMS-WT-ALL-P-120 Communications, Rev. No. 5, Sep 19, 2016
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>The procedure for communications covers how relevant aspects of the QMS are communicated between Top Management and the Owner, Operating Authority personnel, essential suppliers, area municipalities, the general public and external agencies. The procedure also includes how external agencies (e.g. MECP, MOH, SAC) communicate with Top Management.</p>	

DWQMS Reference:	13 Essential Supplies and Services
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 13 QMS-WT-ALL-P-130 Essential Supplies and Services, Rev. No. 8, Apr 24, 2017 Essential Supplies and Services pages in VINE
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>Four main categories of essential supplies and services have been identified - chemical supplies, lab services, calibration services and miscellaneous supplies and services. The list of essential supplies and services is now maintained on the Essential Supplies and Services page in VINE.</p> <p>Procurement of essential supplies and services is ensured through a contract for tendered essential supplies and services and by flexibility afforded to the appropriate Manager to contact alternate suppliers, if needed, for non-tendered essential supplies and services.</p> <p>Quality of essential supplies and services is ensured through clearly identifying quality requirements in contract specifications for tendered essential supplies and services. For non-tendered essential supplies and services, the Area Operations or Maintenance Managers have the responsibility to take action if the quality requirements are not met. Additionally, an Approved Product and Equipment List for the Niagara Region's drinking water systems is maintained to ensure that the quality of these products and equipment meets requirements.</p>	

DWQMS Reference:	14 Review and Provision of Infrastructure
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 14 QMS-WT-ALL-P-140 Review, Rehabilitation and Renewal of Infrastructure, Rev. No. 9, Jul 26, 2018
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>The procedure calls for a review of the drinking water system's infrastructure to be held annually to assess the adequacy of the infrastructure required to operate and maintain the system. The procedure has been updated to include consideration of the outcomes of the risk assessment process as part of the Capital Validation Process by which capially-funded drinking water infrastructure major maintenance, rehabilitation and renewal projects are initiated and approved. The ultimate output of this process is the Final Draft 10-Year Capital Budget which is presented to the Owner (Regional Council) for approval, e.g. the Capital Forecast Summary - Water (2018). Personnel from Operations &amp; Maintenance, Engineering and Integrated Systems participate in the Capital Validation Process.</p>	

## Audit Report

DWQMS Reference:	15 Infrastructure Maintenance, Rehabilitation and Renewal
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 15 QMS-WT-ALL-P-150 Maintenance, Rev. No. 5, Jul 30, 2018
<p>Details: <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>The Operating Authority uses the Enterprise Asset Management (EAM) system to record and track planned maintenance (non-emergency and preventive) and unplanned maintenance (ad-hocs, breakdowns and emergency), and renewal and rehabilitation of infrastructure that is funded from the operating budget. Key Performance Indicators (KPI's) are available to each of the Maintenance Managers in the EAM system to track the effectiveness of the maintenance program.</p> <p>Long-term infrastructure rehabilitation and renewal plans for the DWS are identified as part of the Capital Validation Process during the review and provision of infrastructure, e.g. the Decew Falls WTP - Valve House - complete rehabilitation and restoration of the original building built in 1919, with forecast expenditures of \$90K in Y1 (2019) and \$420K in Y3 (2021). Other sources for identifying long-term infrastructure needs include observations by staff and using information in EAM to generate long-term maintenance forecasts.</p>	

DWQMS Reference:	16 Sampling, Testing and Monitoring
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 16 QMS-WT-ALL-P-160 Sampling, Testing and Monitoring, Rev. No. 4, Sep 28, 2016 QMS-WT-XX-T-160 Sampling, Testing and Monitoring Activities, various revision levels, where XX represents one of the six water treatment plants, e.g. QMS-WT-DF-T-160, Rev. No. 4, Feb 28, 2017 for the Decew Falls WTP (note: these procedures currently are being revised) OP-WT-ALL-P-018 Initial Response to an Adverse Water Quality Result, Rev 5, Feb 17, 2017
<p>Details: <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>The procedure includes details of steps to be taken by the Operator if a drinking water system fails to meet a quality target which either results in or does not result in an adverse test result.</p> <p>A table for sampling, testing and monitoring has been developed for each water treatment plant (Table 1 Process Sampling in QMS-WT-XX-T-160 Sampling, Testing and Monitoring Activities) to reflect the uniqueness of conditions under which each of the treatment plants operates, including frequency, quality target responses if targets are not met and challenging conditions. Tables for process sampling identify the points in the drinking water treatment systems where sampling is done for each WTP, e.g. raw water, settled water, filters, remote stations, etc.</p> <p>Also included for each plant in Table 2 Testing Conducted Externally at MECP Licensed Laboratories is identification of parameters which are tested externally at MECP licensed labs according to schedules identified in the relevant O. Regs. Responses to adverse test results are provided, e.g. what immediate action to take to address the issue and what steps to take if an adverse is confirmed.</p>	



DWQMS Reference:	17 Measurement and Recording Equipment Calibration and Maintenance
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 17 QMS-WT-ALL-P-170 Measurement and Recording Equipment Calibration and Maintenance, Rev. No. 5, Feb 28, 2017
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>Measurement equipment is classified according to a combination of its maintenance classification (reference, confirmation or calibration status) and its functional classification (information, control or regulatory). Equipment used for process control and regulatory monitoring has a higher priority for maintenance and calibration compared to equipment deemed to be of medium priority or used only for informational or reference purposes, e.g. a classification of CaR indicates that the equipment is classified as high priority and is calibrated according to a regulatory schedule whereas a classification of Col indicates that the equipment is maintained as needed.</p> <p>Chart recorders installed at selected WTPs are not calibrated, confirmed, or maintained in any way since the data collected by these devices is not used to calculate operating parameters or to make operational decisions.</p> <p>All required calibrations, confirmations, and maintenance activities are scheduled in EAM based on their assigned classifications. EAM generates resulting work orders and associated due dates.</p>	

DWQMS Reference:	18 Emergency Management
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 18 ERP-ALL-ALL-P-001 Water and Wastewater Emergency Response Plan (ERP)-Front End, Rev. No. 1, Jan 27, 2017 ERP-ALL-ALL-T-002 Water and Wastewater Emergency Response Contact List, printed version updated to Mar 29, 2019 (most current version is available electronically on VINE)
<p><b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>Ten emergency response procedures for the water systems have been referenced in Water and Wastewater Emergency Response Plan (ERP)-Front End, e.g. ERP-ALL-ALL-P-003 SCADA System-Wide Interruption, Rev. No. 1, Dec 15, 2016. The Emergency Response Contact List is extensive and includes contact information for the Niagara Region Water and Wastewater Services Division (e.g. Water Operations &amp; Maintenance for all three Areas, Technical Trades and Engineering), Service Providers, Emergency Lab Services, Area Municipalities and other key contacts.</p> <p>A mock emergency exercise was held on Mar 22, 2018. Over eighty participants from Water and Wastewater Services, area municipal representatives and other branches of the Region worked through five emergency modules including a communications breakdown with a telecommunications provider, wet weather impacts, loss of water from an elevated storage tank, a watermain break and critical injuries at the scene of a watermain break. Detailed summary notes were developed for each emergency module which included Summaries of Common Themes and Discussion Topics, Example Policies and Procedures and Summary of Action Items and Topics to Explore. Feedback from participants was very positive.</p>	



## Audit Report

DWQMS Reference:	19 Internal Audits
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 19 QMS-WT-ALL-P-190 Internal Audit Procedure, Rev. No. 8, Apr 25, 2019 QMS-WT-ALL-P-210 Corrective Action, Preventive Action and Best Practices, Rev. No. 8, May 21, 2019
<b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i> <p>Internal audits are scheduled so that all 21 elements of the DWQMS are audited at least once every three calendar years and that each drinking water system facility is audited in a two-year cycle. Audits for 2019 were completed between March 11 and 15 at all six WTPs by a team of experienced auditors. Eighteen of the DWQMS elements were audited, with, Element 8 (Risk Assessment Outcomes), Element 13 (Essential Supplies and Services) and Element 20 (Management Review) planned to be audited in future audits as there were no changes to these elements in going to Version 2 of the standard.</p> <p>The internal audit report of May 16, 2019 records that 12 nonconformances (NCs), seven potential non-conformances (PNCs) and 22 best practices for evaluation (BPs) were identified during the audit with Element 10 (Competencies) showing the greatest potential for improvement, followed by Element 15 (Infrastructure, Maintenance, Rehabilitation and Renewal) and Element 18 (Emergency management). The NCs, PNCs and BPs have been entered into the respective Corrective Action log and the Preventive Action/Best Practices log.</p>	

DWQMS Reference:	20 Management Review
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 20 QMS-WT-ALL-P-200 Management Review Procedure, Rev. No. 7, Jul 26, 2018
<b>Details:</b> <i>(personnel interviewed, procedures, activities and records observed)</i> <p>Two management reviews of the QMS are held each year to assess the continuing suitability, adequacy and effectiveness of the QMS. The management reviews for 2018 were carried out on Jun 4, 2018 (Part I) and Dec 10, 2018 (Part II). For the 2019 management review, Part I was held on May 31, 2019 with Part II scheduled for Nov 21, 2019. All required agenda items are covered over the two meetings. Review of best management practices, e.g. those identified during MECF inspections and during internal audits, has been added as an agenda item. The QMS Representative provides Top Management with a summary of best practices that have been implemented over the previous 12 months and any that warrant Top Management's review and approval prior to implementation. Action items were identified as needed to address issues identified during the review.</p> <p>Not all five members of Top Management attended all of the meetings as is required by the Management Review Procedure. The QMS Representative will initiate a non-conformance to address this issue.</p>	

## Audit Report

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DWQMS Reference:	21 Continual Improvement
Client Reference:	QMS-WT-ALL-MAN-010 Water QMS Operational Plan, Rev No. 9, Effective Date Mar 28, 2019, Section 21 QMS-WT-ALL-P-210 Corrective Action, Preventive Action and Best Practices, Rev. No. 8, May 21, 2019
<p>Details: <i>(personnel interviewed, procedures, activities and records observed)</i></p> <p>The Operational Plan indicates that the Niagara Region maintains and continually improves the QMS through annual audits, management reviews, implementation of best management practices, process optimization and staff development. Implementation of corrective actions, preventive actions and best management practices is a key driver of continual improvement of the QMS. Various sources of corrective actions, preventive actions and best management practices are identified in the procedure Corrective Action, Preventive Action and Best Management Practices, such as internal and external audits, staff suggestions, customer feedback, ER drills and MECP's published list of BMPs. Implemented best practices are tracked as preventive actions or opportunities for improvement. The QMS Representative has the responsibility to verify effectiveness of corrective actions and preventive actions prior to closure. Best practices do not require formal verification of effectiveness.</p> <p>Three logs have been developed to record continual improvement initiatives: a Corrective Action log used to record progress and effectiveness of responses to non-conformances identified during internal audits; a Preventive Action and Best Practices log used to record progress and actions taken for potential non-conformances and best practices; and a Best Practices (MECP Inspections) log to track follow up actions taken in response to Inspectors' recommendations/requested actions.</p>	

Details regarding the personnel interviewed and objective evidence reviewed are maintained on file at SAI Global.

This report was prepared by:

Patrick Moore

SAI Global Management Systems Auditor

The audit report is distributed as follows:

- SAI Global
- Operating Authority
- Owner
- MECP

## Notes

Copies of this report distributed outside the organization must include all pages.

# **WASTEWATER QUALITY MANAGEMENT SYSTEM: INTERNAL AUDIT REPORT**

**OCTOBER 21 – 31, 2019**

**AREA 1:**

**NIAGARA FALLS WWTP  
ANGER AVENUE WWTP**

**AREA 2:**

**WELLAND WWTP  
SEAWAY WWTP**

**AREA 3:**

**PORT WELLER WWTP  
PORT DALHOUSIE WWTP  
BAKER ROAD WWTP**

**ENVIRONMENTAL CENTRE**

**INTEGRATED SYSTEMS**

**REPORT PREPARED NOVEMBER 7, 2019**

## 1.0 INTRODUCTION

### 1.1 Purpose

The purposes of this internal audit were:

- To verify that the Wastewater QMS conforms to the requirements of the DWQMS<sup>1</sup> and the requirements of the Wastewater QMS Operational Plan; and
- To confirm that the QMS has been effectively implemented and properly maintained for all wastewater systems.

Audits were completed between October 21 and October 31, 2019. Internal audits were conducted with Operations and Maintenance management and staff in each of the three wastewater service areas, with the QMS Representative, and with staff of Integrated Systems, members of Top Management, and other support staff.

### 1.2 Scope

For the 2019 internal audit, the [Bypass, Overflow, and Spill Notification and Reporting](#) process (**OP-WW-ALL-P-038, rev2, 1Mar2018**) was selected for auditing; this process covers a multitude of QMS elements. Additional elements and auditees that are not covered within the scope of this process were audited separately on an element-by-element basis, with audit teams focusing on specific elements in each area. Table 1 provides details of the audit scope.

**Table 1: Audit Scope per Area/Group**

Process	Potential Elements	Area 1	Area 2	Area 3	General
Bypass, Overflow, and Spill Notification and Reporting (OP-WW-ALL-P-038)	2 – QMS Policy				
	4 – QMS Representative				
	5 – Document and Records Control				
	6 – Wastewater System				
	9 – Org Structure, Roles, Responsibilities and Authorities	✓	✓	✓	✓
	10 – Competencies				
	11 – Personnel Coverage				
	12 – Communications				

<sup>1</sup> As modified by Niagara Region to suit our wastewater services.

Process	Potential Elements	Area 1	Area 2	Area 3	General
	13 – Essential Supplies/Services 14 – Review and Provision of Infrastructure 15 – Infrastructure Maintenance, Rehabilitation and Renewal 16 – Sampling, Testing, and Monitoring 17 – Measurement and Recording Equipment Calibration and Maintenance 18 – Emergency Management 20 – Management Review 21 – Continual Improvement				
N/A	3 – Commitment and Endorsement				✓
N/A	7 – Risk Assessment	✓	✓	✓	✓
N/A	8 – Risk Assessment Outcomes	<i>Not applicable for Wastewater</i>			
N/A	19 – Internal Audits				✓

### 1.3 Selection of Internal Audit Team and Schedule

All internal auditors have completed Internal Auditor Training as required by **Internal Auditing (QMS-WW-ALL-P-190, rev1, effective 30Sep2019)**.

The audit schedule and auditor assignments are identified in Table 2.

**Table 2: Audit Assignments – Auditors and Locations**

Area	Auditors	Date/Time	Facility/Subject
Area 1	Michelle Max	Monday, 28 Oct (am)	Niagara Falls WWTP
	Keith Lepine	Monday, 28 Oct (pm)	Anger Avenue WWTP
	Jocelyn Williams		
Area 2	Rachel Whyte	Monday, 21 Oct (am)	Welland WWTP
	Jennifer McDowell	Monday, 21 Oct (pm)	Seaway WWTP
	Jesse Howarth		
Area 3	Dawn MacArthur	Monday, 28 Oct (pm)	Port Weller WWTP
		Thursday, 31 Oct (am)	Port Dalhousie WWTP
		Thursday, 31 Oct (pm)	Baker Road WWTP
Integrated Systems	Jen Croswell	Tuesday, 17 Oct (pm)	Calibration
	Josh MacArthur	Thursday, 19 Oct (pm)	CMMS
General	Jen Croswell Josh MacArthur	Friday, 25 Oct (am)	Asset Management
		Friday, 25 Oct (pm)	WW Compliance Tech.
		Monday, 28 Oct, Wednesday, 30 Oct, Thursday, 31 Oct	Top Management
		Tuesday, 29 Oct (am)	QMS Reps
		Tuesday, 29 Oct (pm)	Asset Performance Spvr
		Monday, 28 Oct (am), Wednesday, 30 Oct (am)	Maintenance Support
		Wednesday, 30 Oct (pm)	Calibration

#### 1.4 Criteria and Methodology

Audit criteria included the following:

- **Internal Auditing (QMS-WW-ALL-P-190, rev1, effective 30Sep2019;**
- **Niagara Region Wastewater Operational Plan (rev2, effective 28Mar2019)**  
and supporting procedures; and
- Internal audit training materials (various auditor training courses).

Wastewater systems were audited by assigned auditors as noted in Section 1.3 of this Audit Report. Top Management, the QMS Representative, and other support staff were

also interviewed by assigned auditors. Auditor checklists were completed and reviewed with the Lead Auditor; the checklists are not attached, but are filed as per the ***Document & Records Control Procedure (QMS-WW-ALL-P-050, rev1, effective 30Sep2019)***. Individual opening meetings were held at each of the areas prior to the start of the audit.

#### 1.5 Previous Internal Audit Findings

Previous internal audit findings were not reviewed, as many of the associated corrective actions are still in progress. Some of the previous audit findings have been closed, but did not require verification.

#### 1.6 Summary of Previous External Audit Findings

Not applicable. The Wastewater QMS is not subject to external auditing at this time.

#### 1.7 Interviews

The following Operating Authority staff were interviewed as part of the Internal Audit:

- Robert Daw, Area 1 Wastewater Operations Manager
- Wes Foebel, Biosolids Manager
- Jim Chisholm, Area 1 Wastewater System Operator
- Christina Bellon-Graves, Area 1 Wastewater System Operator
- Michael Hall, Area 1 Wastewater System Operator
- Jason Pepperall, Area 1 Wastewater Maintenance Manager (Acting)
- Kristel Stevenson, Area 2 Wastewater Operations Supervisor
- Michael MacLean, Area 2 Wastewater System Operator
- Tyler Mook, Area 2 Wastewater System Operator
- Mike Coleman, Area 2 Wastewater System Operator
- Frank Vasko, Area 2 Wastewater Maintenance Manager
- Aaron Lounsbury, Area 2 Wastewater Maintenance Assistant 1
- Gerry Atkinson, Area 3 Wastewater Operations Manager
- Barry Robbins, Area 3 Wastewater Maintenance Manager
- Mike Wedekind, Area 3 Wastewater System Operator
- Don Smith, Area 3 Wastewater System Operator
- Brent Abernethy, Area 3 Wastewater System Operator
- Andrew Braham, Area 3 Wastewater System Operator
- Joe Tonellato, Director, W-WW (*Top Management*)
- Doug Johnson, Associate Director (Acting), Wastewater Operations, Maintenance, and Laboratory Services (*Top Management*)

- Craig Courteau, Associate Director, W-WW Integrated Systems (*Top Management*)
- Tony Cimino, Associate Director, W-WW Engineering (*Top Management*)
- Richard Pinder, Associate Director, W-WW Asset Management (*Top Management*)
- Rachel Whyte, W-WW Quality Management Specialist (*Backup QMS Representative – Wastewater*)
- Michelle Max, W-WW Quality Management Specialist (*QMS Representative – Wastewater*)
- Alyshia Tuomi, Manager, W-WW Capital Program Planning
- Courtney Reuvers, W-WW Capital Planning Specialist
- Will Belancic, Supervisor, Water-Wastewater Maintenance Support
- Ray Waters, CMMS System Administrator
- Jennifer McDowell, Maintenance Asset Analyst
- Berny Portolesi, Manager, Technical Trades (Instrumentation)
- Glenn Fulton, Supervisor, Asset Performance

## 2.0 INTERNAL AUDIT RESULTS

### 2.1 Types of Audit Findings

In documenting audit findings, the following terms and abbreviations are used:

- **C – Conformance:** Audit interviews and sampled records indicate that QMS requirements are met and applicable procedures are implemented as written.
- **NC – Non-conformance:** Audit interviews and sampled records indicate that a requirement of the QMS Standard was not met or a documented procedure was not implemented as written.
- **OFI – Opportunity for improvement:** Conformance was generally observed, but there may be an opportunity to enhance existing processes.

### 2.2 Summary of Findings

23 non-conformances were identified during the audit relating to document and records control; roles, responsibilities, and authorities; competencies; personnel coverage; communications; essential supplies and services; infrastructure maintenance; sampling, testing, and monitoring; instrument calibration; emergency management; and continual improvement.



29 opportunities for improvement were identified during the audit relating to delegation of QMS Representative responsibilities; document and records control; risk assessment; competencies; personnel coverage; essential supplies and services; infrastructure maintenance; sampling, testing, and monitoring; instrument calibration; emergency management; and continual improvement.

Table 3 provides a summary of findings from the QMS Internal Audit.

**NOTE:** Internal audit findings from previous audits that were identified again in the 2019 audits may not be noted in the list below, as corrective action activities are already in progress and the required records have already been opened in EtQ.

**Table 3: Summary of Findings – 2019 Internal Audit**

Type	Details	Number
<b>Element 1: Operational Plan</b>		
C	No findings identified	---
<b>Element 2: QMS Policy</b>		
C	No findings identified	---
<b>Element 3: Commitment and Endorsement</b>		
C	No findings identified	---
<b>Element 4: QMS Representative</b>		
OFI	Legislative changes are communicated by email and within SOPs, but no formal procedure exists to document the communication process. Consider documenting the process as a controlled procedure.	<a href="#">2019-030-Audit Internal</a>
<b>Element 5: Document and Records Control</b>		
NC	<p><b>Document and Records Control (QMS-WW-ALL-P-050, rev1, 30Sep2019)</b> identifies Operator certifications as controlled records and specifies that they are to be posted at “respective WWTPs”. Auditors observed posted certificates at Area 2 facilities and identified several issues:</p> <ul style="list-style-type: none"> <li>• Certificates for Tyler Mook (Class 2 Operator, Welland WWTP) not posted at Welland WWTP;</li> <li>• Certificates for Kristel Stevenson (Class 4 Operator, Area 2 Wastewater Operations Supervisor) not posted at Welland or Seaway WWTP;</li> </ul>	<a href="#">WWCAR-19-001</a>

Type	Details	Number
	<ul style="list-style-type: none"> <li>Certificates for Lovedeep Singh Multani (Operator-in-Training, currently working at Seaway WWTP) not posted at Seaway WWTP.</li> </ul>	
NC	<p><b>Document Control (QMS-WW-ALL-P-050, rev1, 30Sep2019)</b> specifies that only current documentation should be available for use. There were several outdated documents found at Baker Road WWTP:</p> <ul style="list-style-type: none"> <li>Informal, unapproved contact lists were found on the control room bulletin board;</li> <li><b>Water and Wastewater Emergency Contact List (ERP-ALL-ALL-T-002)</b> – 2018 version found in control room, current version is rev14 (30Sep2019);</li> <li>Uncontrolled, hand-edited pump station sheets were located in a binder in the control room.</li> </ul>	<a href="#">WWCAR-19-002</a>
NC	<p><b>Document Control (QMS-WW-ALL-P-050, rev1, 30Sep2019)</b> specifies that only current documentation should be available for use. There were several outdated documents found at the Welland and Seaway WWTPs.</p> <p><u>Welland WWTP:</u></p> <ul style="list-style-type: none"> <li><b>Bulk Chemical Deliveries (OP-ALL-ALL-P-001)</b> – rev5 found in Emergency Response Plan binder in control room, current version is rev7;</li> <li><b>Threat to a Water or Wastewater Facility, System, or Supply (ERP-ALL-ALL-T-002)</b> – rev1 found in Emergency Response Plan binder in control room, current version is rev2;</li> <li>Several obsolete Water Operations procedures were found in the Emergency Response Plan binder in the control room, including <b>Watermain Break, Watermain Shutdown and Break Repair, Confirmed Adverse Drinking Water Quality Results, Emergency Laboratory Services for Non-Bacteriological Sampling</b>, and <b>Initial Response to an Adverse Water Quality Result</b>;</li> <li>An obsolete "Spill Reporting" binder was found on the shelf in the control room; it contained outdated, uncontrolled and unapproved response instructions and outdated manager contact information.</li> </ul>	<a href="#">WWCAR-19-003</a>

Type	Details	Number
	<p><u>Seaway WWTP:</u></p> <ul style="list-style-type: none"> <li>• <b>Seaway WWTP Process Schematic (QMS-WW-SW-V-060)</b> – rev2 found in control room, current version is rev3;</li> <li>• <b>Bypass, Overflow, and Spill Notification and Reporting (OP-WW-ALL-P-038)</b> – rev0 found in control room, current version is rev2;</li> <li>• <b>Personnel Coverage (QMS-WW-ALL-P-110)</b> – rev1 found in control room, current version is rev2;</li> <li>• <b>Seaway WWTP System Schematic (QMS-WW-SW-V-061)</b> – rev5 found in control room, current version is rev6;</li> <li>• <b>Water and Wastewater Emergency Contact List (ERP-ALL-ALL-T-002)</b> – 22Mar2016 version found in control room, current version is rev14 (30Sep2019);</li> <li>• <b>WWTP Logbook Entries and Review (OP-WW-ALL-P-024)</b> – rev0 found in control room, current version is rev1;</li> <li>• <b>Maintenance After-Hours Call-In Process – Additional Support (Wastewater) (OP-WW-ALL-V-002)</b> – copy posted on wall in control room has been trimmed to remove document control information;</li> <li>• <b>Complaints – Wastewater (OP-WW-ALL-P-005)</b> – rev3 found in control room, current version is rev4.</li> </ul>	
NC	<p><b>Bypass, Spill, and Overflow Notification and Reporting (OP-WW-ALL-P-038, rev2, 1Mar2018)</b> outlines the processes in place for addressing, reporting, and communicating bypasses, planned and unplanned spills, and overflows. Deficiencies were identified with the documented procedure as follows:</p> <ul style="list-style-type: none"> <li>• Section 5.2.2 of the procedure specifies that the Incident Manager is required to provide a spill report to MECP and ECCC within 10 working days of the event. In practice, a request can be placed with MECP to extend the 10-day deadline to accommodate additional activities (e.g., debriefs, etc.).</li> <li>• The procedure does not outline how the Wastewater Compliance Technologist is made aware of planned and unplanned spills.</li> <li>• Section 5 of the procedure states that samples are required to be collected for all planned and unplanned bypasses, spills, and overflows. Samples were not collected for the ferric spills at Niagara Falls WWTP or for</li> </ul>	<a href="#">WWCAR-19-004</a>

Type	Details	Number
	<p>the planned biogas spill at Seaway WWTP. Additionally, operators at Niagara Falls WWTP do not collect bypass samples at remote stations.</p> <ul style="list-style-type: none"> <li>Consider clarifying in Sections 5.1.2 and 5.2.1 that SAC s notified via telephone and Public Health is notified via email.</li> <li>Consider clarifying the conditions under which a spill does or does not need to be reported, or refer to other SOPs where this is identified.</li> <li>Consider creating a controlled checklist for responding to bypass, overflow, or spill events.</li> </ul>	
NC	The requirements of <b>Clean-Up of Sewage Spills (OP-WW-ALL-P-004, rev4, 13Oct2016)</b> do not align with the requirements outlined in <b>Bypass, Spill, and Overflow Notification and Reporting (OP-WW-ALL-P-038, rev2, 1Mar2018)</b> , and in some cases are contradictory.	<a href="#">WWCAR-19-005</a>
NC	<b>Mandatory Training (QMS-WW-ALL-100, rev0, 7Feb2014)</b> identifies the <b>Mandatory Training Table (QMS-WW-ALL-101)</b> as the document that outlines mandatory training for staff. This reference is outdated, as mandatory training requirements for staff affecting wastewater are now included within the <b>Competencies Table (QMS-ALL-ALL-T-100, rev7, 26Jul2018)</b> .	<a href="#">WWCAR-19-006</a>
NC	<b>Essential Supplies and Services (QMS-WW-ALL-130, rev2, 2Mar2015)</b> specifies that “a list of all the essential supplies and services associated with operational functions are listed in...the <b>Essential Supplies &amp; Services Table (QMS-WW-ALL-131)</b> ”. This reference is outdated, as the Essential Supplies and Services Table is now available as an electronic Vine page.	<a href="#">WWCAR-19-007</a>
OFI	Consider removing specific details of spill reporting processes from <b>Trunk Sewer or Forcemain Break Investigation and Repair (OP-WW-ALL-P-017, rev1, 16Dec2016)</b> and instead include a reference out to <b>Bypass, Overflow and Spill Notification and Reporting (OP-WW-ALL-P-038)</b> .	<a href="#">2019-031-Audit Internal</a>
OFI	An auditee at the Welland WWTP noted that there were staffing shortages on 8Sep2019 that required him to assume care and control of Seaway WWTP and Crystal Beach WWTP and operate all three plants from the Welland WWTP. A review of logbook entries and access control showed that	<a href="#">2019-032-Audit Internal</a>

Type	Details	Number
	the auditee does not have access to update the logbooks for the Seaway and Crystal Beach WWTPs. It may be beneficial to ensure that all WWTP Operators within each area have access to logbooks for the facilities over which they may be asked to assume care and control.	
OFI	An auditee at the Welland WWTP stated that details of bypass events are logged in plant logbooks (eRIS) and on the plant log sheet. Relevant information is also entered on a paper-based log titled "Welland WWTP Oct 2019". If this paper log is needed or useful to staff, it may be beneficial to add a more descriptive name to the form so that its purpose and use may be easily identified.	<a href="#">2019-033-Audit Internal</a>
OFI	Several recommendations for improvement were received from auditees relating to controlled QMS document formatting and access: <ul style="list-style-type: none"> <li>Consider creating a link to the <a href="#">Essential Supplies and Services page</a> in a more conspicuous location on Vine.</li> <li>Consider including links to relevant ECAs on each of the area e-boards.</li> <li>Reorganize the "Contractors" section of the <b>Emergency Response Plan Contact List (ERP-ALL-ALL-T-002, rev14, 30Sep2019)</b> to more clearly identify the types of services provided by each contractor.</li> </ul>	<a href="#">2019-034-Audit Internal</a>
OFI	Several recommendations for improvement were received from auditees relating to controlled record access: <ul style="list-style-type: none"> <li>Advise Operations and Maintenance Managers of where debrief records are stored, how they can be accessed, and what supporting information should be stored with the debrief record.</li> <li>Provide Operators with access to spill reports.</li> </ul>	<a href="#">2019-035-Audit Internal</a>
OFI	Consider improvements to the process for recording and accessing bypass data (e.g., dates, volumes, etc.). The data is stored in several locations, needs to be transcribed into several systems (which can lead to errors), and staff find the overall process to be confusing.	<a href="#">2019-036-Audit Internal</a>
OFI	The Asset Performance Team has several procedures in place to ensure that field work is undertaken consistently. These documents are currently uncontrolled and saved to the L: drive. It may be beneficial to include these procedures within the controlled document structure in EtQ.	<a href="#">2019-037-Audit Internal</a>

Type	Details	Number
<b>Element 6: Wastewater System</b>		
C	No findings identified.	---
<b>Element 7: Risk Assessment</b>		
OFI	<b>Wastewater System Risk Assessment (QMS-WW-ALL-P-070, rev2, 7Feb2019)</b> identifies that the Wastewater Compliance Technologist takes the lead in facilitating risk assessment activities. This responsibility was transferred to the W-WW Quality Management Specialist (WW) for the 2019 review. The procedure should be revised to reflect this change in process ownership.	<a href="#">2019-038-Audit Internal</a>
<b>Element 8: Risk Assessment Outcomes</b>		
<i>Not applicable</i>		
<b>Element 9: Organizational Structure, Roles, Responsibilities &amp; Authorities</b>		
NC	The <b>Wastewater QMS Operational Plan (QMS-WW-ALL-MAN-010, rev2, 28Mar2019)</b> identifies personnel filling key QMS roles, including the roles of the QMS Representative and Top Management. Numerous auditees were not able to identify the personnel in these positions. There is an opportunity to improve recognition of these key QMS roles.	<a href="#">WWCAR-19-008</a>
<b>Element 10: Competencies</b>		
NC	The <b>Competencies Table (QMS-ALL-ALL-T-100, rev7, 26Jul2018)</b> requires that Wastewater QMS training be taken within six months of hire and once every three years on a continual basis. Across all audit areas, most auditees did not have up-to-date Wastewater QMS training.	<a href="#">WWCAR-19-009</a>
OFI	Almost all auditees brought up in discussion that onboarding is less than desirable: <ul style="list-style-type: none"> <li>The process for SOP retrieval is not being captured in onboarding.</li> <li>Audit interviews indicate that new staff are not being introduced to and/or retaining knowledge of basic QMS concepts.</li> <li>New staff are not familiar with mandatory training requirements.</li> </ul>	<a href="#">2019-039-Audit Internal</a>
OFI	There is an opportunity to provide additional training for Operations staff on key bypass, spill, and overflow concepts, including:	<a href="#">2019-040-Audit Internal</a>



Type	Details	Number
	<ul style="list-style-type: none"> <li>Definitions of key terms (planned spill, unplanned spill, planned bypass, unplanned bypass, overflow), and the practical differences between these events;</li> <li>The purpose of Public Health notification in spill, bypass, and overflow events;</li> <li>Timing of notifications to Public Health (“forthwith”);</li> <li>Reinforcement of reporting requirements and protocols.</li> </ul>	
OFI	It may be beneficial to establish a routine process for the review of training records to identify outstanding staff whose mandatory training is overdue or outstanding.	<a href="#">2019-041-Audit Internal</a>
<b>Element 11: Personnel Coverage</b>		
NC	Call-In and Overtime Management (OP-ALL-ALL-P-003, rev3, 11Jun2019) specifies that additional staff are to be called in by the On-Call Manager. An auditee in Area 3 indicated that he/she has been asked to complete these call-ins in the past.	<a href="#">WWCAR-19-010</a>
OFI	Operations Management may wish to consider overlapping Operator shifts by 30min to ensure that there is adequate opportunity for proper communication at shift change.	<a href="#">2019-042-Audit Internal</a>
OFI	<b>Personnel Coverage (QMS-WW-ALL-P-110, rev2, 26Jul2018)</b> states that “Sectional Management Teams review personnel coverage semi-annually so that any staffing-related concerns and recommendations can be put forward to Top Management as part of the Management Review. Based on the results of the review, Top Management may recommend seeking budget increases if more personnel are required.” Workforce planning is not currently completed in an all-encompassing manner on a semi-annual basis through Management Review; rather, it is completed as part of the annual budgeting process.	<a href="#">2019-043-Audit Internal</a>
<b>Element 12: Communications</b>		
NC	<b>Communications (QMS-WW-ALL-P-120, rev1, 25Aug2017)</b> indicates that the Wastewater QMS Policy is to be posted in an accessible location at each wastewater treatment facility. Auditors toured the administration building at the Welland WWTP and did not observe a copy of the Wastewater QMS policy posted at this facility.	<a href="#">WWCAR-19-011</a>
NC	MECP authorized a planned spill of digester gas at the Seaway WWTP to begin on or after 25Apr2019; the MECP authorization included a request that the spill be reported to	<a href="#">WWCAR-19-012</a>

Type	Details	Number
	SAC at time of occurrence. Logbook records for Seaway WWTP on Fri, 26Apr2019 note that "[Digester] #2 gas now vented to atmosphere", however, there is no record in the logbook of a call having been placed to SAC to notify them of the spill.	
<b>Element 13: Essential Supplies and Services</b>		
NC	The <a href="#">Essential Supplies and Services page</a> identifies the Biosolids Management Agreement as having expired. However, biosolids management is currently under a three-year agreement expiring 31Dec2019, and the Biosolids Manager was unsure who is responsible for updating the updates the Essential Supplies and Services List.	<a href="#">WWCAR-19-013</a>
NC	<b>Communications (QMS-WW-ALL-P-120, rev1, 25Aug2017)</b> specifies that "Top Management communicates with Essential Suppliers to ensure that they are informed of relevant aspects of the Region's QMS". Wastewater laboratory benchtop and handheld instrument calibration is identified as an essential service on the <a href="#">Essential Supplies and Services page</a> ; this service is secured through sole-source PO on an annual basis currently open to ClearTech until 2020. There is no evidence that information about the Region's QMS was provided to ClearTech, whether in scoping documentation or otherwise.	<a href="#">WWCAR-19-014</a>
OFI	It may be beneficial to conduct a review of the supplies and services identified on the <a href="#">Essential Supplies and Services page</a> to ensure that the list remains current and relevant, and that additional essential supplies/services are not missing from the list (e.g., vacuum trucks, construction contractors, etc.).	<a href="#">2019-044-Audit Internal</a>
<b>Element 14: Review and Provision of Infrastructure</b>		
C	No findings identified.	---
<b>Element 15: Infrastructure Maintenance, Rehabilitation and Renewal</b>		
NC	<b>Trunk Sewer or Forcemain Break Investigation and Repair (OP-WW-ALL-P-017, rev1, 16Dec2016)</b> states that wastewater system failure reports need to be closed within 10 days of discovery of the failure. As of 30Oct2019, 7 failure reports remain open with initiation dates ranging from June 2017 – June 2019.	<a href="#">WWCAR-19-015</a>



Type	Details	Number
NC	<p><b>Trunk Sewer or Forcemain Break Investigation and Repair (OP-WW-ALL-P-017, rev1, 16Dec2016)</b> states that "Wastewater System Failure Reports are required as part of wastewater system inspections" and that GroupEAM opens these reports upon receipt of break site GIS coordinates from the field. The failure reports are used to establish break frequency and forcemain condition rating, which are in turn used as input to capital planning.</p> <p>EAM shows records of a forcemain break in the area of the South Side Low Lift SPS (Niagara Falls) in May 2018. The forcemain break was recorded using a regular work order, and not a Wastewater System Failure Report as required. (NOTE: since identifying this non-conformance, a failure report has been initiated.)</p>	<a href="#">WWCAR-19-016</a>
OFI	It may be beneficial to clarify whether a wastewater system failure report (or water system failure report) is required if the break occurs on the property of a water or wastewater facility. The auditors found evidence of two main breaks at regional facilities that were not recorded using a system failure report (w/o #538640, watermain break outside Front St. SPS; w/o #594592, effluent forcemain break at Port Dalhousie WWTP).	<a href="#">2019-045-Audit Internal</a>
OFI	Where planned spills are required in order to complete maintenance work (e.g., planned spill of digester gas at Seaway WWTP), there is an opportunity to streamline recordkeeping by linking associated EAM work order records with the corresponding EtQ spill reporting records.	<a href="#">2019-046-Audit Internal</a>
OFI	Work orders initiated by Operations staff are routed to the Operations Manager for approval before being sent to the Maintenance Manager. It may be beneficial to adjust EAM permissions and/or create workflows to define how these work orders can be forwarded in the Operations Manager's absence (e.g., vacation, illness, etc.). At present, the work orders will remain in the Operations Manager's EAM inbox until his return to work.	<a href="#">2019-047-Audit Internal</a>
OFI	<p>It may be beneficial to clarify the process for introducing new assets and instrumentation into EAM, including:</p> <ul style="list-style-type: none"> <li>• Responsibilities for provision of asset information to GroupEAM;</li> <li>• Asset information that must be provided;</li> <li>• Asset documentation that must be provided;</li> </ul>	<a href="#">2019-048-Audit Internal</a>

Type	Details	Number
	<ul style="list-style-type: none"> <li>In the case of new instrumentation, any initial calibration reports and indication of the applicable calibration program for the subject asset;</li> <li>How to ensure that the asset is appropriately inventoried and tagged.</li> </ul>	
<b>Element 16: Sampling, Testing and Monitoring</b>		
NC	Area 3 Operations staff indicated that there are agreements/requirements in place to contact affected Area Municipalities when wet wells at selected sewage pumping stations reach certain levels. This requirement was not noted in any controlled procedure reviewed by the auditors.	<a href="#">WWCAR-19-017</a>
OFI	The chain of custody used for bypass sampling at Welland WWTP includes notation of samples collected at the end of the bypass event. The auditees stated that they do not collect samples at the end of a bypass, and a review of the Welland WWTP Environmental Compliance Approval confirmed that end-of-event sampling is not required. It may be beneficial to remove the end-of-event sampling items from the chain of custody template for this facility.	<a href="#">2019-049-Audit Internal</a>
OFI	All WWTPs should work toward full implementation of laboratory waste management procedures ( <b>Transport, Storage and Disposal of Waste and Dangerous Goods, HS-ALL-ALL-P-037, rev0, 29Oct2018</b> ). At several plants (Welland WWTP, Seaway WWTP, Baker Road WWTP), auditors noted that the provided containers for laboratory waste were found to be unlabelled or not in use, and one auditee noted that a certain type of hazardous waste is routinely thrown directly into municipal garbage.	<a href="#">2019-050-Audit Internal</a>
OFI	It may be beneficial for the Wastewater Compliance Technologist to include all in-plant process sampling on the WWTP-specific compliance sampling schedules. This may help to eliminate confusion over sampling requirements, to designate specific days for sampling as a means of division of labour, and to evaluate sampling frequencies to determine if they can be reduced as appropriate.	<a href="#">2019-051-Audit Internal</a>
OFI	It may be beneficial to consider the installation of a SCADA alarm at Port Dalhousie WWTP that would alert the WWTP Operator if the secondary bypass valve is in the open position while plant influent flows are below plant capacity (100MLD). At present, the secondary bypass valve is manually operated,	<a href="#">2019-052-Audit Internal</a>

Type	Details	Number
	and there is potential for it to be inadvertently opened and/or left in the open position for longer than required.	
OFI	It may be beneficial to investigate technologies that could flag for WWTP Operators when the dechlorination pumps have failed. Previous investigations indicated that alarming was not possible due to pump age, but there may be alternate technologies (e.g., flow meters, etc.) that can achieve this goal. There is a risk of non-compliance if the pumps fail and chlorinated water is released to the environment.	<a href="#">2019-053-Audit Internal</a>
<b>Element 17: Measurement/Recording Equipment Calibration and Maintenance</b>		
NC	<b>Wastewater Calibration (QMS-WW-ALL-170, rev0, 25Jun2014)</b> specifies that DO meters and ORP meters are calibrated annually. In practice, auditees indicated that DO and ORP are calibrated on an as-needed basis.	<a href="#">WWCAR-19-018</a>
NC	Section 5.3 of <b>Determination of pH and Temperature in Wastewater (OP-WW-ALL-P-007, rev3, 11Oct2017)</b> states that "bench-top and/or portable pH meter[s] should be calibrated every day, or as used, before any lab work or sample collection is performed". Auditors in Area 1 WW and Area 3 WW did not see evidence to show that bench-top pH meters are being calibrated daily or on an as-used basis, despite the fact that plant lab sheets regularly include results of bench-top pH testing.	<a href="#">WWCAR-19-019</a>
NC	Several issues were identified in the plant laboratory at Welland WWTP: <ul style="list-style-type: none"> <li>The bench-top pH meter (Thermoscientific Orion Star AIII - serial #J17006, calibrated 16May2019) is not asset-tagged.</li> <li>EAM records show that a HACH DR1900 spectrophotometer with serial #161060001002 is assigned to Welland WWTP. At the WWTP, a different HACH DR1900 unit is installed (serial #163370001002); this instrument is also missing an asset tag.</li> <li>EAM records show that a HACH DR2800 spectrophotometer is assigned to Welland WWTP. This device was not found on the bench in the lab.</li> <li>A Mettler scale (AE200, serial #F52464, calibrated 17May2019) is not asset-tagged or listed in EAM.</li> <li>An expired bottle of Rochelle salt stabilizer for ammonia determination was found on the bench (expired Dec2018).</li> </ul>	<a href="#">WWCAR-19-020</a>

Type	Details	Number
	<ul style="list-style-type: none"> <li>An expired QC standard for total phosphorus was found on the bench (expired Jan2019).</li> <li>The plant lab eyewash station does not have an inspection tag.</li> </ul> <p>Several issues were identified in the plant laboratory at Seaway WWTP:</p> <ul style="list-style-type: none"> <li>The pH meter (VWR, serial #D00182, calibrated 16May2019) is not asset-tagged.</li> <li>The HACH DR1900 spectrophotometer (serial #161060001020, calibrated 16May2019) does not have an asset tag.</li> <li>Expired blue pH buffer solution was found on the shelf (4Oct2019).</li> <li>Expired sulfite reagent was found on the shelf (Aug2019).</li> </ul>	
OFI	Auditees observed that there is inadequate instrumentation available for monitoring of wastewater remote stations, and that additional flow meters, pressure gauges, etc. would help WWTP Operators to be able to identify spills or forcemain breaks more readily.	<a href="#">2019-054-Audit Internal</a>
OFI	New COD reactors were observed in the plant laboratories at both Port Dalhousie and Port Weller WWTPs. Records indicate that the reactor at Port Dalhousie was purchased 2 months ago, and auditors found an original manufacturer's certificate of calibration; however, the reactor is not tagged with an asset number or a calibration sticker, and it could not be located in EAM.	<a href="#">2019-055-Audit Internal</a>
<b>Element 18: Emergency Management</b>		
NC	<b><i>Bypass, Overflow, and Spill Notification and Reporting (OP-WW-ALL-P-038, rev2, 1Mar2018)</i></b> identifies that the Incident Manager can be the Operations Manager (if the spill occurs on the grounds of the main facility) or the Maintenance Manager (if the spill occurs in the collection system). The procedure also specifies that the Incident Manager is required to provide a written report of the spill to MECP and ECCC. During the audit, auditors observed confusion regarding assignment of the Incident Manager role, including assignment of responsibilities for reporting the spill to SAC and for completing the spill report. As a result, spill reports are not consistently being prepared by the appropriate	<a href="#">WWCAR-19-021</a>

Type	Details	Number
	manager (i.e., Operations or Maintenance, depending on the spill location).	
NC	<b>Post-Event Debriefing (ADM-ALL-ALL-P-009, rev2, 11Jul2017)</b> specifies that the W-WW Incident Manager is responsible for leading debriefs and preparing associated records. In practice, these activities are conducted by the Wastewater Compliance Technologist or the Water-Wastewater Quality Management Specialist. In addition, auditees commented that the significance test outlined in the procedure may be too onerous for wastewater incidents (particularly in relation to forcemain breaks).	<a href="#">WWCAR-19-022</a>
OFI	There is an opportunity to improve spill protection at Port Dalhousie WWTP by making spill mats available in the chemical delivery areas and enforcing their use.	<a href="#">2019-056-Audit Internal</a>
OFI	It is recommended that staff of the Capital Program Planning group be invited to attend debriefs where an infrastructure improvement may be required to address the root cause of the event.	<a href="#">2019-057-Audit Internal</a>
<b>Element 19: Internal Audit</b>		
C	No findings identified.	---
<b>Element 20: Management Review</b>		
C	No findings identified.	---
<b>Element 21: Continual Improvement</b>		
NC	Since 2017, 36 corrective actions have been identified through the wastewater internal audit process and entered into the corrective action database. Of the 36 corrective actions, 26 are in “open” status. <b>Wastewater Corrective Action (QMS-WW-ALL-210, rev0, 30Oct2013)</b> states that preliminary corrective action information is entered into the record, and then “the Lead Auditor assigns the CAR to the responsible individual and identifies a date for completion of the Investigation and Root Cause Analysis”. All open corrective actions in the database are currently assigned to the Lead Auditor and not the “responsible individual” as identified in the procedure.	<a href="#">WWCAR-19-023</a>
OFI	<b>Post-Event Debriefing (ADM-ALL-ALL-P-009, rev 2, 11Jul2017)</b> states that actions items generated through debrief activities “are to be recorded, assigned, and managed in EtQ as per the Corrective Action Procedure...(QMS-WW-	<a href="#">2019-058-Audit Internal</a>

Type	Details	Number
	ALL-P-210 for wastewater)". Consider revising <b>Wastewater Corrective Action (QMS-WW-ALL-210, rev0, 30Oct2013)</b> to include roles and responsibilities for corrective action assignment when non-conformances/action items are identified outside of internal audits.	

### 3.0 QUESTIONS AND CONCERNS

Please contact [Rachel Whyte](#), W-WW Quality Management Specialist, x3787, to discuss any questions or concerns about the audit findings.

**The Regional Municipality of Niagara**

**Water  
Quality Management System  
Operational Plan**

**(QMS-WT-ALL-MAN-010)**

**For the:**

Decew Falls/Niagara Falls Drinking-Water System  
Grimsby Drinking-Water System  
Port Colborne Drinking-Water System  
Rosehill Drinking-Water System  
Welland Drinking-Water System

**Effective Date: December 12, 2019**

**Revision Number: 10**



## Table of Contents

1.	Introduction .....	1
1.1	Drinking Water Quality Management Standard .....	1
1.2	Niagara Region .....	1
1.3	Scope .....	1
2.	Quality Management System Policy .....	3
3.	Commitment and Endorsement .....	4
3.1	Top Management .....	4
3.2	Owner .....	4
3.3	Continued Endorsement.....	5
4.	QMS Representative.....	5
5.	Document and Records Control.....	6
6.	Drinking Water Systems .....	6
6.1	Description of Overall Drinking Water Systems.....	6
6.2	Water Source .....	10
6.3	Critical Upstream & Downstream Processes.....	11
7.	Risk Assessment .....	11
8.	Risk Assessment Outcomes .....	12
9.	Organizational Structure, Roles, Responsibilities and Authorities .....	13
10.	Competencies .....	32
11.	Personnel Coverage .....	33
12.	Communications .....	33
13.	Essential Supplies and Services .....	34
14.	Review, Rehabilitation and Renewal of Infrastructure.....	34
15.	Infrastructure Maintenance .....	35
16.	Sampling, Testing and Monitoring.....	35
17.	Measurement & Recording Equipment Calibration & Maintenance .....	36
18.	Emergency Management.....	36
19.	Internal Audits .....	36
20.	Management Review .....	37
21.	Continual Improvement.....	37
	Table of Revisions: .....	39



## List of Appendices – QMS System Procedures

Appendix 1	<a href="#">Document and Records Control (QMS-WT-ALL-P-050)</a>
Appendix 2	Drinking Water System Descriptions: <ul style="list-style-type: none"> <li>• <a href="#">Decew Falls/Niagara Falls Drinking Water System Description (QMS-WT-DN-P-060)</a></li> <li>• <a href="#">Grimsby Drinking Water System Description (QMS-WT-GR-P-060)</a></li> <li>• <a href="#">Port Colborne Drinking Water System Description (QMS-WT-PC-P-060)</a></li> <li>• <a href="#">Rosehill Drinking Water System Description (QMS-WT-RH-P-060)</a></li> <li>• <a href="#">Welland Drinking Water System Description (QMS-WT-WE-P-060)</a></li> </ul>
Appendix 3	Drinking Water System Process Schematics: <ul style="list-style-type: none"> <li>• <a href="#">Decew Falls/Niagara Falls Drinking Water System Process Schematic (QMS-WT-DN-V-060)</a></li> <li>• <a href="#">Grimsby Drinking Water System Process Schematic (QMS-WT-GR-V-060)</a></li> <li>• <a href="#">Port Colborne Drinking Water System Process Schematic (QMS-WT-PC-V-060)</a></li> <li>• <a href="#">Rosehill Drinking Water System Process Schematic (QMS-WT-RH-V-060)</a></li> <li>• <a href="#">Welland Drinking Water System Process Schematic (QMS-WT-WE-V-060)</a></li> </ul>
Appendix 4	<a href="#">Drinking Water System Risk Assessment (QMS-WT-ALL-P-070)</a>
Appendix 5	Risk Assessment Outcomes Table (CONFIDENTIAL)
Appendix 6	Critical Control Point Monitoring and Response <ul style="list-style-type: none"> <li>• <a href="#">Tracking Critical Control Limit (CCL) Deviations (OP-WT-ALL-P-028)</a></li> <li>• <a href="#">CCP: Coagulant (Aluminum Sulphate) Feed (OP-WT-ALL-P-006)</a></li> <li>• <a href="#">CCP: Secondary Disinfection (Distribution Chlorine) (OP-WT-ALL-P-007)</a></li> <li>• <a href="#">CCP: Filter Effluent Turbidity (OP-WT-ALL-P-008)</a></li> <li>• <a href="#">CCP: Primary Disinfectant (Sodium Hypochlorite) Feed (OP-WT-ALL-P-009)</a></li> <li>• <a href="#">CCP: Verification of Primary Disinfection (OP-WT-ALL-P-010)</a></li> </ul>
Appendix 7	Competencies <ul style="list-style-type: none"> <li>• <a href="#">Competencies (QMS-WT-ALL-P-100)</a></li> <li>• <a href="#">Competencies Table (QMS-ALL-ALL-T-100)</a></li> </ul>
Appendix 8	<a href="#">Personnel Coverage (QMS-WT-ALL-P-110)</a>
Appendix 9	<a href="#">Communications (QMS-WT-ALL-P-120)</a>
Appendix 10	Essential Supplies and Services <ul style="list-style-type: none"> <li>• <a href="#">Essential Supplies and Services (QMS-WT-ALL-P-130)</a></li> <li>• <a href="#">“Essential Supplies and Services” Vine page</a></li> </ul>
Appendix 11	<a href="#">Review, Rehabilitation, and Renewal of Infrastructure (QMS-WT-ALL-P-140)</a>

Appendix 12	<a href="#">Maintenance (QMS-WT-ALL-P-150)</a>
Appendix 13	<a href="#">Sampling, Testing and Monitoring (QMS-WT-ALL-P-160)</a> <ul style="list-style-type: none"><li>• <a href="#">Sampling, Testing &amp; Monitoring Activities – DeCew Falls WTP (QMS-WT-DF-T-160)</a></li><li>• <a href="#">Sampling, Testing &amp; Monitoring Activities – Grimsby WTP (QMS-WT-DF-T-160)</a></li><li>• <a href="#">Sampling, Testing &amp; Monitoring Activities – Niagara Falls WTP (QMS-WT-DF-T-160)</a></li><li>• <a href="#">Sampling, Testing &amp; Monitoring Activities – Port Colborne WTP (QMS-WT-DF-T-160)</a></li><li>• <a href="#">Sampling, Testing &amp; Monitoring Activities – Rosehill WTP (QMS-WT-DF-T-160)</a></li><li>• <a href="#">Sampling, Testing &amp; Monitoring Activities – Welland WTP (QMS-WT-DF-T-160)</a></li></ul>
Appendix 14	<a href="#">Measurement and Recording Equipment Calibration and Maintenance (QMS-WT-ALL-P-170)</a>
Appendix 15	Water-Wastewater Emergency Response Plan (CONFIDENTIAL)
Appendix 16	<a href="#">Internal Auditing (QMS-WT-ALL-P-190)</a>
Appendix 17	<a href="#">Corrective Action, Preventive Action, and Best Practices (QMS-WT-ALL-P-210)</a>
Appendix 18	<a href="#">Management Review (QMS-WT-ALL-P-200)</a>

## **1. Introduction**

### **1.1 *Drinking Water Quality Management Standard***

The Municipal Drinking Water Licensing Program is established under the *Safe Drinking Water Act, 2002*. This licensing program requires drinking water system owners to incorporate the concept of quality management into their operations, as mandated by the Drinking Water Quality Management Standard (DWQMS).

The DWQMS focuses on a proactive and preventive approach for the management of drinking water quality using the four-step “PLAN – DO – CHECK – IMPROVE” process. Under the DWQMS, all municipal residential drinking water systems are required to develop and implement a quality management system (QMS) that must be documented in an Operational Plan.

### **1.2 *Niagara Region***

The Regional Municipality of Niagara (“Niagara Region”) owns and operates five drinking water systems that treat and transmit safe drinking water to eleven area municipalities: the Cities of St. Catharines, Niagara Falls, Welland, Port Colborne; the Towns of Grimsby, Lincoln, Thorold, Pelham, Fort Erie, Niagara-on-the-Lake; and the Township of West Lincoln. The area municipalities own and operate distribution systems that deliver water to the consumers in Niagara.

Niagara Region is committed to producing safe drinking water and has implemented a QMS in support of its drinking water systems.

### **1.3 *Scope***

This Operational Plan documents the QMS for Niagara Region’s five drinking water systems:

- Decew Falls / Niagara Falls Drinking Water System
- Grimsby Drinking Water System
- Port Colborne Drinking Water System

- Rosehill Drinking Water System
- Welland Drinking Water System

For the purpose of this Operational Plan and associated procedures:

- **All Staff** includes all staff employed by Niagara Region
- **All Operating Authority Staff** includes all staff within the Water and Wastewater Services Division *except* those who only work in wastewater systems (i.e. Wastewater Operators, Managers, and assigned Maintenance staff)
- **Staff who directly affect drinking water quality** include:
  - Associate Director, Water Operations, Maintenance & Staff Development
  - Water Operations Managers & Supervisors
  - Water Operators, Operators-in-Training, and Support Staff
  - System Maintenance Managers & Supervisors (Water)
  - System Maintenance Staff (Water)
  - Manager of Water Quality & Compliance
  - Water Quality and Compliance Staff (including Water-Wastewater Quality Management Specialist)
  - Manager of Technical Trades
  - Skilled Trades Managers
  - Contract Administrators
  - Water-Wastewater Safety Advisor
  - Water-Wastewater Training Advisor
  - Education and Engagement Staff
  - Senior Project Managers, Design and Construction
  - Project Managers, Design and Construction
- **Ministry** refers to the Ministry of the Environment, Conservation, and Parks.

## 2. Quality Management System Policy

Niagara Region is committed to **WATER** and our QMS Policy is shown below.

Figure 1: Water Quality Management System Policy<sup>1</sup>



Niagara Region has implemented a  
**Quality Management System (QMS)**  
 to demonstrate our dedication to providing consumers  
 with high quality drinking water.

**The Region is committed to:**

**W**orking to ensure the QMS is maintained and continually improved

**a**ddressing and complying with all relevant legislation and regulations

**t**reating and producing water that is clean and safe

**e**ducating the public about the importance of water

**r**especting Niagara's most precious resource – water

Niagara  Region

[www.niagararegion.ca](http://www.niagararegion.ca)

<sup>1</sup> March 31, 2015 – Revision 1

### **3. Commitment and Endorsement**

#### **3.1 Top Management**

Each member of Top Management pledges commitment to the Water QMS and endorses the Operational Plan through the signing of a Commitment and Endorsement Memorandum. The Memorandum includes a pledge to ensure the implementation, maintenance and continual improvement of the QMS for each of Niagara Region's drinking water systems as documented in this Operational Plan.

#### **3.2 Owner**

As System Owner, Niagara Region shall ensure the implementation, maintenance and continual improvement of the QMS for each of its drinking water systems, as documented in this Operational Plan.

By signing below, Regional Council (represented by the Regional Chair and Clerk) endorse the contents of this Operational Plan.

The Regional Municipality of Niagara

Per:

\_\_\_\_\_  
Regional Chair  
Jim Bradley

\_\_\_\_\_  
Date

\_\_\_\_\_  
Regional Clerk  
Ann-Marie Norio

\_\_\_\_\_  
Date

### **3.3 Continued Endorsement**

When changes in Top Management occur, the QMS Representative ensures that a Commitment and Endorsement Memorandum is signed by any new members of Top Management. Top Management receives QMS updates as per [Management Review \(QMS-WT-ALL-P-200\)](#).

The System Owner receives QMS updates as per [Communications \(QMS-WT-ALL-P-120\)](#). Continued endorsement of the Operational Plan is demonstrated through the enactment of a confirmatory by-law preceding each Council meeting. The QMS Representative ensures that Council endorsement is received for the most current Operational Plan following changes in Council due to election.

## **4. QMS Representative**

Top Management has appointed the Water-Wastewater Quality Management Specialist (reporting to the Manager, Quality & Compliance – Water) as the QMS Representative for Niagara Region's drinking water systems. In the event that the Water-Wastewater Quality Management Specialist is unable to fulfil the duties of QMS Representative, the Water-Wastewater Quality Management Specialist (reporting to the Manager, Quality & Compliance – Wastewater) will assume the role and responsibilities.

The QMS Representative's responsibilities include, but are not limited to:

- Administering the QMS by ensuring that processes and procedures needed are established and maintained,
- Reporting to Top Management on the performance of the QMS and any need for improvement,
- In cooperation with all Operating Authority staff, ensuring current versions of documents required by the QMS are being used at all times,
- In cooperation with all Operating Authority staff, ensuring that personnel are aware of all applicable legislative and regulatory requirements pertaining to their duties, and

- Promoting awareness of the QMS throughout the Operating Authority.

## **5. Document and Records Control**

Document and records control is an essential part of the QMS. [Document and Records Control \(QMS-WT-ALL-P-050\)](#) outlines how documents required by the QMS are kept current, legible, readily identifiable, retrievable, stored, protected, retained and disposed of. The procedure also documents how records required by the QMS are kept legible, readily identifiable, retrievable, stored, protected, retained and disposed of.

[Document and Records Control \(QMS-WT-ALL-P-050\)](#) is available on Vine.

## **6. Drinking Water Systems**

### **6.1 Description of Overall Drinking Water Systems**

#### **6.1.1 General**

Niagara Region owns and operates five drinking water systems including treatment plants, transmission mains and associated reservoirs, elevated tanks, towers, standpipes, pumping and booster stations. Niagara Region supplies eleven area municipalities with safe and treated drinking water.

Table 1 lists the facilities associated with each of Niagara's drinking water systems, along with the local municipal distribution systems supplied from each system. Rechlorination stations are listed in the appropriate Drinking Water Works Permit.

Drinking water system descriptions are available on Vine (see links in Table 1).



**Table 1: Niagara Region's Drinking Water Systems**

Water System	Niagara Region Drinking Water System Facilities	Municipal System(s) Supplied
<b>Decew Falls/Niagara Falls (DN) –</b> <a href="#">Decew Falls/Niagara Falls Drinking Water System Description (QMS-WT-DN-P-060)</a>	Brock High Lift Booster Pumping Station Carlton Street Reservoir Decew Falls Water Treatment Plant Fifth Ave. Reservoir and Rechlorination Station Glendale Pumping Station Kent Ave. Reservoir and Booster Pumping Station Line 2 Rechlorination Station (Virgil Rechlorination Facility) Lundy's Lane Elevated Tank Niagara Falls Water Treatment Plant Niagara Stone Road Chlorine Analyzer Station Port Robinson Rechlorination Station Queenston Heights Chlorine Analyzer Station St. David's Standpipe St. David's Rechlorination Station Stanley Ave. Rechlorination Station Thorold South Elevated Tank (Zone 3) Vineland Booster Pumping Station Virgil Elevated Tank Zone 2 Standpipe	Lincoln Niagara Falls Niagara-on-the-Lake St. Catharines Thorold
<b>Grimsby (GR) –</b> <a href="#">Grimsby Drinking Water System Description (QMS-WT-GR-P-060)</a>	Grimsby Water Treatment Plant Hixon Street Reservoir & Pumping Station Lincoln/Grimsby Booster Pumping Station Park Rd Reservoir & Booster Pump Stn Smithville Reservoir, Elevated Tank & Pumping Station (London Rd)	Lincoln West Lincoln Grimsby Hamilton <sup>2</sup>

<sup>2</sup> The Town of Grimsby's distribution system is connected to a small portion of the City of Hamilton's distribution system on Main Street West.

Water System	Niagara Region Drinking Water System Facilities	Municipal System(s) Supplied
<b>Port Colborne (PC) –</b> <a href="#">Port Colborne Drinking Water System Description (QMS-WT-PC-P-060)</a>	Barrick Rd. Elevated Tank Fielden Ave. Reservoir & Booster Pumping Station Port Colborne Water Treatment Plant	Port Colborne
<b>Rosehill (RH) –</b> <a href="#">Rosehill Drinking Water System Description (QMS-WT-RH-P-060)</a>	Central Ave. Elevated Tank Erie Rd. Rechlorination Station Ridgeway Standpipe Rosehill Water Treatment Plant Stevensville Reservoir and Pumping Station	Fort Erie
<b>Welland (WE) –</b> <a href="#">Welland Drinking Water System Description (QMS-WT-WE-P-060)</a>	Bemis Elevated Tank Shoalts Dr. Reservoir and Pumping Station Pelham Elevated Tank Welland Water Treatment Plant	Welland Pelham Thorold

## 6.1.2 Treatment

The following processes are part of Niagara Region's multi-barrier approach for producing safe drinking water:

### Pre-Chlorination

All of Niagara Region's drinking water systems pre-chlorinate their raw water. In the summer (i.e. temperature > 12°C), when zebra mussel infestation is a problem, the water is pre-chlorinated at the intake. When the water temperature is less than 12°C, the water is pre-chlorinated after the intake.

### Pre-Treatment (Coagulation, Flocculation and Sedimentation)

A coagulant is added to the raw water to help remove the suspended solids through the flocculation process. After flocculation, the water passes through the settling tanks where the floc is able to settle.

### Filtration

Filtration removes debris and particulate remaining in the water after pre-treatment. Filter effluent turbidity is measured continuously to monitor the effectiveness of the filtration process and will alarm if the set point values are exceeded.

### Primary Disinfection

Primary disinfection ensures that any potentially pathogenic organisms that are remaining in the water are rendered harmless. Niagara Region's drinking water systems achieve primary disinfection through the use of chlorination (with sodium hypochlorite). Some facilities are also equipped with UV (ultraviolet) disinfection. The effectiveness of the primary disinfection process is continuously monitored on SCADA.

### Secondary Disinfection

Secondary disinfection prevents regrowth of micro-organisms within the distribution system. Secondary disinfection is accomplished by adding sufficient sodium hypochlorite to the water to maintain a residual throughout the entire distribution system.

### Process Waste Management

Process waste from the pre-treatment and filtration processes is collected and treated prior to being discharged to the environment or sewer.

#### *6.1.3 Transmission*

In Niagara, treated water is conveyed through transmission systems, including storage facilities and booster stations, to the local municipal distribution systems.

Niagara Region's transmission systems are illustrated in maps on the [Niagara Navigator \(NIIMS\)](#) system. The NIIMS maps, in combination with the drinking water system descriptions (see Table 1) and the drinking water system process schematics (see Section 6.1.4), provide an overview of the five transmission systems owned and operated by Niagara Region.

#### 6.1.4 Process Flow Charts

Process schematics for each of Niagara Region's drinking water systems are available on Vine as follows:

- [Decew Falls/Niagara Falls Drinking Water System Process Schematic \(QMS-WT-DN-V-060\)](#)
- [Grimsby Drinking Water System Process Schematic \(QMS-WT-GR-V-060\)](#)
- [Port Colborne Drinking Water System Process Schematic \(QMS-WT-PC-V-060\)](#)
- [Rosehill Drinking Water System Process Schematic \(QMS-WT-RH-V-060\)](#)
- [Welland Drinking Water System Process Schematic \(QMS-WT-WE-V-060\)](#)

## 6.2 Water Source

### 6.2.1 General Characteristics

All of the source water treated by the Niagara Region is surface water.

General characteristics of each of Niagara Region's drinking water systems are included in each system's respective drinking water system description. Drinking water system descriptions are available on Vine (see links in Table 1).

### 6.2.2 Common Event-driven Fluctuations, Operational Challenges & Threats

Table 2 lists common event-driven fluctuations and resulting operational challenges and threats that may impact Niagara Region's water systems.

**Table 2: Common Fluctuations, Challenges & Threats**

Type of Fluctuation	Resulting Operational Challenges and Threats	Action / Control Measure
Seasonal temperature fluctuations	Zebra mussels clogging the intake when raw water temperature >12°C	Pre-chlorination at intake when raw water temperature >12°C

Type of Fluctuation	Resulting Operational Challenges and Threats	Action / Control Measure
Seasonal temperature fluctuations (continued)	Possible taste/odour events in late summer/early fall	Granular Activated Carbon (GAC) filters or Powdered Activated Carbon (PAC)
	Frazil ice may occur when water temperature is around 0°C <sup>3</sup>	Cleared by contracted diving team
Event-driven fluctuations	High winds and storm events causing increased raw water turbidity	Continual monitoring & process changes if necessary

Further details of event-driven fluctuations common to each of Niagara Region's drinking water systems are included in each system's respective drinking water system description. Drinking water system descriptions are available on Vine (see links in Table 1).

### 6.3 Critical Upstream & Downstream Processes

Niagara Region actively participates in source protection activities and initiatives; these source protection initiatives protect the Region's upstream water sources.

Local area municipalities own and operate distribution systems downstream of each of Niagara Region's drinking water systems (see Table 1, page 7).

## 7. Risk Assessment

A risk assessment procedure has been developed and implemented that:

- Identifies potential hazardous events and associated hazards, including those required by the Ministry;
- Assesses the risks associated with the occurrence of hazardous events;
- Ranks the hazardous events according to their level of risk;

<sup>3</sup> Although not all facilities may experience this event, all are equipped to handle it if it should occur.

- Identifies control measures;
- Identifies critical control points (CCPs);
- Identifies a method to verify currency of information;
- Ensures a risk assessment is conducted at least once every three years; and
- Considers the reliability and redundancy of equipment.

[Drinking Water System Risk Assessment \(QMS-WT-ALL-P-070\)](#) is available on Vine.

## **8. Risk Assessment Outcomes**

The Risk Assessment Outcomes Table identifies hazardous events, associated risk scoring, control measures, CCPs and their respective CCLs, procedures for monitoring CCLs, procedures for responding to CCL deviations, and procedures for reporting and recording deviations. [Tracking Critical Control Limit \(CCL\) Deviations \(OP-WT-ALL-P-028\)](#) discusses how CCL deviations are summarized and tracked.

As an output from the Operating Authority's annual Risk Assessment exercises, CCPs for Niagara Region's drinking water systems are identified as:

- [CCP: Coagulant \(Aluminum Sulphate\) Feed \(OP-WT-ALL-P-006\)](#)
- [CCP: Secondary Disinfection \(Distribution Chlorine\) \(OP-WT-ALL-P-007\)](#)
- [CCP: Filter Effluent Turbidity \(OP-WT-ALL-P-008\)](#)
- [CCP: Primary Disinfectant \(Sodium Hypochlorite\) Feed \(OP-WT-ALL-P-009\)](#)
- [CCP: Verification of Primary Disinfection \(OP-WT-ALL-P-010\)](#)

## 9. Organizational Structure, Roles, Responsibilities and Authorities

Water and Wastewater Services is a division of Niagara Region's Public Works Department and serves as the Operating Authority for the Region's five drinking water systems and their associated facilities. (Refer to Section 1.3 for exclusions.)

- Our Mission Statement: Through dedicated teamwork and commitment, provide high quality, safe and reliable water and wastewater services, while practicing good stewardship of resources to benefit present and future generations.
- Our Role: To deliver clean, safe drinking water to the municipal water distribution network and to provide effective wastewater treatment for the community.

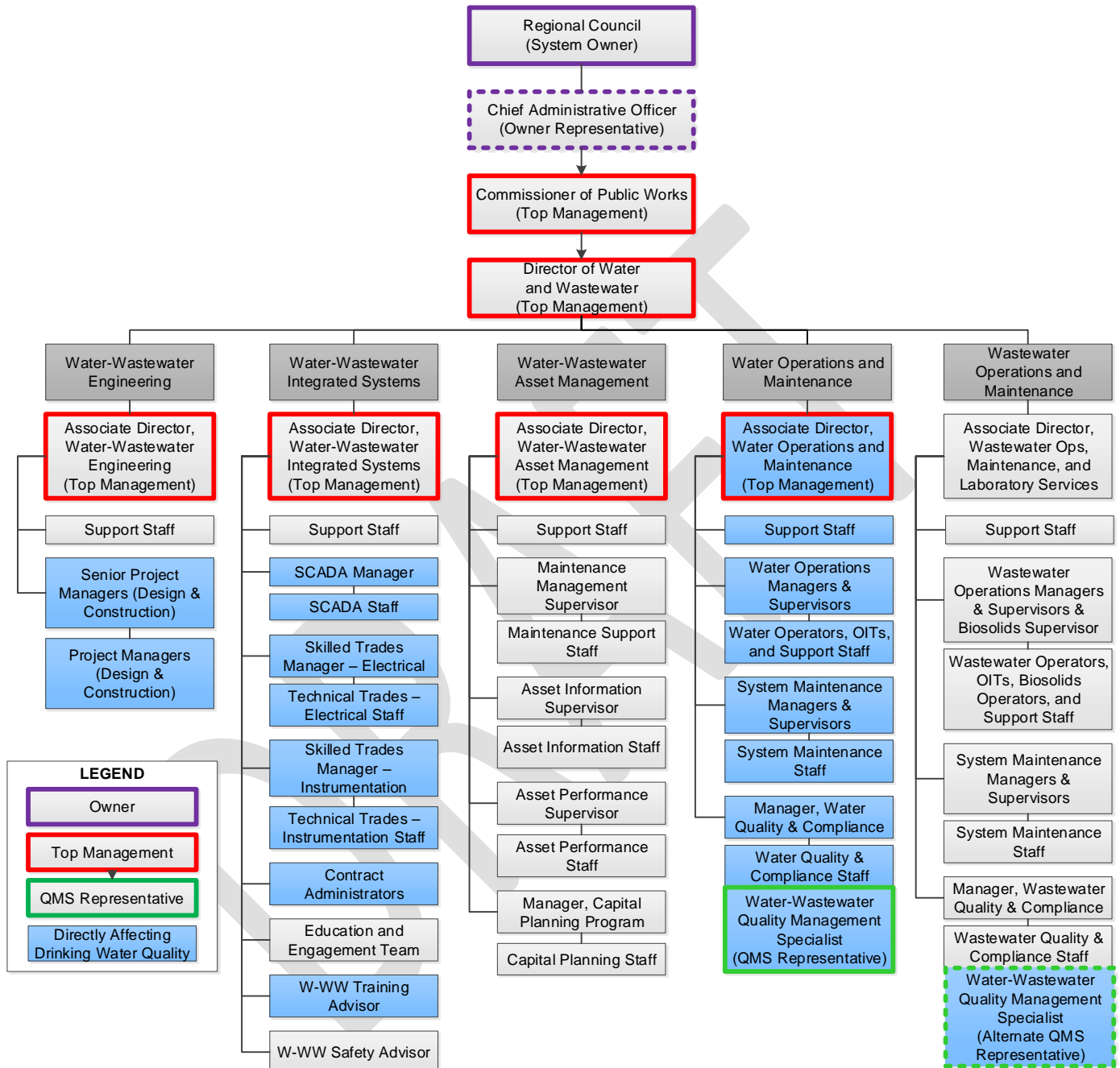
### What We Do

The Water and Wastewater Services Division is made up of a dedicated team of approximately 270 employees working throughout the Niagara Region. The Division is divided into **five** groups:

- Water Operations, Maintenance, and Staff Development;
- Wastewater Operations, Maintenance, and Laboratory Services;
- Water-Wastewater Engineering;
- Water-Wastewater Integrated Systems;
- **Water-Wastewater Asset Management.**

The organizational structure of the Water and Wastewater Services Division, including designation/appointment of key QMS roles, is illustrated in Figure 2.

Figure 2: Water and Wastewater Services Division – Organizational Structure



Each of the **five** working groups has varying levels of responsibility for drinking water quality. Core responsibilities of staff in each group, as well as specific duties for those positions that directly impact drinking water quality, are identified in Table 3. Table 3 also identifies



responsibilities of the System Owner, Top Management and the QMS Representative. (NOTE: Positions that are greyed in Table 3 are have been deemed to not directly impact drinking water quality.)

**Table 3: Water and Wastewater Services Division – Responsibilities and Authorities**

Position/Group	Responsibilities	Authorities
Regional Council (System Owner)	<ul style="list-style-type: none"> <li>– Act as final decision making body for Niagara Region</li> <li>– Ensure the provision of safe drinking water to connected distribution systems of the Local Area Municipalities</li> <li>– Endorse Niagara Region's Water QMS</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> </ul>
Chief Administrative Officer	<ul style="list-style-type: none"> <li>– Act as representative for the Owner</li> <li>– Interact with Top Management</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> </ul>
Commissioner of Public Works (Top Management)	<ul style="list-style-type: none"> <li>– Establish and implement operating policy and procedures, covering execution of department functions</li> <li>– Manage Public Works Department in its statutory, operational, custodial and advisory responsibilities</li> <li>– Act as a member of the Corporate Management Team</li> <li>– Participate in Management Review</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline staff</li> <li>– Make Engineering decisions</li> <li>– Make administrative decisions related to Public Works</li> <li>– Delegate</li> <li>– Suggest continual improvements</li> </ul>
Director of Water and Wastewater (Top Management)	<ul style="list-style-type: none"> <li>– Provide administration and general management of Water and Wastewater Services Division</li> <li>– Ensure mandated delivery of water supply and wastewater treatment meets federal, provincial and municipal requirements</li> <li>– Provide guidance and direction to staff to ensure compliance with provincial standards and the promotion of industry best practices for the operation of the water systems</li> <li>– Participate in Management Review</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Establish Divisional priorities; control budgets, costs, and work quality</li> <li>– Take appropriate action to ensure health and safety in emergencies</li> <li>– Delegate</li> </ul>

Position/Group	Responsibilities	Authorities
Director of Water and Wastewater (continued)	<ul style="list-style-type: none"> <li>– Manage resources to ensure efficient and effective operations</li> </ul>	<ul style="list-style-type: none"> <li>– Suggest continual improvements</li> </ul>
<b>Water Operations and Maintenance</b>		
Associate Director, Water Operations, Maintenance, and Staff Development <b>(Top Management)</b> <b>(Directly Affects Drinking Water)</b>	<ul style="list-style-type: none"> <li>– Maintain accountability for execution and direction of all aspects of drinking water system operation and maintenance</li> <li>– Manage Region's water treatment operations and maintenance to ensure compliance with regulatory requirements and ensure due diligence in daily activities</li> <li>– Demonstrate due diligence in daily activities and keep abreast of relevant legislation</li> <li>– Ensure adequate Health &amp; Safety program in place for Water and Wastewater</li> <li>– Analyze and develop annual current and capital budgets to ensure cost-effective operations</li> <li>– Continually review overall function of facilities, personnel, communications and training to achieve high standard of performance</li> <li>– Direct activities related to public relations, evaluating investigations and preparing reports</li> <li>– Ensure staff/personnel issues are dealt with effectively and in a timely manner</li> <li>– Coordinate employee efforts and respond to emergencies and complaints</li> <li>– Provide emergency preparedness leadership</li> <li>– Participate in Management Review</li> <li>– May function as "Overall Responsible Operator (ORO)" as required by O. Reg. 128/04, <b>if appropriately certified to do so</b></li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved budget and policies and procedures</li> <li>– Discipline and deal with major personnel matters</li> <li>– Suggest modifications to systems and make changes during construction</li> <li>– Recommend purchase of equipment or services involving major expenditures</li> <li>– Delegate</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
Water Operations Managers/ Supervisors <b>(Directly Affects Drinking Water)</b>	<ul style="list-style-type: none"> <li>– Supervise operation of water treatment plants and regional transmission system</li> <li>– Control area budget; procure material/services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Participate in Public relations, evaluate investigations and preparing reports</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Respond to emergencies and complaints</li> <li>– Function as “Overall Responsible Operator (ORO)” as required by O. Reg. 128/04</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Discipline and deal with minor personnel matters (<i>Managers only</i>)</li> <li>– Suggest continual improvements</li> </ul>
System Operator <b>(Directly Affects Drinking Water)</b>	<ul style="list-style-type: none"> <li>– Perform operational functions</li> <li>– Maintain written and computer based daily records</li> <li>– Perform routine inspections of plant</li> <li>– Prepare work orders for repairs to equipment</li> <li>– Collect and test water samples to monitor/maintain relevant parameters</li> <li>– Serve as “Operator-In-Charge (OIC)”</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
System Operator-in-Training <b>(Directly Affects Drinking Water)</b>	<ul style="list-style-type: none"> <li>– Perform duties of System Operator, with conditions: <ul style="list-style-type: none"> <li>○ Operators-in-Training must perform some responsibilities at the direction of System Operator, as required by O. Reg. 128/04</li> <li>○ When an OIT is operating, the ORO shall be designated as OIC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
Support Staff <i>(Directly Affects Drinking Water)</i>	<ul style="list-style-type: none"> <li>– Maintain appropriate control of documents and records</li> <li>– Assist with communications, public relations, investigations and preparing reports as needed by Operations</li> <li>– Clerical functions</li> <li>– Assist with customer service activities, including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Water Systems Maintenance Managers <i>(Directly Affects Drinking Water)</i>	<ul style="list-style-type: none"> <li>– Direct and supervise Maintenance staff within area during regular, emergency, standby and on-call hours</li> <li>– Demonstrate due diligence in daily activities and ensure compliance with relevant Regulations and Regional Policies</li> <li>– Control budget for area; monitor expenditures and procurement of materials and services</li> <li>– Prepare and modify maintenance schedules to provide for normal maintenance relief, staff training, vacation, lieu time, and sick time</li> <li>– Participate in activities related to public relations, evaluating investigations and preparing reports</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Respond to emergencies and complaints</li> <li>– Assist in scoping, design and construction of projects</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Suggest continual improvements</li> </ul>
Systems Maintenance Staff <i>(Directly Affects Drinking Water)</i>	<ul style="list-style-type: none"> <li>– Respond to maintenance issues (i.e. general systems maintenance, etc.)</li> <li>– May serve as “Operator-In-Charge (OIC)” in the transmission system</li> </ul>	<ul style="list-style-type: none"> <li>– Authority to perform listed responsibilities</li> <li>– Authority to Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
Manager of Water Quality and Compliance <i>(Directly Affects Drinking Water)</i>	<ul style="list-style-type: none"> <li>– Ensure processes are optimized and maintained</li> <li>– Develop and implement quality sampling program as required in a collection/transmission/distribution system</li> <li>– Act as Lead Auditor</li> <li>– Ensure training program is maintained in order to meet competencies</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Suggest continual improvements</li> </ul>
W&WW Quality Management Specialist (QMS Rep) <i>(Directly Affects Drinking Water)</i>	<ul style="list-style-type: none"> <li>– See QMS Representative Responsibilities in Operational Plan (Section 4)</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Quality & Compliance Staff <i>(Directly Affects Drinking Water)</i>	<ul style="list-style-type: none"> <li>– Technical Support</li> <li>– Process Optimization</li> <li>– Compliance Support</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Supervisor, W&WW Development Program <i>(Directly Affects Drinking Water)</i>	<ul style="list-style-type: none"> <li>– Perform assigned Supervisory functions</li> <li>– Interact with engineering, maintenance, and operations</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure that staff follow safe working practices</li> <li>– Participate in Public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> <li>– Function as “Overall Responsible Operator (ORO)” as required by O. Reg. 128/04</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Suggest continual improvements</li> <li>– Delegate</li> </ul>

Position/Group	Responsibilities	Authorities
<b>Integrated Systems</b>		
Associate Director, Water-Wastewater Integrated Systems	<ul style="list-style-type: none"> <li>– Demonstrate due diligence in daily activities and keep abreast of relevant legislation and regulations</li> <li>– <b>Ensure support of SCADA, Instrumentation, Electrical, Contract Administration, Health and Safety, Training, and Education/Engagement teams and maintenance of related infrastructure and equipment</b></li> <li>– Analyze and develop annual current and capital budgets to ensure continuity of operations</li> <li>– Continually review overall function of working group to achieve high standard of performance</li> <li>– Direct activities related to public relations, evaluating investigations and preparing reports</li> <li>– Ensure staff/personnel issues are dealt with effectively and in a timely manner</li> <li>– Coordinate employee efforts and respond to emergencies and complaints</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in Management Review</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved budget and policies and procedures</li> <li>– Discipline and deal with major personnel matters</li> <li>– Suggest modifications to systems</li> <li>– Recommend purchase of equipment or services involving major expenditures</li> <li>– Delegate</li> <li>– Suggest continual improvements</li> </ul>
SCADA Manager <i>(Directly Affects Drinking Water)</i>	<ul style="list-style-type: none"> <li>– Manage and administer SCADA resources to achieve Divisional goals and objectives</li> <li>– Control budget for area and procure material and services to provide customers both internal and external, with efficient and cost effective skilled support</li> <li>– Demonstrate due diligence in daily activities and ensure compliance with relevant Regulations and Regional Policies</li> <li>– Participate in activities related to public relations, evaluating investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Suggest continual improvements</li> </ul>



Position/Group	Responsibilities	Authorities
SCADA Manager (continued)	<ul style="list-style-type: none"> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Scoping, design and construction of projects</li> </ul>	
Skilled Trades Managers (Instrumentation and Electrical) <b>(Directly Affects Drinking Water)</b>	<ul style="list-style-type: none"> <li>– Manage and administer skilled trades resources to achieve Divisional goals and objectives</li> <li>– Control budget for area and procure material and services to provide customers both internal and external, with efficient and cost effective skilled support</li> <li>– Demonstrate due diligence in daily activities and ensure compliance with relevant Regulations and Regional Policies</li> <li>– Participate in activities related to Public relations, evaluating investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Scoping, design and construction of projects</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Supervise daily activities of Technical Trades staff</li> <li>– Delegate</li> <li>– Suggest continual improvements</li> </ul>
SCADA and Technical Trades Staff <b>(Directly Affects Drinking Water)</b>	<ul style="list-style-type: none"> <li>– Respond to maintenance issues (i.e. electrical problems, SCADA issues, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Contract Administrators <b>(Directly Affects Drinking Water)</b>	<ul style="list-style-type: none"> <li>– Review, amend and administer annual contracts for Water-Wastewater Services</li> <li>– Prepare authorizations and approvals for contract and bid awards</li> <li>– Monitor and supervise maintenance projects</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
W-WW Training Advisor <i>(Directly Affects Drinking Water)</i>	<ul style="list-style-type: none"> <li>– Develop and maintain divisional training programs</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
W-WW Safety Advisor	<ul style="list-style-type: none"> <li>– Develop and maintain divisional health &amp; safety programs</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Education and Engagement Team	<ul style="list-style-type: none"> <li>– Manage divisional communications and public outreach activities</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
<b>Engineering</b>		
Associate Director Engineering <i>(Top Management)</i>	<ul style="list-style-type: none"> <li>– Hold accountability for scoping, design and construction of engineering projects connected with Region's water and wastewater systems</li> <li>– Analyze and develop annual current and capital budgets to ensure that operation plans are cost effective</li> <li>– Manage &amp; administer capital project resources to achieve Divisional goals and objectives</li> <li>– Demonstrate due diligence in daily activities and keep abreast of relevant legislation and regulations</li> <li>– Communicate project progress with other working groups within and outside of Water-Wastewater Services</li> <li>– Direct and supervise Senior Project Management staff</li> <li>– Participate in infrastructure planning and review activities</li> <li>– Participate in Management Review</li> <li>– Participate in public relations, evaluations, investigations, and report preparation</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest modifications to systems and make changes during construction</li> <li>– Delegate</li> <li>– Discipline and deal with major personnel matters</li> <li>– Suggest continual improvements</li> </ul>



Position/Group	Responsibilities	Authorities
Associate Director Engineering (continued)	<ul style="list-style-type: none"> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Respond to emergencies and complaints</li> </ul>	
Senior Project Manager, Design and Construction (Directly Affects Drinking Water)	<ul style="list-style-type: none"> <li>– Lead the scoping, design and construction of large scale projects related to Region's systems</li> <li>– Infrastructure planning and review</li> <li>– Communicate project progress with Management</li> <li>– Control budget for projects and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements including assisting with the preparation of applications for approvals and amendments with the Ministry</li> <li>– Participate in infrastructure planning and review activities</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> <li>– Assist PMs with issues as required</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Project Manager, Design and Construction (Directly Affects Drinking Water)	<ul style="list-style-type: none"> <li>– Lead the scoping, design and construction of projects related to Region's systems</li> <li>– Infrastructure planning and review</li> <li>– Communicate project progress with Management</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements including assisting with the preparation of applications for approvals and amendments with the Ministry</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
Project Manager, Design and Construction (continued)	<ul style="list-style-type: none"> <li>– Participate in infrastructure planning and review activities</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	
Engineering Support Staff	<ul style="list-style-type: none"> <li>– Maintain appropriate control of documents and records</li> <li>– Assist with communications, public relations, investigations and preparing reports as needed by Engineering</li> <li>– Complete clerical functions</li> <li>– Assist with customer service activities, including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
<b>Asset Management</b>		
Associate Director, Asset Management (Top Management)	<ul style="list-style-type: none"> <li>– Establish and maintain a divisional asset management plan, capital planning, and infrastructure data management for the Region's water and wastewater systems</li> <li>– Oversee collection, review and analysis of operational and maintenance data to ensure all information relating to W-WW infrastructure is acquired, stored, and made available to those in other sections and departments</li> <li>– Develop capital plans for W-WW infrastructure</li> <li>– Develop the 10-year capital forecast</li> <li>– Demonstrate due diligence in daily activities and keep abreast of relevant legislation and regulations</li> <li>– Communicate project progress with other working groups within and outside of Water-Wastewater Services</li> <li>– Direct and supervise Asset Management staff</li> <li>– Participate in Management Review</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Discipline and deal with major personnel matters</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
Supervisor, Water- Wastewater Maintenance Management	<ul style="list-style-type: none"> <li>– Manage and administer support resources to achieve Divisional goals and objectives</li> <li>– Control budget for area and procure material and services to provide customers both internal and external, with efficient and cost effective skilled support</li> <li>– Demonstrate due diligence in daily activities and ensure compliance with relevant Regulations and Regional Policies</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Maintain CMMS program</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Suggest continual improvements</li> </ul>
Maintenance Support Staff (CMMS, Clerks)	<ul style="list-style-type: none"> <li>– Maintain appropriate control of documents and records</li> <li>– Assist with communications, public relations, investigations and preparing reports as needed by Maintenance staff</li> <li>– Complete clerical functions</li> <li>– Assist with customer service activities, including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Asset Information Supervisor	<ul style="list-style-type: none"> <li>– Manage and administer Water &amp; Wastewater GIS (Geographic Information Systems) and IMS (Information Management Systems) to achieve Divisional goals and objectives</li> <li>– Direct and supervise Asset Information staff</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
Asset Information Staff	<ul style="list-style-type: none"> <li>– Coordinate the locating of sub-surface Water &amp; Wastewater assets</li> <li>– Review engineering drawings and resolve discrepancies</li> <li>– Tracking and updating asset lifecycle data</li> <li>– Assist with the administration of the Water &amp; Wastewater GIS and IMS</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Supervisor Asset Performance Management	<ul style="list-style-type: none"> <li>– Direct and supervise Asset Performance staff</li> <li>– Manage and administer asset performance resources to achieve Divisional goals and objectives</li> <li>– Participate in infrastructure planning and review activities</li> <li>– Communicate project progress with Management</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Suggest continual improvements</li> </ul>
Asset Performance Staff	<ul style="list-style-type: none"> <li>– Collect flow measurements, dimensional analysis and visual resources for wastewater systems</li> <li>– Conduct field inspections of assets</li> <li>– Perform emergency locates</li> <li>– Collect spatial coordinates for inclusion into the Water &amp; Wastewater GIS systems</li> <li>– Monitor, maintain and update environmental systems and conduct evaluations for flow and weather</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
Manager, Water- Wastewater Capital Planning Program	<ul style="list-style-type: none"> <li>– Manage and administer infrastructure planning and review to achieve Divisional goals and objectives</li> <li>– Direct and supervise Capital Planning staff</li> <li>– Communicate project progress with Management</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Suggest continual improvements</li> </ul>
Project Manager, Capital Planning	<ul style="list-style-type: none"> <li>– Lead the scoping, design and construction of projects related to Region's systems</li> <li>– Infrastructure planning and review</li> <li>– Communicate project progress with Management</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements including assisting with the preparation of applications for approvals and amendments with the Ministry</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
Support Staff	<ul style="list-style-type: none"> <li>– Maintain appropriate control of documents and records</li> <li>– Assist with communications, public relations, investigations and preparing reports as needed by Engineering</li> <li>– Complete clerical functions</li> <li>– Assist with customer service activities, including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
<b>Wastewater Operations, Maintenance, and Laboratory Services</b>		
Associate Director of Wastewater Operations, Maintenance, and Laboratory Services	<ul style="list-style-type: none"> <li>– Accountable for execution and direction of all wastewater operations</li> <li>– Manage Region's wastewater treatment operations to ensure compliance with regulatory requirements and ensure due diligence in daily activities</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed Analyze and develop annual current and capital budgets to ensure that operations are cost effective</li> <li>– Continuously review overall function of facilities, personnel, communications and training to achieve high standard of performance</li> <li>– Direct activities related to Public relations, evaluating investigations and preparing reports</li> <li>– Ensure staff/personnel issues are dealt with effectively and in a timely manner</li> <li>– Coordinate employee efforts and respond to emergencies and complaints</li> <li>– Participate in Management Review</li> <li>– May function as "Overall Responsible Operator (ORO)" as required by O. Reg. 129/04</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved budget and policies and procedures</li> <li>– Discipline and deal with major personnel matters</li> <li>– Suggest modifications to systems and make changes during construction</li> <li>– Recommend purchase of equipment or services involving major expenditures</li> <li>– Delegate</li> </ul>



Position/Group	Responsibilities	Authorities
Wastewater Operations Managers & Supervisors	<ul style="list-style-type: none"> <li>– Supervise operation of wastewater treatment plants and regional collection system</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in Public relations, evaluate investigations and preparing reports</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved budget and policies and procedures</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Suggest continual improvements</li> </ul>
Wastewater Operations Managers & Supervisors (continued)	<ul style="list-style-type: none"> <li>– Respond to emergencies and complaints</li> <li>– Function as “Overall Responsible Operator (ORO)” as required by O. Reg. 129/04</li> </ul>	<ul style="list-style-type: none"> <li>– Issue notice of non-compliance</li> <li>– Delegate</li> </ul>
Wastewater Systems Maintenance Managers	<ul style="list-style-type: none"> <li>– Direct and supervise Maintenance staff within area during regular, emergency, standby and on-call hours</li> <li>– Demonstrate due diligence in daily activities and ensure compliance with relevant Regulations and Regional Policies</li> <li>– Control budget for area; monitor expenditures and procurement of materials and services</li> <li>– Prepare and modify maintenance schedules to provide for normal maintenance relief, staff training, vacation, lieu time, and sick time</li> <li>– Participate in activities related to public relations, evaluating investigations and preparing reports</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Respond to emergencies and complaints</li> <li>– Assist in scoping, design and construction of projects</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
System Operator	<ul style="list-style-type: none"> <li>– Perform operational functions</li> <li>– Maintain written and computer based daily records</li> <li>– Perform routine inspections of plant</li> <li>– Prepare work orders for repairs to equipment</li> <li>– Collect and test wastewater samples to monitor/maintain relevant parameters</li> <li>– Serve as “Operator-In-Charge (OIC)”</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
System Operator-in-Training (OIT)	<ul style="list-style-type: none"> <li>– Perform duties of System Operator, with conditions: <ul style="list-style-type: none"> <li>○ Operators-in-Training must perform some responsibilities at the direction of the System Operator, as per O. Reg. 129/04</li> <li>○ When an OIT is operating, the ORO shall be designated as OIC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Biosolids Program Manager	<ul style="list-style-type: none"> <li>– Supervise operation of biosolids treatment facility and lagoons</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in Public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved budget and policies and procedures</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Suggest continual improvements</li> <li>– Delegate</li> </ul>
Biosolids Residual Solids Operator	<ul style="list-style-type: none"> <li>– Perform operational functions</li> <li>– Maintain written and computer based daily records</li> <li>– Prepare work orders for repairs to equipment</li> <li>– Collect and test process samples to monitor/maintain relevant parameters</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>



Position/Group	Responsibilities	Authorities
Support Staff	<ul style="list-style-type: none"> <li>– Maintain appropriate control of documents and records</li> <li>– Assist with communications, Public relations, investigations and preparing reports as needed by Operations</li> <li>– Clerical functions</li> <li>– Assist with Customer Service activities including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Manager of Quality and Compliance, Wastewater	<ul style="list-style-type: none"> <li>– Ensure processes are optimized and maintained</li> <li>– Develop and implement quality sampling program as required in a collection system</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Administer environmental enforcement program</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Issue notice of non-compliance</li> <li>– Delegate</li> </ul>
W&WW Quality Management Specialist (Alternate QMS Rep) (Directly Affects Drinking Water)	<ul style="list-style-type: none"> <li>– See QMS Representative Responsibilities in Operational Plan (Section 4)</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Environmental Laboratory Supervisor	<ul style="list-style-type: none"> <li>– Supervise Environmental Laboratory Staff</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Delegate</li> </ul>

Position/Group	Responsibilities	Authorities
Environmental Laboratory Staff	<ul style="list-style-type: none"> <li>– Conduct analytical wastewater and biosolids testing</li> <li>– Follow established protocols for sampling and testing</li> <li>– Provide notification if there is an exceedance</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
Environmental Enforcement Staff	<ul style="list-style-type: none"> <li>– Determine sampling locations and methods, and collect water or wastewater samples for analysis</li> <li>– Inspect wastewater treatment, and disposal facilities and systems for compliance to federal, provincial, or local regulations (including Environmental Compliance Approvals)</li> <li>– Examine permits, licences, applications, and records to ensure compliance with licencing requirements</li> <li>– Prepare, organize, and maintain inspection records</li> <li>– Monitor follow-up actions in instances where violations were found, and review compliance monitoring reports.</li> <li>– Execute relief operational duties</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> <li>– Recommend notice of non-compliance</li> </ul>
Process & Compliance Staff, Wastewater	<ul style="list-style-type: none"> <li>– Process optimization</li> <li>– Technical support</li> <li>– Compliance support</li> <li>– Sampling program development assistance</li> <li>– Benchmarking</li> <li>– Maintain appropriate control of documents and records</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>

## 10. Competencies

Niagara Region personnel performing duties directly affecting drinking water must understand the importance of their actions. Furthermore, they must be competent in their jobs and have appropriate education, training, skills and/or experience.

The [Competencies Table \(QMS-ALL-ALL-T-100\)](#) documents competencies required for personnel performing duties directly affecting drinking water quality.

[Competencies \(QMS-WT-ALL-P-100\)](#) documents activities to develop and maintain the required competencies for personnel performing duties directly affecting drinking water quality. The Competencies Procedure also documents activities to ensure that all Operating Authority personnel are aware of the relevance of their duties.

Both the procedure and table are available on Vine.

## **11. Personnel Coverage**

Niagara Region ensures that sufficient personnel meeting identified competencies are available for duties that directly affect drinking water quality as documented in [Personnel Coverage \(QMS-WT-ALL-P-110\)](#).

[Personnel Coverage \(QMS-WT-ALL-P-110\)](#) is available on Vine.

## **12. Communications**

Effective communication is essential for ensuring a successful QMS. [Communications \(QMS-WT-ALL-P-120\)](#) describes how relevant aspects of the QMS are communicated between Top Management and the Owner, Operating Authority personnel, Suppliers and the Public.

[Communications \(QMS-WT-ALL-P-120\)](#) is available on Vine.

### 13. Essential Supplies and Services

Niagara Region's drinking water systems require a number of essential supplies and services for the production of safe drinking water. These supplies and services are categorized as:

- Chemical supplies
- Calibration services
- Laboratory services
- Miscellaneous supplies/services

A general overview of essential supplies and services, methods to ensure their procurement, and procedures for quality assurance is provided in [Essential Supplies and Services \(QMS-WT-ALL-P-130\)](#); the procedure is available on Vine.

Essential supplies and services for both water and wastewater are identified on the ["Essential Supplies and Services" Vine page](#). The table can be filtered to show only those supplies and services used in respect of Niagara Region's drinking water systems.

***NOTE: Only drinking water system supplies and services fall within the scope of this Operational Plan.***

### 14. Review, Rehabilitation and Renewal of Infrastructure

[Review, Rehabilitation, and Renewal of Infrastructure \(QMS-WT-ALL-P-140\)](#) describes how Niagara Region reviews the adequacy of infrastructure necessary to operate and maintain its drinking water systems. It also details how infrastructure rehabilitation and renewal projects that are funded from the capital budget are initiated, approved and communicated to the Owner.

[Review, Rehabilitation, and Renewal of Infrastructure \(QMS-WT-ALL-P-140\)](#) is available on Vine.

## 15. Infrastructure Maintenance

Niagara Region maintains an effective maintenance program. The maintenance program includes planned and unplanned **infrastructure** maintenance, renewal, and rehabilitation **activities that are** typically funded from the current budget. [Maintenance \(QMS-WT-ALL-P-150\)](#) describes the maintenance program, long-term maintenance, rehabilitation, and renewal plans, the means to monitor maintenance effectiveness, and how maintenance programs are communicated to the Owner.

[Maintenance \(QMS-WT-ALL-P-150\)](#) is available on Vine.

## 16. Sampling, Testing and Monitoring

Sampling, testing and monitoring activities are essential to confirm water quality and to be compliant with legislation and regulations. [Sampling, Testing and Monitoring \(QMS-WT-ALL-P-160\)](#) describes these activities and how results are recorded and shared.

To complement the procedure, the following tables outline the sampling, testing, and monitoring activities undertaken at each WTP:

- [Sampling, Testing & Monitoring Activities – DeCew Falls WTP \(QMS-WT-DF-T-160\)](#)
- [Sampling, Testing & Monitoring Activities – Grimsby WTP \(QMS-WT-DF-T-160\)](#)
- [Sampling, Testing & Monitoring Activities – Niagara Falls WTP \(QMS-WT-DF-T-160\)](#)
- [Sampling, Testing & Monitoring Activities – Port Colborne WTP \(QMS-WT-DF-T-160\)](#)
- [Sampling, Testing & Monitoring Activities – Rosehill WTP \(QMS-WT-DF-T-160\)](#)
- [Sampling, Testing & Monitoring Activities – Welland WTP \(QMS-WT-DF-T-160\)](#)

All of the above documents are available on Vine.

## **17. Measurement & Recording Equipment Calibration & Maintenance**

The measurement and recording equipment used in Niagara Region's drinking water systems is calibrated and maintained according to [Measurement and Recording Equipment Calibration and Maintenance \(QMS-WT-ALL-P-170\)](#).

[Measurement and Recording Equipment Calibration and Maintenance \(QMS-WT-ALL-P-170\)](#) is available on Vine.

## **18. Emergency Management**

Emergency preparedness is achieved by following Niagara Region's Emergency Response Procedures (ERP) Manual for Water and Wastewater Systems. The ERP Manual includes response and recovery procedures for potential emergencies that could impact drinking water quality. Each procedure is laid out step by step and clearly notes responsibilities of those involved. Training and testing requirements are specified in [Water and Wastewater Emergency Response Plan \(ERP-ALL-ALL-P-001\)](#). An [Emergency Response Contact List \(ERP-ALL-ALL-T-002\)](#) is also included as part of the ERP Manual.

The ERP Manual is available on the Vine's [Water-Wastewater Services Division Page](#) under "W-WW Emergency Response Plan".

## **19. Internal Audits**

Internal audits add value to Niagara Region's operations by providing feedback about the QMS and its effectiveness. [Internal Auditing \(QMS-WT-ALL-P-190\)](#) describes:

- How to evaluate the conformity of Niagara Region's QMS with the requirements of the Standard;
- Audit criteria, frequency, scope, methodology and record keeping requirements;
- How previous internal and external audit results are considered; and
- How corrective actions are identified and initiated (see Section 21 of this Operational Plan).

[Internal Auditing \(QMS-WT-ALL-P-190\)](#) is available on Vine.

## **20. Management Review**

Management Reviews are performed to ensure the continuing suitability, adequacy and effectiveness of the QMS. [Management Review \(QMS-WT-ALL-P-200\)](#) documents the process followed in undertaking the review.

[Management Review \(QMS-WT-ALL-P-200\)](#) is available on Vine.

## **21. Continual Improvement**

Niagara Region maintains and continually improves its Water QMS through annual audits, management reviews, implementation of best management practices, process optimization, and staff development, and measures the effectiveness of these continual improvement initiatives.

Through the internal audit process, corrective actions and preventive actions/opportunities for improvement are identified and reported in order to detect and eliminate non-conformances.

[Corrective Action, Preventive Action, and Best Practices \(QMS-WT-ALL-P-210\)](#) outlines the Operating Authority's corrective and preventive action processes.

Deficiencies identified as part of the management review are discussed and action plans are created to improve the QMS.

Niagara Region reviews and considers best practices from a multitude of sources, including but not limited to the Ministry's published list, regulatory inspections, benchmarking activities, and networking with peers. Implemented best practices are tracked as preventive actions/opportunities for improvement.

Niagara Region staff efforts are critical for continual improvement of the QMS. We are committed to providing effective staff development opportunities (i.e. courses, workshops, on the job training) in an effort to continually improve our operations.

[Corrective Action, Preventive Action, and Best Practices \(QMS-WT-ALL-P-210\)](#) is available on Vine.

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## Table of Revisions:

Revision	Date	Description of Revision	Updated By
0	Oct. 29, 2008	Operational Plan created	Heather Sim
1	Oct. 5, 2009	Administrative revisions include: (i) the addition of new Associate Director positions for Water and Wastewater Operations, and the removal of the Manager, Water Operations, following Organizational change; (ii) the addition of Support Staff to each area; (iii) the addition of Manager of Quality & Compliance, Process & Development Staff and Water Support Staff to the “directly impacting water quality” group; (iv) the revision of procedure numbers following revision to the Document Naming Convention Procedure; and (v) the addition of the Table of Revisions.	Jocelyn Koteles (Authorized by Commissioner of Public Works, Ken Brothers)
<i>Entered into EtQ – October 27, 2011</i>			
2	Sep. 24, 2012	Revised procedure to include: (i) updated links to relevant documents; (ii) administrative changes to positions/titles and added the Contract Administrator/Security Coordinator to the table of positions affecting the quality of drinking water (CAR#00019); (iii) identification of the Coordinator W&WW Quality Management as the QMS Representative; (iv) removed individual risk assessment outcome records and added reference to the risk assessment outcome table (QMS-WT-ALL-080-F1) and the respective CCP response procedures; (v) Removed “ <i>The Drinking-Water System Risk Outcomes Summary is available on Sherpa</i> ” from section 8.0 Risk Assessment Outcomes	Jen Croswell
3	Jan. 2, 2013	Revised procedure to include: (i) Table 3: Responsibilities and Authorities, will include “directly affects drinking water” under titles/groups which are listed in Figure 1: Water and Wastewater Services Division Organizational Chart as directly affecting the drinking water; (ii) Figure 1: Water and Wastewater Services Division Organizational Chart will be revised to include a blue box, in addition to the red box, around the Associate Director, Water Operations to indicate that the position directly affects drinking water and a member of Top Management; (iii) To provide clarity for external audiences, the Operational Plan, Table 3: Responsibilities and Authorities will be revised to include a list of maintenance staff group categories under the Title/Group column.  The above revisions were made in response to external CARs J0322584-3 and J0322584-5.  Additional revisions include: (i) An update to the current mission statement; (ii) updated the document ID for the Risk Assessment Outcomes Table, from QMS-WT-ALL-080-F1 to QMS-WT-ALL-081, to reflect that the Risk Assessment Outcomes Table is a living document and not a form.	Jen Croswell

Revision	Date	Description of Revision	Updated By
4	Apr. 22, 2014	Administrative revisions include: (i) the addition of the Approval, License and Amendment Procedure (QMS-ALL-ALL-021) and Ministry of Environment Inspection Document Request Procedure (QMS-WT-ALL-022) to section 2, Quality Management System Policy; (ii) the addition of Tracking Critical Control Limit (CCL) Deviations (OP-WT-ALL-807) to section 8, Risk Assessment Outcomes; (iii) the removal of Integrated Solutions Support Manager and the revisions of Process & Development Staff to Quality & Compliance Staff to section 9, Organizational Structure, Roles, Responsibilities and Authorities; (iv) revisions to Table 1: Niagara Region's Drinking-Water Systems in section 6, Drinking-Water Systems; (v) identification of a backup QMS Representative to section 4, QMs Representative; and (vi) Minor administrative edits throughout.	Jen Croswell
5	Jun. 29, 2015	Operational Plan endorsed by the System Owner and Top Management – Signature sheet to be added to document endorsement, no further revisions.	Jen Croswell
6	Jan. 7, 2016	Revisions to: <ul style="list-style-type: none"> <li>Section 2 – updated QMS Policy poster graphic (Mar 31, 2015 Rev 1)</li> <li>Section 3 – revised how written records of commitment and endorsement are obtained and updated</li> <li>Section 9 – added the Associate Director Engineering to Top Management (OFI 2015-002-Internal); expanded Engineering and Wastewater Operations staff to reflect positions in the Wastewater Operational Plan; added Supervisory Development Program position; included additional responsibilities in regards to “scoping, design and construction of projects” maintenance manager positions (OFI-14-02)</li> <li>Minor administrative revisions throughout</li> </ul>	Jen Croswell
7	Oct. 31, 2016	<ul style="list-style-type: none"> <li>Identified Engineering staff (Senior Project Managers and Project Managers) as staff whose work directly affects drinking water quality.</li> <li>Revised organizational structure and position titles to reflect reorganization of W-WW Services Division and results of the Corporate Job Evaluation Process.</li> <li>Updated procedure links</li> <li>Updated document IDs in accordance with revised document numbering conventions</li> </ul>	Rachel Whyte

Revision	Date	Description of Revision	Updated By
8	Aug. 24, 2018	<ul style="list-style-type: none"> <li>Changed “Sherpa” to “Vine” to reflect implementation of new Regional intranet.</li> <li>Removed reference to controlled document “Essential Supplies and Services Table (QMS-WT-ALL-T-130)” and included reference to “Essential Supplies and Services” Vine page.</li> <li>Removed references to Regulatory Updates (ADM-WT-ALL-P-003), Drinking Water System Licence and Permit Amendments (ADM-WT-ALL-P-004), and MOECC Inspection Document Requests (ADM-WT-ALL-P-005). These procedures align with the MECP inspection process and are not considered to fall directly within the scope of the Drinking Water Quality Management System. Operational Plan.</li> <li>Updated list of drinking water facilities in Table 1 (page 7).</li> <li>Added discussion of best practice review and preventive actions as forms of continual improvement, and noted that effectiveness of continual improvement initiatives is measured.</li> <li>Changed staff title from Manager, Infrastructure Planning &amp; Asset Management to Manager, Capital Planning (as per Divisional memo, 4Dec2017).</li> <li>Updated procedure hyperlinks as required.</li> </ul>	Rachel Whyte
9	Mar. 28, 2019	<ul style="list-style-type: none"> <li>Updated to align with requirements of <i>Drinking Water Quality Management Standard</i>, v.2.0 (February 2017). <i>Operational Plan endorsed by 2018-2022 term of Regional Council.</i></li> </ul>	Rachel Whyte
10	Dec. 12, 2019	<ul style="list-style-type: none"> <li>Specified that W-WW QM Specialist reporting to Manager, Q&amp;C – Water is the QMS Rep for the DWQMS; W-WW QM Specialist reporting to Manager, Q&amp;C – Wastewater is the alternate/backup</li> <li>Removed Crescent Park Elevated Tank from Rosehill DWS and King Street Elevated Tank from Port Colborne DWS (both have been decommissioned)</li> <li>Updated organizational chart and roles &amp; responsibilities table following divisional restructuring</li> <li>Added AD Asset Management and W-WW Quality Management Specialist (Wastewater) roles and responsibilities</li> <li>Defined “Ministry” as Ministry of the Environment, Conservation, and Parks.</li> </ul> <i>Operational Plan endorsed by 2018-2022 term of Regional Council.</i>	Rachel Whyte

## **The Regional Municipality of Niagara**

# **Wastewater Quality Management System Operational Plan**

For the:

Anger Avenue Wastewater System  
Baker Road Wastewater System  
Crystal Beach Wastewater System  
Niagara Falls Wastewater System  
Niagara-on-the-Lake Wastewater System  
Port Dalhousie Wastewater System  
Port Weller Wastewater System  
Queenston Wastewater System  
Seaway Wastewater System  
Welland Wastewater System  
Stevensville/Douglastown Lagoon Wastewater System  
Garner Road Biosolids Handling and Dewatering Facility

**Effective Date: December 12, 2019**

**Revision Number: 3**





## Table of Contents

1.0	Introduction .....	1
1.1	Drinking Water Quality Management Standard .....	1
1.2	Niagara Region .....	1
1.3	Scope .....	2
2.0	Quality Management System Policy .....	4
3.0	Commitment and Endorsement .....	5
3.1	Top Management .....	5
3.2	Owner .....	5
3.4	Continued Endorsement.....	6
4.0	QMS Representative.....	6
5.0	Document and Records Control.....	7
6.0	Wastewater Systems .....	7
6.1	Description of Overall Wastewater Systems .....	7
6.2	Process Schematics and System Schematics .....	12
6.3	System Schematics.....	13
6.4	General Characteristics of Influent.....	14
6.5	Common Event-Driven Fluctuations, Operational Challenges & Threats.....	14
6.6	Critical Upstream & Downstream Processes.....	14
7.0	Risk Assessment .....	14
8.0	Risk Assessment Outcomes .....	15
9.0	Organizational Structure, Roles, Responsibilities and Authorities .....	15
9.1	What We Do.....	15
10.0	Competencies.....	35
11.0	Personnel Coverage .....	36
12.0	Communications .....	36
13.0	Essential Supplies and Services.....	37
14.0	Review, Rehabilitation and Renewal of Infrastructure.....	37
15.0	Infrastructure Maintenance .....	38
16.0	Sampling, Testing and Monitoring.....	38
17.0	Measurement & Recording Equipment Calibration & Maintenance .....	38
18.0	Emergency Management.....	39
19.0	Internal Audits .....	39
20.0	Management Review .....	40
21.0	Continual Improvement.....	40
22.0	Table of Revisions: .....	41

**List of Appendices – QMS System Procedures**

Appendix 1 [Document and Records Control \(QMS-WW-ALL-P-050\)](#)

Appendix 2 Wastewater System Descriptions:

- [Anger Avenue Wastewater System Description \(QMS-WW-FE-P-060\)](#)
- [Baker Road Wastewater System Description \(QMS-WW-BR-P-060\)](#)
- [Crystal Beach Wastewater System Description \(QMS-WW-CB-P-060\)](#)
- [Garner Road Biosolids Handling and Dewatering Facility System Description \(QMS-WW-GR-P-060\)](#)
- [Niagara Falls Wastewater System Description \(QMS-WW-NF-P-060\)](#)
- [Niagara-on-the-Lake Wastewater System Description \(QMS-WW-NL-P-060\)](#)
- [Port Dalhousie Wastewater System Description \(QMS-WW-PD-P-060\)](#)
- [Port Weller Wastewater System Description \(QMS-WW-PW-P-060\)](#)
- [Queenston Wastewater System Description \(QMS-WW-QT-P-060\)](#)
- [Stevensville-Douglastown Lagoon Wastewater System Description \(QMS-WW-SD-P-060\)](#)
- [Seaway Wastewater System Description \(QMS-WW-SW-P-060\)](#)
- [Welland Wastewater System Description \(QMS-WW-WE-P-060\)](#)

Appendix 3 Wastewater System Process Schematics:

- [Anger Avenue WWTP Process Schematic \(QMS-WW-FE-V-060\)](#)
- [Baker Road WWTP Process Schematic \(QMS-WW-BR-V-060\)](#)
- [Crystal Beach WWTP Process Schematic \(QMS-WW-CB-V-060\)](#)
- [Garner Road Biosolids Facility Process Schematic \(QMS-WW-GR-V-060\)](#)
- [Niagara Falls WWTP Process Schematic \(QMS-WW-NF-V-060\)](#)
- [Niagara-on-the-Lake WWTP Process Schematic \(QMS-WW-NL-V-060\)](#)
- [Port Dalhousie WWTP Process Schematic \(QMS-WW-PD-V-060\)](#)
- [Port Weller WWTP Process Schematic \(QMS-WW-PW-V-060\)](#)

- [Queenston WWTP Process Schematic \(QMS-WW-QT-V-060\)](#)
- [Stevensville/Douglastown Lagoon Process Schematic \(QMS-WW-SD-V-060\)](#)
- [Seaway WWTP Process Schematic \(QMS-WW-SW-V-060\)](#)
- [Welland WWTP Process Schematic \(QMS-WW-WE-V-060\)](#)

Appendix 4

Wastewater System Process Schematics:

- [Anger Avenue WWTP System Schematic \(QMS-WW-FE-V-061\)](#)
- [Baker Road WWTP System Schematic \(QMS-WW-BR-V-061\)](#)
- [Crystal Beach WWTP System Schematic \(QMS-WW-CB-V-061\)](#)
- [Niagara Falls WWTP System Schematic \(QMS-WW-NF-V-061\)](#)
- [Niagara-on-the-Lake WWTP System Schematic \(QMS-WW-NL-V-061\)](#)
- [Port Dalhousie WWTP System Schematic \(QMS-WW-PD-V-061\)](#)
- [Port Weller WWTP System Schematic \(QMS-WW-PW-V-061\)](#)
- [Queenston WWTP System Schematic \(QMS-WW-QT-V-061\)](#)
- [Stevensville/Douglastown Lagoon System Schematic \(QMS-WW-SD-V-061\)](#)
- [Seaway WWTP System Schematic \(QMS-WW-SW-V-061\)](#)
- [Welland WWTP System Schematic \(QMS-WW-WE-V-061\)](#)

Appendix 5

[Wastewater System Risk Assessment \(QMS-WW-ALL-P-070\)](#)

Appendix 6

Risk Assessment Outcomes Table (CONFIDENTIAL)

Appendix 7

Competencies

- [Competencies \(QMS-WW-ALL-P-100\)](#)
- [Competencies Table \(QMS-ALL-ALL-T-100\)](#)

Appendix 8

[Personnel Coverage \(QMS-WW-ALL-P-110\)](#)

Appendix 9

[Communications \(QMS-WW-ALL-P-120\)](#)

Appendix 10

Essential Supplies and Services

- [Essential Supplies and Services \(QMS-WW-ALL-P-130\)](#)
- [“Essential Supplies and Services” Vine page](#)

Appendix 11

[Review, Rehabilitation and Renewal of Infrastructure \(QMS-WW-ALL-P-140\)](#)

Appendix 12

[Maintenance \(QMS-WW-ALL-P-150\)](#)

Appendix 13

[Sampling, Testing and Monitoring \(QMS-WW-ALL-P-160\)](#)



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Appendix 14	<a href="#"><u>Measurement and Recording Equipment Calibration and Maintenance (QMS-WW-ALL-P-170)</u></a>
Appendix 15	Water-Wastewater Emergency Response Plan Manual (CONFIDENTIAL)
Appendix 16	<a href="#"><u>Internal Auditing (QMS-WW-ALL-P-190)</u></a>
Appendix 17	<a href="#"><u>Management Review (QMS-WW-ALL-P-200)</u></a>
Appendix 18	<a href="#"><u>Corrective Action (QMS-WW-ALL-P-210)</u></a>

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## **1. Introduction**

### **1.1 Drinking Water Quality Management Standard**

The Drinking Water Quality Management Standard (DWQMS) focuses on a proactive and preventive approach for the management of drinking water quality using the four-step “PLAN–DO–CHECK–IMPROVE” process. Under the DWQMS, all municipal residential drinking water systems are required to develop and implement a quality management system (QMS) that must be documented in an operational plan. DWQMS requirements were used as a foundation for the development of Niagara Region’s Wastewater Quality Management System.

Unlike Niagara Region’s Water QMS, the Wastewater QMS is not a legislated requirement; rather, it has been developed and implemented as a best practice. The establishment of a Wastewater QMS demonstrates Niagara Region’s due diligence and proactive approach to quality management in wastewater services.

### **1.2 Niagara Region**

The Regional Municipality of Niagara (“Niagara Region”) owns and operates twelve wastewater systems, including:

- **Nine** wastewater treatment plants (WWTPs), **a wastewater treatment lagoon, and a combined lagoon/WWTP system.** **These systems** collect and treat wastewater from eleven area municipalities: the Cities of St. Catharines, Niagara Falls, Welland, and Port Colborne; the Towns of Grimsby, Lincoln, Thorold, Pelham, Fort Erie, and Niagara-on-the-Lake; and the Township of West Lincoln. Each of these area municipalities owns and operates collection systems that collect wastewater from customers within the region.
- A biosolids handling and dewatering facility (“Garner Road”); dewatering processes at this facility are operated by Niagara Region staff, while biosolids handling is executed by a third-party contractor.

Niagara Region is committed to source water protection by effectively collecting and treating wastewater, and has implemented a QMS in support of its wastewater systems.

## 1.3 Scope

This Operational Plan documents the QMS for Niagara Region's twelve wastewater systems:

- Anger Avenue Wastewater System
- Baker Road Wastewater System
- Crystal Beach Wastewater System
- Niagara Falls Wastewater System
- Port Dalhousie Wastewater System
- Port Weller Wastewater System
- Queenston Wastewater System
- Seaway Wastewater System
- Welland Wastewater System
- Niagara-on-the-Lake Wastewater System (Lagoon and WWTP)
- Stevensville/Douglastown Lagoon Wastewater System
- Garner Road Biosolids Handling and Dewatering Facility Wastewater System

For the purpose of this Operational Plan and associated procedures:

- **All Staff** includes all staff employed by Niagara Region
- **All Operating Authority Staff** includes all staff within the Water and Wastewater Services Division except those who only work in water systems (i.e. Water Operators, Managers, and assigned Maintenance staff)
- **Staff who directly affect wastewater treatment quality** include:
  - Wastewater Operations Managers and Supervisor(s)
  - Wastewater Operators and Operators-in-Training
- **Staff who affect wastewater treatment quality** include:
  - Associate Director, Wastewater Operations, Maintenance, and Laboratory Services

- Wastewater Operations Clerks
  - System Maintenance Managers & Supervisors (Wastewater)
  - System Maintenance Staff (Wastewater)
  - Manager of Wastewater Quality & Compliance
  - Wastewater Quality & Compliance Staff (including Water-Wastewater Quality Management Specialist, Laboratory, and Environmental Enforcement Staff)
  - Biosolids Manager
  - Biosolids – Residual Solids Operators
  - Supervisor, W&WW Development Program
  - Associate Director, Engineering
  - Senior Project Managers & Project Managers
  - Engineering Support Staff
  - Associate Director, Integrated Systems
  - Manager of Technical Trades (SCADA)
  - Technical Trades Staff
  - Managers of Skilled Trades (Electrical and Instrumentation)
  - Skilled Trades Staff
  - Water-Wastewater Safety Advisor
  - Water-Wastewater Training Advisor
  - Associate Director, Asset Management
  - Manager, Water-Wastewater Capital Planning Program
  - Supervisor, Water-Wastewater Maintenance Management
  - Maintenance Support Staff
  - Asset Information Supervisor
  - Asset Information Staff
  - Asset Performance Management Supervisor
  - Asset Performance Management Staff
- **Ministry** refers to the Ministry of the Environment, Conservation, and Parks.

## 2. Quality Management System Policy

Niagara Region is committed to the effective treatment of wastewater within the region. Our Wastewater QMS Policy is shown below.

**Figure 1: Wastewater Quality Management System Policy<sup>1</sup>**



<sup>1</sup> March 31, 2015 – Revision 1

### 3. Commitment and Endorsement

#### 3.1 Top Management

Each member of Top Management pledges commitment to the Wastewater QMS and endorses the Operational Plan through the signing of a Commitment and Endorsement Memorandum. The Memorandum includes a pledge to ensure the implementation, maintenance and continual improvement of the QMS for each of Niagara Region's wastewater systems as documented in this Operational Plan.

#### 3.2 Owner

As System Owner, Niagara Region ensures the implementation, maintenance and continual improvement of the QMS for each of its wastewater systems, as documented in this Operational Plan.

By signing below, Regional Council (represented by the Regional Chair and Clerk) endorse the contents of this Operational Plan.

The Regional Municipality of Niagara

Per:

\_\_\_\_\_  
Regional Chair  
Jim Bradley

\_\_\_\_\_  
Date

\_\_\_\_\_  
Regional Clerk  
Ann-Marie Norio

\_\_\_\_\_  
Date

### 3.3 *Continued Endorsement*

When changes in Top Management occur, the QMS Representative ensures that a Commitment and Endorsement Memorandum is signed by any new members of Top Management. Top Management receives QMS updates as per [Management Review \(QMS-WW-ALL-P-200\)](#).

The System Owner receives updates as per [Communications \(QMS-WW-ALL-P-120\)](#). Continued endorsement of the Operational Plan is demonstrated through the enactment of a confirmatory by-law preceding each Council meeting. The QMS Representative ensures that Council endorsement is received for the most current Operational Plan following changes in Council due to election.

## 4. **QMS Representative**

Top Management has appointed the Water-Wastewater Quality Management Specialist (reporting to the Manager, Quality & Compliance – Wastewater) as the QMS Representative for Niagara Region's drinking water systems. In the event that the Water-Wastewater Quality Management Specialist is unable to fulfil the duties of QMS Representative, the Water-Wastewater Quality Management Specialist (reporting to the Manager, Quality & Compliance – Water) will assume the role and responsibilities.

The QMS Representative's responsibilities include, but are not limited to:

- Administering the QMS by ensuring that processes and procedures needed are established and maintained;
- Reporting to Top Management on QMS performance and any need for improvement;
- In cooperation with all Operating Authority staff, ensuring current versions of documents required by the QMS are being used at all times;
- In cooperation with all Operating Authority staff, ensuring that personnel are aware of all applicable legislative and regulatory requirements pertaining to their duties; and
- Promoting awareness of the QMS throughout the Operating Authority.

## 5. Document and Records Control

Document and records control is an essential part of the QMS. [Document and Records Control \(QMS-WW-ALL-P-050\)](#) outlines how documents required by the QMS are kept current, legible, readily identifiable, retrievable, stored, protected, retained and disposed of. The procedure also documents how records required by the QMS are kept legible, readily identifiable, retrievable, stored, protected, retained, and disposed of.

[Document and Records Control \(QMS-WW-ALL-P-050\)](#) is available via the Regional intranet.

## 6. Wastewater Systems

### 6.1 *Description of Overall Wastewater Systems*

Niagara Region owns and operates twelve wastewater systems, including wastewater treatment plants (WWTPs), collection systems, lagoons, associated pump stations, and a biosolids handling and dewatering facility. Niagara Region collects wastewater from eleven area municipalities.

Table 1 lists the facilities associated with each of Niagara's wastewater systems, as well as the local municipal collection systems that contribute to the subject system's influent.

Wastewater system descriptions are available via the Regional intranet (see links in Table 1).



**Table 1: Niagara Region's Wastewater Systems**

<b>Wastewater System</b>	<b>Wastewater System Facilities</b>	<b>Municipal Collection Systems</b>
Anger Avenue (FE) – <a href="#">Anger Avenue Wastewater System Description (QMS-WW-FE-P-060)</a>	Alliston St. Sewage Pumping Station (SPS) Bardol Ave. SPS Catharine St. SPS Dominion Rd. SPS Lakeshore Rd. SPS Rose Ave. SPS Rosehill WTP Backwash PS Thompson Rd. SPS	Fort Erie
Baker Road (BR) – <a href="#">Baker Road Wastewater System Description (QMS-WW-BR-P-060)</a>	Bal Harbour SPS Biggar Lagoon SPS Bridgeport SPS Campden SPS Jordan Valley SPS Lake St. SPS Lakewood Garden SPS Laurie Ave. SPS Old Orchard SPS Ontario St. SPS Roberts Rd. SPS Smithville SPS Streamside SPS Victoria Ave. SPS Woodsvie SPS	Grimsby Lincoln West Lincoln
Crystal Beach (CB) – <a href="#">Crystal Beach Wastewater System Description (QMS-WW-CB-P-060)</a>	Erie Rd. SPS Nigh Rd. SPS Shirley Rd. SPS	Fort Erie (Crystal Beach and Ridgeway)

Wastewater System	Wastewater System Facilities	Municipal Collection Systems
Garner Road (GR) – <a href="#">Garner Road Biosolids Handling and Dewatering Facility System Description (QMS-WW-GR-P-060)</a>	<b>Garner Road Biosolids Handling and Dewatering Facility</b>	Digested sludge from all WWTPs Water residuals from Decew WTP and Grimsby WTP
Niagara Falls (NF) – <a href="#">Niagara Falls Wastewater System Description (QMS-WW-NF-P-060)</a>	Bender Hill SPS Calaguire Estates SPS Central SPS/HRT Creek Rd. SPS Dorchester Rd. SPS Drummond Rd. SPS Garner Rd. Biosolids Storage Facility PS Garner Rd. SW SPS Grassy Brook SPS Kalar Rd. SPS Lundy's Lane SPS Meadowvale SPS Mewburn Rd. SPS ( <i>City-owned</i> ) Muddy Run SPS <b>Niagara Falls WWTP</b> Neighbourhood of St. David's SPS Oakwood Dr. SPS Rolling Acres SPS Royal Manor SPS Seneca St. SPS South Side High Lift SPS South Side Low Lift SPS Stanley/McLeod Storm Water PS Townline SPS	Niagara Falls Niagara-on-the-Lake ( <i>St. Davids</i> )

Wastewater System	Wastewater System Facilities	Municipal Collection Systems
Niagara-on-the-Lake (NL) – <a href="#">Niagara-on-the-Lake Wastewater System Description (QMS-WW-NL-P-060)</a>	Front Street SPS Garrison Village SPS Lakeshore Road SPS Line 2 (Hunter Farm) SPS Niagara Stone Road SPS <b>Niagara-on-the-Lake WWTP/Lagoon</b> Ricardo Street SPS William Street Sewage Detention Facility William Street SPS	Niagara-on-the-Lake
Port Dalhousie (PD) – <a href="#">Port Dalhousie Wastewater System Description (QMS-WW-PD-P-060)</a>	Argyle SPS Beaverdams SPS Cole Farm SPS Confederation Heights SPS Eastchester SPS Glendale SPS Lakeside SPS Lighthouse Rd. SPS October Village SPS <b>Port Dalhousie WWTP</b> Renown SPS Riverview SPS St. George's SPS Snug Harbour SPS Wellandvale SPS	St. Catharines Thorold

Wastewater System	Wastewater System Facilities	Municipal Collection Systems
Port Weller (PW) – <a href="#">Port Weller Wastewater System Description (QMS-WW-PW-P-060)</a>	Airport Rd. SPS Black Horse SPS Carleton St. SPS Centre St. SPS Haulage Rd SPS Lombardy Ave. SPS Peel St. SPS <b>Port Weller WWTP</b> Spring Garden SPS Thorold Tunnel SPS	St. Catharines Thorold
Queenston (QT) – <a href="#">Queenston Wastewater System Description (QMS-WW-QT-P-060)</a>	<b>Queenston WWTP</b>	Niagara-on-the-Lake (Queenston)
Stevensville-Douglastown Lagoon (SD) – <a href="#">Stevensville-Douglastown Lagoon Wastewater System Description (QMS-WW-SD-P-060)</a>	Black Creek Flow Meter Douglastown SPS Stevensville SPS <b>Stevensville/Douglastown Lagoon</b>	Fort Erie (Stevensville-Douglastown)
Seaway (SW) – <a href="#">Seaway Wastewater System Description (QMS-WW-SW-P-060)</a>	Arena St. SPS City Hall SPS Clark St. SPS Eastside SPS Elm St. S. SPS Fares St. SPS Fretz SPS Industrial Park SPS Main St. SPS Marina 1 SPS Marina 2 SPS	Port Colborne

Wastewater System	Wastewater System Facilities	Municipal Collection Systems
Seaway (SW) – <a href="#">Seaway Wastewater System Description (QMS-WW-SW-P-060)</a> <i>(continued)</i>	Marina 3 SPS Nickel St. SPS Omer Ave. SPS Oxford Rd. SPS Rosemount N. SPS Rosemount S. SPS <b>Seaway WWTP</b> Steele Rd. SPS Sugarloaf SPS Union St. SPS	
Welland (WE) – <a href="#">Welland Wastewater System Description (QMS-WW-WE-P-060)</a>	Daimler Wood SPS Dain City SPS Feeder Rd. SPS Foss Rd. SPS Fitch St. SPS <i>(City-owned)</i> George St. SPS Hurricane Rd. SPS Kelly St. SPS Lyons Creek CSO OAW Sanitary Sewer Ontario Rd. SPS Park Lane SPS Rice Rd Partial Flume Seaway Heights SPS South Pelham Partial Flume South St. SPS South Thorold (Towpath) SPS Timmsdale SPS <b>Welland WWTP</b>	Welland Pelham Thorold South

## 6.2 Process Schematics and System Schematics

Process schematics for each of Niagara Region's wastewater treatment systems are available via the Regional intranet as follows:

- Anger Avenue WWTP Process Schematic ([QMS-WW-FE-V-060](#))
- Baker Road WWTP Process Schematic ([QMS-WW-BR-V-060](#))
- Crystal Beach WWTP Process Schematic ([QMS-WW-CB-V-060](#))
- Garner Road Biosolids Facility Process Schematic ([QMS-WW-GR-V-060](#))
- Niagara Falls WWTP Process Schematic ([QMS-WW-NF-V-060](#))
- Niagara-on-the-Lake WWTP Process Schematic ([QMS-WW-NL-V-060](#))
- Port Dalhousie WWTP Process Schematic ([QMS-WW-PD-V-060](#))
- Port Weller WWTP Process Schematic ([QMS-WW-PW-V-060](#))
- Queenston WWTP Process Schematic ([QMS-WW-QT-V-060](#))
- Stevensville/Douglastown Lagoon Process Schematic ([QMS-WW-SD-V-060](#))
- Seaway WWTP Process Schematic ([QMS-WW-SW-V-060](#))
- Welland WWTP Process Schematic ([QMS-WW-WE-V-060](#))

### **6.3 System Schematics**

Schematics for each of Niagara Region's wastewater collection systems are available via the Regional intranet as follows:

- Anger Avenue WWTP System Schematic ([QMS-WW-FE-V-061](#))
- Baker Road WWTP System Schematic ([QMS-WW-BR-V-061](#))
- Crystal Beach WWTP System Schematic ([QMS-WW-CB-V-061](#))
- Niagara Falls WWTP System Schematic ([QMS-WW-NF-V-061](#))
- Niagara-on-the-Lake WWTP System Schematic ([QMS-WW-NL-V-061](#))
- Port Dalhousie WWTP System Schematic ([QMS-WW-PD-V-061](#))
- Port Weller WWTP System Schematic ([QMS-WW-PW-V-061](#))
- Queenston WWTP System Schematic ([QMS-WW-QT-V-061](#))
- Stevensville/Douglastown Lagoon System Schematic ([QMS-WW-SD-V-061](#))
- Seaway WWTP System Schematic ([QMS-WW-SW-V-061](#))
- Welland WWTP System Schematic ([QMS-WW-WE-V-061](#))

#### **6.4 General Characteristics of Influent**

Influent to Niagara Region's wastewater systems is comprised of industrial and residential wastewater. General characteristics of each of Niagara Region's wastewater systems are documented within individual Wastewater System Descriptions (see Table 1, page 8).

#### **6.5 Common Event-Driven Fluctuations, Operational Challenges & Threats**

Event-driven fluctuations and resulting operational challenges and threats impacting Niagara Region's wastewater systems are documented within individual Wastewater System Descriptions (see Table 1, page 8).

#### **6.6 Critical Upstream & Downstream Processes**

Local area municipalities own and operate collection systems upstream of each of Niagara Region's wastewater systems (as listed in Table 1).

Niagara Region actively participates in source protection initiatives to protect source water for municipal drinking water systems.

### **7. Risk Assessment**

A risk assessment procedure has been developed and implemented that:

- Identifies potential hazardous events and associated hazards,
- Assesses the risks associated with the occurrence of hazardous events,
- Ranks the hazardous events according to their level of risk,
- Identifies mitigating measures,
- Identifies a method to verify currency of information,
- Ensures a risk assessment is conducted at least once every three years, and
- Considers the reliability and redundancy of equipment.

[Wastewater System Risk Assessment \(QMS-WW-ALL-P-070\)](#) is available via the Regional intranet.

## 8. Risk Assessment Outcomes

Risk assessment outcomes include identification of hazardous events, associated risk scoring, mitigating measures, and response procedures.

## 9. Organizational Structure, Roles, Responsibilities and Authorities

Water and Wastewater Services is a division of Niagara Region's Public Works Department and serves as the Operating Authority for the Region's wastewater systems and their associated facilities (refer to Section 1.3).

- Our Mission Statement: Through dedicated teamwork and commitment, provide high-quality, safe, and reliable water and wastewater services while practicing good stewardship of resources to benefit present and future generations.
- Our Role: To deliver clean, safe drinking water to the municipal water distribution network and to provide effective wastewater treatment for the community.

### 9.1 What We Do

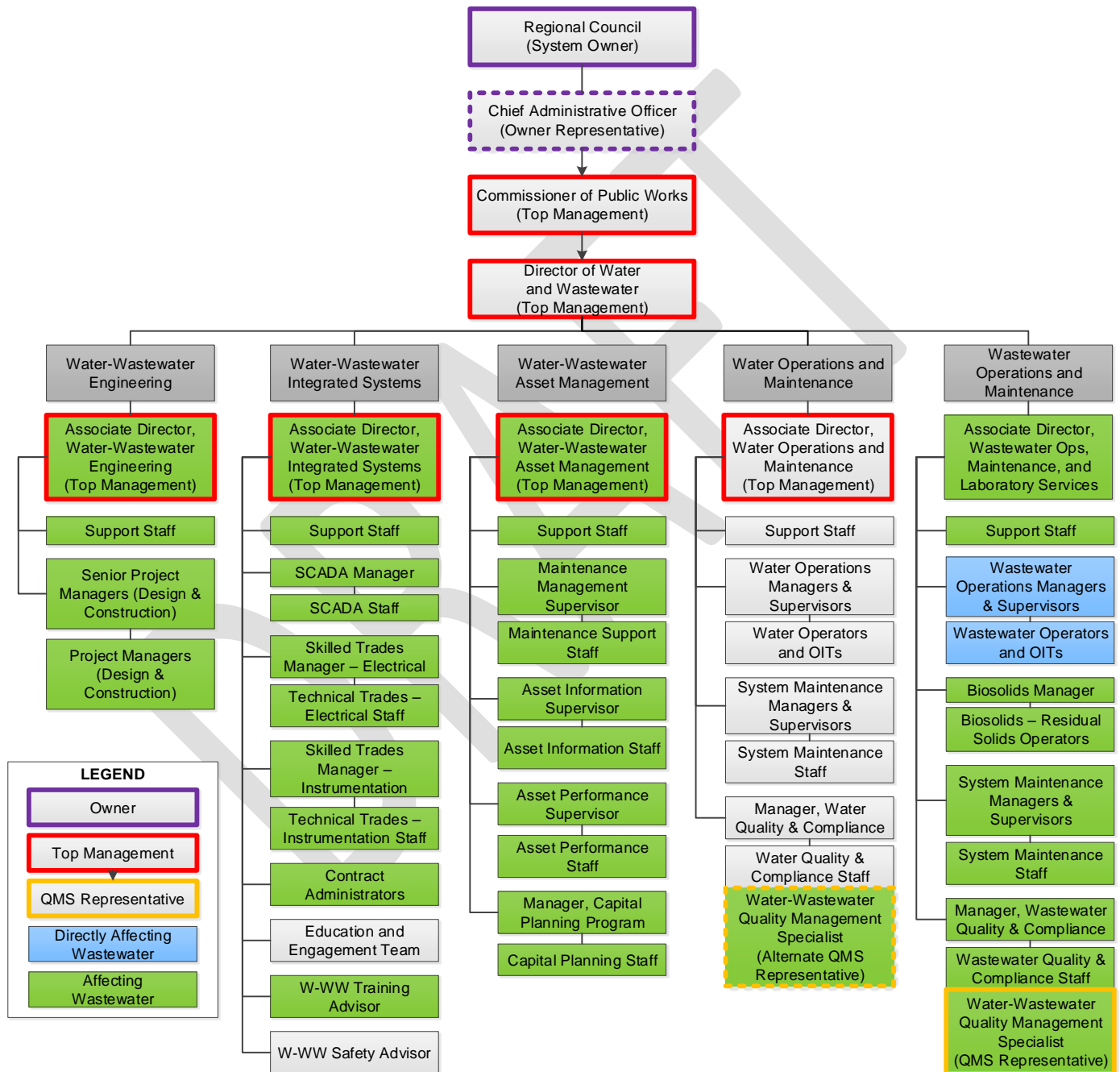
The Water and Wastewater Services Division is made up of a dedicated team of approximately 270 employees working throughout the Niagara Region. The Division is divided into five groups:

- Water Operations, Maintenance, and Staff Development;
- Wastewater Operations, Maintenance, and Laboratory Services;
- Water-Wastewater Engineering;
- Water-Wastewater Integrated Systems;
- Water-Wastewater Asset Management.



The organizational structure of the Water and Wastewater Services Division is illustrated in Figure 2.

**Figure 2: Water and Wastewater Services Division – Organizational Structure**



Each of the **five** working groups within the division has varying levels of responsibility for wastewater effluent quality. Core responsibilities of staff in each group, as well as specific duties for those positions that impact wastewater effluent quality, are identified in Table 2. Table 2 also identifies responsibilities of the System Owner, Top Management and the QMS Representative. *(NOTE: Positions that are greyed in Table 2 have been deemed to not directly impact wastewater effluent quality.)*

**Table 2: QMS Responsibilities and Authorities**

Position/Group	Responsibilities	Authorities
Regional Council (System Owner)	<ul style="list-style-type: none"> <li>– Act as final decision-making body for Niagara Region</li> <li>– Ensure the provision of adequate resources for the operation and maintenance of Niagara Region's wastewater collection and treatment facilities</li> <li>– Endorse Niagara Region's Wastewater QMS</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> </ul>
Chief Administrative Officer	<ul style="list-style-type: none"> <li>– Act as representative for the Owner</li> <li>– Interact with Top Management</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> </ul>
Commissioner of Public Works (Top Management)	<ul style="list-style-type: none"> <li>– Establish and implement operating policy and procedures, covering execution of department functions</li> <li>– Manage Public Works Department in its statutory, operational, custodial and advisory responsibilities</li> <li>– Act as a member of the Corporate Management Team</li> <li>– Participate in Management Review</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline staff</li> <li>– Make engineering decisions</li> <li>– Make administrative decisions related to Public Works</li> <li>– Delegate</li> </ul>
Director of Water and Wastewater (Top Management)	<ul style="list-style-type: none"> <li>– Provide administration and general management of Water and Wastewater Services Division</li> <li>– Ensure mandated delivery of water supply and wastewater treatment meets federal, provincial and municipal requirements</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Establish Divisional priorities; control</li> </ul>

Position/Group	Responsibilities	Authorities
	<ul style="list-style-type: none"> <li>– Provide guidance and direction to staff to ensure compliance with provincial standards and the promotion of industry best practices for the operation of the water systems</li> <li>– Participate in Management Review</li> </ul>	<ul style="list-style-type: none"> <li>budgets, costs, and work quality</li> <li>– Take appropriate action to ensure health and safety in emergencies</li> <li>– Delegate</li> </ul>
<b>Wastewater Operations and Maintenance</b>		
Associate Director of Wastewater <b>(Affecting Wastewater)</b> <b>(Top Management)</b>	<ul style="list-style-type: none"> <li>– Maintain accountability for execution and direction of all aspects of wastewater system operation and maintenance</li> <li>– Manage Region’s wastewater treatment operations to ensure compliance with regulatory requirements and due diligence in daily activities</li> <li>– Demonstrate due diligence in daily activities and keep abreast of relevant legislation and regulations</li> <li>– Ensure adequate health and safety program in place for Wastewater Services</li> <li>– Analyze and develop annual current and capital budgets to ensure that operations are cost effective</li> <li>– Continually review overall function of facilities, personnel, communications, and training to achieve high standard of performance</li> <li>– Direct activities related to public relations, evaluating investigations and preparing reports</li> <li>– Ensure staff/personnel issues are dealt with effectively and in a timely manner</li> <li>– Coordinate employee efforts and respond to emergencies and complaints</li> <li>– Provide leadership for emergency preparedness</li> <li>– Participate in Management Review</li> <li>– May function as “Overall Responsible Operator (ORO)” as required by O. Reg. 129/04, <b>if appropriately certified to do so</b></li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved budget and policies and procedures</li> <li>– Discipline and deal with major personnel matters</li> <li>– Suggest modifications to systems and make changes during construction</li> <li>– Recommend purchase of equipment or services involving major expenditures</li> <li>– Delegate</li> </ul>

Position/Group	Responsibilities	Authorities
Wastewater Operations Manager & Supervisor <b>(Directly Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Supervise operation of wastewater treatment plants and regional collection system</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in health and safety procedures; provide PPE and training as needed</li> <li>– Participate in Public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> <li>– Function as “Overall Responsible Operator (ORO)” as required by O. Reg. 129/04</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved budget and policies and procedures</li> <li>– Discipline and deal with minor personnel matters (Managers only)</li> <li>– Make suggestions for continual improvement</li> <li>– Issue notice of non-compliance</li> <li>– Delegate</li> </ul>
System Operator <b>(Directly Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Perform operational functions</li> <li>– Maintain written and computer based daily records</li> <li>– Perform routine inspections of plant</li> <li>– Prepare work orders for repairs to equipment</li> <li>– Collect and test wastewater samples to monitor/maintain relevant parameters</li> <li>– Serve as “Operator-In-Charge (OIC)”</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Operator-in-Training (OIT) <b>(Directly Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Perform duties of System Operator, with conditions: <ul style="list-style-type: none"> <li>○ Operators-in-Training must perform some responsibilities at the direction of System Operator, as required by O. Reg. 128/04</li> <li>○ When an OIT is operating, the ORO shall be designated as OIC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
Biosolids Supervisor (Affecting Wastewater)	<ul style="list-style-type: none"> <li>– Supervise operation of biosolids treatment facility and lagoons</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in health and safety procedures; provide PPE and training as needed</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved budget and policies and procedures</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Make suggestions for continual improvement</li> <li>– Delegate</li> </ul>
Biosolids – Residual Solids Operator (Affecting Wastewater)	<ul style="list-style-type: none"> <li>– Perform operational functions</li> <li>– Maintain written and computer based daily records</li> <li>– Prepare work orders for repairs to equipment</li> <li>– Collect and test process samples to monitor/maintain relevant parameters</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Support Staff (Affecting Wastewater)	<ul style="list-style-type: none"> <li>– Maintain appropriate control of documents &amp; records</li> <li>– Assist with communications, public relations, investigations and report preparation as needed</li> <li>– Clerical functions</li> <li>– Assist with customer service activities including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Wastewater Systems Maintenance Managers (Affecting Wastewater)	<ul style="list-style-type: none"> <li>– Direct and supervise Maintenance staff within area during regular, emergency, standby and on-call hours</li> <li>– Demonstrate due diligence in daily activities and ensure compliance with relevant regulations and Regional policies</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Discipline and deal with minor personnel matters</li> </ul>

Position/Group	Responsibilities	Authorities
	<ul style="list-style-type: none"> <li>– Control budget for area; monitor expenditures and procurement of materials and services</li> <li>– Prepare and modify maintenance schedules to provide for normal maintenance relief, staff training, vacation, lieu time, and sick time</li> <li>– Participate in activities related to public relations, evaluating investigations and preparing reports</li> <li>– Ensure staff follow safe work practices as outlined in health and safety procedures; provide PPE and training as needed</li> <li>– Respond to emergencies and complaints</li> <li>– Scoping, design and construction of projects</li> </ul>	<ul style="list-style-type: none"> <li>– Make suggestions for continual improvement</li> </ul>
Systems Maintenance Staff <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Respond to general system maintenance issues</li> <li>– Complete preventive maintenance tasks</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Manager of Quality and Compliance, Wastewater <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Ensure processes are optimized and maintained</li> <li>– Develop and implement quality sampling program as required in a collection system</li> <li>– Ensure staff follow safe work practices as outlined in health and safety procedures; provide PPE and training as needed</li> <li>– Administer environmental enforcement program</li> <li>– Act as Lead Auditor for the ISO 17025 laboratory management system</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Issue notices of non-compliance</li> <li>– Delegate</li> </ul>
W&WW Quality Management Specialist <b>(QMS Rep)</b> <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– See QMS Representative Responsibilities in Operational Plan (Section 4)</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>



Position/Group	Responsibilities	Authorities
Environmental Laboratory Supervisor <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Supervise Environmental Laboratory staff</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in health and safety procedures; provide PPE and training as needed</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Delegate</li> </ul>
Environmental Laboratory Staff <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Conduct analytical wastewater and biosolids testing</li> <li>– Follow established protocols for sampling and testing</li> <li>– Provide notification of any exceedances</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Environmental Enforcement Staff <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Determine sampling locations and methods, and collect water or wastewater samples for analysis</li> <li>– Inspect wastewater treatment and disposal facilities and systems for compliance to federal, provincial, and/or local regulations (including Environmental Compliance Approvals)</li> <li>– Examine permits, licences, applications, and records to ensure compliance with licencing requirements</li> <li>– Prepare, organize &amp; maintain inspection records</li> <li>– Monitor follow-up actions in instances where violations were found, and review compliance monitoring reports</li> <li>– Act as relief Operators as required</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> <li>– Recommend notices of non-compliance</li> </ul>
Process Engineer, Wastewater <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Complete process optimization activities</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>

Position/Group	Responsibilities	Authorities
Compliance Technologist, Wastewater ( <b>Affecting Wastewater</b> )	<ul style="list-style-type: none"> <li>– Maintain appropriate control of documents and records</li> <li>– Assist with developing and implementing quality sampling programs as required in collection systems</li> <li>– Assist with audits, investigations and preparing reports as needed by Operations</li> <li>– Complete federal external compliance reporting</li> <li>– Apply for approvals and amendments to Environmental Compliance Approvals and to the Environmental Activity and Sector Registry</li> <li>– Complete benchmarking activities</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
<b>Integrated Systems</b>		
Associate Director, Water-Wastewater Integrated Systems ( <b>Top Management</b> )	<ul style="list-style-type: none"> <li>– <b>Demonstrate due diligence in daily activities and keep abreast of relevant legislation and regulations</b></li> <li>– <b>Ensure support of SCADA, Instrumentation, Electrical, Contract Administration, Health and Safety, Training, and Education/Engagement teams and maintenance of related infrastructure and equipment</b></li> <li>– Analyze and develop annual current and capital budgets to ensure continuity of operations</li> <li>– Continually review overall function of working group to achieve high standard of performance</li> <li>– Direct activities related to public relations, evaluating investigations and preparing reports</li> <li>– Ensure staff/personnel issues are dealt with effectively and in a timely manner</li> <li>– Coordinate employee efforts and respond to emergencies and complaints</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in Management Review</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved budget and policies and procedures</li> <li>– Discipline and deal with major personnel matters</li> <li>– Suggest modifications to systems</li> <li>– Recommend purchase of equipment or services involving major expenditures</li> <li>– Delegate</li> <li>– Suggest continual improvements</li> </ul>



Position/Group	Responsibilities	Authorities
<b>SCADA Manager</b> <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Manage and administer SCADA resources to achieve Divisional goals and objectives</li> <li>– Control budget for area and procure material and services to provide customers both internal and external, with efficient and cost effective skilled support</li> <li>– Demonstrate due diligence in daily activities and ensure compliance with relevant Regulations and Regional Policies</li> <li>– Participate in activities related to public relations, evaluating investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Scoping, design and construction of projects</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Suggest continual improvements</li> </ul>
<b>Skilled Trades Managers (Instrumentation and Electrical)</b> <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Manage and administer skilled trades resources to achieve Divisional goals and objectives</li> <li>– Control budget for area and procure material and services to provide customers both internal and external, with efficient and cost effective skilled support</li> <li>– Demonstrate due diligence in daily activities and ensure compliance with relevant Regulations and Regional Policies</li> <li>– Participate in activities related to Public relations, evaluating investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Scoping, design and construction of projects</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Supervise daily activities of Technical Trades staff</li> <li>– Delegate</li> <li>– Suggest continual improvements</li> </ul>

Position/Group	Responsibilities	Authorities
SCADA and Technical Trades Staff <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>Respond to maintenance issues (i.e. electrical problems, SCADA issues, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Make suggestions for continual improvement</li> </ul>
Contract Administrators <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>Review, amend and administer annual contracts for Water-Wastewater Services</li> <li>Prepare authorizations and approvals for contract and bid awards</li> <li>Monitor and supervise maintenance projects</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Make suggestions for continual improvement</li> </ul>
W-WW Training Advisor <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>Develop and maintain divisional training programs</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Suggest continual improvements</li> </ul>
W-WW Safety Advisor	<ul style="list-style-type: none"> <li>Develop and maintain divisional health &amp; safety programs</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Suggest continual improvements</li> </ul>
Education and Engagement Team	<ul style="list-style-type: none"> <li>Manage divisional communications and public outreach activities</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Suggest continual improvements</li> </ul>
<b>Engineering</b>		
Associate Director, Engineering <b>(Top Management)</b>	<ul style="list-style-type: none"> <li>Hold accountability for scoping, design and construction of engineering projects connected with Region's water and wastewater systems</li> <li>Analyze and develop annual current and capital budgets to ensure that operation plans are cost effective</li> <li>Manage &amp; administer capital project resources to achieve Divisional goals and objectives</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Suggest modifications to systems and make changes during construction</li> </ul>

Position/Group	Responsibilities	Authorities
	<ul style="list-style-type: none"> <li>– Demonstrate due diligence in daily activities and keep abreast of relevant legislation and regulations Communicate project progress with other working groups within and outside of Water-Wastewater Services</li> <li>– Direct and supervise Project Management staff</li> <li>– Participate in infrastructure planning and review activities</li> <li>– Participate in Management Review</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Delegate</li> <li>– Discipline and deal with major personnel matters</li> <li>– Make suggestions for continual improvement</li> </ul>
<b>Senior Project Manager, Design and Construction (Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Lead the scoping, design and construction of large scale projects related to Region's systems</li> <li>– Infrastructure planning and review</li> <li>– Communicate project progress with Management</li> <li>– Control budget for projects and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements including assisting with the preparation of applications for approvals and amendments with the Ministry of Environment and Climate Change</li> <li>– Participate in infrastructure planning and review activities</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> <li>– Assist Project Managers with issues as required</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>

Position/Group	Responsibilities	Authorities
Project Manager, Design and Construction ( <i>Affecting Wastewater</i> )	<ul style="list-style-type: none"> <li>– Lead the scoping, design and construction of projects related to Region's systems</li> <li>– Infrastructure planning and review</li> <li>– Communicate project progress with Management</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements including assisting with the preparation of applications for approvals and amendments with the Ministry of Environment</li> <li>– Participate in infrastructure planning and review activities</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Engineering Support Staff ( <i>Affecting Wastewater</i> )	<ul style="list-style-type: none"> <li>– Document &amp; Record Control</li> <li>– Assist with communications, Public relations, investigations and preparing reports as needed by Operations</li> <li>– Clerical functions</li> <li>– Assist with Customer Service activities including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>

Position/Group	Responsibilities	Authorities
<b>Asset Management</b>		
Associate Director, Asset Management <b>(Top Management)</b>	<ul style="list-style-type: none"> <li>Establish and maintain a divisional asset management plan, capital planning, and infrastructure data management for the Region's water and wastewater systems</li> <li>Oversee collection, review and analysis of operational and maintenance data to ensure all information relating to W-WW infrastructure is acquired, stored, and made available to those in other sections and departments</li> <li>Develop capital plans for W-WW infrastructure</li> <li>Oversee development of the 10-year capital forecast</li> <li>Demonstrate due diligence in daily activities and keep abreast of relevant legislation and regulations</li> <li>Communicate project progress with other working groups within and outside of Water-Wastewater Services</li> <li>Direct and supervise Asset Management staff</li> <li>Participate in Management Review</li> <li>Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Delegate</li> <li>Discipline and deal with major personnel matters</li> <li>Suggest continual improvements</li> </ul>
Supervisor, Water-Wastewater Maintenance Management <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>Manage and administer support resources to achieve divisional goals and objectives</li> <li>Control budget for area and procure material and services to provide internal and external customer with efficient/cost-effective support</li> <li>Demonstrate due diligence in daily activities and ensure compliance with relevant regulations and regional policies</li> <li>Ensure staff follow safe work practices as outlined in health and safety procedures; provide PPE and training as needed</li> <li>Maintain CMMS program</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Discipline and deal with minor personnel matters</li> <li>Make suggestions for continual improvement</li> <li></li> </ul>

Position/Group	Responsibilities	Authorities
Maintenance Support Staff (CMMS, Clerks) <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Maintain control of documents and records</li> <li>– Assist with communications, public relations, investigations and preparing reports as needed by Maintenance staff</li> <li>– Complete clerical functions</li> <li>– Assist with customer service activities, including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> <li>–</li> </ul>
Asset Information Supervisor <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Manage and administer Water &amp; Wastewater GIS (Geographic Information Systems) and IMS (Information Management Systems) to achieve Divisional goals and objectives</li> <li>– Direct and supervise Asset Information staff</li> <li>– Communicate project progress with Management</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Make suggestions for continual improvement</li> <li>–</li> </ul>
Asset Information Staff <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Coordinate the locating of sub-surface Water &amp; Wastewater assets</li> <li>– Review engineering drawings and resolve discrepancies</li> <li>– Tracking and updating asset lifecycle data</li> <li>– Assist with the administration of the Water &amp; Wastewater GIS and IMS</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Asset Performance Management Supervisor <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Direct and supervise Asset Performance staff</li> <li>– Manage and administer asset performance resources to achieve Divisional goals and objectives</li> <li>– Participate in infrastructure planning and review activities</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline and deal with minor personnel matters</li> </ul>



Position/Group	Responsibilities	Authorities
	<ul style="list-style-type: none"> <li>– Communicate project progress with Management</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Make suggestions for continual improvement</li> <li>–</li> </ul>
<b>Asset Performance Staff</b> <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Collect flow measurements, dimensional analysis and visual resources for wastewater systems</li> <li>– Conduct field inspections of assets</li> <li>– Perform emergency locates</li> <li>– Collect spatial coordinates for inclusion into the Water &amp; Wastewater GIS systems</li> <li>– Monitor, maintain and update environmental systems and conduct evaluations for flow and weather</li> <li>– Assist with design and maintenance for new and existing water and wastewater systems</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
<b>Manager, Water-Wastewater Capital Program Planning</b> <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Manage and administer infrastructure planning and review to achieve Divisional goals and objectives</li> <li>– Direct and supervise Capital Planning staff</li> <li>– Communicate project progress with Management</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Make suggestions for continual improvement</li> </ul>

Position/Group	Responsibilities	Authorities
	<ul style="list-style-type: none"> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	
Project Manager, Capital Program Planning <b>(Affecting Wastewater)</b>	<ul style="list-style-type: none"> <li>– Lead the scoping, design and construction of projects related to Region's systems</li> <li>– Infrastructure planning and review</li> <li>– Communicate project progress with Management</li> <li>– Control budget for area and procure material and services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements including assisting with the preparation of applications for approvals and amendments with the Ministry of Environment</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Participate in public relations, evaluate investigations and preparing reports</li> <li>– Respond to emergencies and complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Support Staff	<ul style="list-style-type: none"> <li>– Maintain appropriate control of documents and records</li> <li>– Assist with communications, public relations, investigations and preparing reports as needed by Engineering</li> <li>– Complete clerical functions</li> <li>– Assist with customer service activities, including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Suggest continual improvements</li> </ul>
<b>Water Operations and Maintenance</b>		
Associate Director, Water Operations, Maintenance, and Staff Development	<ul style="list-style-type: none"> <li>– Maintain accountability for execution and direction of all aspects of drinking water system operation and maintenance</li> <li>– Manage Region's water treatment operations and maintenance to ensure compliance with</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Approve purchases in accordance with approved</li> </ul>



Position/Group	Responsibilities	Authorities
<b>(Top Management)</b>	<ul style="list-style-type: none"> <li>regulatory requirements and ensure due diligence in daily activities</li> <li>– Demonstrate due diligence in daily activities and keep abreast of relevant legislation and regulations</li> <li>– Ensure adequate health and safety program in place for Water and Wastewater</li> <li>– Analyze and develop annual current and capital budgets to ensure that operations are cost effective</li> <li>– Continually review overall function of facilities, personnel, communications and training to achieve high standard of performance</li> <li>– Direct activities related to public relations, evaluating investigations and preparing reports</li> <li>– Ensure staff/personnel issues are dealt with effectively and in a timely manner</li> <li>– Coordinate employee efforts and respond to emergencies and complaints</li> <li>– Provide leadership for emergency preparedness</li> <li>– Participate in Management Review</li> <li>– May function as “Overall Responsible Operator (ORO)” as required by O. Reg. 128/04</li> </ul>	<ul style="list-style-type: none"> <li>budget and policies and procedures</li> <li>– Discipline and deal with major personnel matters</li> <li>– Suggest modifications to systems and make changes during construction</li> <li>– Recommend purchase of equipment or services involving major expenditures</li> <li>– Delegate</li> <li>– Make suggestions for continual improvement</li> </ul>
Water Operations Managers/ Supervisors	<ul style="list-style-type: none"> <li>– Supervise operation of water treatment plants and regional transmission system</li> <li>– Control area budget; procure material/services as needed to ensure efficient operation</li> <li>– Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>– Participate in Public relations, evaluate investigations and preparing reports</li> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Respond to emergencies and complaints</li> <li>– Function as “Overall Responsible Operator (ORO)” as required by O. Reg. 128/04</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Discipline and deal with minor personnel matters <i>(Managers only)</i></li> <li>– Make suggestions for continual improvement</li> </ul>

Position/Group	Responsibilities	Authorities
System Operator and Operator-in-Training (OIT)	<ul style="list-style-type: none"> <li>– Perform operational functions</li> <li>– Maintain written and computer based daily records</li> <li>– Perform routine inspections of plant</li> <li>– Prepare work orders for repairs to equipment</li> <li>– Collect and test water samples to monitor/maintain relevant parameters</li> <li>– Serve as “Operator-In-Charge (OIC)”: <ul style="list-style-type: none"> <li>○ Operators-in-Training must perform some responsibilities at the direction of System Operator, as required by O. Reg. 128/04</li> <li>○ When an OIT is operating, the ORO shall be designated as OIC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Support Staff	<ul style="list-style-type: none"> <li>– Maintain appropriate control of documents and records</li> <li>– Assist with communications, public relations, investigations and preparing reports as needed by Operations</li> <li>– Clerical functions</li> <li>– Assist with customer service activities, including responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Water Systems Maintenance Managers	<ul style="list-style-type: none"> <li>– Direct and supervise Maintenance staff within area during regular, emergency, standby and on-call hours</li> <li>– Demonstrate due diligence in daily activities and ensure compliance with relevant Regulations and Regional Policies</li> <li>– Control budget for area; monitor expenditures and procurement of materials and services</li> <li>– Prepare and modify maintenance schedules to provide for normal maintenance relief, staff training, vacation, lieu time, and sick time</li> <li>– Participate in activities related to public relations, evaluating investigations and preparing reports</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Discipline and deal with minor personnel matters</li> <li>– Make suggestions for continual improvement</li> </ul>

Position/Group	Responsibilities	Authorities
	<ul style="list-style-type: none"> <li>– Ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed</li> <li>– Respond to emergencies and complaints</li> <li>– Assist in scoping, design and construction of projects</li> </ul>	
Systems Maintenance Staff	<ul style="list-style-type: none"> <li>– Respond to maintenance issues (i.e. general systems maintenance, etc.)</li> <li>– May serve as “Operator-In-Charge (OIC)” in the transmission system</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
Manager, Water Quality and Compliance	<ul style="list-style-type: none"> <li>– Ensure processes are optimized and maintained</li> <li>– Develop and implement quality sampling program as required in a collection/transmission/distribution system</li> <li>– Act as Lead Auditor</li> <li>– Ensure training program is maintained in order to meet competencies</li> <li>– Ensure staff follow safe work practices as outlined in health and safety procedures; provide PPE and training as needed</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Make suggestions for continual improvement</li> </ul>
Quality & Compliance Staff (Affects Wastewater – selected roles)	<ul style="list-style-type: none"> <li>– Training Program</li> <li>– Health &amp; Safety Program</li> <li>– Technical Support</li> <li>– Process Optimization</li> <li>– Communications and Public Outreach</li> <li>– Compliance Support</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Make suggestions for continual improvement</li> </ul>
W-WW Quality Management Specialist (Alternate QMS Rep) (Affecting Wastewater)	<ul style="list-style-type: none"> <li>– See QMS Representative Responsibilities in Operational Plan (Section 4)</li> </ul>	<ul style="list-style-type: none"> <li>– Perform listed responsibilities</li> <li>– Delegate</li> <li>– Make suggestions for continual improvement</li> </ul>

Position/Group	Responsibilities	Authorities
W-WW Training Advisor ( <b>Affecting Wastewater</b> )	<ul style="list-style-type: none"> <li>Identify essential and supplementary training needs</li> <li>Develop and coordinate annual training plan</li> <li>Maintain training records</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Make suggestions for continual improvement</li> </ul>
W-WW Safety Advisor ( <b>Affecting Wastewater</b> )	<ul style="list-style-type: none"> <li>Review operating procedures and emergency preparedness plan and upgrades</li> <li>Provide safety information and programs to W-WW Division staff</li> <li>Investigate health and safety incidents</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Make suggestions for continual improvement</li> </ul>
Supervisor, W-WW Development Program ( <b>Affecting Wastewater</b> )	<ul style="list-style-type: none"> <li>Perform assigned supervisory functions</li> <li>Interact with engineering, maintenance, operations, and biosolids groups</li> <li>Ensure due diligence in daily activities and compliance with regulatory requirements</li> <li>Ensure staff follow safe work practices as outlined in health and safety procedures; provide PPE and training as needed</li> <li>Participate in Public relations, evaluate investigations and preparing reports</li> <li>Respond to emergencies and complaints</li> <li>Function "Overall Responsible Operator (ORO)" as required by Ontario Regulation 129/04</li> </ul>	<ul style="list-style-type: none"> <li>Perform listed responsibilities</li> <li>Discipline and deal with minor personnel matters</li> <li>Make suggestions for continual improvement</li> <li>Delegate</li> </ul>

## 10. Competencies

Niagara Region personnel performing duties affecting wastewater effluent must understand the importance of their actions. Furthermore, they must be competent in their jobs and have appropriate education, training, skills and/or experience.

The [Competencies Table \(QMS-ALL-ALL-T-100\)](#) documents competencies required for personnel performing duties affecting wastewater effluent quality.

[Competencies \(QMS-WW-ALL-P-100\)](#) documents activities to develop and maintain the required competencies for personnel performing duties affecting wastewater effluent quality. It also documents activities to ensure that all Operating Authority personnel are aware of the relevance of their duties.

[Competencies \(QMS-WW-ALL-P-100\)](#) and the [Competencies Table \(QMS-ALL-ALL-T-100\)](#) are available via the Regional intranet.

## **11. Personnel Coverage**

Niagara Region ensures that sufficient personnel meeting identified competencies are available for duties that affect wastewater effluent quality as documented in [Personnel Coverage \(QMS-WW-ALL-P-110\)](#).

[Personnel Coverage \(QMS-WW-ALL-P-110\)](#) is available via the Regional intranet.

## **12. Communications**

Effective communication is essential for ensuring the success of a QMS. [Communications \(QMS-WW-ALL-P-120\)](#) describes how relevant aspects of the QMS are communicated between Top Management and the Owner, Operating Authority personnel, Suppliers and the Public.

[Communications \(QMS-WW-ALL-P-120\)](#) is available via the Regional intranet.

### 13. Essential Supplies and Services

Niagara Region's wastewater systems require a number of essential supplies and services for the effective treatment of wastewater. These supplies and services are categorized as:

- Chemical supplies;
- Calibration services;
- Laboratory services;
- Miscellaneous supplies and services

Essential supplies and services are identified on the ["Essential Supplies and Services" Vine page](#). Methods to ensure procurement and quality of essential supplies and services are outlined in [Essential Supplies and Services \(QMS-WW-ALL-P-130\)](#).

[Essential Supplies and Services \(QMS-WW-ALL-P-130\)](#) and the ["Essential Supplies and Services" Vine page](#) are both available via the Regional intranet. **The table can be filtered to show only those supplies and services used in respect of Niagara Region's wastewater systems.**

***NOTE: Only wastewater system supplies and services fall within the scope of this Operational Plan.***

### 14. Review, Rehabilitation and Renewal of Infrastructure

[Review, Rehabilitation and Renewal of Infrastructure \(QMS-WW-ALL-P-140\)](#) describes how Niagara Region reviews the adequacy of infrastructure necessary to operate and maintain its wastewater systems. It also details how capially-funded infrastructure rehabilitation and renewal projects are initiated, approved, and communicated to the Owner.

[Review, Rehabilitation and Renewal of Infrastructure \(QMS-WW-ALL-P-140\)](#) is available via the Regional intranet.

## 15. Infrastructure Maintenance

Niagara Region maintains an effective maintenance program. The maintenance program includes planned and unplanned **infrastructure** maintenance, renewal, and rehabilitation **activities that are** typically funded from the current budget. [Maintenance \(QMS-WW-ALL-P-150\)](#) describes the maintenance program, **long-term maintenance, rehabilitation, and renewal plans**, the means to monitor maintenance effectiveness, and how maintenance programs are communicated to the Owner.

[Maintenance \(QMS-WW-ALL-P-150\)](#) is available via the Regional intranet.

## 16. Sampling, Testing and Monitoring

Sampling, testing and monitoring activities are essential to confirm wastewater effluent quality and to maintain compliance with applicable legislation and regulations. [Sampling, Testing and Monitoring \(QMS-WW-ALL-P-160\)](#) describes these activities and how results are recorded and shared. To support the procedure, a table has been prepared<sup>2</sup> for each WWTP that outlines sampling, testing, and monitoring activities at the WWTP.

[Sampling, Testing and Monitoring \(QMS-WW-ALL-P-160\)](#) and the supporting tables are available via the Regional intranet.

## 17. Measurement & Recording Equipment Calibration & Maintenance

The measurement and recording equipment used in Niagara Region's wastewater systems is calibrated and maintained according to [Measurement and Recording Equipment Calibration and Maintenance \(QMS-WW-ALL-P-170\)](#).

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<sup>2</sup> NOTE: Tables have been created for selected WWTPs; the remaining tables are in development. Sampling plans are established and in place for all WWTPs.



[Measurement and Recording Equipment Calibration and Maintenance \(QMS-WW-ALL-P-170\)](#)

is available via the Regional intranet.

## **18. Emergency Management**

Emergency preparedness is achieved by following Niagara Region's Emergency Response Procedures (ERP) Manual for Water and Wastewater Systems. The ERP Manual includes response and recovery procedures for potential emergencies that could impact the wastewater process, effluent quality, and/or the environment. Each procedure is laid out step by step and clearly notes responsibilities of those involved. Training and testing requirements are specified in [Water and Wastewater Emergency Response Plan \(ERP-ALL-ALL-P-001\)](#). An [Emergency Response Contact List \(ERP-ALL-ALL-T-002\)](#) is also included as part of the ERP Manual.

The ERP Manual is available on the Vine's [Water-Wastewater Services Division Page](#) under "W-WW Emergency Response Plan".

## **19. Internal Audits**

Internal audits add value to Niagara Region's operations by providing feedback about the Wastewater QMS and its effectiveness. [Internal Auditing \(QMS-WW-ALL-P-190\)](#) describes:

- How to evaluate the conformity of Niagara Region's QMS with the requirements of the Standard;
- Audit criteria, frequency, scope, methodology and record keeping requirements;
- How previous internal and external audit results are considered; and
- How corrective actions are identified and initiated (see Section 21 of this Operational Plan).

[Internal Auditing \(QMS-WW-ALL-P-190\)](#) is available via the Regional intranet.



## 20. Management Review

Management Reviews are performed to ensure the continuing suitability, adequacy and effectiveness of the QMS. [Management Review \(QMS-WW-ALL-P-200\)](#) documents the process followed in undertaking the review.

[Management Review \(QMS-WW-ALL-P-200\)](#) is available via the Regional intranet.

## 21. Continual Improvement

Niagara Region maintains and continually improves the QMS through annual internal audits, management reviews, process optimization projects, and staff development activities:

- Non-conformances and opportunities for improvement are identified and reported through the QMS *internal audit process*. Corrective actions are then initiated to resolve and eliminate the non-conformances.
- Deficiencies identified as part of the annual *management review* are discussed, and action plans are created to improve the QMS.
- Many of Niagara Region's *process optimization projects* are initiated from benchmarking results. Benchmarking involves the analysis of performance measures across Niagara's wastewater systems. These results are used to identify best practices and prioritize areas for improvement.
- Niagara Region staff play a critical role in the implementation and improvement of the QMS. We are committed to providing effective *staff development* opportunities (e.g. courses, workshops, on the job training, etc.) in an effort to continually improve our operations.

[Corrective Action \(QMS-WW-ALL-P-210\)](#) documents how corrective actions are used to continually improve the QMS. The procedure is available via the Regional intranet.

## 22. Table of Revisions:

Revision	Date	Description of Revision	Updated By
0	Jun. 30, 2015	Operational Plan created and endorsed. <i>Endorsed by Regional Council.</i>	Jen Croswell
1	Jan. 7, 2016	Revisions to: <ul style="list-style-type: none"> <li>Section 3 (Commitment and Endorsement): Revised how written records of commitment and endorsement are obtained and updated</li> <li>Section 9 (Organizational Structure, Roles, Responsibilities and Authorities): <ul style="list-style-type: none"> <li>Removed Environmental Enforcement from directly affecting wastewater and changed to affecting wastewater</li> <li>Added the Associate Director Engineering to Top Management (Water OFI 2015-002-Internal)</li> <li>Expanded Laboratory Staff to Environmental Laboratory Supervisor and Environmental Laboratory staff</li> <li>Included additional responsibilities in regards to "scoping, design and construction of projects" maintenance manager positions (Water OFI-14-02)</li> <li>Added authority for WW Operations Managers for reporting of non-compliance</li> <li>Minor administrative revisions throughout</li> </ul> </li> </ul> <i>Endorsed by the Commissioner of Public Works via authority delegated by Council.</i>	Jen Croswell
2	Mar. 28, 2019	Revisions: <ul style="list-style-type: none"> <li>Updated position titles throughout document to reflect the Divisional reorganization (2016) and the results of the non-union job evaluation process (2016).</li> <li>Updated document IDs throughout document to reflect changes in document numbering system.</li> <li>Updated hyperlinks to supporting documents as required.</li> <li>Section 6 (Wastewater System Descriptions): <ul style="list-style-type: none"> <li>Updated "Table 1: Niagara Region's Wastewater Systems" to include all Region-owned and/or operated sewage pumping stations, including assumption of ownership of Marina 1, 2, 3 stations from the City of Port Colborne.</li> </ul> </li> <li>Section 9 (Organizational Structure, Roles, Responsibilities and Authorities):</li> </ul>	Rachel Whyte

Revision	Date	Description of Revision	Updated By
		<ul style="list-style-type: none"> <li>Revised text (“What We Do”) and “Figure 2: Water and Wastewater Services Division – Organizational Structure” to reflect the Divisional reorganization.</li> <li>Added the Associate Director, Integrated Systems to Top Management as per the Divisional reorganization.</li> <li>Reorganized “Table 2: QMS Responsibilities and Authorities” to reflect the new organizational structure following the Divisional reorganization.</li> <li>Reworded Manager and Supervisor responsibilities for health and safety to “ensure staff follow safe work practices as outlined in Health and Safety procedures; provide PPE and training as needed”</li> <li>Minor administrative revisions and reformatting throughout document.</li> </ul> <p><i>Operational Plan endorsed by 2018-2022 term of Regional Council.</i></p>	
3	Dec. 12, 2019	<ul style="list-style-type: none"> <li>Specified that W-WW QM Specialist reporting to Manager, Q&amp;C – Wastewater is the QMS Rep for the DWQMS; W-WW QM Specialist reporting to Manager, Q&amp;C – Water is the alternate/backup</li> <li>Updated organizational chart and roles &amp; responsibilities table following divisional restructuring</li> <li>Added AD Asset Management and W-WW Quality Management Specialist (Wastewater) roles and responsibilities</li> <li>Defined “Ministry” as Ministry of the Environment, Conservation, and Parks.</li> <li>Minor administrative revisions and reformatting throughout document.</li> </ul> <p><i>Operational Plan endorsed by 2018-2022 term of Regional Council.</i></p>	Rachel Whyte

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**MEMORANDUM****PWC-C 29-2019****Subject: Municipal Councillor Appointments to Greater Niagara Circle Route Committee****Date: December 3, 2019****To: Public Works Committee****From: Ann-Marie Norio, Regional Clerk**

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Staff were requested to seek municipal Councillor representatives from those municipalities identified in the Greater Niagara Circle Route Committee Terms of Reference as a first step in re-establishing the Committee.

In accordance with the Greater Niagara Circle Route Committee Terms of Reference, the following municipalities have put forward recommended appointees as noted below.

<b>Municipality</b>	<b>Recommended Appointee</b>
Town of Fort Erie	Councillor Nick Dubanow
City of Niagara Falls	Councillor Wayne Campbell
Town of Niagara-on-the-Lake	Councillor Al Bismack
City of Port Colborne	Councillor Angie Desmarais
City of St. Catharines	Councillor Dawn Dodge
City of Thorold	Mayor Terry Ugolini
Township of Wainfleet	Councillor Sherri Van Vliet
City of Welland	Councillor Lucas Spinosa

A resolution of Committee is required to approve the appointments. Suggested wording is as follows:

That Councillor Nick Dubanow (Town of Fort Erie), Councillor Wayne Campbell (City of Niagara Falls), Councillor Al Bismack (Town of Niagara-on-the-Lake), Councillor Angie Desmarais (City of Port Colborne), Councillor Dawn Dodge (City of St. Catharines), Mayor Terry Ugolini (City of Thorold), Councillor Sherri Van Vliet (Township of Wainfleet), and Councillor Lucas Spinosa (City of Welland) **BE APPOINTED** to the Greater Niagara Circle Route Committee for the remainder of this term of Council.

Staff will be scheduling a meeting of the Committee in early 2020.

Respectfully submitted and signed by

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Ann-Marie Norio  
Regional Clerk

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**Subject:** GO Implementation Office Update

**Report to:** Public Works Committee

**Report date:** Tuesday, December 3, 2019

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## **Recommendations**

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

## **Key Facts**

- The purpose of this report is to provide an update on the extensive work undertaken as part of the ongoing collaborative relationship between Niagara's municipal partners and Niagara Region in relation to the expansion of daily GO Rail service to Niagara and the integration of Niagara's transit systems.
- Further to Confidential Report CSD 17-2019, additional discussions have occurred between staff at Niagara Region and Metrolinx to advance the direction provided by Council. A further in-camera report will be provided once the direction provided in CSD 17-2019 is achieved to the satisfaction of Niagara Region's CAO.
- The *Niagara Transit Governance Study* by Optimus SBR and Left Turn, Right Turn is now underway.
- The Transit App now enables Niagara riders to get real-time data for Niagara Regional Transit (NRT), St. Catharines, and Niagara Falls transit routes. Welland should be operational in Q4 2019.
- NRT now services the Meridian Community Centre in Pelham via Route 70A/75A making connections to Welland (via Niagara College) and St. Catharines (via Brock University).
- A proposal for an on-demand NRT solution for Inter-Municipal Transit (IMT) expansion to West Niagara was approved by Public Works Committee on November 5, 2019 subject to budget approval. This would fulfill the multi-year IMT service plan commitment (LNTC 21-22-23 – 2018) to provide IMT connectivity and establish transit to all 12 municipalities.

## **Financial Considerations**

There are no financial costs directly associated with this report. Projects and activities referenced in this report have already been funded through previous capital budgets, or are subject to approval in the forthcoming 2020 budget.

## **Analysis**

### **GO Rail Expansion**

#### ***Service Enhancements***

With the announcement of daily GO Rail service to Niagara in January 2019 four years ahead of the previously scheduled 2023 timeline, service to the St. Catharines and Niagara Falls VIA Rail stations is now established with one Lakeshore West train out in the morning and one back in the evening. Given the arrival and departure times to and from Union Station, Niagara residents are benefitting from a 'peak period' introductory service level (Metrolinx defines peak period as all trains arriving to Union Station before 9:30 a.m. and all trains departing Union station between 3:00-7:30 p.m.).

The Niagara GO CAO Working Group and GO Implementation Office continues to work closely with Metrolinx to advocate for the long term objective which is two-way, all day hourly GO service between Niagara and the GTHA.

Niagara's seasonal GO Train service was recently extended to now provide the weekend frequency year round. Three Niagara bound trains are offered, along with four Toronto bound trains every weekend as part of a significant service expansion of GO Train service for Niagara.

#### ***Negotiations with Metrolinx***

In May 2019, the Niagara GO Working Group met with Metrolinx CEO Phil Verster to continue the dialogue regarding the infrastructure required for expansion, status of negotiations with CN and Metrolinx, and the active role that Niagara can play in the delivery of the station development program. This ongoing dialogue with senior leadership at Metrolinx is part of the deliberate and engaged project delivery to ensure Niagara's collective interests (Regional and Municipal) are reflected in the Metrolinx program delivery.

Further to Confidential Report CSD 17-2019, additional discussions have occurred between staff to advance the direction provided by Council. A further in-camera report will be provided once the direction provided in CSD 17-2019 is achieved to the satisfaction of Niagara Region's CAO.

At its September Board meeting, Metrolinx provided a confidential revised Niagara Initial Business Case. Staff's understanding is this document examines the revised operating,

capital, strategic and economic benefits of the expanded Niagara service and indicate the benefit cost ratio and investment costing for each aspect. Should this document become publicly released, a thorough review and report will be provided to Committee examining any recommendations, outcomes and/or alterations from the current service delivery being proposed or implemented.

Metrolinx has indicated their negotiations with CN Rail (owners of the Grimsby Subdivision, known as the Niagara Corridor) have been progressing positively. This is demonstrated by the extension of Niagara's weekend rail service to year round. Further weekday rail service improvements are part of the Metrolinx-CN negotiation. The ongoing advocacy and discussions between Niagara's GO Working Group and Metrolinx continue on this front, and the objective of two-way, all-day, hourly rail service remains the optimal service level.

*In-Corridor Enabling Works (track, signals, structures)*

Much of the work that Metrolinx has completed in the Niagara Corridor to date is not visible to the public because it is located below York Boulevard in Hamilton. These enabling works in Hamilton, are the necessary precursor to expanding service and frequency to Niagara beyond Hamilton.

These aspects of the enabling track work, referred to by Metrolinx as Phases 2a), 2b), and 2c) include:

- A new third track from just south of Bayview Junction into the Stuart Rail Yard
- Completion of West Harbour GO Station
- Expansion of bridges over Centennial Parkway and Desjardins Canal
- Replacement of the bridge over Valley Inn Road
- New and upgraded signals infrastructure at Bayview Junction, Hamilton Junction, Dundurn and Stuart signal plants

These critical enabling works all support the extension of service; however more work is still required. This includes increasing the track capacity to accommodate more trains without impacting efficiency of train movements through the Bayview Junction bottleneck, requiring a third track and associated signalling and track switching infrastructure between Desjardins Canal and West Harbour GO Station.

Although seemingly distant from Niagara service, these key infrastructure upgrades are directly contributing to the corridor infrastructure required to operate more service through to Niagara. A new east-end connection to the mainline track at West Harbour, scheduled for completion in 2019, will enable the existing Toronto bound trains to pass right through the station where they currently make a reverse movement to access the West Harbour platform. This will directly impact passenger journey times with an estimated 20 minute time savings once operational.

## **Inter-Municipal Transit**

The following is a summary of highlights from the work of the Linking Niagara Transit Committee (LNTC) and Inter-Municipal Transit Working Group (IMTWG). Additional details can be found under reports submitted to the LNTC.

- Regional Council invested a 1.4% separate levy in 2019 for significant transit investments in NRT capital and operating expansion effective September 2019.
  - Allowed for the elimination of the last of the duplicated routes between local and regional services for seamless and efficient scheduling
  - Allowed for the upload of the Port Colborne and Fort Erie Link routes to the Region who now delivers all IMT routes
  - Enabled the procurement of new and replacement fleet (requiring a 12 month procurement process)
  - Ensured standardized service on the majority of NRT routes Mon-Sat from 7 a.m. to 10 p.m.
- A Universal Support Person Pass for those requiring support to ride transit is now in effect, allowing the support person to ride free with a fare-paying card holder.
- The Transit App now enables Niagara riders to get real-time data for NRT, St. Catharines, and Niagara Falls routes. Welland should be operational in Q4 2019.
- NRT now services the Meridian Community Centre in Pelham via Route 70A/75A making connections to Welland (via Niagara College) and St. Catharines (via Brock University).
- Niagara Specialized Transit (NST) has added a transfer hub in Stoney Creek, allowing NST riders to access the DARTS system in Hamilton.
- A common fare structure has been agreed to at the IMTWG and approved by the St. Catharines Transit Commission and Niagara Falls Council, pending full adoption of all parties (a necessary precursor to the introduction of common fare technology).
- The *Specialized Transit in Niagara Study* by IBI Group is nearing completion. Final recommendations will be presented to LNTC at a forthcoming meeting.
- The *Niagara Transit Governance Study* by Optimus SBR and Left Turn, Right Turn is now underway. Led by the CAO Transit Governance Working Group and reporting to the LNTC, the study's objective is to recommend a future consolidated transit model for Niagara with a suggested governance structure and a transition plan (including costs) based on a Business Case. The study is scheduled for completion with a final report with recommendations to the LNTC in late March/early April 2020.
- A proposal for an on-demand NRT solution for IMT expansion to West Niagara was approved by Public Works Committee on November 5, 2019 subject to budget approval. This would fulfill the multi-year IMT service plan commitment (LNTC 21-22-23 – 2018) to provide IMT connectivity and establish transit to all 12 municipalities.



## **Relationship to Council Strategic Priorities**

The investment, programming and single window approach of the GO Implementation Office to advance Niagara's interests in GO Rail Expansion and Inter-Municipal Transit directly supports Council's 2019-2022 Strategic Priority of Responsible Growth and Infrastructure Planning, specifically:

### **Objective 3.1: Advancing Regional Transit and GO Rail Services**

- Advance and advocate for Niagara's effort towards integrated and efficient conventional, specialized and higher order transit, enabling seamless and connective travel for all people throughout Niagara and the Greater Toronto and Hamilton Area (GTHA)

### **Objective 3.4: Facilitating the Movement of People and Goods**

- Commitment to the implementation of Niagara's Transportation Master Plan, creating an integrated network of roads and highways for the movement of people and goods
- Advocate and support for Niagara's transportation projects, safe and healthy streets supporting active transportation, and opportunities in rail

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#### **Prepared by:**

Matt Robinson  
Director, GO Implementation Office  
Public Works Department

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#### **Recommended and Submitted by:**

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

*This report was prepared in consultation with Robert Salewysch, Program Manager, Transit Services; Heather Talbot, Financial and Special Projects Consultant; Cheryl Selig, Planning Lead, GO Implementation Office; and Kumar Ranjan, Transportation Lead, GO Implementation Office.*

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## MEMORANDUM

PWC-C 28-2019

**Subject: Appointment of By-law Officers for Enforcement of the Sewer-Use By-law #27-2014**

**Date: December 3, 2019**

**To: Public Works Committee**

**From: Jason Oatley, Manager, Quality and Compliance-Wastewater**

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Niagara Region enacted Sewer-use By-law #27-2014 (By-law) on February 27, 2014. The By-law contains concentration-based limits for the discharge of heavy metals, suspended solids, oil and grease, phosphorus and other parameters of concern. The By-law also contains requirements for the discharge of Hauled Sewage and storm water. The limits and requirements of the By-law are designed to protect the wastewater collection system and sewage treatment plant infrastructure and to protect the wastewater treatment plant processes to maintain environmental compliance.

The purpose of this memorandum is to request approval from Regional Council for the appointment of individuals involved in administration and enforcement of the By-law as listed below. Individuals responsible for the administration and enforcement of this By-law require Council approval to be duly authorized as by-law enforcement officers and Provincial Offences Officers.

*Under Section 87 of the Municipal Act, 2001, A municipality may enter on land, at reasonable times, to inspect the discharge of any matter into the sewage system of the municipality or into any other sewage system the contents of which ultimately empty into the municipal sewage system and may conduct tests and take samples for this purpose.*

*Under Section 3.1 of Niagara Region By-law, 27-2014, Regional Council may enact a by-law appointing enforcement officers for the purpose of the enforcement of this By-law as required.*

As a result of staffing changes in the Environmental Enforcement Section of the Water and Wastewater Division, staff is requesting the required by-law be enacted to appoint specific individuals to enforce the Bylaw.

The following list of individuals are employees of the Corporation that have been trained and are qualified for the enforcement of the By-law:

- Jason Oatley, Manager, Quality and Compliance (Wastewater) - Previously Appointed
- Dominic Valentini, Environmental Enforcement Officer- Previously Appointed

- Craig Burns, Environmental Enforcement Officer – Previously Appointed
- Ashley Marshall, Environmental Enforcement Officer – New Appointment
- Chris Brylinski, Environmental Enforcement Officer – New Appointment

It is therefore recommended that these individuals be appointed as by-law enforcement officers and Provincial Offences Officers and included in a by-law as appropriate.

Respectfully submitted and signed by

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Jason Oatley, B.Sc., C.Chem.  
Manager, Quality and Compliance -Wastewater

**Minute Item No. 5.1**

**COM-C 10-2019**

**Recommendations from the Niagara Regional Housing Board of Directors  
respecting Reappointment of Board Members**

That Correspondence Item COM-C 10-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated December 3, 2019, respecting Recommendations from the Niagara Regional Housing Board of Directors, respecting Reappointment of Board Members, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the reappointment of Betty Ann Baker, Karen Blackley, James Hyatt and Betty-Lou Souter to the Niagara Regional Housing Board of Directors for a term ending on October 31, 2021, **BE APPROVED**.

**Minute Item No. 6**

**Consent Items for Information**

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

COM-C 9-2019

Activities related to Niagara's 10-Year Housing and Homelessness Action Plan for October 2019

CWCD 399-2019

Seniors Services Homes and Childcare Centres - Holiday Celebrations

PHD-C 07-2019

Cannabis Legalization Update

CWCD 429-2019

Opioid Update Memo

COM-C 11-2019

Niagara Regional Housing Quarterly Report July 1 to September 30, 2019

**Minute Item No. 6.1**

**COM 42-2019**

**Senior Service Quality Improvement Report 2019**

That Report COM 42-2019, dated December 3, 2019, respecting Senior Services Quality Improvement Report 2019, **BE RECEIVED** for information.

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

**PHSSC 12-2019  
Tuesday, December 3, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Butters, Chiocchio (Committee Co-Chair), Darte, Foster, Gibson, Ip, Jordan, Nicholson, Rigby, Villella, Whalen, Witteveen

Absent/Regrets: Bellows, Bradley (Regional Chair), Greenwood (Committee Co-Chair), Heit, Insinna, Sendzik

Staff: A. Alfieri-Maiolo, Director, Clinical Services, C. Cousins, Director, Homelessness and Community Engagement, G. Hovannisyan, Acting Associate Medical Officer of Health, A. Jugley, Commissioner, Community Services, H. Koning, Director, Senior Services, K. Lotimer, Legislative Coordinator, D. Lorenzo, Associate Director, Chronic Disease and Injury Prevention, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer

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**1. CALL TO ORDER**

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

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

There were no presentations.

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 COM-C 10-2019**

Recommendations from the Niagara Regional Housing Board of Directors respecting Reappointment of Board Members

Moved by Councillor Rigby  
Seconded by Councillor Witteveen

That Correspondence Item COM-C 10-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated December 3, 2019, respecting Recommendations from the Niagara Regional Housing Board of Directors, respecting Reappointment of Board Members, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the reappointment of Betty Ann Baker, Karen Blackley, James Hyatt and Betty-Lou Souter to the Niagara Regional Housing Board of Directors for a term ending on October 31, 2021, **BE APPROVED**.

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Ip  
Seconded by Councillor Jordan

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

COM-C 9-2019

Activities related to Niagara's 10-Year Housing and Homelessness Action Plan for October 2019

CWCD 399-2019

Seniors Services Homes and Childcare Centres - Holiday Celebrations

PHD-C 07-2019

Cannabis Legalization Update

CWCD 429-2019

Opioid Update Memo

COM-C 11-2019

Niagara Regional Housing Quarterly Report July 1 to September 30, 2019

**Carried**

Item 6.1 was considered separately as follows:

6.1 COM 42-2019  
Senior Service Quality Improvement Report 2019

Moved by Councillor Nicholson  
Seconded by Councillor Whalen

That Report COM 42-2019, dated December 3, 2019, respecting Senior Services Quality Improvement Report 2019, **BE RECEIVED** for information.

**Carried**

**7. OTHER BUSINESS**

7.1 Greater Golden Horseshoe Food and Farming Alliance Pilot Project

Councillor Witteveen provided information respecting a pilot project being conducted by the Greater Golden Horseshoe Food and Farming Alliance, focusing on the provision of local food to residents of long-term care facilities. Phase one of this project included the regions of Halton, Durham and the City of Hamilton, while phase two of the study will include the regions of Peel and Niagara.

**8. CLOSED SESSION**

There were no closed session items.

**9. NEXT MEETING**

The next meeting will be held on Tuesday, January 14, 2020 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

**10. ADJOURNMENT**

There being no further business, the meeting adjourned at 2:10 p.m.

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Councillor Chiocchio  
Committee Co-Chair

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Kelly Lotimer  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk

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## MEMORANDUM

COM-C 10-2019

**Subject: Recommendations from the Niagara Regional Housing Board of Directors respecting Reappointment of Board Members**

**Date: December 3, 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), dated November 15, 2019, respecting the Reappointment of Directors/Members 2019 (Report NRH 17-2019, attached as Appendix I). At their meeting held on November 15, 2019, the Niagara Regional Housing Board of Directors approved the following recommendation contained in Report NRH 17-2019:

That the Niagara Regional Housing (NRH) Board of Directors reviews the performance of its Members and **RECOMMENDS** to Regional Council for **APPROVAL**, the reappointment of those Members whose terms expire in 2020. Specifically that Betty Ann Baker, Karen Blackley, James Hyatt and Betty-Lou Souter **BE REAPPOINTED** for a term ending on October 31, 2021.

According to Niagara Regional Housing's Process for Reappointments of Retiring Directors (Appendix B of Report NRH 17-2019), the successful Director submits an Expression of Interest letter to the Clerk's Office for reappointment. The Clerk's Office can confirm receipt of expressions of interest from Betty Ann Baker, Karen Blackley, James Hyatt and Betty-Lou Souter.

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 reappointment of Betty Ann Baker, Karen Blackley, James Hyatt and Betty-Lou Souter to the Niagara Regional Housing Board of Directors for a term ending on October 31, 2021, **BE APPROVED**.

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

November 15, 2019

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

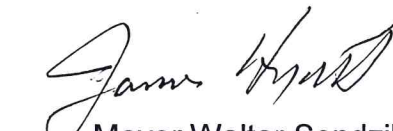
Dear Ms. Norio:

At their November 15, 2019 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in report NRH 17-2019 (attached):

That the NRH Board reviews the performance of its Members and **RECOMMENDS** to Council for **APPROVAL**, the reappointment of those Members whose terms expire in 2020. Specifically that, Betty Ann Baker, Karen Blackley, James Hyatt and Betty-Lou Souter be **REAPPOINTED** for a term ending on October 31, 2021.

Your assistance is requested in moving report NRH 17-2019 through appropriate channels to Council for approval.

Sincerely,

  
ps Mayor Walter Sendzik  
Chair



**REPORT TO:** Board of Directors of Niagara Regional Housing

**SUBJECT:** Reappointment of Members

## RECOMMENDATION

That the NRH Board reviews the performance of its Members and **RECOMMENDS** to Council for **APPROVAL**, the reappointment of those Members whose terms expire in 2020. Specifically that, Betty Ann Baker, Karen Blackley, James Hyatt and Betty-Lou Souter be **REAPPOINTED** for a term ending on October 31, 2021.

## PURPOSE OF THE REPORT

To seek Board recommendation on the reappointment of Members, have all end of term dates coincide to avoid the need to bring forward a similar report in three months for the same purpose, and to commence the rotation schedule for future years:

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

## KEY FACTS

- Continuity and knowledge of housing legislation and how changes effect housing, will be extremely important in 2020 and 2021 due to:
  - Alternate Service Delivery Review Implementation
  - Uncertainties regarding the Provincial Community Housing Renewal Plan
  - Planning for End of Housing Provider Mortgages (sustainability) & Operating Agreements, as Housing Providers represent half of the affordable housing units in Niagara

## REPORT

NRH's By-Law #1, Section 3.03, Appointment and Election of Directors, indicates that an elected Directors may serve multiple one year terms provided they not be elected for more than twelve consecutive one year terms. Term dates for Community Directors are provided below:

DIRECTOR	Area	Date Appointed to Board - End of Current Term	Time Served to March 30, 2020	Additional time Eligible to Serve (after March 2020)
Karen Blackley	Thorold/ Region	Aug. 27, 2010 - March 30, 2020	9 yr. 7 mo.	2 yr. 5 mo.
Betty Ann Baker	Welland/Region	Feb. 16, 2018 - March 30, 2020	2 yr.	10 yr.
James Hyatt	St. Catharines/ Region	Jan. 31, 2014 - March 30, 2020	6 yr. 2 mo.	5 yr. 10 mo.
Betty-Lou Souter	St. Catharines/ Region	June 15, 2018 - June 14, 2020	1 yr. 8 mo.	10 yr. 4 mo.

Bios for these Members can be found in Appendix A

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

### Evaluation Criteria

The Board approved evaluation criteria for assessing performance:

#### 1. Meeting attendance

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

#### 2. Duration

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

#### 3. Contribution to other committees

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

#### 4. Active participation

The member should contribute to each meeting through discussion and questions

#### 5. Visionary

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



To assist the Board in its assessment of possible re-appointees, the attendance for all Directors is attached as Appendix C. For the Directors with terms expiring in 2020, the attendance results for one year are included in the chart below:

**September 1, 2018 to August 31, 2019**

Director	Board Meeting Actual Attendance	Board Meeting Adjusted Attendance	Contribution to other Committees	Active Participation	Visionary
Karen Blackley	73%	82%	<ul style="list-style-type: none"> <li>• Appeal Hearings</li> </ul>		
Betty Ann Baker	100%	100%	<ul style="list-style-type: none"> <li>• Provider Advisory</li> </ul>		
James Hyatt	100%	100%	<ul style="list-style-type: none"> <li>• Appeals Hearings</li> <li>• Sr. Staff Recruitment</li> <li>• ASD Taskforce</li> <li>• Tender Awards</li> <li>• Development</li> </ul>		
Betty-Lou Souter	82%	91%	<ul style="list-style-type: none"> <li>• Appeal Hearings</li> <li>• ASD Taskforce</li> <li>• Development</li> </ul>		

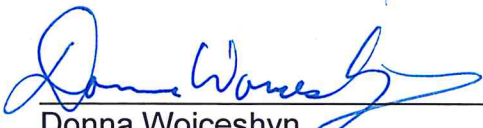
Please assess the performance of the perspective re-appointees based on the evaluation criteria and submit the completed voting ballots at the Board meeting. The perspective appointees do not vote for themselves but can vote for the others.

**Other Pertinent Reports**

NRH 16-2018 (18-176-4.4.) Reappointment of Directors/Members 2019  
12-113-3.4 – Board and Director Performance

Submitted by:

Approved by:

  
Donna Woiceshyn  
Chief Executive Officer

  
Walter Sendzik  
Chair

*This report was prepared by Virginia Amato, Executive Assistant to the Chief Executive Officer with review and comment by Donna Woiceshyn, Chief Executive Officer.*

## MEMBER BIOS

### **Karen Blackley**

A lifelong resident of Niagara, Karen has been a local Real Estate Broker for more than 20 years. She is very involved in the community as the present Secretary (past President) of the Thorold Credit Union and the Housing Liaison for the Thorold Age-Friendly Committee.

Previously Karen served on the Thorold Municipal Non-Profit Housing Board for 20 years, was the President of the Thorold Community Activities Group and a member of the Niagara Association of Realtors Ethics Committee and the Thorold Physician Recruitment Committee.

### **Betty Ann Baker**

A resident of Welland, Betty Ann is the Executive Director of Niagara Peninsula Homes, and sat with the former Coordinated Housing Access Niagara (CHAN) Board. She is a past chair of the Niagara Housing Authority and has more than 39 years experience in the co-operative and Non-Profit housing sectors both in development and management. She is the recipient of the CMHC award recognizing involvement in the Co-op Housing Sector. Betty Ann received the 2008 Business Woman of the Year Award. She was also recognized as one of Chatelaine's women of the year in 2000 for her work with Niagara Presents and Niagara Women's Enterprise Centre and Niagara Peninsula Homes. Served on the Niagara College Board of Governors.

### **James Hyatt**

James Hyatt has a BA in political science from the University of Manitoba and is a graduate of the Canadian Forces Staff College. He is fluent in French and German in addition to his native English.

James Hyatt enlisted in the Royal Canadian Artillery in 1964 and in 1968 he was offered the opportunity to undergo RCAF pilot training. He received his pilot wings and was commissioned as a Lieutenant in June, 1970. Over the next 28 years he was employed as a pilot in progressively more challenging flying and staff appointments in Canada and abroad. These appointments included Commandant of #3 Canadian Forces Flying Training School in Portage la Prairie, Manitoba and Deputy Secretary General of the Organization of American Air Forces in Washington, DC. His military service totaled more than 32 years at bases across Canada and overseas.

After retiring from the military, James worked for 10 years as a consultant conducting operational reviews, risk assessment audits and aviation management and safety studies for governments, international organizations and companies in Canada and overseas.

James Hyatt is retired and lives in St. Catharines, Ontario where he serves as a volunteer Director and Vice Chair on the Niagara Regional Housing Board of Directors. He is a member of the Royal Canadian Legion.

### **Betty-Lou Souter**

As Chief Executive Officer of Community Care, St. Catharines & Thorold, Betty Lou provides oversight to the 21 integrated programs and services that support the less advantaged on their journey to independence and self sufficiency including but not limited to food and shelter security, money management and other related life skills. She is a committed and dedicated volunteer with more than 40 years of experience in the voluntary sector and was one of 11 Ontarians who received the Ontario Medal for Good Citizenship in 2011.

Betty Lou serves on the Board of the Pathstone Foundation, the Niagara Workforce Planning Board, Hotel Dieu Shaver, FACS, and was recently appointed to the Federal Judicial Advisory Committee for the province of Ontario.

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



**Appendix B**

**Process for Reappointments of Retiring Directors:**

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

NRH 17-2019  
19-185-3.1.  
Appendix C  
Nov. 18, 2019

NRH Board of Director Attendance and Committee Participation															Sept. 1 2018 - Aug. 31, 2019				
Director	Board Meetings																		
	ACTUAL																		
	Attendance														**Adjusted Attendance				
	Total Mtgs	Missed	Full Atnd	*Part Atnd	Total Atnd	%	#Adj	Adj%	Appeal Hearings	Sr. Staff Recruitment	ASD Taskforce	Tender Evaluations	Development	Tenant Adv	Provider Adv				
										Max Attn	%		Max Attn	%			Max Attn	%	
B. Baker	11	0	11		11	100%		100%											
K. Blackley	11	3	8		8	73%	1	82%	4										
B. Butters	8	1	7		7	88%	1	100%	3								1	100%	
J. Hyatt	11	0	11		11	100%		100%	6	1	100%	10	7	86%					
T. Sissinna	8	0	8		8	100%		100%				3	7	86%					
W. Sendzik	11	2	9		9	82%	1	91%	1		1	100%							
B. Souter	11	2	9		9	82%	1	91%	1		3	100%	7	86%					
L. Villella	8	3	5		5	63%	3	100%	4										
G. Zalepa	8	0	8		8	100%		100%	3										
Average						87%		96%											

\* Partial Attendance - Arrived late or left early, did not attend the full meeting

\*\*Adjusted Attendance (RED) – Board approved adjustments for absences due to illness, family matters, vacations and NRH board meetings held outside the regular meeting schedule

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**Subject: Senior Services Quality Improvement Report 2019**

**Report to: Public Health and Social Services Committee**

**Report date: Tuesday, December 3, 2019**

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## **Recommendations**

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

## **Key Facts**

The purpose of this report is to provide Committee and Council with highlights of quality initiatives and outcomes for Seniors Services in 2019. Areas of focus in this quality update include:

- Northland Pointe Peritoneal Dialysis
- Decreasing ER visits: Community Programs  
Long-Term Care

## **Financial Considerations**

The activities highlighted in this report were funded within the 2019 approved operating budgets. The Ministry of Health and Long-Term Care (MOHLTC) and the Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) are the primary sources of funding for the Seniors Services division. Other funding sources include user fees and levy.

## **Analysis**

### **Northland Pointe Peritoneal Dialysis**

Dialysis is the process of removing waste products and excess fluid from the body. It is necessary when the kidneys are not able to filter the blood properly. There are two types of dialysis, hemodialysis and peritoneal dialysis.

Hemodialysis – In this treatment, blood is withdrawn from the body by a machine. The machine filters wastes, salts and fluid from the blood when kidneys are no longer healthy enough to do this work adequately. Hemodialysis treatments are provided in a hospital dialysis unit.

Peritoneal Dialysis – This treatment works on the same principle as hemodialysis, but the blood is cleaned while still inside the body rather than in a machine. This treatment can be provided in a long-term care setting using a cycler as the resident is sleeping.



Currently across Niagara, long-term care (LTC) residents requiring dialysis only have the option of hemodialysis as a treatment. Each resident on hemodialysis goes to hospital two to three times per week for treatment. Residents are out of the home for up to eight hours on their treatment days. This treatment schedule and ongoing transfer to hospital significantly affects a resident's quality of life.

Seniors Services is collaborating with Niagara Health to introduce peritoneal dialysis as a new treatment option to long-term care residents with end-stage kidney failure requiring dialysis. This new pilot program will be starting at Northland Pointe in Port Colborne later this year.

Peritoneal dialysis has fewer side effects than hemodialysis because it is a more gentle type of treatment and does not require a transfer to hospital. Residents receive treatment each night, overnight, in the comfort of the long-term care home. This option supports residents to stay in the home and enjoy daily activities and meals.

The pilot program's effectiveness will be closely monitored and evaluated. If it is successful in achieving clinical goals and is a positive experience for Northland Pointe residents we will pursue the introduction of peritoneal dialysis services in our other seven long-term care homes.

### **Decreasing ER Visits: Community Programs**

Deer Park Suites is an assisted living program co-located with Deer Park Villa Long-Term Care Home in Grimsby. Tenants rent their suite and have access to supports including personal care, medication reminders, laundry, light housekeeping, and attendant care from on-site personal support workers.

Deer Park Suites, as is typical of assisted living programs, does not have a Registered Nurse on site and therefore if a medical situation arises, staff access 911. To ensure appropriate use of 911 calls, Deer Park Suites collaborated with Niagara Emergency Management Services on a pilot project to reduce unnecessary/avoidable 911 calls and avert first responders from low acuity, non-emergent calls.

The pilot project included the implementation of the "IStumble" tool, a decision making tool for use by unregulated health professionals as part of falls management. The tool allows staff who come upon a situation to apply a decision-making framework that will safely confirm the need for emergency services or not. Staff was also introduced to new equipment to safely assist tenants who have had a fall, from a floor position into a seated position. The equipment is an inflatable device that raises the individual to a seated position allowing for a safe one-person transfer.

Throughout Q1 2019, 58% of falls incidents at Deer Park Suites were successfully addressed using the decision framework and the lift assist device. Comparing Q1 2018 over Q1 2019 there was an overall reduction of 24% in non-emergent 911 calls.

The pilot project was showcased at the 2019 Ontario Community Support Association Annual conference in October 2019 through a poster board session. The early results of the pilot are indicating the positive potential impact for assisted living environments in reducing use of emergency medical services and emergency department use.

### **Decreasing ER Visits: Long-Term Care**

In support of minimizing the number of transfers to hospital from long-term care, a number of strategies have been implemented:

#### **Infusion Therapy Program**

Sixty (60) nurses have completed training and are now certified in managing intravenous (IV) infusion therapy. The ability to offer residents IV fluids in the LTC setting to prevent dehydration, to support palliative pain management through IV treatment and to provide IV antibiotics to address infections will all serve to decrease transfers to hospital.

#### **Nexsys Cabinets – Electronic Emergency Stock Cabinets**

Electronic emergency stock cabinets were implemented earlier in 2019 to provide the long-term care homes with 24/7 access to medications. This supports long-term care staff to provide a timely response to a change in status (such as palliative care associated pain medication, blood pressure medication or antibiotics) without relying on after-hour pharmacy resources. This effective new technology provided through the Pharmacy Contract is a recommended best practice identified in the Wettlaufer inquest recommendations.

#### **Introduction of Suture Kits**

Suture kits are now available at all the homes, to prevent a transfer to hospital for treating skin tears when there is a doctor or a nurse practitioner available.

### **Alternatives Reviewed**

Not Applicable.

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

Healthy and Vibrant Community.

## **Other Pertinent Reports**

None.

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### **Prepared by:**

Kim Eros  
Associate Director Clinical & Support  
Services, Community Services

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### **Recommended by:**

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

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### **Submitted by:**

Ron Tripp, P. Eng  
Acting Chief Administrative Officer

This report was prepared in consultation with Gail Gill Administrator, Carol Rudel Administrator Seniors Community Programs and reviewed by Henri Koning, Director, Seniors Services.

## **Appendices**

Appendix 1                      Seniors Services Report Card 2018 – 2019

Appendix 1 Seniors Services Report Card 2019

Measures	Definition	2019 Q1	2019 Q2	2019 Q3	2019 Q4
<b>Seniors Long Term Care Home Metrics</b>					
<b>Cognitive Impairment</b>	This metric provides a percentage of residents whose diagnosis includes dementia, other than Alzheimer's or related neurologic diseases after the resident assessment has been completed.	66.7	66.1	65.79	
<b>Resident Satisfaction Survey</b>	This metric provides a measure of the residents' perception of the services and overall rating of a great place to live. The resident satisfaction survey is issued annually. The 2017 MBN median for upper-tier municipalities was 95%. In 2017 for all 8 Niagara Region LTC was 95%	95			
<b>Pressure Ulcers</b>	This is a measure of the # of worsened stage 2-4 pressure ulcers documented on their target assessment and the stage of pressure ulcer is greater on their target assessment than on their prior assessment (Prov. Avg. 2.6%)	3.7	3.73	3.25	
<b>Outbreaks</b>	The resident home area may be declared in outbreak by Public Health if two or more residents residing in the same resident home area have two or more consistent infectious symptoms (2018 total was 15)	15	4	4	
<b>% of Resident who have fallen in the last 30 days</b>	This is a measure of the % of residents who sustained a fall in the last 30 days recorded on their target assessment. (Prov. Aver. 16.25%)	17.05	18.25	17.00	
<b>% of Residents with New Fractures</b>	This is a measure of the % of residents who sustained a fracture during this quarter on their most recent assessment. This total includes any fracture that may occur. The goal is to minimize all fractures. (Prov. Aver. 2.1%)	1.74	0.79	1.64	

Measures	Definition	2019 Q1	2019 Q2	2019 Q3	2019 Q4
<b>Seniors Community Programs</b>					
<b>Number of unique individuals served in 2018</b>	Individual is counted once in a calendar year regardless of the number of services one individual may be accessing	1682	1698	1748	
<b>% satisfied with overall services</b>	Average across all SCP programs	97			
<b># of complex case consultations</b>	Multi-agency collaboration is required to support the diverse needs of the individual in developing a community plan of support/care	10	23	4	

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## MEMORANDUM

COM-C 9-2019

**Subject:** Activities related to Niagara's 10-Year Housing and Homelessness Action Plan for October 2019

**Date:** December 3, 2019

**To:** Public Health and Social Services Committee

**From:** Jeffrey Sinclair, Homelessness Action Plan Advisor and Adrienne Jugley, Commissioner, Community Services

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Further to council direction in October (COM 40-2019), staff will be providing regular updates about activities, local targets, outcomes and challenges related to Niagara's 10-Year Housing and Homelessness Action Plan (HHAP), as new information is available.

The following highlights activities related to the HHAP in October 2019:

- An orientation was provided for community partners in the homeless serving system related to Built for Zero Canada (BFZ-C) and October saw the launch of Niagara's Built for Zero Home Team. The home team will advise local participation in the Built for Zero collective and support efforts to end chronic homelessness in Niagara.
- Work has begun to develop Niagara's (homeless) By Name List (client record system), to make homelessness services data available in real time and actionable on a systems level (Allowing Niagara to answer critical system questions as we implement changes to our local system – e.g. "Did homelessness decrease?") and individual level (e.g. Did Larry get housed?). The By Name List will inform the creation of a coordinated access system, a standardized process for intake, assessment and referral across all providers within the homeless serving system.
- Niagara Region has received the final report from Canadian Centre for Economic Analysis (CANCEA), forecasting affordable housing need in Niagara out to 2041, and this invaluable data is supporting the current development of Niagara's affordable housing strategy, ensuring it is based on current and future need.
- Niagara Regional Housing's Scott Street site in St. Catharines has engaged students from Niagara College's recreation therapy and social service worker programs to support high needs residents to have more stable tenancies.
- Supporting continued public dialogue and engagement, information was provided on affordable housing and homelessness to the public through an information session

at the Grimsby Public Library and a panel discussion at the Niagara Falls Public Library.

- Niagara Regional Housing completed the build of 12 affordable and RGI (rent geared to income) housing units (including **eight net new units**) on Roach Avenue in Welland, supporting the goals of increasing both density and number of affordable housing units.

Respectfully submitted and signed by

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Jeffrey Sinclair, BBA  
Homelessness Action Plan Advisor

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Adrienne Jugley, MSW, RSW, CHE  
Commissioner

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## **MEMORANDUM**

**CWCD 399-2019**

**Subject: Seniors Services Homes and Childcare Centres – Holiday Celebrations**  
**Date: November 1, 2019**  
**To: Regional Council**  
**From: Adrienne Jugley, Commissioner, Community Services**

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As the holiday season approaches, the directly operated child care centres and Seniors Services long-term care homes will be celebrating with their preschoolers, residents and family members.

Niagara Region's Community Services is pleased to be able to serve our clients and residents, in partnership with others, to make a difference in their lives. We hope that the celebrations, special events and get-togethers that are taking place in the Region's childcare centres and long term care homes will enhance their enjoyment of the holiday season.

This year our homes and child care centres are partnering to provide a holiday celebration for the children. Gifts, provided by staff, residents, volunteers and family members of the long-term care homes will be given to the children at the child care events.

You are cordially invited to join us. Please refer to the attached list of events, which includes RSVP information. We hope you can attend these celebrations as your schedule permits.

Thank you for your consideration.

Respectfully submitted and original signed by,

---

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



**Holiday Celebrations - 2019**  
**Seniors Services Homes**

HOME:	DATE:	TIME:	RSVP – MANAGER CONTACT
Gilmore Lodge 50 Gilmore Road Fort Erie	December 2 December 3 December 4 December 5	2:00 - 3:30 pm	Antonietta Todd 905-871-6160 ext. 4660 <a href="mailto:antonietta.todd@niagararegion.ca">antonietta.todd@niagararegion.ca</a>
The Meadows of Dorchester 6623 Kalar Road Niagara Falls	December 7 December 8	2:00 - 3:30 pm	Aimie Taylor 905-357-1911 ext. 4360 <a href="mailto:aimie.taylor@niagararegion.ca">aimie.taylor@niagararegion.ca</a>
Northland Pointe 2 Fielden Avenue Port Colborne	December 11 December 12	1:30 - 3:00 pm 1:30 - 3:00 pm	Tammy Wright 905-835-9335 ext. 4760 <a href="mailto:tammy.wright@niagararegion.ca">tammy.wright@niagararegion.ca</a>
Woodlands of Sunset 920 Pelham Street Welland	December 4	1:30 - 3:00 pm	Richard Van Huizen 905-892-3845 ext. 4560 <a href="mailto:richard.vanhuizen@niagararegion.ca">richard.vanhuizen@niagararegion.ca</a>
Rapelje Lodge 277 Plymouth Road Welland	December 18	2:00 - 3:15 pm	Dave Stortz 905-714-7428 ext. 4260 <a href="mailto:dave.stortz@niagararegion.ca">dave.stortz@niagararegion.ca</a>
Deer Park Villa 150 Central Avenue Grimsby	December 5	6:00 - 7:30 pm	Charlene Ferns 905-945-4164 ext. 4802 <a href="mailto:charlene.fern@niagararegion.ca">charlene.fern@niagararegion.ca</a>
Deer Park Suites 150 Central Ave, Grimsby	November 29	5:00 - 7:00 pm	Michael Nielson 905-945-4164 ext 4815 <a href="mailto:michael.nielson@niagararegion.ca">michael.nielson@niagararegion.ca</a>
Linhaven 403 Ontario street St. Catharines	December 11	2:00 - 3:30 pm	Jeanette Beauregard 905-934-3364 ext. 4160 <a href="mailto:Jeanette.Beauregard@niagararegion.ca">Jeanette.Beauregard@niagararegion.ca</a>
Upper Canada Lodge 272 Wellington Street Niagara-on-the-Lake	December 4 December 5	5:00 pm	Kristin Mechelse 905-468-4208 ext. 4460 <a href="mailto:kristin.mechelse@niagararegion.ca">kristin.mechelse@niagararegion.ca</a>

**Holiday Celebrations - 2019**  
**Children's Centres**

CENTRE	DATE	TIME	RSVP CONTACT
Branscombe Early Learning and Family Centre 6271 Glengate Street Niagara Falls	December 11	3:00 pm	Jennifer Greenland 905-735-2665 <a href="mailto:jennifer.greenland@niagararegion.ca">jennifer.greenland@niagararegion.ca</a>
Fort Erie Child Care Centre <u>at Gilmore Lodge</u> 50 Gilmore Road Fort Erie	December 18	10:00 am	Brenda Steele 905-871-7706 <a href="mailto:brenda.steele@niagararegion.ca">brenda.steele@niagararegion.ca</a>
Port Colborne Child Care Centre 214 Steele Street Port Colborne	December 23	3:00 pm	Robin Cotton 905-835-2394 <a href="mailto:robin.cotton@niagararegion.ca">robin.cotton@niagararegion.ca</a>
St. Catharines Child Care Centre 179 Carlton Street St. Catharines	December 20	3:00 pm	Terry Barclay 905-684-9927 <a href="mailto:terry.barclay@niagararegion.ca">terry.barclay@niagararegion.ca</a>
Welland Child Care Centre 25 Bruce Street, Welland	December 4	3:00 pm	Leah Philbrick 905-356-7677 <a href="mailto:leah.philbrick@niagararegion.ca">leah.philbrick@niagararegion.ca</a>

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**MEMORANDUM****PHD-C 07-2019**

**Subject: Cannabis Legalization Update**  
**Date: December 3, 2019**  
**To: Public Health and Social Services Committee**  
**From: Renata Faber, Manager, Chronic Disease and Injury Prevention and  
Diana Teng, Manager, Chronic Disease and Injury Prevention**

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Report PHD 01-2019 Cannabis Legalization recommended that staff return with an update on the impacts of legalization in Q4 of 2019. Highlights are shared in this memo with a more fulsome report planned for 2020 when the Ontario Student Drug Use and Health Survey (OSDUHS) results are released.

**Regional By-law**

Regional By-law 112-2013, a regional by-law to protect children and vulnerable persons from exposure to outdoor second-hand smoke was updated on August 1, 2019 to protect the community from exposure to second-hand smoke and aerosol from e-cigarettes, to enhance efforts at denormalizing smoking and using e-cigarettes, and to support efforts to quit. A collaborative effort by all 12 municipalities, new prohibited locations included in the by-law are

- Anywhere within nine metres of an entrance or exit of a publically accessible place, building or workplace
- Beaches
- Recreational trails

Since approval of the bylaw, Public Health has been educating the public about these changes through face-to-face contact, social media, and multiple traditional media channels.

Between the dates of August 1, 2019 to November 11, 2019, Public Health's Tobacco Hotline received

- 15 by-law inquiries
- 25 by-law complaints
- 123 requests for signage

The volume of inquiries, complaints, and signage have increased compared to 2018, but is consistent with past experiences after bylaw changes. Signage, including decals for no smoking, no vaping, and no cannabis are available and can be ordered through the Niagara Region website.

## **Acute Lung Injury**

An investigation into acute lung injury related to e-cigarette use has been ongoing in the United States and Canada. The US Centers for Disease Control (CDC) on November 5, 2019 reported 2,051 cases, with 39 confirmed deaths from lung injury related to e-cigarette use. Of these cases, 70% of patients are male and 79% of patients are under 35 years old. THC-containing products (i.e. cannabis-based products) are involved in most, but not all of the illnesses. Vitamin E Acetate has been implicated as a chemical of interest, based on samples from the lung fluid of a small number of cases. In Canada, the Public Health Agency of Canada (PHAC) on November 6, 2019 reported two confirmed cases in Quebec, two probable cases in New Brunswick, three probable case in British Columbia.

## **Local E-cigarette Use**

The Ontario Student Drug Use and Health Survey (OSDUHS) in 2017 found 21.6% of students Grades 7 to 12, in Ontario have ever used an e-cigarette product. We anticipate receiving updated use rates for Niagara students in Q3 of 2020 through OSDUHS. The *Smoke-Free Ontario Act, 2017* prohibits the use e-cigarettes on school property; between January 1, 2019 and November 11, 2019, Public Health conducted 239 inspections at secondary schools and provided one-on-one education to youth 182 times. Tobacco Control Officers issued the following for use of e-cigarettes on school property: 106 warnings, 37 tickets, and 25 summons to court.

E-cigarettes are not without risk. Public Health continues to recommend that if one is not currently a smoker, one should not start using e-cigarette products, especially not youth or pregnant women. If one currently uses e-cigarettes, one should not obtain them from illegal/unregulated sources, nor modify or add substances to them. However, Public Health currently does not advise smokers who are using e-cigarettes to quit smoking to return to smoking cigarettes.

## **Cannabis Edibles**

On October 17, 2019, cannabis edibles became legal in Canada. They will be available for purchase by the end of 2019. Public Health is working to ensure that residents understand the risks and ways to minimize harm if choosing to consume edibles. Several key messages in the comprehensive print and social media education plan include:

- It can take up to four hours to feel the full effects of edible cannabis. Consuming more within this time-period can result in overconsumption and adverse effects that may require medical attention.

- Delay using cannabis until later in life. Teenagers and young adults have greater risk from consuming cannabis because the brain continues to develop until around the age of 25.
- Avoid smoking cannabis. The smoke from cannabis contains the same harmful chemicals as tobacco smoke.
- Avoid frequent use. Frequent and prolonged use increases the risk of dependence and may bring on or worsen disorders related to anxiety and depression.
- Store all cannabis products safely by keeping them out of reach of children, youth and pets

Respectfully submitted and signed by

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Renata Faber, MEd, BSc  
Manager, Chronic Disease and Injury Prevention

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Diana Teng, MSc, BASc, CPHI  
Manager, Chronic Disease and Injury Prevention

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## MEMORANDUM

**CWCD 429-2019**

**Subject: Opioid Work Update**

**Date: November 22, 2019**

**To: Board of Health**

**From: Dr. Andrea Feller, Associate Medical Officer of Health**

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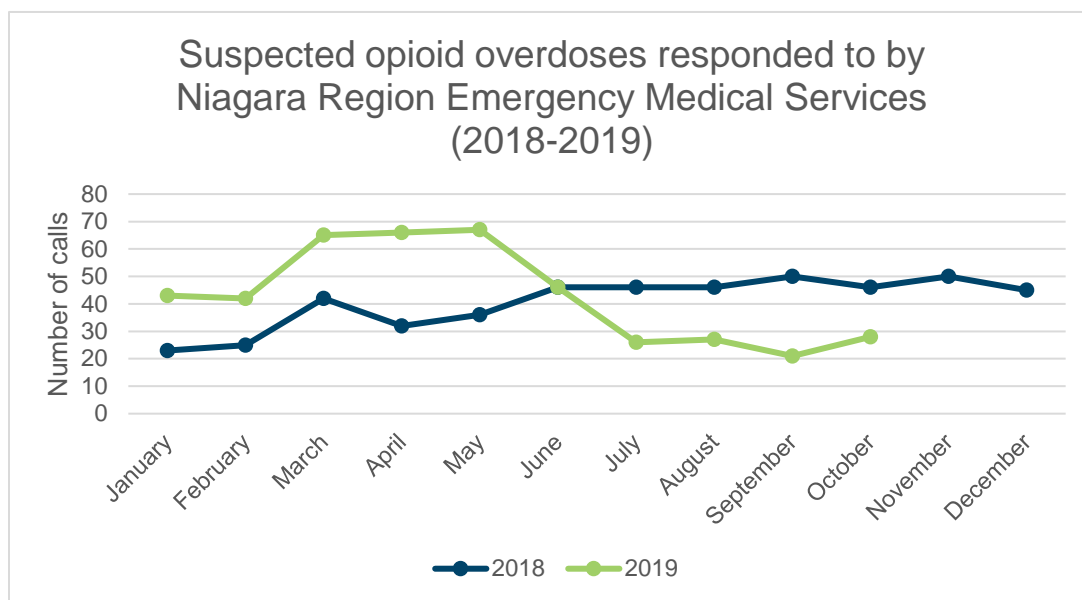
In our goal to continue to keep you updated around opioids, please see the following.

1. All eligible agencies that have chosen to be a public access point for Naloxone are listed at: <https://www.ontario.ca/page/where-get-free-naloxone-kit>
2. OPENN updates: An advisory system on toxic drug/adverse reaction sharing went live on October 1. So far, no alerts have needed to be sent out. The Community Prevention Substance Strategy is nearing the phase of report finalization. The [community survey](#) is still open until November 30, please encourage community members to fill it out.

There have been over 3,300 responses so far, about 76% female, 22% male and 0.4% other.

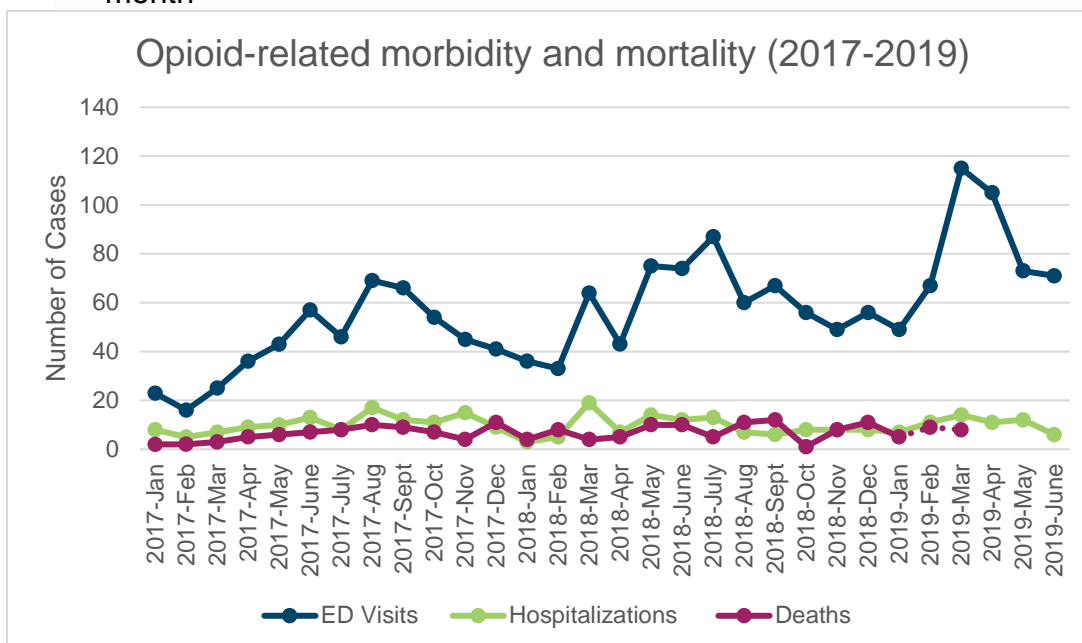
3. National Addictions Awareness Week is from November 25 to December 1 and the theme is “Stigma Ends with Me”. Community Addictions Services of Niagara (CASON) is hosting a trivia night on [November 30 at 630 PM](#) at the Meridian Centre in Fonthill, with community support and collaboration, including from NRPH.
4. Since June, we have been noting a decrease in EMS calls for suspected opioid overdose. That trend has continued, and our calls are actually at a 2-year low at this time. In addition, based on the preliminary data we are monitoring, ED visits for suspected overdose have decreased as well. Naloxone distribution has continued to increase, and we have been able to analyze data that reveals that the numbers of residents accessing medical therapy (opioid substitution therapy) has increased a small amount over the last two years, and significantly increased during the first 6 months of this year.
5. The website is updated as data becomes available. These updates are available through PH&ES site (in addition to elsewhere on the Region’s site). [https://www.niagararegion.ca/living/health\\_wellness/alc-sub-abuse/drugs/overdose-prevention.aspx](https://www.niagararegion.ca/living/health_wellness/alc-sub-abuse/drugs/overdose-prevention.aspx)

6. For this report, we have included some **preliminary** data (in broken lines) in addition to the data found on the website. A summary of opioid-related population health outcome and naloxone distribution data available to date follows. As expected, 2018 trends were higher than 2017.



Data source: EMS Edge [2019].

- In 2018, there were 487 suspected opioid overdoses that were responded to by EMS. This was an average of 41 calls per month
- From January to October 2019, there have been 431 suspected opioid overdoses that were responded to by EMS. This is an average of 43 calls per month



Data source: National Ambulatory Care Reporting System, 2017-2019; Discharge Abstract Database, 2017-2019; Office of the Chief Coroner of Ontario, 2017-2019.

Note: Death data for 2019 should be treated as preliminary and is subject to change

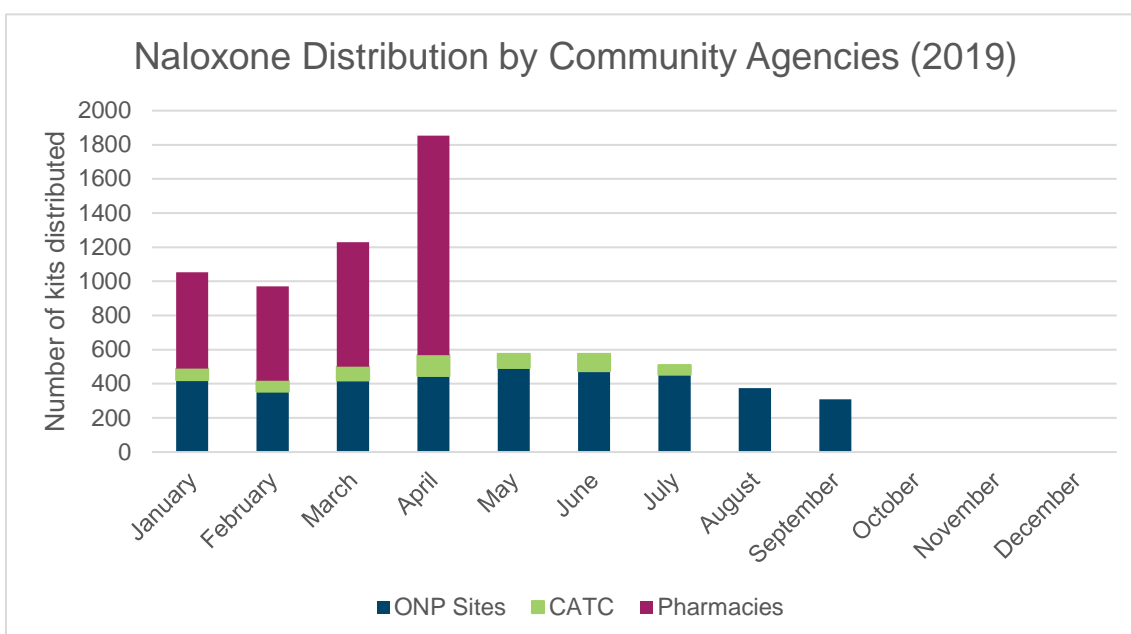
## Emergency Department Visits and Hospitalizations

- In 2017, there were a total of 521 opioid poisoning emergency department (ED) visits, and 124 hospitalizations. This was an average of 43 ED visits per month and 10 hospitalizations per month
- In 2018, there was a total of 700 opioid poisoning ED visits and 110 hospitalizations. This was an average of 58 ED visits per month and 9 hospitalizations per month
- From January to June 2019, there were a total of 480 opioid poisoning ED visits and 61 hospitalizations. This is an average of 80 ED visits per month and 10 hospitalizations per month

## Deaths

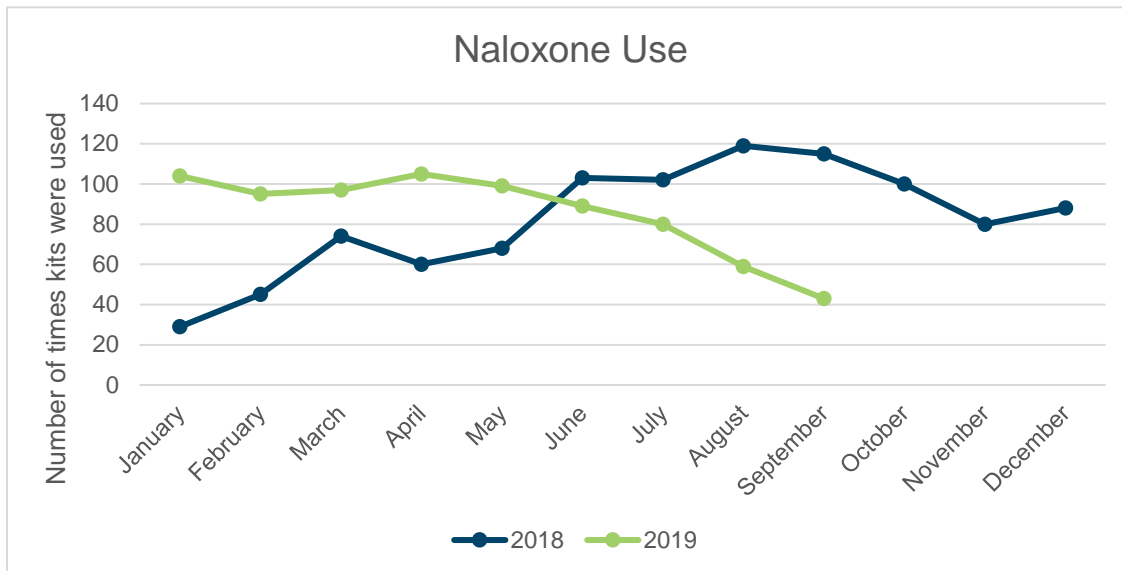
- In 2017, there were 74 opioid overdose deaths. This was an average of 6 deaths per month
- In 2018, there were 89 opioid overdose deaths. This was an average of 7 deaths per month
- From January to June 2019, there have been 40 opioid deaths.\* This is an average of 7 deaths per month

\*Findings are still preliminary and are subject to change





Data source: Niagara Region Naloxone Distribution and Use [2019].  
Note: Pharmacy and CATC data is still being updated



Data source: Niagara Region Naloxone Distribution and Use [2019].

- In 2018, there were more than 10,000 naloxone kits distributed by pharmacies, Ontario Naloxone Program sites, and the Canadian Addiction Treatment Centres.
- From January to September 2019, data shows that over 7,400 kits have been distributed
- In 2018, naloxone kits were reported to be used 983 times
- From January to September 2019, data shows that over 770 kits were reported to be used

We will continue to keep you updated. Other pertinent correspondence is listed below:

CWCD 131-2019  
CWCD 287-2019

Respectfully submitted and signed by

Andrea Feller, MD, MS, FAAP, FACPM  
Associate Medical Officer of Health

**Niagara Regional Housing**

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

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November 15, 2019

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

Dear Ms. Norio:

At their November 15, 2019 meeting, the Niagara Regional Housing Board of Directors, passed the following motion as recommended in attached report NRH 18-2019:

**That Niagara Regional Housing Quarterly Report July 1 to September 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 18-2019 through proper channels to Regional Council.

Sincerely,



Mayor Walter Sendzik  
Chair



## Q3 (July 1 to September 30, 2019) to Board of Directors

### Recommendation:

**That Niagara Regional Housing Quarterly Report July 1 to September 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 Q3, **3,111 work orders** were issued, representing \$947,578.06. \$63,676.44 of this amount was charged back to tenants who were held responsible for damages.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
# of work orders issued	3,216	3,203	2,500	3,084	3,111

### CAPITAL PROGRAM:

The Capital Program is responsible for maintaining the Public Housing (NRH Owned Units) asset and planning for future sustainability.



In Q3, 52 contract orders were issued, seven public tenders closed and purchase orders issued \$4,012,345.

The Capital Program was responsible for seven capital projects valued at \$4,300,000 including:

- 2 projects - pavement retrofits
- 1 project - booster pump replacements
- 1 project - sealant replacements
- 1 project - balcony repairs
- 1 project - shingle roof replacement
- 1 project - concrete repairs
- 52 RFP's and RFQ's - various investigations, health and safety repairs, emergency repairs, structural repairs and pavement retrofits

As of September 30, 2019, \$7,203,207 of the \$11.7 budgeted (excluding emergency) has been committed and or actually spent (61%).

## TENANT MOVE OUTS:

### Move Outs By Reason

Health	3	NRH Transfer	4
Long Term Care Facility	7	Moved to Coop or Non-Profit	1
Deceased	17	Bought a House	1
Private Rental	4	Left Without Notice	1
Voluntarily Left Under Notice	4	Other/None Given	8
Eviction – Tribunal	6	Cease to Qualify	1
		<b>TOTAL</b>	<b>57</b>

In Q3, there were **57 move outs**. Six involved eviction orders granted under the Ontario Landlord Tenant Board (LTB) – Arrears (four), Disturbances N5 (two). Two of the evictions were enforced by the Sheriff.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
# of move outs	89	65	51	86	57

## ARREARS:

NRH Housing Operations actively works to reduce rent arrears which have remained consistent from 2018-Q3 to 2019-Q3.

	Sept 30, 2018	Dec 31, 2018	Mar 31, 2019	Jun 30, 2019	Sept 30, 2019
<b>Rent charges for the month</b>	\$1,165,765.00	\$1,187,770.00	\$1,203,317.00	\$1,257,090.00	\$1,267,460.00
<b>Accumulated rent arrears</b>	\$23,378.86	\$24,135.76	\$35,736.89	\$34,004.39	\$35,549.21
<b>Arrears %</b>	2.01%	2.03%	2.97%	2.71%	2.80%

## INSURANCE:

Nothing to report in Q3.

## COMMUNITY RESOURCES AND PARTNERSHIPS:

In Q3, 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 joined with partners – March of Dimes, Community Support Services Niagara and Niagara Region Senior Programs – to celebrate the 10 Year Anniversary of the Wellness Supportive Living Program (WSLP). This program runs out of NRH communities at Buckley (Niagara Falls), Gale Crescent and Carlton Street (St. Catharines) and King Street (Welland). Offering support ranging from a bathing station to medication prompts to wellness workshops to social activities, WSLP has made an enormous difference in the lives of NRH tenants and reduced their dependence on emergency services. This program has been featured in numerous publications and at conferences as a best practice to help seniors live independently and age at home more successfully.

Also during Q3, NRH Community Programs Coordinators (CPCs) offered support to **294 new referrals of tenants in need of assistance**. Of those new referrals, **57% 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 tenants needing help with clutter and bed bugs.

## 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-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
<b>Healthy</b>	41	40	40	40	40
<b>Routine Monitoring</b>	18	17	18	17	17
<b>Intensive Monitoring</b>	1	2	0	1	1
<b>Pre-PID (Project in Difficulty)</b>	1	1	1	1	1
<b>PID (Project in Difficulty)</b>	1	1	1	1	1
<b>TOTAL</b>	<b>62</b>	<b>61</b>	<b>60</b>	<b>60</b>	<b>60</b>

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 Q3, there were **1,440 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-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
<b>Fort Erie</b>	28	28	26	32	32
<b>Grimsby</b>	26	26	34	26	24
<b>Lincoln (Beamsville)</b>	12	11	11	11	11
<b>Niagara Falls</b>	230	230	235	239	240
<b>Niagara-on-the-Lake</b>	-	-	4	5	5
<b>Pelham</b>	22	21	20	19	19
<b>Port Colborne</b>	51	53	67	62	65
<b>St. Catharines</b>	719	732	741	780	773
<b>Thorold</b>	54	53	57	61	56
<b>Welland</b>	197	201	209	203	200
<b>West Lincoln</b>	15	15	15	15	15
<b>TOTAL</b>	<b>1,354</b>	<b>1,370</b>	<b>1,419</b>	<b>1,453</b>	<b>1,440</b>

Variance in the Rent Supplement program are a reflection of fluctuation between agreements ending and new agreements taken up with landlords.

In Q3, an **In-Situ Rent Supplement Program** was developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.

### 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. NRH received an additional \$376,370 through the Ontario Priorities Housing Initiative (OPHI) for homeowner and housing provider renovations and repairs for the 2019/2020 period.

**46 homeowners** have been approved for funding.

### **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 Q3, **six homeowners** received assistance through Welcome Home Niagara.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
<b># of homeowners assisted</b>	14	19	0	4	6

### **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 Q3, **15 individuals/families** were housed through the Housing First program. Since 2012, Housing First has helped 422 individuals/families.

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
<b># of individuals/families housed</b>	9	27	10	23	15
<b># of Housing First units (at quarter end)</b>	178	184	189	198	197

17 of these Housing First units were created with NRH's new development at 527 Carlton Street in St. Catharines.

## RENTAL HOUSING (NEW DEVELOPMENT):

### NRH New Development

<b>Carlton Street, St. Catharines COMPLETE</b>	<b>Amount</b>	<b>Units</b>
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
<b>Roach Avenue, Welland</b>		
Social Infrastructure Fund (SIF), Year 3	\$1,200,000	8
<b>TOTAL</b>	<b>\$12,281,817</b>	<b>93</b>

### Roach Avenue

- 2nd floor – finishing trades 98% complete, minor deficiencies and cleanup outstanding
- 1st floor – finishing trades 90% complete, finish carpentry and final painting in progress
- Sprinkler and mechanical commissioning in progress
- Building envelope complete
- Site Services – complete, parking lot paved and lines painted, sidewalk incomplete
- Landscaping has not started
- Project approximately 95% complete
- Project forecast completion November 1, 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:

	<b>Amount</b>	<b>Units</b>
Gateway Residences of Niagara, Huron Street, Niagara Falls <b>COMPLETE</b>	\$720,000	9
Thorold Municipal Non-Profit, Ormond Street, Thorold <b>COMPLETE</b>	\$1,228,912	14
Stamford Kiwanis, Barker Street, Niagara Falls	\$1,089,088	17
<b>TOTAL</b>	<b>\$3,038,000</b>	<b>40</b>

### Stamford Kiwanis

- Expected substantial completion December 1, 2019



## 5. Service Manager Responsibilities

### APPEALS:

In Q3, **10 appeals** were heard (five less than in 2018-Q3).

- Four related to ongoing RGI eligibility
  - One Housing Provider appeal for former tenancy arrears – UPHELD with conditions
  - One for former rent arrears and subsidy overpayment – UPHELD with conditions
  - One for failure to report income change – UPHELD with conditions
  - One regarding illegal occupant – OVERTURNED with conditions
- One related to review of rent increase – UPHELD – tenant brought in more payroll information; NRH will recalculate rent
- Five for decisions made by Housing Access
  - Four (Urgent Status) – UPHELD
  - One (extra bedroom) – UPHELD

	2018-Q3	2018-Q4	2019-Q1	2019-Q2	2019-Q3
# of appeals	15	12	10	12	10

### INVESTMENTS:

See Appendix A – Investment Report

## 6. Housing Access Centre & Centralized Waiting List

### APPLICATION ACTIVITY:

# of Applications Received & Processed	773	# of Eligible Applications	738
# of Special Provincial Priority Status Applications	103	# of Ineligible Applications	35
# of Urgent Status Applications	131	# of Cancelled Applications	386
# of Homeless Status Applications	136	# of Applicants Housed	128

In Q3, **386 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.

## Q3 (July 1 to September 30, 2019)

### CENTRALIZED WAITING LIST:

		2018- Q3	2018- Q4	2019- Q1	2019- Q2	2019- Q3
		# of households				
<b>A</b>	<b>Rent-Geared-to-Income (RGI) waiting list:</b>					
	Niagara resident RGI waiting list	4,642	4,616	4,715	4,926	5,012
	Applicants from outside of Niagara	758	761	793	849	897
	<b>TOTAL RGI waiting list:</b>	<b>5,400</b>	<b>5,377</b>	<b>5,508</b>	<b>5,775</b>	<b>5,909</b>
	<b>Housing Allowance:</b> a set allowance to help applicants on the waiting list with affordability in the private market until housed in an RGI unit	618	639	704	742	747
<b>A1</b>	<b>RGI waiting list demographics:</b>					
	Seniors	2,236	2,218	2,257	2,344	2,362
	Adults no dependents	1,764	1,761	1,805	1,881	1,922
	Adults with dependents	1,400	1,398	1,446	1,550	1,625
<b>A2</b>	<b>RGI list further segmented (#'s included in A &amp; A1):</b>					
	<b>SPP – Special Provincial Priority (Ministry Priority):</b> helps victims of violence separate permanently from their abuser	129	131	128	148	165
	<b>URG – Urgent (Local Priority):</b> for applicants with mobility barriers and/or extreme hardship where their current accommodation puts them at extreme risk and/or causes hardship	123	116	117	109	130
	<b>HML – Homeless (Local Priority):</b> provides increased opportunity for placement to homeless households	947	954	971	1,012	1,007
	<b>SUP – Supportive/Transitional:</b> provides targeted, provisional services to assist individuals to transition beyond basic needs to more permanent housing	13	13	15	11	12
<b>B</b>	<b>In addition, NRH manages:</b>					
	<b>Overhoused:</b> households who are living in subsidized accommodation with more bedrooms than they are eligible for	171	168	180	176	181
	<b>Transfer:</b> households who are currently living in subsidized accommodation and have requested a transfer to another provider	547	535	564	573	603
	<b>TOTAL RGI households on waiting list managed by NRH:</b>	<b>6,118</b>	<b>6,080</b>	<b>6,252</b>	<b>6,524</b>	<b>6,693</b>
<b>C</b>	<b>NRH maintains a waiting list for market rent units (62 Non-Profit Housing Programs):</b>					
	<b>Market:</b> applicants who have applied for a market rent unit in the Non-Profit Housing Programs portfolio	629	647	667	723	752
	<b>TOTAL households on waiting list managed by NRH:</b>	<b>6,747</b>	<b>6,727</b>	<b>6,919</b>	<b>7,274</b>	<b>7,445</b>
	<b>TOTAL individuals on waiting list managed by NRH:</b>	<b>11,496</b>	<b>11,488</b>	<b>11,884</b>	<b>12,577</b>	<b>13,059</b>

**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.





## HOW LONG WILL IT TAKE FOR ME TO BE HOUSED?

Estimated Wait Times for Housing in Niagara

CITY	SENIORS Age 55 and older		SINGLES Age 16-54		HOUSEHOLDS WITH DEPENDENTS			
	Bachelor	1 Bedroom	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom
YEARS								
Fort Erie	-	10	3	10	2	2	5	-
Grimsby	-	5	-	-	-	-	-	-
Lincoln	-	4	-	9	10	9	-	-
Niagara Falls	5	6	-	17	8	3	11	15
Niagara on the Lake	-	5.5	-	-	-	-	-	-
Pelham	-	10	-	-	-	-	-	-
Port Colborne	-	5	-	11	4	4	3	-
St. Catharines	-	6.5	9	13	3.5	4	10	11
Thorold	-	9	-	11	6	10	-	-
Welland	-	5.5	6	15	7	2.5	7	6
West Lincoln	-	4.5	-	-	7	5	-	-

- No units of this size available in this community

January 2019

Please call 905-682-9201 if you need this information in a different format.

# Quarterly Report Reference Sheet

<b>A</b>	<p><b>AFFORDABLE HOUSING RENTS:</b> Rents are established at 80% market of Canada Mortgage and Housing Corporation (CMHC) Average Market Rent, with no ongoing rental subsidy.</p> <p><b>APPEALS:</b> 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><b>ARREARS:</b> 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>B</b>	
<b>C</b>	<p><b>CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI):</b> A program that provides funding to protect affordability for households in social housing, support the repair and renewal of existing social housing supply and expand the supply of community housing over time.</p> <p><b>CAPITAL PROGRAM:</b> Responsible for maintaining the Public Housing (NRH-owned) asset and planning for future sustainability, as well as issuing tenders for service contracts.</p> <p><b>CENTRALIZED WAITING LIST:</b> 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"> <li>• Special Provincial Priority (SPP) Status</li> <li>• Urgent Status</li> <li>• Homeless Status</li> </ul> <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><b>COMMUNITY HOUSING:</b> 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>



*Quarterly Report Reference Sheet*

	<b>COMMUNITY PROGRAMS:</b> 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 facilitates partnerships by identifying evolving community and tenant needs, connecting with appropriate programs and supporting their ongoing success.
<b>D</b>	
<b>E</b>	<b>END OF OPERATING AGREEMENTS (EOA):</b> 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.
	<b>END OF MORTGAGE (EOM):</b> 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.
	<b>EVICTON PREVENTION/SUPPORT:</b> 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).
<b>F</b>	
<b>G</b>	
	<b>HOMEOWNERSHIP PROGRAM – "WELCOME HOME NIAGARA":</b> 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.
	<b>HOUSING AND HOMELESSNESS ACTION PLAN (HHAP):</b> Niagara's 10-year Community Action Plan to help everyone in Niagara have a home.
	<b>HOUSING ACCESS CENTRE:</b> 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).
	<b>HOUSING ALLOWANCE PROGRAM:</b> 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.
	<b>HOUSING FIRST:</b> 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



*Quarterly Report Reference Sheet*

	supports to encourage successful tenancies and, if the tenant chooses, address personal challenges.
<b>I</b>	<p><b>IN-SITU RENT SUPPLEMENT PROGRAM:</b> A program developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.</p> <p><b>INVESTMENT IN AFFORDABLE HOUSING PROGRAM – EXTENSION (IAH-E):</b> 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> <ul style="list-style-type: none"> <li>• Niagara Renovates</li> <li>• Homeownership (Welcome Home Niagara)</li> <li>• Rent Supplement/Housing Allowance</li> <li>• Rental Housing (New Development)</li> </ul>
<b>J</b>	
<b>K</b>	
<b>L</b>	<b>LOCAL HOUSING CORPORATION (LHC):</b> Also called “Public Housing”, LHC refers to the communities that Niagara Regional Housing owns and manages.
<b>M</b>	
<b>N</b>	<p><b>NIAGARA RENOVATES PROGRAM:</b> 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><b>NON PROFIT HOUSING PROGRAMS (FORMERLY “SOCIAL HOUSING”):</b> 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>
<b>O</b>	<p><b>ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI):</b> A program to address local housing priorities, including affordability, repair and new construction.</p> <p><b>OPERATIONAL REVIEWS:</b> 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>
<b>P</b>	<b>PORTABLE HOUSING ALLOWANCE:</b> Direct financial assistance given to the household (tenant) on the Centralized Waiting List; not tied to a housing unit.
	<b>PRIORITY STATUS GROUPS:</b> Priority Status groups are offered units before other applicants on the Centralized Waiting List:



**Quarterly Report Reference Sheet**

	<ul style="list-style-type: none"> <li>• <b>Special Provincial Priority (SPP) Status</b> is the only legislated priority and is intended to help victims of violence separate permanently from their abuser</li> <li>• <b>Urgent Status</b> 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)</li> <li>• <b>Homeless Status</b> provides an increased opportunity for placement to households that are homeless (1 in every 10 households offered housing)</li> </ul>
	<p><b>PUBLIC HOUSING (ALSO CALLED "LOCAL HOUSING CORPORATION"):</b> 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>
<b>Q</b>	
<b>R</b>	<p><b>RENT SUPPLEMENT PROGRAM:</b> 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></p>
<b>S</b>	<p><b>SERVICE MANAGER:</b> 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.</p>
	<p><b>SOCIAL HOUSING (FORMERLY "AFFORDABLE HOUSING"):</b> All NRH programs and services, including Public Housing (NRH-owned), Non-Profit Housing Programs, the Rent Supplement Program and the Affordable Housing Program</p>
<b>T</b>	
<b>U</b>	
<b>V</b>	
<b>W</b>	<p><b>WELCOME HOME NIAGARA:</b> 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>
<b>X</b>	
<b>Y</b>	
<b>Z</b>	

# Quarterly Report on Cash / Investments for Period Ending September 30, 2019

	This Quarter Balance	Last Quarter Balance	Variance \$	Variance %	Comments
<b>BANK ACCOUNTS</b>					
<b>Current Bank Account:</b> 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.	\$3,671,011.87	\$3,266,271.72	404,740.15	12.39%	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 quarterly basis to transfer amounts due to the Region.
<b>Investment Bank Account:</b> Used to hold funds "In Trust" for designated Housing Providers for capital work.	\$386,734.77	\$384,549.92	2,184.85	0.57%	Interest earned at a rate of RBC Prime minus 1.70% on balances in bank and investment accounts. Approved for Closure.
<b>Total Bank Account</b>	<b>\$4,057,746.64</b>	<b>\$3,650,821.64</b>	<b>406,925.00</b>	<b>11.15%</b>	

<b>INVESTMENT VEHICLES - FUND ACCOUNTING</b>					
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, \$188,000; due date is 08/17/2020; interest rate of 2.65% to 2.74%				
RBC High Interest Savings Account = \$5,547,920.17	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%				
<b>Total</b>	<b>6,401,362.89</b>	<b>6,376,264.44</b>	<b>25,098.45</b>	<b>0.39%</b>	



# Q3 Report on Reserves as at September 30, 2019

NRH 18-2019  
10-18-2019  
COM-C-11-2019  
15-Nov-19

Description	Balances at December 31, 2018	Year-to-date Net Transfers from (to) Operating	Year-to-date Capital Transfers	Balance at September 30, 2019	Net Transfers Forecast from (to) Operating	Forecasted Balance at December 31, 2019
<b>NRH Owned Units Public/Local Housing 503 Corp:</b>						
Jubilee/Broad oak	215,569	54,000	-	269,569	18,000	287,569
Fitch Street	261,040	66,750	-	327,790	22,250	350,040
Carlton	-	157,500	-	157,500	52,500	210,000
Other Owned Units	3,644,207	457,817	(794,555)	3,307,469	1,052,606	4,360,075
<b>NRH Owned Units Public/Local Housing 503 Corp TOTAL</b>	<b>4,120,816</b>	<b>736,067</b>	<b>(794,555)</b>	<b>4,062,328</b>	<b>1,145,356</b>	<b>5,207,684</b>
<b>502 Niagara Regional Housing:</b>						
Emergency Capital Funding for Housing Providers	1,924,871	955,798	-	2,880,669	318,599	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
<b>502 Niagara Regional Housing TOTAL</b>	<b>6,040,299</b>	<b>955,798</b>	<b>(410,415)</b>	<b>6,585,682</b>	<b>318,599</b>	<b>6,904,281</b>
<b>Total NRH Capital Reserves</b>	<b>\$ 10,161,115</b>	<b>\$ 1,691,865</b>	<b>\$ (1,204,970)</b>	<b>\$ 10,648,010</b>	<b>\$ 1,463,955</b>	<b>\$ 12,111,965</b>
<b>533 NRH Rent Supplement:</b>	278,301	(9,000)	-	269,301	(3,000)	266,301
<b>NRH Stabilization Reserves TOTAL</b>	<b>\$ 278,301</b>	<b>\$ (9,000)</b>	<b>\$ -</b>	<b>\$ 269,301</b>	<b>\$ (3,000)</b>	<b>\$ 266,301</b>
<b>561 NRH Employee Future Benefits:</b>	792,733	-	-	792,733	-	792,733
<b>NRH Future Liability Reserves TOTAL</b>	<b>\$ 792,733</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 792,733</b>	<b>\$ -</b>	<b>\$ 792,733</b>
<b>Total</b>	<b>\$ 11,232,149</b>	<b>\$ 1,682,865</b>	<b>\$ (1,204,970)</b>	<b>\$ 11,710,044</b>	<b>\$ 1,460,955</b>	<b>\$ 13,170,999</b>

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.).

**Minute Item No. 6.1**  
**CSD 76-2019**  
**Q3 2019 Financial Update**

That Report CSD 76-2016, dated December 4, 2019, respecting Q3 2019 Financial Update, **BE RECEIVED** for information.

**Minute Item No. 6.2**  
**CSD 74-2019**  
**Municipal Benchmarking Network of Canada (MBNCanada) 2018 Data Report**

That Report CSD 74-2019, dated December 4, 2019, respecting Municipal Benchmarking Network of Canada (MBNCanada) 2018 Data Report, **BE RECEIVED** for information.

**Minute Item No. 6.3**  
**CSC-C 17-2019**  
**Insurance Program Renewal 2019-2020 Update**

That Correspondence Item CSC-C 17-2019, being a memorandum from D. Pasto, Risk Management Program Manager, dated December 4, 2019, respecting Insurance Program Renewal 2019-2020 Update, **BE RECEIVED** for information.

**THE REGIONAL MUNICIPALITY OF NIAGARA  
CORPORATE SERVICES COMMITTEE  
OPEN SESSION**

**CSC 12-2019  
Wednesday, December 4, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Campion, Diodati, Easton, Edgar, Fertich, Foster (Committee Chair), Gale, Heit, Redekop, Rigby, Whalen (Committee Vice Chair)

Absent/Regrets: lp

Staff: H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, A. Jugley, Commissioner, Community Services, K. Lotimer, Legislative Coordinator, B. Menage, Director, Procurement & Strategic Acquisitions, A.-M. Norio, Regional Clerk, D. Pasto, Risk Management Program Manager, R. Tripp, Acting Chief Administrative Officer, A. Wheaton, Corporate Reporting Supervisor

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**1. CALL TO ORDER**

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

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

There were no presentations.

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

There were no items for consideration.

**6. CONSENT ITEMS FOR INFORMATION**

**6.1 CSD 76-2019**  
Q3 2019 Financial Update

Beth Brens, Associate Director, Reporting & Analysis, provided information respecting Q3 2019 Financial Results. Topics of the presentation included:

- Deliverables
- Q3 Forecasts - Levy
- Q3 Forecasts - Rate
- Q3 Capital Results

Moved by Councillor Edgar  
Seconded by Councillor Whalen

That Report CSD 76-2016, dated December 4, 2019, respecting Q3 2019 Financial Update, **BE RECEIVED** for information.

**Carried**

**Councillor Information Request(s):**

Provide information respecting if Regional employees are being paid a living wage and if pay equity is in place across the organization. Councillor Easton.

Provide information respecting the deficit listed for the Niagara Regional Police Services self insurance claim payouts. Councillor Heit.

**6.2 CSD 74-2019**  
Municipal Benchmarking Network of Canada (MBNCanada) 2018 Data Report

Moved by Councillor Fertich  
Seconded by Councillor Diodati

That Report CSD 74-2019, dated December 4, 2019, respecting Municipal Benchmarking Network of Canada (MBNCanada) 2018 Data Report, **BE RECEIVED** for information.

**Carried**



6.3 CSC-C 17-2019

Insurance Program Renewal 2019-2020 Update

Moved by Councillor Rigby  
Seconded by Councillor Gale

That Correspondence Item CSC-C 17-2019, being a memorandum from D. Pasto, Risk Management Program Manager, dated December 4, 2019, respecting Insurance Program Renewal 2019-2020 Update, **BE RECEIVED** for information.

**Carried**

7. **OTHER BUSINESS**

There were no items of other business.

8. **CLOSED SESSION**

There were no closed session items.

9. **NEXT MEETING**

The next meeting will be held on Wednesday, January 15, 2020, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

10. **ADJOURNMENT**

There being no further business, the meeting adjourned at 10:36 a.m.

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Councillor Foster  
Committee Chair

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Kelly Lotimer  
Legislative Coordinator

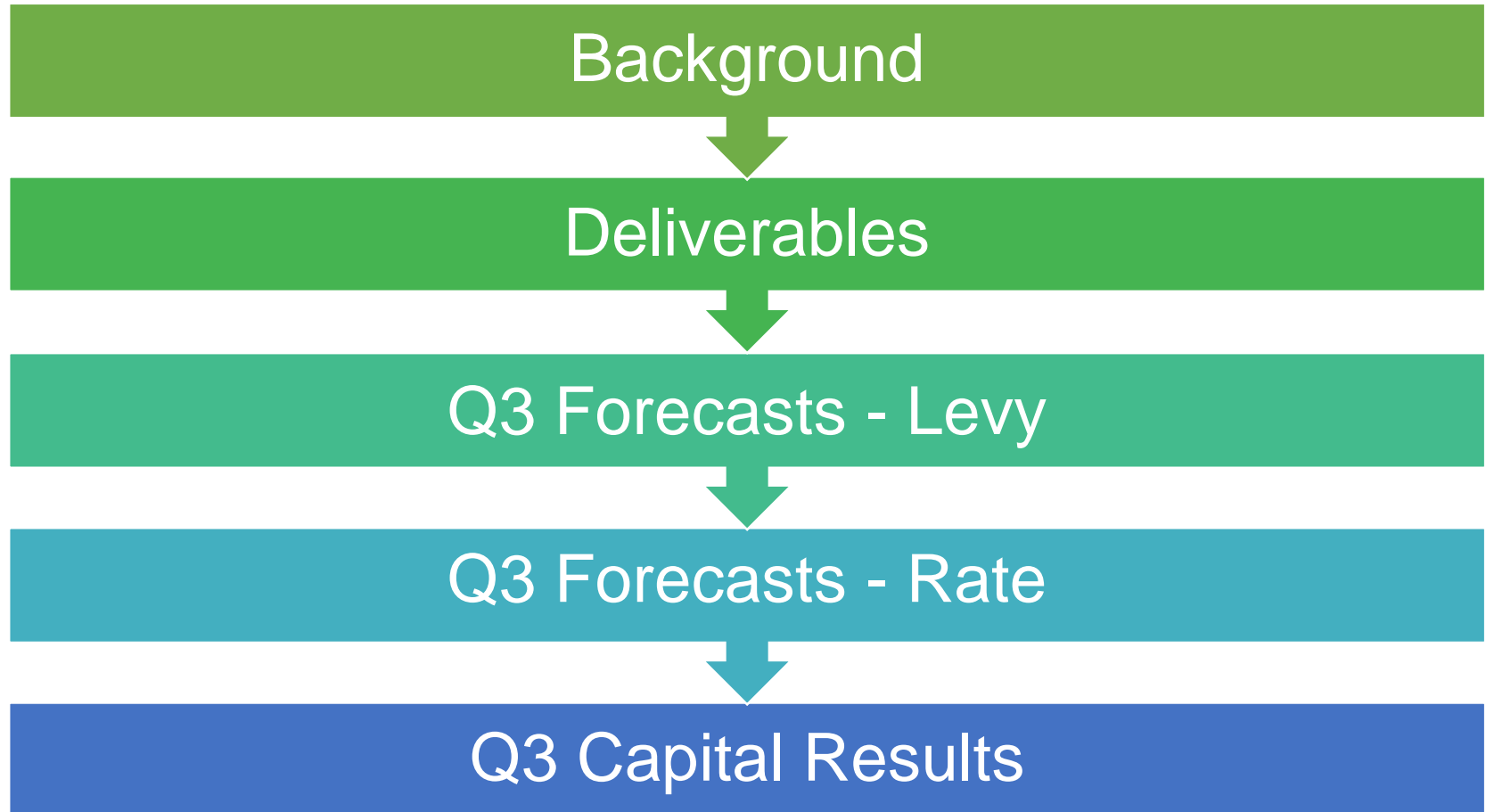
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Ann-Marie Norio  
Regional Clerk

# 2019 Q3 Financial Results

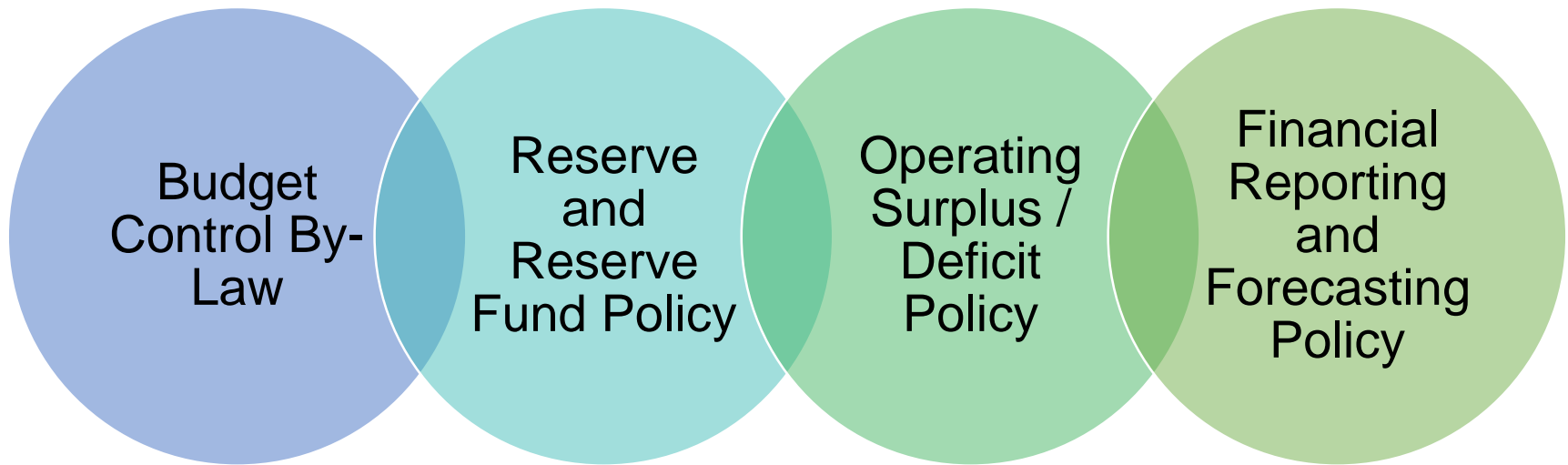
Corporate Services Committee  
December 4, 2019

# Agenda



# Background

Policies & By-Laws that guide our financial reporting requirements:



# Deliverables

2019 Q3 Financial Update is available on the Niagara Region's external website

The report contains information on:

Operating  
Results  
(YTD Actuals  
and Forecasts)

Capital Project  
Reporting

Reserves,  
Deferred  
Revenue  
Balances &  
Activity

Debt Report

Investment  
Report

Consolidated  
Statement of  
Financial  
Position

# Q3 Summary Results

Forecasted surplus in levy supported programs of \$1.2M at year-end

(in thousands)	Forecasted Surplus / (Deficit) (before indirect allocations)		Forecasted Surplus / (Deficit) (after indirect allocations)		Percentage of Gross Budget
Regional Departments and General Government	\$	87	\$	698	0.14%
ABC's	\$	972	\$	455	0.19%
<b>Total Levy Supported</b>	<b>\$</b>	<b>1,059</b>	<b>\$</b>	<b>1,152</b>	<b>0.15%</b>

Forecasted deficit in rate supported programs of \$2.4M at year-end


(in thousands)	(Deficit) (after indirect allocations)		(Deficit) (after indirect allocations)		Percentage of Gross Budget
Water and Wastewater	\$	(1,129)	\$	(1,171)	1.35%
Waste Management	\$	(1,201)	\$	(1,252)	2.46%
<b>Total Rate Supported</b>	<b>\$</b>	<b>(2,330)</b>	<b>\$</b>	<b>(2,423)</b>	<b>1.76%</b>

# Q3 Results By Department

(in thousands)	Forecasted Surplus / (Deficit) (before indirect allocations)		Forecasted Surplus / (Deficit) (after indirect allocations)		Percentage of Gross Budget
<b>Regional Departments</b>					
Governance	\$	163	\$	152	
General Government	\$	(929)	\$	(929)	
Corporate Admin	\$	874	\$	632	
ERMS	\$	(325)	\$	-	
Corporate Services	\$	669	\$	274	
Community Services	\$	(347)	\$	356	
Public Health & Emergency Services	\$	(1,618)	\$	(1,503)	
Public Works - Transportation	\$	1,495	\$	1,511	
Planning & Development	\$	104	\$	203	
<b>Total Regional Departments</b>	<b>\$</b>	<b>87</b>	<b>\$</b>	<b>698</b>	<b>0.14%</b>
<b>Agencies, Boards and Commissions (ABCs)</b>					
Court Services	\$	306	\$	362	6.48%
NRH	\$	166	\$	265	0.46%
NRPS	\$	499	\$	(177)	0.10%
NPCA	\$	(0)	\$	4	0.08%
<b>Total ABCs</b>	<b>\$</b>	<b>972</b>	<b>\$</b>	<b>455</b>	<b>0.19%</b>
<b>Total Levy Supported Programs</b>	<b>\$</b>	<b>1,059</b>	<b>\$</b>	<b>1,152</b>	<b>0.15%</b>
Water and Wastewater	\$	(1,129)	\$	(1,171)	1.35%
Waste Management	\$	(1,201)	\$	(1,252)	2.46%
<b>Total Rate Supported Programs</b>	<b>\$</b>	<b>(2,330)</b>	<b>\$</b>	<b>(2,423)</b>	<b>1.76%</b>



# Levy - Regional Departments

(in thousands)	Forecasted Surplus / (Deficit) (before indirect allocations)		Forecasted Surplus / (Deficit) (after indirect allocations)		Percentage of Gross Budget
Regional Departments and General Government	\$	87	\$	698	0.14%
Agencies, Boards and Commissions (ABCs)	\$	972	\$	455	0.19%
<b>Total Levy Supported Programs</b>	 (Ctrl) ▾	<b>1,059</b>	<b>\$</b>	<b>1,152</b>	<b>0.15%</b>

Factors impacting Regional Departments (Surplus of \$698):

- Development Charge exemptions (\$4,766)
- Salary Gapping (\$3,180)
- Supplemental tax revenue (\$1,525)
- Utilities (\$1,346)
- Workplace Safety Insurance Board costs (\$1,020)
- Provincial Funding (\$770)

Factors driving 2019 results have been incorporated into 2020 budget where applicable

# Levy - ABCs

(in thousands)	Forecasted Surplus / (Deficit) (before indirect allocations)		Forecasted Surplus / (Deficit) (after indirect allocations)		Percentage of Gross Budget
Agencies, Boards and Commissions (ABCs)					
Court Services	\$	306	\$	362	6.48%
NRH	\$	166	\$	265	0.46%
NRPS	\$	499	\$	(177)	0.10%
NPCA	\$	(0)	\$	4	0.08%
Total ABCs	\$	972	\$	455	0.19%

## Factors impacting ABCs (Surplus of \$455):

- NRH – Subsidy payments to providers and rent supplement (\$1,729), heat control system upgrades (\$1,200)
- Court Services – Salary gapping (\$181), revenues (\$218)
- NRPS – Compensation (\$300), Provincial funding (\$357), self insurance claim payouts (\$934)

Factors driving 2019 results have been incorporated into 2020 budget where applicable

# Rate – Water & Wastewater

(in thousands)	Forecasted Surplus / (Deficit) (before indirect allocations)		Forecasted Surplus / (Deficit) (after indirect allocations)		Percentage of Gross Budget
Water and Wastewater	\$	(1,129)	\$	(1,171)	1.35%
Waste Management	\$	(1,201)	\$	(1,252)	2.46%
<b>Total Rate Supported Programs</b>	<b>\$</b>	<b>(2,330)</b>	<b>\$</b>	<b>(2,423)</b>	<b>1.76%</b>

## Factors Impacting Water & Wastewater (Deficit of \$1,171):

- Utilities (\$1,691)
- R&M (inclusive of emergency repairs) (\$1,687)
- Water sales (\$786)
- Salary gapping (\$548)
- Chemical costs (\$546)

Factors driving 2019 results have been incorporated into 2020 budget where applicable

# Rate - Waste Management

(in thousands)	Forecasted Surplus / (Deficit) (before indirect allocations)		Forecasted Surplus / (Deficit) (after indirect allocations)		Percentage of Gross Budget
Water and Wastewater	\$	(1,129)	\$	(1,171)	1.35%
Waste Management	\$	(1,201)	\$	(1,252) ←	2.46%
<b>Total Rate Supported Programs</b>	<b>\$</b>	<b>(2,330)</b>	<b>\$</b>	<b>(2,423)</b>	<b>1.76%</b>

## Factors Impacting Waste Management (Deficit of \$1,252):





- Decrease in net recycling sales as a result of lower commodity prices (\$2,298)
- Tipping fees (\$174)
- Issuance of liquidated damages (\$246)

Factors driving 2019 results have been incorporated into 2020 budget where applicable

# Year End Recommendations

Report will be brought forward in early 2020 with recommendations on how to fund year end deficits and where to transfer any surpluses.

Based on current year end forecasted results, the recommendations and results on the respective reserves would be as follows:

Program	Forecasted Surplus/(Deficit) (in thousands)	Recommendations	Forecasted Reserve Balance		Target Balance	
			Before YE Recommendation	After YE Recommendation	Low	High
Levy	\$ 1,152	transfer to Taxpayer Relief Reserve	\$ 21,753	\$ 22,905 	\$ 51,098	\$ 76,647
Water	\$ 155	transfer to Water Capital Reserve	\$ 3,511	\$ 3,666 	\$ 2,010	\$ 3,016
Wastewater	\$ (1,326)	transfer from Wastewater Stabilization Reserve	\$ 3,042	\$ 1,716 	\$ 5,629	\$ 8,444
Waste Management	\$ (1,252)	transfer from Waste Management Stabilization	\$ 7,240	\$ 5,988 	\$ 5,085	\$ 7,628

# Capital Project Status Overview

## LEVY

### PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

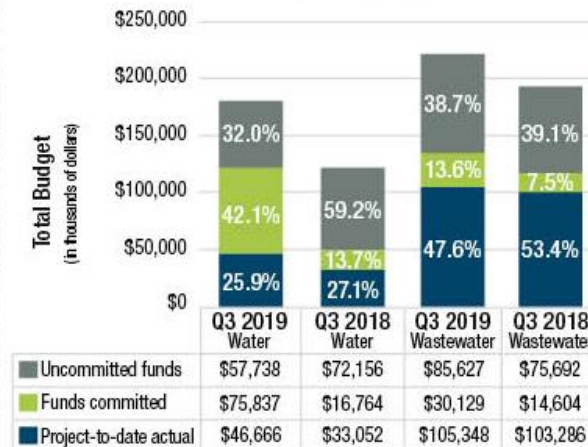
Total projects with remaining budgets greater than \$1M.



## WATER & WASTEWATER

### PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

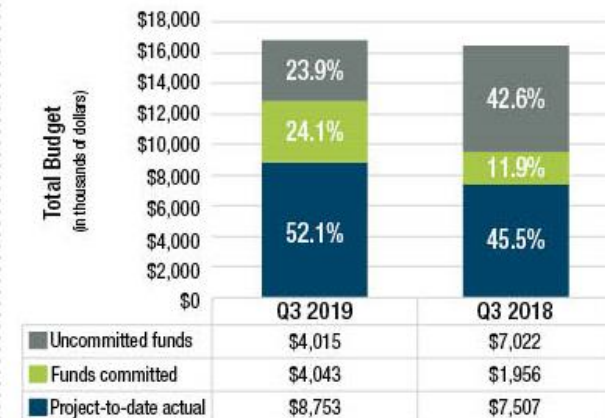
Total projects with remaining budgets greater than \$1M.



## WASTE MANAGEMENT

### PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

Total projects with remaining budgets greater than \$1M.





# Capital Variance Project Transfers

## LEVY

CAPITAL VARIANCE PROJECT TRANSFERS  
AT QUARTER END



## WATER & WASTEWATER

CAPITAL VARIANCE PROJECT TRANSFERS  
AT QUARTER END



## WASTE MANAGEMENT

CAPITAL VARIANCE PROJECT TRANSFERS  
AT QUARTER END





# Questions?

Beth Brens

Acting Associate Director, Reporting & Analysis

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**Subject:** Q3 2019 Financial Update

**Report to:** Corporate Services Committee

**Report date:** Wednesday, December 4, 2019

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## Recommendations

That the September 30, 2019 (Q3) Quarterly Financial Update of the Regional Municipality of Niagara ("the Region") **BE RECEIVED** for information.

## Key Facts

- The purpose of this report is to summarize the quarterly financial results which are updated as of June, September and December each year and include; forecasted operating results; capital project reporting; reserves and deferred revenue; investments; debt; consolidated statement of financial position and accounts receivable.
- Departments prepare forecasts using assumptions and estimates based on information available at the time of writing the quarterly financial update. Forecasts contain certain inherent risks and as such actual results may differ.
- Operating results will be reported for the remainder of 2019 based on the reporting structure in place prior to the reorganization of Corporate Services, the revised Corporate Services structure will be reflected in financial reports beginning with the 2020 budget.
- The Regional Departments and General Government are projecting a surplus of \$698 (0.14% of budget) at year end.
- Levy supported programs (Regional Departments consolidated with the ABCs (Niagara Regional Police (NPRS), Niagara Regional Housing (NRH), Niagara Peninsula Conservations Authority (NPCA) and Court Services)) are projecting a surplus of \$1,152 (0.15% of budget) at year end.
- Rate supported programs (Water and Wastewater Services and Waste Management) are projecting a net deficit of \$2,423 (1.75% of budget) at year end.
- Sustainable variances identified through the quarterly reporting exercise have been considered in the development of the 2020 budget.

## Financial Considerations

Full analysis and explanation of the levy and rate supported programs can be found in the Q3 2019 Quarterly Financial Update Report on the Region's website – <https://www.niagararegion.ca/business/finance/quarterly-reports/default.aspx>

The Quarterly Financial Update Report is compliant under the Accessibility for Ontarians with Disability Act. Hard copies of the report can be made available upon request.

### Levy Supported Programs

	Surplus / (Deficit), after indirect allocations (in thousands)	Percentage of Budget
Regional Departments and General Government	\$698	0.14%
NRPS	(177)	0.10%
NRH	265	0.46%
Court Services	362	6.48%
NPCA	4	0.08%
Total Levy Supported	\$1,152	0.15%

A high level analysis of the financial results for Levy supported programs is provided in the analysis section below. For further details please refer to the Q3 2019 Financial Update Report in the “Consolidated Statement of Operations – levy” section.

### Rate Supported Programs

	Surplus / (Deficit), after indirect allocations (in thousands)	Percentage of Budget
Water and Wastewater	(\$1,171)	0.85%
Waste Management	(1,252)	2.46%
Total Rate Supported	(\$2,423)	1.76%

A high level analysis of the financial results for Rate supported programs is provided in the analysis section below. For further details please refer to the Q3 2019 Financial Update Report in the “Consolidated Statement of Operations – Water and Wastewater and Waste Management” sections.

## **Analysis**

### Levy Supported Programs (all amounts in thousands of dollars):

Regional Departments and General Government (not including ABCs) have forecasted a year-end surplus of \$698 (0.14% of budget). The forecasted surplus is driven primarily by savings in compensation and labour related costs as a result of vacancies throughout the corporation, higher than anticipated supplemental tax revenues and

forecasted savings for utilities. The surplus is partially offset by higher than anticipated Workplace Safety Insurance Board (WSIB) costs in the Emergency Medical Services (EMS) division, an unanticipated decreases in provincial funding as well as development charge (DC) grants higher than budgeted.

The surplus is further increased by the forecasted net surplus in the ABCs of \$454 (0.19% of total budget for ABC's). The forecasted net surplus in the ABCs is primarily a result of lower than budgeted compensation costs, increased collection enforcement activity in Court Services as well as lower than budgeted subsidy payments to providers and rent supplement landlords in Niagara Regional Housing (NRH). These surpluses have been partially offset by increased repair and maintenance costs in NRH owned units in addition to the NRH Board's direction to provide funding to providers for heat control system upgrades.

Recommendations to address surplus (deficits) will be brought forward to Council as part of the Year-End Transfer report.

Rate Supported Programs (all amounts in thousands of dollars):

***Water and Wastewater***

Water and Wastewater Services has a projected net deficit at year end of \$1,171 (1.35% of budget) which is comprised of a forecasted surplus in the Water division of \$155, offset by a forecasted deficit of \$1,326 in the Wastewater division.

The forecasted net deficit in Water and Wastewater Services is due to lower than budgeted water sales as a result of cool weather in 2019, higher than anticipated equipment repairs, grounds and building repairs and unanticipated costs for emergency sewer repairs. The deficit has been partially mitigated by forecasted savings in utilities and compensation as a result of staff vacancies.

Recommendations to address surplus (deficits) will be brought forward to Council as part of the Year-End Transfer report.

***Waste Management***

Waste Management Services has a projected deficit of \$1,252 (2.46% of budget). The forecasted deficit is primarily due to declining market revenues received from the sale of recyclable commodities which has been partially offset by lower than anticipated costs of purchasing commodities under contracts with Waterloo Region, Haldimand County and commercial businesses.

Recommendations to address deficits will be brought forward to Council as part of the Year-End Transfer report.

Comparison of Q2 to Q3 Forecasted Results:

The following table shows the changes in the forecasted surpluses/deficits between Q2 and Q3.

	Forecasted Surplus / (Deficit) After Indirect Allocations (in thousands)		Change from Q2
	Q2	Q3	
Regional Departments and General Government	(\$747)	\$698	\$1,445
ABCs	\$1,663	\$454	(\$1,209)
Total Levy Supported	\$916	\$1,152	\$236
Water and Wastewater	(\$737)	(\$1,171)	(\$434)
Waste Management	(\$1,259)	(\$1,252)	\$7
Total Rate Supported	(\$1,996)	(\$2,423)	(\$427)

***Levy Supported Programs***

The change in the forecasted results for Regional Departments and General Government are due to higher than anticipated Niagara Regional Transit (NRT) revenue, lower than anticipated NRT service costs due to the delay of the rollout of NRT services to West Niagara and increased salary gapping.

The change in the forecasted surplus in the ABCs is primarily driven by increased repair and maintenance costs in NRH owned units in addition to the NRH Board's direction to provide funding to providers for heat control system upgrades and is offset by lower than budgeted subsidy payments to rent supplement landlords in Niagara Regional Housing (NRH).

***Rate Supported Programs***

The change in the forecasted net deficit in Water and Wastewater is primarily driven by higher than anticipated chemical costs and additional costs incurred for emergency sewer repairs, offset by lower than budgeted spending on repair and maintenance costs for buildings and equipment.

The forecast in Waste Management has remained consistent between Q2 and Q3.

## **Alternatives Reviewed**

Forecasts for the year are based on the best information and estimates based on circumstances known at the time of the financial update.

## **Relationship to Council Strategic Priorities**

Forecasting financial results and providing formal reporting to Council and the public supports the Council Strategic Priority of Sustainable and Engaging Government.

## **Other Pertinent Reports**

CSD 49-2019	Q1 Financial Update
CSD 63-2019	Q2 Financial Update

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### **Prepared by:**

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

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### **Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner  
Corporate Services

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### **Submitted by:**

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

*This report was prepared in consultation with the Corporate Leadership Team and consolidated ABC's and reviewed by Helen Chamberlain, Director Financial Management & Planning/Deputy Treasurer.*

## **Appendices**

Appendix 1	Q3 2019 Quarterly Financial Update
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Niagara  Region

# 2019

Q3 FINANCIAL UPDATE | SEPTEMBER



# Table of Contents

<a href="#"><u>Introduction</u></a>	<a href="#"><u>2</u></a>
<a href="#"><u>Consolidated Operating Funding Surplus/(Deficit) Review</u></a>	<a href="#"><u>3</u></a>
<a href="#"><u>Summary of Consolidated Operating Funding Surplus/(Deficit)</u></a>	<a href="#"><u>4</u></a>
<a href="#"><u>Statement of Operations – Water and Wastewater</u></a>	<a href="#"><u>5</u></a>
<a href="#"><u>Statement of Operations – Waste Management</u></a>	<a href="#"><u>8</u></a>
<a href="#"><u>Statement of Operations – Levy</u></a>	<a href="#"><u>11</u></a>
Departmental Statement of Operations:	
<a href="#"><u>Governance</u></a>	<a href="#"><u>14</u></a>
<a href="#"><u>General Government</u></a>	<a href="#"><u>16</u></a>
<a href="#"><u>Corporate Administration</u></a>	<a href="#"><u>19</u></a>
<a href="#"><u>Enterprise Resource Management Services</u></a>	<a href="#"><u>22</u></a>
<a href="#"><u>Corporate Services</u></a>	<a href="#"><u>24</u></a>
<a href="#"><u>Community Services</u></a>	<a href="#"><u>27</u></a>
<a href="#"><u>Public Health &amp; Emergency Services</u></a>	<a href="#"><u>30</u></a>
<a href="#"><u>Public Works Transportation</u></a>	<a href="#"><u>33</u></a>
<a href="#"><u>Planning and Development</u></a>	<a href="#"><u>36</u></a>
<a href="#"><u>Courts Services</u></a>	<a href="#"><u>38</u></a>
<a href="#"><u>Niagara Regional Housing</u></a>	<a href="#"><u>40</u></a>
<a href="#"><u>Niagara Regional Police Service</u></a>	<a href="#"><u>43</u></a>
<a href="#"><u>Niagara Peninsula Conservation Authority</u></a>	<a href="#"><u>45</u></a>
<a href="#"><u>Operating Budget Amendments &amp; Adjustment Summary</u></a>	<a href="#"><u>47</u></a>
<a href="#"><u>Reserves Summary</u></a>	<a href="#"><u>48</u></a>
<a href="#"><u>Deferred Revenue Summary</u></a>	<a href="#"><u>50</u></a>
<a href="#"><u>Operating Reserve Transfer Reconciliation</u></a>	<a href="#"><u>53</u></a>
<a href="#"><u>Capital Reserve Transfer Reconciliation</u></a>	<a href="#"><u>54</u></a>
Capital Project Reports:	
<a href="#"><u>Capital Highlights</u></a>	<a href="#"><u>55</u></a>
<a href="#"><u>Capital Summary</u></a>	<a href="#"><u>56</u></a>
<a href="#"><u>Capital Budget Adjustments</u></a>	<a href="#"><u>57</u></a>
<a href="#"><u>Capital Project Closures</u></a>	<a href="#"><u>59</u></a>
<a href="#"><u>Capital Project Closures by Transfer</u></a>	<a href="#"><u>61</u></a>
<a href="#"><u>Capital Project Summary</u></a>	<a href="#"><u>62</u></a>
<a href="#"><u>Capital Project Forecast</u></a>	<a href="#"><u>63</u></a>
<a href="#"><u>Capital Variance Project Summary</u></a>	<a href="#"><u>77</u></a>
<a href="#"><u>Investment Report</u></a>	<a href="#"><u>78</u></a>
<a href="#"><u>Investment Detail</u></a>	<a href="#"><u>79</u></a>
<a href="#"><u>Debt Report</u></a>	<a href="#"><u>80</u></a>
<a href="#"><u>Accounts Receivable Aging Report</u></a>	<a href="#"><u>81</u></a>
<a href="#"><u>Consolidated Statement of Financial Position</u></a>	<a href="#"><u>84</u></a>
<a href="#"><u>Explanation of Statement of Operations</u></a>	<a href="#"><u>85</u></a>

# Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2019 Q3 financial update.

Niagara is a culturally rich and historically significant region that offers its residents a mix of urban and rural living within 12 area municipalities. The Region boasts a diverse economy that includes manufacturing, tourism, agriculture and emerging sectors such as new media, green technology and bioscience.

Regional government operations are overseen by Niagara Regional Council which is composed of 32 elected representatives from 12 area municipalities and the Regional Chair. The current Regional Council was elected in November 2018 and the 32 members will serve a four year term to November 14, 2022.

As of September 30, 2019 Niagara Region is forecasting a funding surplus of \$1.15 million related to the levy programs, \$1.17 million deficit related to Water and Wastewater programs, and a \$1.25 million deficit related to the Waste Management Program.

Affordability and sustainability are two key elements of Niagara Region's budget strategy. Achieving a balance between providing the programs and services residents have come to rely upon, ensuring they can afford to pay for them and ensuring that we have money to fund future infrastructure and program needs is critical. We would appreciate your feedback at [www.niagararegion.ca](http://www.niagararegion.ca).

We hope you will find the information provided in this report of interest and welcome any suggestions for its improvement going forward.

Helen Chamberlain, Director of Financial Management & Planning, Deputy Treasurer

*Certain assumptions and estimates are required when forecasting results. The assumptions and estimates made have been done so with information available at the time of writing this financial update. The following is an unaudited report which has been prepared and reviewed by the Financial Management & Planning teams in Corporate Services.*

# Consolidated Operating Funding Surplus/(Deficit) Review (in thousands of dollars)

## Water & Wastewater

Water and Wastewater Services has a projected net deficit of \$1,171. The water division has a forecasted surplus of \$155 and the wastewater division has a forecasted deficit of \$1,326.

The forecasted surplus in the water division is a result of lower than budgeted compensation costs due to vacancies and a savings in electricity costs, offset by lower than budgeted water sales as a result of cool and wet weather in 2019. The forecasted deficit in the wastewater division is due to unanticipated emergency sewer repair costs and higher than budgeted chemical costs. The forecasted deficit has been partially offset by savings in electricity and compensation costs as a result of actual expenditures being less than budgeted.

It is recommended that at year-end the projected funding surplus of \$155 for water be transferred to the Water Capital Reserve and the project deficit of \$1,326 for wastewater be transferred from the Wastewater Stabilization Reserve.

### Forecasted Deficit Including Indirect Allocations

Total Deficit	\$(1,171)
% of total budget	1.35%
% of rate revenue	1.00%

## Waste Management

Waste Management Services has a projected deficit of \$1,252 which is primarily due to declining market revenues received from the sale of recyclable commodities which has been partially offset by lower than anticipated costs of purchasing commodities under contracts with Waterloo, Haldimand and commercial businesses.

It is recommended that at year-end the deficit of \$1,252 be transferred from the Waste Management Stabilization Reserve.

### Forecasted Deficit Including Indirect Allocations

Total Deficit	\$(1,252)
% of total budget	2.46%
% of rate revenue	3.54%

## Levy

Regional Departments and General Government has a forecasted year-end surplus of \$698. The forecasted surplus is largely driven by savings in compensation costs as a result of vacancies throughout the corporation, higher than anticipated supplemental tax revenue and forecasted savings for utilities. This is offset by higher than anticipated costs related to Workplace Safety Insurance Board (WSIB) in the Emergency Medical Services (EMS) division, an unanticipated decrease in Provincial funding as well as in development charge (DC) grant exemptions (\$4,766).

The surplus forecasted in Agencies & Boards of \$454 is a result of lower than budgeted compensation costs and increased collection enforcement activity in Court Services as well as lower than budgeted subsidy payments to providers and rent supplement landlords in Niagara Regional Housing (NRH). These surpluses have been offset by higher than budgeted distribution to the Local Area Municipalities (LAMs) in Court Services, and increased repairs and maintenance costs in NRH owned units in addition to the NRH Boards direction to provide funding to providers for heat control system upgrades.

### Forecasted Surplus/ (Deficit) Forecasted Including Indirect Allocations

Regional Departments and General Government	\$698
Niagara Regional Police Service	\$(177)
Court Services	\$362
Niagara Regional Housing	\$265
Niagara Peninsula Conservation Authority	\$4
Total Surplus	\$1,152
% of total budget	0.15%
% of levy revenue	0.30%

Summary of Consolidated Operating Surplus/(Deficit) (in thousands of dollars)

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Annual Forecast	Q3 Forecasted Surplus / (Deficit)	Annual Budget	Annual Forecast	Q3 Forecasted Surplus / (Deficit)
<b>LEVY SUPPORTED DEPARTMENTS &amp; PROGRAMS</b>						
<b>Regional Departments</b>						
Governance	\$2,136	\$1,973	\$163	\$2,413	\$2,261	\$152
General Government	-\$299,136	-\$298,208	-\$929	-\$370,366	-\$369,408	-\$929
Corporate Administration	\$6,496	\$5,622	\$874	\$5,736	\$5,103	\$632
Enterprise Resource Management Services	\$12,928	\$13,253	-\$325	\$0	\$0	\$0
Corporate Services	\$29,361	\$28,692	\$669	\$1,783	\$1,508	\$274
Community Services	\$27,640	\$27,987	-\$347	\$43,791	\$43,435	\$356
Public Health & Emergency Services	\$24,908	\$26,526	-\$1,618	\$38,675	\$40,178	-\$1,503
Public Works – Transportation	\$33,604	\$32,109	\$1,495	\$72,966	\$71,456	\$1,511
Planning & Development	\$2,899	\$2,795	\$104	\$4,438	\$4,235	\$203
<b>Sub-Total - Regional Departments</b>	<b>-\$159,163</b>	<b>-\$159,251</b>	<b>\$87</b>	<b>-\$200,534</b>	<b>-\$201,231</b>	<b>\$698</b>
<b>Agencies, Boards &amp; Commissions</b>						
Court Services	-\$1,839	-\$2,145	\$306	-\$605	-\$967	\$362
Niagara Regional Housing	\$27,789	\$27,623	\$166	\$35,405	\$35,140	\$265
Niagara Regional Police	\$146,714	\$146,215	\$499	\$161,528	\$161,705	-\$177
Niagara Peninsula Conservation Authority	\$4,200	\$4,200	\$0	\$4,206	\$4,202	\$4
<b>Subtotal Agencies, Boards &amp; Commissions</b>	<b>\$176,864</b>	<b>\$175,893</b>	<b>\$972</b>	<b>\$200,534</b>	<b>\$200,079</b>	<b>\$455</b>
<b>Total Levy Supported Programs</b>	<b>\$17,701</b>	<b>\$1,642</b>	<b>\$1,059</b>	<b>\$0</b>	<b>-\$1,152</b>	<b>\$1,152</b>
<b>RATE SUPPORTED DEPARTMENTS</b>						
Public Works - Water & Wastewater	-\$15,338	-\$14,209	-\$1,129	\$0	\$1,171	-\$1,171
Public Works - Waste Management	-\$2,364	-\$1,162	-\$1,201	\$0	\$1,252	-\$1,252
<b>Total Rate Supported Departments</b>	<b>-\$17,701</b>	<b>-\$15,371</b>	<b>\$2,330</b>	<b>\$0</b>	<b>\$2,423</b>	<b>-\$2,423</b>
<b>TOTAL</b>	<b>\$0</b>	<b>\$12,71</b>	<b>-\$1,271</b>	<b>\$0</b>	<b>\$1,271</b>	<b>-\$1,271</b>

## Water & Wastewater Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$17,966	\$17,288	\$679	3.8%	\$23,724	\$23,176	\$548	2.3%
Administrative	\$1,513	\$1,435	\$78	5.2%	\$2,017	\$2,243	-\$225	-11.2%
Operational & Supply	\$9,532	\$9,173	\$359	3.8%	\$12,709	\$13,372	-\$662	-5.2%
Occupancy & Infrastructure	\$13,477	\$13,150	\$327	2.4%	\$17,950	\$17,953	-\$2	0.0%
Equipment, Vehicles, Technology	\$4,607	\$4,631	-\$23	-0.5%	\$6,143	\$6,399	-\$256	-4.2%
Community Assistance	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Partnership, Rebate, Exemption	\$17,223	\$3,538	\$13,685	79.5%	\$18,227	\$18,204	\$23	0.1%
Financial Expenditures	\$0	\$31	-\$31	0.0%	\$0	\$31	-\$31	0.0%
Total Expenses	\$64,318	\$49,245	\$15,073	23.4%	\$80,771	\$81,378	-\$607	-0.8%
Taxation	-\$87,689	-\$87,582	-\$107	-0.1%	-\$116,919	-\$116,132	-\$786	-10.7%
By-Law Charges & Sales	-\$1,019	-\$1,126	\$107	10.5%	-\$1,358	-\$1,475	\$117	8.6%
Other Revenue	-\$6,414	-\$1,327	-\$5,086	-79.3%	-\$7,034	-\$7,038	\$4	0.1%
Total Revenues	-\$95,121	-\$90,035	-\$5,086	-5.3%	-\$125,311	-\$124,645	-\$666	-0.5%
Intercompany Charges	\$1,368	\$1,220	\$148	10.8%	\$1,824	\$1,679	\$145	7.9%
Total Intercompany Charges	\$1,368	\$1,220	\$148	10.8%	\$1,824	\$1,679	\$145	7.9%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	-\$29,436	-\$39,570	\$10,134	34.4%	-\$42,716	-\$41,588	-\$1,129	-2.6%
Transfers From Funds	-\$9,659	-\$2,619	-\$7,039	-72.9%	-\$9,659	-\$9,659	\$0	0.0%
Transfers To Funds	\$27,778	\$29,278	-\$1,500	-5.4%	\$37,038	\$37,038	\$0	0.0%
Total Transfers	\$18,119	\$26,659	-\$8,539	-47.1%	\$27,379	\$27,379	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	-\$11,316	-\$12,911	\$1,595	14.1%	-\$15,338	-\$14,209	-\$1,129	-7.4%
Indirect Allocations & Debt	\$9,787	\$9,764	\$23	0.2%	\$15,338	\$15,380	-\$43	-0.3%
Total Indirect Allocations & Debt	\$9,787	\$9,764	\$23	0.2%	\$15,338	\$15,380	-\$43	-0.3%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	-\$1,529	-\$3,147	\$1,618	105.8%	\$0	\$1,171	-\$1,171	N/A

# Water & Wastewater - Continued

## Variance Analysis (in thousands of dollars)

Water & Wastewater services operated with a favourable variance after indirect allocations of \$1,618 with a forecasted unfavourable variance of \$1,171 for year end. The following factors have contributed to these variances.

**Compensation** - The favourable year-to-date variance of \$679 and forecasted favourable variance of \$548 is due to temporary staffing vacancies that were filled by September.

**Administration** - The favourable year-to-date variance of \$78 is primarily due to unspent consulting budget (\$337). This is partially offset by unfavourable variances in legal expenses (\$136) and staff development due to increased training required to meet legislation (\$44). The unfavourable year-end forecast of \$225 is a result of anticipated consulting costs in the last quarter which are expected to reduce the favourable variance to \$18, offset by unfavourable forecasted variances in legal expenses (\$136) and staff development (\$48).

**Operational & Supply** - The favourable year-to-date variance of \$359 is primarily due to the timing of spend in sludge management which has a favourable variance of \$779. This is partially offset by unfavourable chemical costs (\$271) due to higher contract prices and increased usage. Overall, the forecasted variance for the year is unfavourable by \$662. The favourable variance in sludge management is forecasted to decrease to \$79 by year end and chemical costs are projected to be in excess of budget (\$546).

**Occupancy & Infrastructure** - The favourable year-to-date variance of \$327 is due to lower than expected electricity costs (\$1,360) and the timing of actual versus budgeted expenditures for property taxes (\$252). This is partially offset by unfavourable variances in repairs and maintenance grounds (\$148) and emergency sewer repairs for Dain City (\$1,227). The forecasted unfavourable variance of \$2 is as a result of costs in excess of budget for the Dain City repair (\$1,414) combined with unfavourable variances in repairs and maintenance buildings (\$104) and repairs and maintenance grounds costs (\$238). These variances are expected to be offset by a forecasted favorable variance in electricity of \$1,691.

**Equipment, Vehicles, Technology** –The unfavourable year-to-date variance of \$23 is due to timing differences creating a favourable variance in IT licenses and support costs (\$133) and lower than expected repairs and maintenance equipment costs (\$90). This is partially offset by unfavourable variances in minor equipment (\$155) and vehicle repairs and maintenance costs (\$91). The forecasted variance is projected to be unfavourable by \$256. Repairs and maintenance equipment and IT licenses and support budgets are expected to be fully spent by year end. Minor equipment and vehicle costs are expected to continue to be unfavourable by \$156 and \$98 respectively.

**Partnership, Rebate, Exemption** - The favourable year-to-date variance of \$13,685 is due to CSO funds committed to local area municipalities but not yet paid of \$13,662. All CSO funding not spent will be encumbered into future year budgets. As a result the favourable variance is projected to reduce to \$23.

**Taxation** - The unfavourable year-to-date variance of \$107 is due to decreased water sales due to cool and wet weather in the first half of 2019. The projected year-end unfavourable variance is expected to increase to \$786 as low water sales are anticipated to continue in the last quarter of the year.

**By-Law Charges & Sales Costs** - The favourable year-to-date variance of \$107 is due to increased hauled sewage revenue (\$168) and fees (\$77) being partially offset by lower than expected sewer surcharge revenue (\$126). The forecasted year-end favourable variance is expected to increase slightly to \$117 as favourable variances are expected to increase for hauled sewage (\$179) and fees (\$92). This is expected to be partially offset by lower than anticipated sewer surcharge revenue (\$160).

**Other Revenue** - The unfavourable year-to-date variance of \$5,086 is mainly driven by the timing of development charge revenue recognition to fund the CSO program (\$5,124). The development charge revenue will be encumbered into the 2020 budget resulting in an expected favourable variance at year-end of \$4.

**Transfers** - The unfavourable year-to-date variance of \$8,539 is due to previously encumbered CSO funds committed to local municipalities but not yet paid. The



# Water & Wastewater - Continued

forecasted variance is \$0 as any remaining balance will be encumbered into the 2020 wastewater budget.

## Community Impacts & Achievements

- The Water and Wastewater Operations Divisions treated 58.49 billion liters of water in 2018 through six water treatment plants and 316 km of water mains, as well as 76.14 billion liters of wastewater through eleven plants and one biosolids storage facility, with collection through 123 pump stations and 283 km of forcemains and gravity sewers.
- The new AD of Asset Management and Energy PM have been hired.
- The Children’s Water Festival was a success in May of 2019, with over 3,600 students, 170 teachers and approximately 400 parents attending over 4 days. In addition, the sponsorship program was re-developed in 2019, which resulted in additional funding for the festival along with a grant from the TD Friends of the Environment Fund.
- The new water wagon was unveiled in 2019 enhancing the existing wagon program. The water wagon attended 55 events between May-October
- There have been 11 community organizations/international delegations hosted for tours at our Water/Wastewater Treatment plants (Jan.-Nov.)
- Construction for the Rosehill Water Treatment Plant Upgrades is well underway and is anticipated to be completed by summer 2020. The work includes sustainability upgrades to each major plant process.
- The NOTL WWTP has successfully completed the 30-day sewage start up on process treatment.
- Phase 1 of the Dain City forcemain replacement is currently being constructed.
- Construction for the Niagara Falls Water Treatment Plant Phase II Upgrades has been awarded to Maple Reinders. This sustainability work includes filter rehabilitation and miscellaneous building repairs. The project is eligible for CWWF funding and is anticipated to be completed by summer 2020.
- Planning for the new South Niagara Falls Wastewater Treatment Plant is underway. The Environmental Assessment commenced in 2018 and is anticipated to be completed by fall 2020. There is a Public Information Centre scheduled for November 20, 2019 where the public will have the opportunity to review and comment on the evaluation criteria, approach and methodology that will be used for selecting the preferred site, collection system and outfall location which will be presented in winter 2020.



## Waste Management Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$2,779	\$2,581	\$198	7.1%	\$3,686	\$3,525	\$161	4.4%
Administrative	\$986	\$499	\$487	49.4%	\$1,994	\$1,651	\$343	17.2%
Operational & Supply	\$30,475	\$28,551	\$1,925	6.3%	\$40,864	\$38,472	\$2,392	5.9%
Occupancy & Infrastructure	\$1,081	\$1,022	\$59	5.5%	\$1,438	\$1,387	\$51	3.5%
Equipment, Vehicles, Technology	\$782	\$960	-\$178	-22.8%	\$1,053	\$1,293	-\$240	-22.8%
Partnership, Rebate, Exemption	\$147	\$142	\$5	3.1%	\$196	\$191	\$5	2.3%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$36,250</b>	<b>\$33,755</b>	<b>\$2,495</b>	<b>6.9%</b>	<b>\$49,231</b>	<b>\$46,519</b>	<b>\$2,712</b>	<b>5.5%</b>
Taxation	-\$26,315	-\$26,315	\$0	0.0%	-\$35,328	-\$35,328	\$0	0.0%
By-Law Charges & Sales	-\$10,942	-\$8,384	-\$2,558	-23.4%	-\$14,588	-\$10,673	-\$3,915	-26.8%
Other Revenue	-\$3,333	-\$3,325	-\$8	-0.2%	-\$4,431	-\$4,431	\$0	0.0%
<b>Total Revenues</b>	<b>-\$40,589</b>	<b>-\$38,024</b>	<b>-\$2,566</b>	<b>-6.3%</b>	<b>-\$54,347</b>	<b>-\$50,432</b>	<b>-\$3,916</b>	<b>-7.2%</b>
Intercompany Charges	\$96	\$93	\$3	3.2%	\$129	\$126	\$2	1.8%
<b>Total Intercompany Charges</b>	<b>\$96</b>	<b>\$93</b>	<b>\$3</b>	<b>3.2%</b>	<b>\$129</b>	<b>\$126</b>	<b>\$2</b>	<b>1.8%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$4,243</b>	<b>-\$4,175</b>	<b>-\$68</b>	<b>-1.6%</b>	<b>-\$4,988</b>	<b>-\$3,786</b>	<b>-\$1,201</b>	<b>-24.1%</b>
Transfers From Funds	-\$1,366	-\$1,366	\$0	0.0%	-\$1,511	-\$1,511	\$0	0.0%
Transfers To Funds	\$3,102	\$3,102	\$0	0.0%	\$4,136	\$4,136	\$0	0.0%
<b>Total Transfers</b>	<b>\$1,735</b>	<b>\$1,735</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$2,624</b>	<b>\$2,624</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$2,508</b>	<b>-\$2,440</b>	<b>-\$68</b>	<b>-2.7%</b>	<b>-\$2,364</b>	<b>-\$1,162</b>	<b>-\$1,201</b>	<b>-50.8%</b>
Indirect Allocations & Debt	\$1,981	\$2,010	-\$29	-1.4%	\$2,363	\$2,414	-\$51	-2.1%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$1,981</b>	<b>\$2,010</b>	<b>-\$29</b>	<b>-1.4%</b>	<b>\$2,363</b>	<b>\$2,414</b>	<b>-\$51</b>	<b>-2.1%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$526</b>	<b>-\$430</b>	<b>-\$96</b>	<b>-18.3%</b>	<b>\$0</b>	<b>\$1,252</b>	<b>-\$1,252</b>	<b>N/A</b>

# Waste Management Services - Continued

## Variance Analysis (in thousands of dollars)

Waste Management Services is operating at a year-to-date deficit after indirect allocations of \$96, with a forecasted deficit of \$1,252, due to the following factors:

**Compensation** – The favourable year-to-date and forecasted variances of \$198 and \$161 are due primarily to salary gapping and position vacancy management.

**Administration** – The favourable year-to-date and forecasted variances of \$487 and \$343 are primarily due to the deferral of consulting related to the Long-Term Strategic Plan (LTSP) Study, the Material Recovery Facility (MRF) Opportunity Review – Phase 4, the service level change campaign, and completion of the Asset Inventory & Condition Assessment (AICA), until the fourth quarter of 2019, as well as reduced consulting expenditures for 2019. Lower promotional and educational costs are also contributing to the surplus, resulting from the utilization of existing communication pieces and Region services, as well as the reprioritization of planned promotion and education campaigns.

**Operational & Supply** – The favourable year-to-date and forecasted variances of \$1,925 and \$2,392 are primarily due to lower than anticipated commodity prices for the purchase of recyclable materials under contracts with Waterloo, Haldimand and commercial businesses (forecasted annual variance of \$1,807) which are offset by related decreases to recycling processing revenues. There is also a forecasted savings of approximately \$200 for lower than anticipated labour costs at the MRF in 2019. In the first three quarters of the year, liquidated damages in amount of \$246 were issued under contract 2009-RFP-44 for breaches of contractual performance standards.

**Occupancy & Infrastructure** – The favourable year-to-date and forecasted variances of \$59 and \$51 are due to the timing of property tax expenses, as well as lower than anticipated utility and maintenance costs.

**Equipment, Vehicles, Technology** – The unfavourable year-to-date and forecasted variances of \$178 and \$240 are due to higher than anticipated equipment repairs required at the various sites.

**By-Law Charges & Sales Costs** – The unfavourable year-to-date and forecasted variances of \$2,558 and \$3,915 are primarily due to lower than anticipated and continually decreasing market revenues received from the sale of recyclable commodities (i.e. forecasted annual unfavourable variance for fibres, including boxboard, newsprint and cardboard, of \$3,304, from containers such as PET plastic, aluminum, and steel of \$713, and from other recyclables, such as bulky rigid plastics and fine paper, of \$99). These decreases are partially offset by increased garbage tag sales of \$59 and tipping fee revenues of \$174 from the additional landfill tonnages received at the landfill sites.

## Community Impacts & Achievements

Waste Management Services (WMS) is responsible for the operation of various facilities, including landfill sites, HHW depots and the Recycling Centre (a net revenue generator). WMS is also responsible for the delivery of curbside waste, recycling and organics collection and diversion programs, the management of long-term organics processing and disposal contracts, the operations and maintenance contracts at open and closed landfill sites, the recycling processing contract, policy development, capital program delivery and supporting outreach and communications programs.

- On-going negotiations with Emterra Environmental to ensure performance and adherence to the terms and conditions of Contract 2009-RFP-44, which includes changes to collection days in Wainfleet effective November 4, 2019. This change will help optimize collection fleet on Mondays and reduce delays throughout the week.
- Negotiated RFP for the next waste collection contract:
  - Released August 1, 2019;
  - Closed September 17, 2019; and
  - To be awarded in November 2019.
- Continue to market recyclable materials despite restrictive global market conditions.

## Waste Management Services - Continued

- Recycling Centre Opportunity Review (identification of options considering the potential impact of the new extended producer responsibility legislation):
  - Phase Four – in progress – Fairness Advisor retained, and RFP for the engagement of the project consultant and transaction advisory services awarded.
- Continue to investigate, assess and mitigate any environmental impacts related to the two open and twelve closed landfill sites.
- Continued work on Waste Management's Condition Assessment and Asset Management project, which includes all 14 landfill sites. This work will help the Region plan for the funding necessary to maintain its capital assets, and allow for effective decision making and a proactive approach to managing the assets. Project is on schedule to be completed by end of November 2019.
- Construction of Cell 4 at the Niagara Road 12 Landfill Site in West Lincoln was completed in September 2019. This cell will provide waste disposal capacity at the NR-12 Landfill for approximately 9-10 years.
- Application submitted to MECP, with an anticipated response by end of 2019, for Phase 2 of the upgrades at Humberstone, with construction scheduled to begin in 2020.
- Completed the construction of the Passive Venting System along the east side of the Glenridge Quarry Naturalization Site to prevent migration of gas beyond the eastern property boundary.
- In July 2019, introduced the mattress recycling program at the Region's three recycling depots and have recycled and shipped out 26 tonnes, or approximately 1,450 mattresses to date.
- During course of 2019, work has been progressing to reduce the number of monitoring wells required at both open and closed landfills, resulting in fewer monitoring wells at the Humberstone Landfill.

Levy Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$294,096	\$290,343	\$3,754	1.3%	\$394,344	\$392,184	\$2,160	0.5%
Administrative	\$23,833	\$18,820	\$5,013	21.0%	\$31,011	\$29,767	\$1,244	4.0%
Operational & Supply	\$30,334	\$25,070	\$5,264	17.4%	\$41,116	\$39,630	\$1,486	3.6%
Occupancy & Infrastructure	\$20,601	\$19,767	\$834	4.0%	\$27,468	\$26,932	\$535	1.9%
Equipment, Vehicles, Technology	\$11,456	\$11,442	\$14	0.1%	\$15,374	\$15,824	-\$450	-2.9%
Community Assistance	\$149,571	\$148,653	\$918	0.6%	\$204,529	\$201,641	\$2,888	1.4%
Partnership, Rebate, Exemption	\$18,456	\$16,369	\$2,087	11.3%	\$22,019	\$26,428	-\$4,409	-20.0%
Financial Expenditures	\$49,502	\$45,974	\$3,528	7.1%	\$68,609	\$69,099	-\$490	-0.7%
Total Expenses	\$597,848	\$576,437	\$21,411	3.6%	\$804,469	\$801,506	\$2,964	0.4%
Taxation	-\$271,369	-\$270,340	-\$1,029	-0.4%	-\$380,993	-\$382,516	\$1,523	0.4%
Federal & Provincial Grants	-\$238,119	-\$236,601	-\$1,518	-0.6%	-\$326,812	-\$322,483	-\$4,329	-1.3%
By-Law Charges & Sales	-\$14,158	-\$12,489	-\$1,668	-11.8%	-\$19,285	-\$18,959	-\$326	-1.7%
Other Revenue	-\$48,825	-\$50,038	\$1,213	2.5%	-\$65,848	-\$68,523	\$2,675	4.1%
Total Revenues	-\$572,470	-\$569,468	-\$3,002	-0.5%	-\$792,938	-\$792,481	-\$457	-0.1%
Intercompany Charges	-\$1,464	-\$1,313	-\$151	-10.3%	-\$1,952	-\$1,806	-\$147	-7.5%
Total Intercompany Charges	-\$1,464	-\$1,313	-\$151	-10.3%	-\$1,952	-\$1,806	-\$147	-7.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$23,913	\$5,656	\$18,258	76.3%	\$9,579	\$7,219	\$2,360	24.6%
Transfers From Funds	-\$16,598	-\$20,224	\$3,626	21.8%	-\$23,308	-\$23,009	-\$299	-1.3%
Transfers To Funds	\$29,257	\$28,402	\$855	2.9%	\$31,570	\$32,544	-\$974	3.1%
Expense Allocations To Capital	-\$105	-\$70	-\$35	-33.6%	-\$140	-\$112	-\$28	-19.9%
Total Transfers	\$12,554	\$8,108	\$4,445	35.4%	\$8,122	\$9,423	-\$1,301	-16.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$36,467	\$13,764	\$22,703	62.3%	\$17,701	\$16,642	\$1,059	6.0%
Indirect Allocations & Debt	-\$11,768	-\$11,774	\$6	0.0%	-\$17,701	-\$17,794	\$93	0.5%
Total Indirect Allocations & Debt	-\$11,768	-\$11,774	\$6	0.0%	-\$17,701	-\$17,794	\$93	0.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$24,699	\$1,990	\$22,709	91.9%	\$0	-\$1,152	\$1,152	N/A

# Levy - Continued

## Variance Analysis (in thousands of dollars)

Levy is operating a year-to-date surplus before indirect allocations of \$22,703 and a forecasted surplus before indirect allocations of \$1,059. This is due to the following factors:

**Compensation** - The favourable year-to-date and forecasted variances of \$3,754 and \$2,160 respectively are mainly driven by vacancies across the corporation. These savings have been reduced by higher than anticipated Workplace Safety Insurance Board (WSIB) (\$951) within the Emergency Medical Services (EMS) division.

**Administration** – The favourable year-to-date variance of \$5,013 is due to the timing of consulting expenditures as well as a decrease of the estimated claims accrual (net of claim payouts greater than budget). The forecasted variable variance of \$1,244 continues to be driven by a forecasted decrease of the estimated claims accrual.

**Operational & Supply** – The favourable year-to-date and forecasted variances of \$5,264 and \$1,486 respectively is due to timing differences in the rollout of increased Niagara Regional Transit (NRT) services (\$2,697 and \$809 respectively), lower than budgeted expenditures on hired equipment in the Transportation division (\$1,328 and \$315 respectively), as well as a delay in the launch of the Ontario Senior Dental Care Program (OSDCP) within the Public Health Department (\$513 and \$684 respectively).

**Community Assistance** – The favourable year-to-date variance of \$918 is a result of lower than budgeted Ontario Works (OW) caseload expenditures resulting in a reduced number of benefit issuances (\$2,127) and lower than budgeted subsidy payments to providers and rent supplement landlords in Niagara Regional Housing (NRH) (\$1,340), offset by timing of expansion funding payments to childcare providers (\$2,800). The favourable forecasted variance of \$2,888 is a result of lower than budgeted OW caseload expenditures resulting in a reduced number of benefit issuances (\$2,758). The NRH board approved the use of the forecasted surplus associated with lower than budgeted subsidy payments to providers and rent supplement landlords for provider heat control system upgrades. Ontario Works (OW) caseload expenditures are fully funded by the Province, as such surpluses identified in this section are offset by less Provincial funding being received, which is described further in the Federal & Provincial Grants section.

**Partnership, Rebate, Exemption** – The favourable year-to-date variance of \$2,087 is mainly due to the timing of payments of Planning Grants amounting to \$3,998 (Smarter Niagara Incentive Program (SNIP), Waterfront Investment Program (WIP), Tax Increment Grants (TIG), and Public Realm Incentive Program (PRIP)) as well as the Gateway Tax Increment Grants (\$363). This variance has been partially offset by unfavourable year-to-date variances in mandatory and non-mandatory Development Charge grants as per the Development Charges By-law 2017-88 (\$2,622) in addition to higher than budgeted commercial vacancy rebates and tax rebates to charitable organizations (\$563).

The unfavourable forecasted variance of \$4,409 is primarily a result of mandatory and non-mandatory Development Charge grants as per the Development Charges By-law 2017-88 (\$4,521) and commercial vacancy rebates (\$555).

**Taxation** – The unfavourable year-to-date variance of \$1,029 is due to the timing of the collection of payment-in-lieu of taxes (PIL) (\$899) and supplemental tax revenue (\$131). The forecasted favourable variance of \$1,523 is due to forecasted increases in supplemental tax revenue, attributable to growth mainly in St. Catharines, Niagara Falls and Niagara-on-the-Lake.

**Federal & Provincial Grants** - The unfavourable year-to-date and forecasted variances of \$1,518 and \$4,329 respectively are a result of the discontinuation of the annual inflationary increase in Land Ambulance funding in Emergency Medical Services (EMS) (\$314 and \$444 respectively), the delayed launch of the new Ontario Senior Dental Care Program (OSDCP) in Public Health (\$578 and \$798 respectively), lower than budgeted Ministry funding reflective of the reduction in expenditures in SAEO due a slightly lower than budgeted Ontario Works (OW) caseload (\$2,127 and \$2,758 respectively) and a lower than anticipated OW program administration funding received from the Ministry (\$455 and \$326 respectively).

**Other Revenue** – The favourable year-to-date and forecasted variances of \$1,213 and \$2,675 respectively is primarily due to an increase in the collection enforcement activity

# Levy - Continued

and larger fine payments in Court Services division (\$410 and \$435 respectively), higher than anticipated provincially established fees within the Long Term Care (LTC) Homes (\$415 and \$565 respectively), unbudgeted revenue for EMS services provided at the St. Catharine’s Consumption Treatment site (\$286 and \$414 respectively) as well as higher than anticipated rental revenues for NRH-owned units (\$270 and \$355 respectively).

**Transfers** – The favourable year-to-date variance of \$4,445 is primarily due to a timing difference on the transfer of funds related to debt issuances which was budgeted to occur in the fourth quarter (\$4,850). The unfavourable variance at year-end of \$1,301 is largely a result of an unbudgeted transfer to reserve related to unspent NRT transit services budget, which was funded from reserve. The surplus is a result from the delayed rollout of NRT services to West Niagara (\$821).



Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,433	\$1,329	\$104	7.3%	\$1,910	\$1,808	\$102	5.4%
Administrative	\$165	\$105	\$60	36.2%	\$220	\$161	\$59	26.9%
Operational & Supply	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$2	\$2	\$0	-9.8%	\$2	\$2	\$0	-7.3%
Partnership, Rebate, Exemption	\$2	\$0	\$2	97.6%	\$2	\$1	\$2	73.2%
Total Expenses	\$1,602	\$1,436	\$166	10.3%	\$2,134	\$1,971	\$163	7.6%
Other Revenue	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Intercompany Charges	\$1	\$1	\$0	14.7%	\$2	\$2	\$0	11.0%
Total Intercompany Charges	\$1	\$1	\$0	14.7%	\$2	\$2	\$0	11.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,603	\$1,437	\$166	10.3%	\$2,136	\$1,973	\$163	7.6%
Total Transfers	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,603	\$1,437	\$166	10.3%	\$2,136	\$1,973	\$163	7.6%
Indirect Allocations & Debt	\$210	\$215	-\$5	-2.5%	\$277	\$288	-\$11	-3.8%
Total Indirect Allocations & Debt	\$210	\$215	-\$5	-2.5%	\$277	\$288	-\$11	-3.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,813	\$1,653	\$160	8.8%	\$2,413	\$2,261	\$152	6.3%



# Governance - Continued

## Variance Analysis (in thousands of dollars)

Governance is operating a year-to-date surplus before indirect allocations of \$166 with a forecasted surplus of \$163 before indirect allocations for year end. The following factors have contributed to this surplus.

**Compensation** - The favourable year-to-date and forecasted variance of \$104 and \$102 are due to vacancies within the Chair's Office and deferred or declined salary increases.

**Administration** - The favourable year-to-date and forecasted variance of \$60 and \$59 is due to lower than anticipated advertising and travel costs.

## Community Impacts & Achievements

Governance consists of the Members of Council and the Office of the Regional Chair who provide the overall political leadership of the organization.

## Project Updates/Accomplishments

- Attended the annual AMO conference and delivered numerous delegations on important Regional issues and projects, including long-term care homes redevelopment, housing and homelessness, childcare subsidy, GO train service and homelessness.
- Continued to work on the 2020 Regional budget that will ensure affordability for Niagara's tax payers while providing responsible funding for vital public services and infrastructure
- In close collaboration with the 2021 Canada Summer Games board, secured required funding from the provincial and federal governments
- Provided to active government relations support for important projects such as daily GO train service and long-term care home redevelopment
- Continued work on the Region's Official Plan

## General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Administrative	\$4,682	\$3,598	\$1,084	23.2%	\$6,243	\$3,795	\$2,448	39.2%
Operational & Supply	\$171	\$0	\$171	100.0%	\$228	\$0	\$228	100.0%
Occupancy & Infrastructure	\$71	\$59	\$12	16.9%	\$95	\$94	\$1	0.6%
Partnership, Rebate, Exemption	\$11,668	\$10,363	\$1,305	11.2%	\$15,414	\$19,917	-\$4,503	-29.2%
Financial Expenditures	\$47,750	\$44,151	\$3,599	7.5%	\$66,273	\$66,608	-\$335	-0.5%
Total Expenses	\$64,342	\$58,172	\$6,171	9.6%	\$88,252	\$90,413	-\$2,161	-2.4%
Taxation	-\$271,369	-\$270,340	-\$1,029	-0.4%	-\$380,993	-\$382,516	\$1,523	0.4%
By-Law Charges & Sales	-\$41	-\$21	-\$20	-49.9%	-\$55	-\$29	-\$26	-47.5%
Other Revenue	-\$11,306	-\$11,059	-\$247	-2.2%	-\$15,771	-\$15,720	-\$51	-0.3%
Total Revenues	-\$282,717	-\$281,420	-\$1,297	-0.5%	-\$396,818	-\$398,264	\$1,446	0.4%
Intercompany Charges	-\$340	-\$188	-\$152	-44.7%	-\$367	-\$211	-\$156	-42.5%
Total Intercompany Charges	-\$340	-\$188	-\$152	-44.7%	-\$367	-\$211	-\$156	-42.5%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	-\$218,715	-\$223,436	\$4,722	2.2%	-\$308,933	-\$308,062	-\$870	-0.3%
Transfers From Funds	-\$5,779	-\$10,629	\$4,850	83.9%	-\$11,234	-\$11,234	\$0	0.0%
Transfers To Funds	\$20,548	\$20,327	\$221	1.1%	\$21,031	\$21,089	-\$58	0.3%
Total Transfers	\$14,768	\$9,698	\$5,071	34.3%	\$9,797	\$9,855	-\$58	-0.6%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	-\$203,946	-\$213,738	\$9,792	4.8%	-\$299,136	-\$298,208	-\$929	0.3%
Indirect Allocations & Debt	-\$60,096	-\$55,600	-\$4,496	-7.5%	-\$71,200	-\$71,200	\$0	0.0%
Total Indirect Allocations & Debt	-\$60,096	-\$55,600	-\$4,496	-7.5%	-\$71,200	-\$71,200	\$0	0.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	-\$264,042	-\$269,339	\$5,297	2.0%	-\$370,336	-\$369,408	-\$929	-0.3%

# General Government - Continued

## Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date surplus before indirect allocations of \$9,792 and is forecasting an overall deficit before indirect allocations of \$929 at the end of the year due to the following factors:

**Administration** - The favourable year-to-date and forecasted variances of \$1,084 and \$2,448 are primarily due a decrease of the estimated claims accrual (\$1,270 and \$2,625 respectively). This is offset by unfavourable year-to-date and forecasted regional development charges complaints resolved by Council of \$246.

**Operational and Supply** – The favourable year-to-date and forecasted variances of \$171 and \$228 relate to budgeted expenditures not incurred for the new Council’s strategic priorities.

**Partnership, Rebate, Exemption** - The favourable year-to-date variance of \$1,305 is mainly due to the timing of payments of Planning grants amounting to \$3,998 (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), and Public Realm Incentive Program (PRIP)) as well as \$363 relating to the Gateway tax increment grants. This is offset by unfavourable variances of \$2,622 in mandatory and non-mandatory development charge grants as per the Development Charges By-law 2017-88 in addition to unfavourable variances in commercial vacancy rebates and tax rebates to charitable organizations (\$563).

The unfavourable forecasted variance of \$4,503 is primarily the result of \$4,766 in development charges grants as well as \$555 in commercial vacancy rebates as a result of vacancies that have occurred in previous years that are not subject to the reduced rebate percentage, as approved by Council through CSD 3-2019 Vacancy Program Revisions to the Ministry of Finance. This is offset by savings of \$575 in Planning grants (SNIP, TIG and PRIP).

**Financial Expenditures** – The favourable year-to-date variance of \$3,599 is primarily due to timing differences of \$4,029 in tax write offs offset by unfavourable \$354 in debenture interest charges and issuance costs accrued as well as \$73 in unrealized foreign exchange losses on USD.

The unfavourable forecasted variance of \$335 is mainly due to tax write offs of \$259 and unrealized foreign exchange losses on USD of \$73.

**Taxation** – The unfavourable year-to-date variance of \$1,029 is due to \$899 in timing differences on the collection of payment-in-lieu of taxes (PIL) and \$131 in supplemental tax revenue.

The favourable forecasted variance of \$1,523 is due to forecasted increases in supplemental tax revenue attributable to growth mainly in St. Catharines, Niagara Falls and Niagara on the Lake.

**Other Revenue** – The unfavourable year-to-date and forecasted variances of \$247 and \$51 relate to investment income of \$426 and \$554, offset by favourable \$256 and \$301 from cannabis legalization implementation funding, billboard sign rentals, telecom tower rentals and VISA rebates. Unfavourable year-to-date net proceeds from the sale of surplus properties is \$77 but is favourably forecasted at \$202 which is fully offset by transfers to the General Capital Levy reserve identified in transfers below.

**Intercompany Charges** – The unfavourable year-to-date and forecasted variance of \$152 and \$156 is mainly relates to \$145 change in the budgeted funding source from provincial funding to capital variance (CV) project for the roof replacement at Peer Street, Niagara Falls. Provincial funding was expected to be received to fund this capital project, however the application for funding was denied after the budget was finalized. The roof replacement has been funded from surplus funds available from other completed capital projects (CV project). This unfavourable variance is fully offset by transfers to the General Capital Levy reserve identified in transfers below.

**Transfers** – The favourable year-to-date variance of \$5,071 is mainly due to a timing difference on the transfer from funds related to debt issuances which was originally planned to occur in Q4. The unfavourable forecasted variance of \$58 relates to transfers to the General Capital Levy reserve as identified above (\$202 from the sale of

# General Government - Continued

surplus properties offset by \$145 change in budgeted funding source for the Peer Street roof replacement).

## Community Impacts & Achievements

The General Government department consists of Taxation revenue and costs associated with Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC), investment income on investments held with different institutions (see investment report for further details), economic incentives and other support grants such as contributions to the Niagara Health System’s new cancer centre as well as grants related to development charges, the Youth Retention Program, the Smarter Niagara Incentive Program and Canada Summer Games. General Government is also responsible for managing the Region’s capital financing sources such as capital levy reserve contributions and debt charges.

- Successfully funded 56 Capital projects for 2019 through a \$14 million reserve contribution to the Capital Levy reserve.
- Successfully funded 72 Capital projects with \$10.1 million of Development Charges reserves by utilizing a more streamlined and efficient funding process.
- Delivered grant programs partnering with the Local Area Municipalities and Non for Profit Organizations to promote culture, public realm and economic growth.
- Continued work to finalize the outcomes of the grants and incentives review resulting from the internal audit of current programs.
- Funding of \$0.3 million related to the ‘Connect to Innovate’ program which seeks to improve the digital infrastructure by bringing broadband internet to rural and remote communities across the Region.
- Funding of \$0.15 million to Niagara College in support of the Region’s agri-business sector through targeted investments in new laboratories, specialized teaching and applied research infrastructure, and agri-business incubation space.
- Contribution of \$0.75 million towards activities involved in hosting the 2021 Canada Summer Games (CSG) which is expected to attract over 4,600 athletes across 17 sporting disciplines. In addition to welcoming over 30,000 visitors to the Region, the CSG is anticipated to generate an economic impact of \$200 million and 1,100 jobs for the Region.
- Successfully invested over \$165 million of Regional idle funds with an overall portfolio rate of 3.11%.
- Debentures successfully issued for \$63.4 million in the Capital markets at a rate of 2.371%, one of the lowest cost of borrowing achieved to date.

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$3,391	\$3,127	\$265	7.8%	\$4,507	\$4,177	\$330	7.3%
Administrative	\$1,521	\$651	\$869	57.2%	\$1,943	\$1,464	\$479	24.6%
Operational & Supply	\$13	\$3	\$10	76.4%	\$17	\$8	\$9	51.4%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$9	\$20	-\$11	-121.7%	\$12	\$23	-\$11	-93.4%
Partnership, Rebate, Exemption	\$521	\$540	-\$19	-3.7%	\$628	\$590	\$38	6.0%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$5,454	\$4,341	\$1,113	20.4%	\$7,106	\$6,263	\$843	11.9%
Federal & Provincial Grants	-\$150	-\$44	-\$106	-70.4%	-\$200	-\$98	-\$102	-50.8%
Other Revenue	\$0	-\$100	\$100	0.0%	\$0	-\$131	\$131	0.0%
Total Revenues	-\$150	-\$144	-\$6	-3.9%	-\$200	-\$229	\$29	14.5%
Intercompany Charges	\$8	\$6	\$2	28.0%	\$11	\$9	\$2	21.0%
Total Intercompany Charges	\$8	\$6	\$2	28.0%	\$11	\$9	\$2	21.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,313	\$4,203	\$1,110	20.9%	\$6,917	\$6,043	\$874	12.6%
Transfers From Funds	-\$421	-\$421	\$0	0.0%	-\$421	-\$421	\$0	0.0%
Transfers To Funds	\$0	\$13	-\$13	0.0%	\$0	\$0	\$0	0.0%
Total Transfers	-\$421	-\$408	-\$13	-3.0%	-\$421	-\$421	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,892	\$3,795	\$1,097	22.4%	\$6,496	\$5,622	\$874	13.5%
Indirect Allocations & Debt	-\$529	-\$316	-\$213	-40.3%	-\$761	-\$519	-\$242	-31.8%
Total Indirect Allocations & Debt	-\$529	-\$316	-\$213	-40.3%	-\$761	-\$519	-\$242	-31.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,363	\$3,479	\$884	20.3%	\$5,736	\$5,103	\$632	11.0%



# Corporate Administration - Continued

## Variance Analysis (in thousands of dollars)

Corporate Administration is operating a year-to-date surplus before indirect allocations of \$1,110 with a forecasted surplus of \$874 before indirect allocations for year end. The following factors have contributed to this surplus.

**Compensation** - The favourable year-to-date and forecasted variance of \$265 and \$330 is due to staffing vacancies throughout the divisions of Corporate Administration. The variance is lowered due to a seconded position at the Niagara District Airports, which is offset by increased revenues.

**Administration** - The favourable year-to-date and forecasted variance of \$869 and \$479 is due to timing of consulting expenditures and changes in work plans related to trade and investment and strategic marketing; government relations activities; and internal project management work. The deferred spend is directly linked to the staffing vacancies throughout the department.

**Partnership, Rebate, Exemption** - The unfavourable year-to-date variance of \$19 is due to the timing of grant program awards and the forecasted favourable variance of \$38 is due to anticipated decreased grant funding issued by Economic Development.

**Federal & Provincial Grants** - The unfavourable year-to-date and forecasted variance of \$106 and \$102 is due to decreased funding available for Economic Development activities.

**Other Revenue** - The favourable year-to-date and forecasted variance of \$100 and \$131 is due to revenue received for an employee seconded to the Niagara District Airports.

## Community Impacts & Achievements

Corporate Administration includes the Chief Administrative Officer's Office, Internal Control & Organizational Performance and Strategic Communications & Public Affairs whose main focus is the general management/support of the other Regional departments. Economic Development is also a part of Corporate Administration and supports the Niagara Region and business communities to compete successfully in Niagara, Ontario and on a global scale.

## Strategic Communications and Public Affairs

Advanced corporate communications priorities and campaigns, including:

- Public engagement on Industrial and Commercial excess land policies
- Executed communications plan for Niagara Region Transit fall service changes including radio advertising, social media, billboards, and other tactics
- Provided communications support to Niagara Specialized Transit on service changes to current operations and public consultation on future direction
- Delivered communications plan for the launch of Community Safety Zones on regional roads at two schools with events held at both schools
- Green Scene distributed to 160,000 residences prior to Waste Reduction Week
- Provide ongoing communications support on Region's Official Plan process, including the development of branding, media and public engagement strategy
- Provide ongoing support related to corporate-wide sustainability review
- Providing key support & counsel for 2 major Economic Development projects: 100-minutes of promotional videos, 4 new websites, branding and print products
- Supported launch of new urban design awards program including providing branding and print products, video, event planning and coordinating media coverage.
- Provide ongoing communications support on construction of new International Plaza including facilitating media coverage, organizing public events and providing regular updates internally to staff on progress of work
- Ongoing support to Asset Management strategy including developing communication plan
- Provide key support related to transition of business licensing from police service, opening of new licensing office and ongoing support to process to update bylaws
- Supported Waste Management on communications element of Waste Collection RFP and change to Every-Other-Week garbage collection
- **Seniors Services:** Support Senior services in implementing a fall assist device in all Long-Term Care (LTC) Homes. Development of Code Green information package and supporting video to help LTC homes staff execute their most critical code.

# Corporate Administration - Continued

Launched automated shift callout in order to automate the back-fill shifts. Developed a series (6) of educational booklets for Seniors Core Services for residents, families and caregivers to understand the complex care services offered at our LTC Homes. Ongoing communications support for LTC redevelopment project.

- **Children’s Services:** Specialized campaign for Canada Learning Bond’s partnership with Niagara Region to get as many eligible Niagara families registered to receive up to \$2000 towards a Registered Education Savings Plan
- **HR:** Worked in collaboration with Human Resources and Seniors Services to create a marketing campaign to showcase Niagara Region as a top employer for Personal Support Workers. Included Spotify ads, posters, brochures and more. Supported Employment Engagement by creating a project brand and toolkit for managers as well as all communication pieces to support promotion of the survey and its results.
- **ICOP:** Full support in communicating and creation of Council Strategic Priorities

## Internal Control & Organizational Performance

- Made major progress towards the 2019 Internal Audit Plan; completed Homelessness Service Providers Contract Review, Single/Sole-Sourced Procurement Audit, while making progress against the Employee Benefits Audit. ICOP has provided recommendations to assist program staff to improve operations and their respective internal controls environments.
- Completed the last phase of ‘Shape Niagara’ (Regional Council’s strategic plan for 2019-2022). A new mission, vision and values statements as well as four strategic priorities with objectives were presented to Council on June 20, 2019 and approved unanimously. A Strategic project-based implementation plan was also approved by Council on August 15, 2019.
- Continued work as Project Manager for NRH Alternate Service Delivery project including developing a future state organizational structure, reporting to NRH Board of Directors and Regional Council who approved the new model on August 15, 2019.
- Completed work as Project Manager/Facilitator for Airport, resulting in Regional Council’s approval of continued review of a potential transfer of ownership on September 19, 2019. This included organizing/facilitating negotiations between Local Area Municipal CAO’s and other stakeholders to build a business case for transfer.
- The Project Management Office (PMO) delivered multiple training events for project managers across the organization based on best-in-class principles from the global Project Management Institute. In addition, the PMO team was deployed to work on two major cross-functional projects: Bill 142 Compliance and NOTL W/WW Plant project documentation.

## Economic Development

### Project Updates/Accomplishments

- Industry 4.0 Study with Niagara College completed.
- NFTZ seminars held at Niagara Region HQ September 4<sup>th</sup> and Lincoln 25<sup>th</sup>.
- NFTZ program now has 96 clients, an additional 18 since Q2.
- RFP released to undertake a review of current foreign direct investment trends to inform strategy for 2020.
- Lead generation contract awarded to develop program of meetings in the U.S. in Q4.
- Two Industrial Development Charge applications approved. This program has supported \$2.9 million in new investment and the creation of 30 jobs this quarter.
- Three applications to the Niagara Gateway Economic Zone and Centre Community Improvement Plan, attracting \$19 million in new investment. On completion will create an estimated 55 new jobs and support the retention of 32 jobs.
- Nine site selection requests were received and one site tour facilitated.
- Collaborated with Planning and Development on a Niagara Employment Lands Strategy.
- Advertising for business attraction started in September including sponsored content and digital advertising, National Post and Financial Post in September.
- Contract for Niagara’s Airports’ Feasibility and Future Business Modelling was awarded, onsite inspections and stakeholder engagement completed.
- Niagara Gateway Information Centre Q2 2019: 13,269 visitors to kiosk between April and June. This is an increase of 4500 visitors from the same period in 2018.



## Enterprise Resource Mgmt. Serv. Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$7,513	\$6,667	\$845	11.3%	\$9,984	\$9,077	\$907	9.1%
Administrative	\$2,668	\$2,347	\$322	12.1%	\$3,548	\$4,689	-\$1,141	-32.1%
Operational & Supply	\$32	\$38	-\$6	-19.1%	\$42	\$57	-\$15	-36.0%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$6	-\$1	\$8	120.1%	\$8	\$10	-\$1	-13.2%
Financial Expenditures	\$0	\$4	-\$4	0.0%	\$0	\$4	-\$4	0.0%
Total Expenses	\$10,219	\$9,054	\$1,165	11.4%	\$13,583	\$13,836	-\$253	-1.9%
Federal & Provincial Grants	-\$50	-\$50	\$0	0.0%	-\$67	-\$67	\$0	0.0%
By-Law Charges & Sales	-\$7	-\$8	\$1	-8.8%	-\$10	-\$8	-\$2	-18.4%
Other Revenue	-\$15	-\$16	\$1	-3.6%	-\$20	-\$44	\$24	120.1%
Total Revenues	-\$73	-\$74	\$1	-1.6%	-\$97	-\$119	\$22	22.8%
Intercompany Charges	\$17	\$16	\$1	6.3%	\$23	\$21	\$1	4.7%
Total Intercompany Charges	\$17	\$16	\$1	6.3%	\$23	\$21	\$1	4.7%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$10,163	\$8,996	\$1,167	11.5%	\$13,508	\$13,738	-\$230	-1.7%
Transfers From Funds	-\$580	-\$580	\$0	0.0%	-\$580	-\$580	\$0	0.0%
Transfers To Funds	\$0	\$224	-\$224	0.0%	\$0	\$95	-\$95	0.0%
Total Transfers	-\$580	-\$356	-\$224	38.7%	-\$580	-\$485	-\$95	-16.3%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$9,584	\$8,641	\$943	9.8%	\$12,928	\$13,253	-\$325	-2.5%
Indirect Allocations & Debt	-\$9,584	-\$8,641	-\$943	9.8%	-\$12,928	-\$13,253	\$325	2.5%
Total Indirect Allocations & Debt	-\$9,584	-\$8,641	-\$943	9.8%	-\$12,928	-\$13,253	\$325	2.5%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A

# Enterprise Resource Management Services - Continued

## Variance Analysis (in thousands of dollars)

Enterprise Resource Management Services is operating a year-to-date surplus before indirect allocations of \$943 with a forecasted \$325 deficit, due to the following factors:

**Compensation** - The favourable year-to-date and forecasted variances of \$845 and \$907 respectively are due to temporary staffing vacancies in Financial Management and Planning, Procurement and Strategic Acquisitions, Legal Services and the Asset Management Office.

**Administration** - The favourable year-to-date variance of \$322 is due to timing of corporate sustainability review expenses which were encumbered at 2018 year-end. The unfavourable forecasted variance of \$1,141 is due to higher than budgeted claim payouts, partially offset by timing of corporate sustainability review expenses.

**Other Revenues** – The favourable forecasted variance \$24 is due to legal costs recovered related to claims management.

**Transfers** – The unfavourable year-to-date and forecasted variances of \$224 and \$95 relate to unspent reserve funding for the corporate sustainability review, which will be transferred back to reserves at year end.

## Community Impacts & Achievements

### Financial Management and Planning

- 2018 Financial Statement audit completed with unmodified opinion and no management letter points.
- Public engagement completed for change in tax policy regarding proposed vacancy rebates and vacancy rebate changes subsequently approved by Council in January 2019.
- Collaborated with Social Assistance and Employment Opportunities and the Regional Enterprise Resource Planning teams to create a SAMS daily load interface which greatly reduced time required to reconcile bank statements
- Supported major cross functional corporate initiatives such as Niagara Regional Housing Governance, Canada Summer Games, GO implementation, Airport study, impacts of Bill 109, and reporting on Provincial budget implications.
- Approval of the new Budget Planning By-law based on principles of sustainability, transparency and affordability to replace the former Budget Affordability Guidance Policy.
- Approval of the Capital Financing Policy which provides a framework and long-term strategy for sustainable capital financing.

### Procurement and Strategic Acquisitions

- Utilized negotiated RFP for Early On Childcare providers, Social Housing Alternative Service Delivery, Waste Management Collection contract, Homelessness service providers.
- A number of formal procurements have utilized eBidding system, approved in 2018.

### Asset Management Office

- Asset Management Plan governance strategy completed and approved by Council in January 2019. Asset Management Office currently engaged in collaborative work with all Regional departments around asset management.

## Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$12,952	\$12,234	\$719	5.5%	\$17,212	\$16,574	\$638	3.7%
Administrative	\$2,703	\$2,658	\$44	1.6%	\$3,478	\$3,668	-\$190	-5.5%
Operational & Supply	\$241	\$209	\$33	13.5%	\$322	\$355	-\$33	-10.3%
Occupancy & Infrastructure	\$5,403	\$4,937	\$466	8.6%	\$7,223	\$6,719	\$505	7.0%
Equipment, Vehicles, Technology	\$1,862	\$1,941	-\$79	-4.3%	\$2,639	\$2,774	-\$135	-5.1%
Partnership, Rebate, Exemption	\$3	\$3	\$1	24.4%	\$5	\$4	\$1	18.3%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$23,165</b>	<b>\$21,981</b>	<b>\$1,183</b>	<b>5.1%</b>	<b>\$30,878</b>	<b>\$30,092</b>	<b>\$785</b>	<b>2.5%</b>
By-Law Charges & Sales	-\$707	-\$192	-\$516	-72.9%	-\$943	-\$256	-\$687	-72.8%
Other Revenue	-\$369	-\$562	\$193	52.2%	-\$492	-\$1,017	\$524	106.4%
<b>Total Revenues</b>	<b>-\$1,077</b>	<b>-\$754</b>	<b>-\$323</b>	<b>-30.0%</b>	<b>-\$1,436</b>	<b>-\$1,273</b>	<b>-\$163</b>	<b>-11.4%</b>
Intercompany Charges	\$155	\$88	\$66	42.8%	\$168	\$121	\$47	27.8%
<b>Total Intercompany Charges</b>	<b>\$155</b>	<b>\$88</b>	<b>\$66</b>	<b>42.8%</b>	<b>\$168</b>	<b>\$121</b>	<b>\$47</b>	<b>27.8%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$22,242</b>	<b>\$21,316</b>	<b>\$926</b>	<b>4.2%</b>	<b>\$29,610</b>	<b>\$28,941</b>	<b>\$669</b>	<b>2.3%</b>
Transfers From Funds	-\$351	-\$351	\$0	0.0%	-\$389	-\$389	\$0	0.0%
Transfers To Funds	\$140	\$169	-\$29	-20.7%	\$140	\$140	\$0	0.0%
<b>Total Transfers</b>	<b>-\$211</b>	<b>-\$182</b>	<b>-\$29</b>	<b>-13.7%</b>	<b>-\$249</b>	<b>-\$249</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$22,031</b>	<b>\$21,134</b>	<b>\$897</b>	<b>4.1%</b>	<b>\$29,361</b>	<b>\$28,692</b>	<b>\$669</b>	<b>2.3%</b>
Indirect Allocations & Debt	-\$20,533	-\$19,766	-\$768	-3.7%	-\$27,578	-\$27,184	-\$394	-1.4%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$20,533</b>	<b>-\$19,766</b>	<b>-\$768</b>	<b>-3.7%</b>	<b>-\$27,578</b>	<b>-\$27,184</b>	<b>-\$394</b>	<b>-1.4%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$1,498</b>	<b>\$1,368</b>	<b>\$130</b>	<b>8.7%</b>	<b>\$1,783</b>	<b>\$1,508</b>	<b>\$274</b>	<b>15.4%</b>

# Corporate Services - Continued

## Variance Analysis (in thousands of dollars)

Corporate Services is operating a year-to-date surplus before indirect allocations of \$897 with a forecasted \$669 surplus, due to the following factors:

**Compensation** – The favourable year-to-date and forecasted variances of \$719 and \$638 are due to vacancies in the General Manager’s Office, Human Resources, Clerks Administration, IT Solutions, Construction, Energy and Facilities Management and Business Licensing Admin and actual health and dental claims experienced in the year being less than budgeted, partially offset by an unfavourable variance in labour relations.

**Administration** - The favourable year-to-date variance of \$44 is mainly due to lower than anticipated consulting services, partially offset by higher than anticipated external legal fees and payroll processing fees. The unfavourable forecasted variance of \$190 is mainly due to upgrading the payroll processing system, offset by lower than anticipated consulting services and training costs.

**Occupancy & Infrastructure** - The favourable year-to-date and forecasted variances of \$466 and \$505 are due to lower than anticipated costs for electricity and natural gas utilities as well as a reduction in property taxes on buildings with that have been repurposed for Regional department use, partially offset by a higher than anticipated increase in building lease costs.

**Equipment, Vehicles, Technology** - The unfavourable year-to-date and forecasted variances of \$79 and \$135 are due to an increase in software license costs.

**Revenues** - The unfavourable year-to-date and forecasted variances of \$323 and \$163 are due primarily to lower than anticipated Regional share of business licensing fees.

## Community Impacts & Achievements

### Business Licensing

- Responsibility for licensing, governance and enforcement of all business licenses was successfully transferred back to the Niagara Region from Niagara Regional Police on June 1, 2019.
- Undertook extensive review of license fee structure to better align fees with administrative costs.

### Construction, Energy and Facilities Management

- Ground breaking ceremony held on June 4, 2019 for the new 1 District Niagara Regional Police Station in St. Catharines.
- Achieved substantial completion of New Public Health building in September 2019.
- Approval of Energy Conservation and Demand Management Plan for Region on June 12, 2019.

### Clerks

- The Clerk’s Office hired a new Manager of Records and Information Management Services who is undertaking a fulsome look at our corporate records. In collaboration with IT, we are starting the process to embark on an electronic records management system that will include a review of records across the Corporation. The onboarding of a Policy Advisor is allowing for the opportunity to review all corporate policies and make updates as required.

### IT Solutions

- Councillor expense reporting was added to Niagara Region website making it easier for the public to access this information. This information is directly connected to the information published on the niagaraopendata.ca web portal.
- Updated Aerial Photography – This project delivered a new set of air photos, digital elevation model and building footprints for the Niagara Region. The project included the participation of the majority of lower tier municipalities in funding and quality control. The collected data is now available for all Niagara related projects as well as on the Niagara Navigator mapping website (maps.niagararegion.ca).

## Corporate Services - Continued

- Homeless Services and Community Engagement - In concert with Community Services we created a Street Outreach Service Mapping solution to identify and monitor homeless individuals. This initiative will help inform part of the solution supporting our Build for Zero program efforts.
- eRegistration for Parenting - Enhanced the ability to book classes on line, notifications, and ability to cancel.
- Tick reporting (barcoding) - Implemented the online capability for residents to track the results of their tick testing.
- Enhanced Health Inspection Reporting:
  - Added Drinking Water to the services reported on so that residents can now see inspection results of wells, public water fountains/etc.
  - Added Water haulers so residents can now view results of hauled water inspections.
  - Added the functionality for users to select 'near me' for all inspections. This enables residents to find restaurants, tattoo parlours and various services near them to quickly see the inspection results.

## Community Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$75,915	\$76,955	-\$1,040	-1.4%	\$101,567	\$103,167	-\$1,600	-1.6%
Administrative	\$1,249	\$1,327	-\$78	-6.2%	\$1,617	\$1,797	-\$181	-11.2%
Operational & Supply	\$6,716	\$6,886	-\$170	-2.5%	\$8,951	\$9,192	-\$241	-2.7%
Occupancy & Infrastructure	\$2,812	\$2,566	\$246	8.7%	\$3,691	\$3,377	\$314	8.5%
Equipment, Vehicles, Technology	\$889	\$981	-\$92	-10.3%	\$1,158	\$1,318	-\$160	-13.9%
Community Assistance	\$125,886	\$127,127	-\$1,241	-1.0%	\$171,911	\$169,956	\$1,956	1.1%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$9	-\$9	0.0%	\$0	\$9	-\$9	0.0%
Total Expenses	\$213,467	\$215,851	-\$2,384	-1.1%	\$288,895	\$288,816	\$79	0.0%
Federal & Provincial Grants	-\$171,603	-\$172,404	\$801	-0.5%	-\$236,588	-\$234,629	-\$1,959	0.8%
By-Law Charges & Sales	-\$2,648	-\$3,359	\$712	-26.9%	-\$3,530	-\$4,377	\$847	-24.0%
Other Revenue	-\$17,278	-\$17,984	\$705	-4.1%	-\$23,038	-\$23,893	\$855	-3.7%
Total Revenues	-\$191,529	-\$193,747	\$2,218	-1.2%	-\$263,156	-\$262,899	-\$257	0.1%
Intercompany Charges	\$343	\$294	\$49	14.3%	\$409	\$303	\$106	25.9%
Total Intercompany Charges	\$343	\$294	\$49	14.3%	\$409	\$303	\$106	25.9%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$22,281	\$22,398	-\$117	-0.5%	\$26,147	\$26,220	-\$72	-0.3%
Transfers From Funds	-\$336	-\$36	-\$300	89.2%	-\$336	-\$61	-\$275	81.8%
Transfers To Funds	\$1,372	\$1,372	\$0	0.0%	\$1,829	\$1,829	\$0	0.0%
Total Transfers	\$1,035	\$1,335	-\$300	-29.0%	\$1,493	\$1,768	-\$275	-18.4%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$23,317	\$23,733	-\$417	-1.8%	\$27,640	\$27,987	-\$347	-1.3%
Indirect Allocations & Debt	\$12,867	\$11,936	\$931	7.2%	\$16,151	\$15,448	\$704	4.4%
Total Indirect Allocations & Debt	\$12,867	\$11,936	\$931	7.2%	\$16,151	\$15,448	\$704	4.4%



# Community Services - Continued

## Variance Analysis (in thousands of dollars)

Community Services' year-to-date and forecasted deficit before indirect allocations of \$417 and \$347 (1.3 per cent of the net budget) is primarily related to lower than anticipated ministry funding in Social Assistance & Employment Opportunities (SAEO). The following factors contribute to these variances in addition to funding announcements being made after the creation of the budget:

**Compensation** - The unfavourable year-to-date and forecasted variances of \$1,040 and \$1,600 are primarily due to required one to one staffing for residents with high intensity needs in long-term care (LTC) 95% of which is offset by ministry funding (\$1,224) as well as an increase in directly operated childcare staff which is offset by an increase in parent fees (\$370).

**Administration** - The unfavourable forecasted variance of \$181 is primarily due to higher than anticipated expenditures associated with necessary staff training (clinical capacity building i.e. enhanced wound care, responsive behaviours and safety, LTC performance assessment i.e. level of care documentation)

**Operational & Supply** – The unfavourable year-to-date and forecasted variances of \$170 and \$241 are primarily due to higher than anticipated medical supplies and transportation expenditures for high intensity needs residents in LTC, 95% of which is offset by ministry funding.

**Occupancy & Infrastructure** – The favourable year-to-date and forecasted variances of \$246 and \$314 are primarily due to lower than anticipated utility costs at the LTC homes.

**Community Assistance** - The unfavourable year-to-date variance of \$1,241 is primarily due to the timing of expansion funding payments to childcare providers (\$2,800) and the timing of employment and discretionary benefit issuances to social assistance recipients (\$577). A lower than budgeted Ontario Works (OW) caseload expenditures resulting in a reduced number of benefit issuances fully funded by the Province (\$2,127) offsets these timing variances (this is due to a lower caseload size than forecasted). The lower than budgeted (OW) benefit issuances is anticipated to continue to year-end resulting in a forecasted favourable variance of \$1,956.

**Federal & Provincial Grants** – The unfavourable forecasted variance of \$1,959 is primarily due to lower than budgeted Ministry funding reflective of the reduction in expenditures in SAEO due to a slightly lower OW caseload (than budgeted) and a lower than anticipated OW program administration funding received from the Ministry. This is offset by a nominal increase to funding in Seniors Services and funding related specifically to high intensity needs expenditures.

**By-Law Charges & Sales** - The favourable year-to-date and forecasted variances of \$712 and \$847 are primarily due to an increase in childcare parental fees to be in line with Niagara Region childcare parental fee averages, along with higher than anticipated childcare fee subsidy parental fees, which flow directly to childcare centres.

**Other Revenue** - The favourable year-to-date and forecasted variances of \$705 and \$855 are primarily due to higher than anticipated provincially established accommodation fees within LTC.

## Community Impacts & Achievements

### Children Services

- Continuing to provide child care fee subsidy without a waitlist.
- Provide additional funding to service providers to sustain a local expansion plan and ministry target of 584 new spaces and to maintain affordable rates for childcare.
- Five Community capital builds are progressing with 230 new spaces anticipated to be open by December 2020.



# Community Services - Continued

## Senior Services

- Successfully launched a new system that has helped LTC scheduling modernization through the use of automated call outs to employees with shift offers by text, phone and email.
- Collaborated on successful readiness submission for Ontario Health Team in Niagara (as part of a provincial health service restructuring).

## Homelessness and Community Engagement

- Conducted enhanced outreach in Niagara Falls, Welland and Port Colborne to inform preparations for seasonal shelters.
- Launch Built-For-Zero campaign with all homeless agencies.
- Completed the five-year Housing and Homeless Action Plan update, including presentation to Public Health and Social Services Committee, received Council approval and submission to Ministry of Municipal Affairs and Housing was completed.

## Social Assistance and Employment Opportunities

- OW caseload tracking less than the projected two per cent caseload increase.
- Number of new job starts exceed 2019 targets; 1414 new job starts captured year-to-date (2019 target - 1,350) with 793 unique local employers (2019 target – 650).
- Successful in submission to the Ministry Request for Qualification related to Employment Services Transformation and invited to compete to become the Service System Manager for Employment Services in the newly defined catchment area of Hamilton, Niagara, Norfolk and Brantford.

## Public Health & Emergency Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$59,906	\$60,711	-\$805	-1.3%	\$79,758	\$80,630	-\$871	-1.1%
Administrative	\$1,814	\$1,974	-\$161	-8.9%	\$2,314	\$2,646	-\$332	-14.4%
Operational & Supply	\$3,697	\$3,046	\$650	17.6%	\$5,455	\$4,976	\$479	8.8%
Occupancy & Infrastructure	\$502	\$483	\$19	3.7%	\$679	\$682	-\$2	-0.3%
Equipment, Vehicles, Technology	\$1,864	\$1,835	\$29	1.6%	\$2,484	\$2,653	-\$170	-6.8%
Community Assistance	\$0	\$2	-\$2	0.0%	\$0	\$2	-\$2	0.0%
Financial Expenditures	\$0	\$4	-\$4	0.0%	\$0	\$4	-\$4	0.0%
<b>Total Expenses</b>	<b>\$67,782</b>	<b>\$68,056</b>	<b>-\$274</b>	<b>-0.4%</b>	<b>\$90,690</b>	<b>\$91,593</b>	<b>-\$902</b>	<b>-1.0%</b>
Federal & Provincial Grants	-\$48,474	-\$47,299	-\$1,175	-2.4%	-\$65,230	-\$64,080	-\$1,150	-1.8%
By-Law Charges & Sales	-\$180	-\$142	-\$38	21.2%	-\$240	-\$185	-\$55	-22.9%
Other Revenue	-\$223	-\$611	\$389	174.4%	-\$297	-\$778	\$481	161.9%
<b>Total Revenues</b>	<b>-\$48,877</b>	<b>-\$48,052</b>	<b>-\$825</b>	<b>-1.7%</b>	<b>-\$65,767</b>	<b>-\$65,044</b>	<b>-\$724</b>	<b>-1.1%</b>
Intercompany Charges	\$1,155	\$1,147	\$8	0.7%	\$1,540	\$1,532	\$8	0.5%
<b>Total Intercompany Charges</b>	<b>\$1,155</b>	<b>\$1,147</b>	<b>\$8</b>	<b>0.7%</b>	<b>\$1,540</b>	<b>\$1,532</b>	<b>\$8</b>	<b>0.5%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$20,060</b>	<b>\$21,151</b>	<b>-\$1,091</b>	<b>-5.4%</b>	<b>\$26,463</b>	<b>\$28,081</b>	<b>-\$1,618</b>	<b>-6.1%</b>
Transfers From Funds	-\$1,560	-\$1,560	\$0	0.0%	-\$1,641	-\$1,641	\$0	0.0%
Transfers To Funds	\$64	\$64	\$0	0.0%	\$85	\$85	\$0	0.0%
<b>Total Transfers</b>	<b>-\$1,496</b>	<b>-\$1,496</b>	<b>\$0</b>	<b>0.0%</b>	<b>-\$1,555</b>	<b>-\$1,555</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$18,564</b>	<b>\$19,655</b>	<b>-\$1,091</b>	<b>-5.9%</b>	<b>\$24,908</b>	<b>\$26,526</b>	<b>-\$1,618</b>	<b>-6.5%</b>
Indirect Allocations & Debt	\$11,386	\$11,073	\$314	2.8%	\$13,767	\$13,652	\$115	0.8%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$11,386</b>	<b>\$11,073</b>	<b>\$314</b>	<b>2.8%</b>	<b>\$13,767</b>	<b>\$13,652</b>	<b>\$115</b>	<b>0.8%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$29,951</b>	<b>\$30,728</b>	<b>-\$777</b>	<b>-2.6%</b>	<b>\$38,675</b>	<b>\$40,178</b>	<b>-\$1,503</b>	<b>-3.9%</b>

# Public Health & Emergency Services - Continued

## Variance Analysis (in thousands of dollars)

Public Health (PH) & Emergency Medical Services (EMS) is operating a year-to-date unfavourable variance before indirect allocations of \$1,091 with a forecasted unfavourable variance of \$1,618, due to the following factors:

**Compensation** – The unfavourable year-to-date and forecasted variances of \$805 and \$871 are primarily due to higher than anticipated Workplace Safety Insurance Board (WSIB) costs in EMS (\$707 YTD, \$951 forecasted), and paramedic salaries (\$478 YTD, \$511 forecasted). These unfavourable variances are partially offset by temporary staffing vacancies within various PH programs, as well as in Other Revenues as the majority of the paramedic salary variance is for EMS service provided at the St. Catharine’s Consumption Treatment site on a cost recovery basis (as described below).

**Administrative** – The unfavourable year-to-date variance of \$161 is a result of external consultant costs for a one-time Business Intelligence initiative funded 100% by the Ministry of Health & Long Term Care (MOHLTC). The forecasted unfavourable variance at year-end increases to \$332 due to the redirecting of compensation related vacancy savings to increased consulting services costs relating to current strategic health initiatives as well as unanticipated workspace redesign costs, within divisions of PH.

**Operational & Supply** - The favourable year-to-date and forecasted variances of \$650 and \$479 are primarily due to the introduction of a new MOHLTC Ontario Senior Dental Care Program (OSDCP) in-year. The delayed launch of the program has limited PHs ability to utilize all of the available funding in the program’s first year (as described below).

**Equipment, Vehicles, Technology** – The forecasted unfavourable variance of \$170 is primarily due to replacement furniture and equipment in Mental Health (\$98) and the purchase of vaccine fridges in Clinical Services that MOHLTC has announced in-year that they will fund (\$85).

**Federal & Provincial Grants** – The unfavourable year-to-date and forecasted variances of \$1,175 and \$1,150 are primarily due to the discontinuation of annual inflationary increase in Land Ambulance funding in EMS (\$314 YTD, \$444 forecasted), as well as the delayed launch of the new MOHLTC OSDCP (\$578 YTD, \$798 forecasted). The OSDCP provided funding effective April 1, 2019, however since this funding was not announced until August 20, 2019, Council acceptance of funding and establishment of budget did not occur until September 19, 2019. This has limited the ability to expend the full budget this year.

**Other Revenue** - The favourable year-to-date and forecasted variances of \$389 and \$481 are due mainly to unbudgeted revenue for EMS services provided at the St. Catharine’s Consumption Treatment site to offset the related costs (\$286 YTD, \$414 forecasted).

## Community Impacts & Achievements

### Mandatory and Related Programs

- As a consequence of ongoing work on Business Intelligence, new work is launching to improve information governance within Public Health & Emergency Services to enable more timely and targeted delivery of service to the public
- The Provincial Government’s delay in allocating funding to launch the Senior’s Dental Program has resulted in a 7 month delay in delivering this new service to the public
- Collaborated with Public Health Agency of Canada (PHAC) to secure funding for a Group A strep research study in marginalized populations that will inform public health intervention
- Worked collaboratively with Niagara Health and West Lincoln hospitals to improve screening for risk to child development and appropriate follow-up – resulting in more than 95% uptake by families

# Public Health & Emergency Services - Continued

## Mental Health

- Enhanced funding from the HNHB LHIN for Early Intervention in Psychosis.
- Enhanced capacity to our intake process to ensure our clients have access to the right service, at the right time, in the right place.
- Evaluation of outcomes for clients accessing Dialectical Behavioral Therapy and Prolonged Exposure treatment for trauma showed positive results
- Trained staff on evidence-based treatments and protocols including suicide intervention, cognitive behavioural therapy, dialectical behaviour therapy and treatment for trauma
- Collaboratively working across Public Health divisions to ensure messaging to our clients, staff and public is consistent and aligned with research
- Participating in the Mental Health and Addictions Collaborative for system planning in Niagara

## Emergency Services

- All phases of the EMS system transformation have now been implemented
- Includes the introduction of a new clinical response plan and the emergency nurse communications system on September 24, 2019
- This new system reduces the amount of lights and siren responses which decreases risk to the community and responders
- This also decreases call volume for municipal fire services responding to medical related calls
- Service delivery changes have resulted in improved patient access to health care resources to best meet their needs and overall reduction in number of patients transported to hospital
- The new system is expected to provide faster response time for the most critically ill or injured patients and improved working conditions for all staff
- 2019 year to date call volume is 0.6%, down from 6.6% yearly average from 2011-2017
- An economic evaluation of the new system is being reviewed by McMaster University
- Placement of paramedics with full cost recovery in the local Consumption and Treatment Services site has enabled better support for substance-using clients, while also integrating paramedic services more deeply into the community response to opioid overdoses

## Public Works Transportation Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$12,022	\$10,666	\$1,356	11.3%	\$15,999	\$14,606	\$1,394	8.7%
Administrative	\$1,999	\$1,005	\$994	49.7%	\$2,606	\$2,797	-\$191	-7.3%
Operational & Supply	\$16,980	\$11,947	\$5,033	29.6%	\$22,809	\$21,372	\$1,436	6.3%
Occupancy & Infrastructure	\$632	\$401	\$231	36.5%	\$869	\$558	\$311	35.8%
Equipment, Vehicles, Technology	\$1,712	\$1,718	-\$5	-0.3%	\$2,283	\$2,405	-\$122	-5.3%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$275	-\$56	\$331	120.4%	\$367	\$309	\$58	15.8%
Financial Expenditures	\$0	-\$3	\$3	0.0%	\$0	-\$3	\$3	0.0%
<b>Total Expenses</b>	<b>\$33,621</b>	<b>\$25,677</b>	<b>\$7,943</b>	<b>23.6%</b>	<b>\$44,933</b>	<b>\$42,043</b>	<b>\$2,890</b>	<b>6.4%</b>
Federal & Provincial Grants	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
By-Law Charges & Sales	-\$4,263	-\$2,788	-\$1,475	-34.6%	-\$6,229	-\$6,214	-\$15	-0.2%
Other Revenue	-\$626	-\$543	-\$83	-13.3%	-\$834	-\$527	-\$307	-36.8%
<b>Total Revenues</b>	<b>-\$4,889</b>	<b>-\$3,331</b>	<b>-\$1,558</b>	<b>-31.9%</b>	<b>-\$7,064</b>	<b>-\$6,741</b>	<b>-\$323</b>	<b>-4.6%</b>
Intercompany Charges	-\$1,552	-\$1,302	-\$250	-16.1%	-\$2,069	-\$1,847	-\$222	-10.8%
<b>Total Intercompany Charges</b>	<b>-\$1,552</b>	<b>-\$1,302</b>	<b>-\$250</b>	<b>-16.1%</b>	<b>-\$2,069</b>	<b>-\$1,847</b>	<b>-\$222</b>	<b>-10.8%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$27,180</b>	<b>\$21,044</b>	<b>\$6,136</b>	<b>22.6%</b>	<b>\$35,800</b>	<b>\$33,455</b>	<b>\$2,344</b>	<b>6.5%</b>
Transfers From Funds	-\$3,422	-\$3,422	\$0	0.0%	-\$4,235	-\$4,235	\$0	0.0%
Transfers To Funds	\$2,179	\$2,179	\$0	0.0%	\$2,179	\$3,000	-\$821	-37.7%
Expense Allocations To Capital	-\$105	-\$70	-\$35	-33.6%	-\$140	-\$112	-\$28	19.9%
<b>Total Transfers</b>	<b>-\$1,348</b>	<b>-\$1,313</b>	<b>-\$35</b>	<b>-2.6%</b>	<b>-\$2,196</b>	<b>-\$1,347</b>	<b>-\$849</b>	<b>-38.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$25,832</b>	<b>\$19,731</b>	<b>\$6,100</b>	<b>23.6%</b>	<b>\$33,604</b>	<b>\$32,109</b>	<b>\$1,495</b>	<b>4.5%</b>
Indirect Allocations & Debt	\$35,765	\$31,291	\$4,473	12.5%	\$39,362	\$39,347	\$15	0.0%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$35,765</b>	<b>\$31,291</b>	<b>\$4,473</b>	<b>12.5%</b>	<b>\$39,362</b>	<b>\$39,347</b>	<b>\$15</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$61,596</b>	<b>\$51,022</b>	<b>\$10,574</b>	<b>17.2%</b>	<b>\$72,966</b>	<b>\$71,456</b>	<b>\$1,511</b>	<b>2.1%</b>

# Public Works Transportation - Continued

## Variance Analysis (in thousands of dollars)

Public Works Levy is operating a year-to-date surplus before indirect allocations of \$6,100, and forecasting a surplus of \$1,495 for year-end, due to the following factors:

**Compensation** – The favourable year-to-date and forecasted variances of \$1,356 and \$1,394 are primarily due to delays in filling vacant positions and decreased overtime costs.

**Administration** – The favourable year-to-date variance of \$994 is primarily due to timing differences in consulting (\$619), training (\$147) and information and promotions (\$136). The unfavourable forecasted variance of \$191 is directly associated with increased consulting services in Transit and Transportation Services expected to occur in final quarter of the year.

**Operational & Supply** – The favourable year-to-date variance of \$5,033 is due to timing differences in rollout of increased Niagara Regional Transit (NRT) services (\$2,697), Niagara Specialized Transit (NST) services (\$240K), hired equipment (\$1,328), signal maintenance, sign and pavement marking material (\$476) and other program specific supplies and material (\$278). The favourable forecasted variance of \$1,436 is primarily due to savings in delayed rollout of NRT services to West Niagara (\$809), signal maintenance, sign and pavement marking material (\$308) and hired equipment (\$315).

**Occupancy & Infrastructure** – The favourable year-to-date and forecasted variances of \$231 and \$311 are primarily due to lower than expected electricity costs of \$297 and \$398, respectively, related to delay in rollout of the Street Lighting program, offset by \$73 and \$89, respectively, in higher repairs & maintenance of railway crossings.

**Equipment, Vehicles, Technology** – The unfavourable year-to-date and forecasted variances of \$5 and \$122 are due to higher than expected vehicle repairs on aging fleet vehicles offset by lower than expected fuel prices.

**Partnership, Rebate, Exemption** – The favourable year-to-date variance of \$331 is a result of timing differences related to distribution of external grant funding. The favourable forecasted variance of \$58 is due to a reduction in grant funding to the city of Niagara Falls for Computer Aided Dispatch / Automated Vehicle Location (CAD/AVL) systems for the existing NRT fleet.

**By-Law Charges & Sales Costs** – The unfavourable year-to-date variance of \$1,475 is largely due to lower than expected signal maintenance, signs and lane marking revenues (\$759) and timing differences in NRT fare revenue (\$793) offset by higher Ministry of Natural Resources (MNR) revenue (\$67). The unfavourable forecasted variance of \$15 is primarily due to lower than expected signal maintenance, signs and lane marking revenues (\$870) offset by higher NRT fare revenue (\$860).

**Other Revenue** – The unfavourable year-to-date and forecasted variances of \$83 and \$307 are primarily due to lower than expected development charges related to delays in consulting assignments that are development charge eligible and lower than expected proceeds from sale of fleet vehicles and equipment.

**Transfers** – The unfavourable forecasted variance of \$849 relates primarily to return of \$821 to reserve fund from delayed rollout of NRT services to West Niagara.

## Community Impacts & Achievements

- The Regional Road Network consists of 1,732 total lane kms of road. As part of the Region’s Transportation Engineering capital program, 34.6 lane kms of roadways will be resurfaced or reconstructed in 2019 through annual Hot Mix Program-Phases I and II. To date, the Region’s Transportation Operations division has applied 10,690 tonnes of salt on regional roads as part of our winter maintenance program, 1,282 trees were removed as part of the Emerald Ash Borer tree removal program and 194 culverts have been repaired or replaced in 2019.



# Public Works Transportation - Continued

- Martindale Road reconstruction (Phase 2) led by Transportation Services has commenced. This is the second phase of a two-phase program that will complete improvements on Martindale Road from the QEW to Fourth Avenue, including new signals, signal upgrades, illumination upgrades and geometric improvements. Active transportation has been an important part of this program as the Martindale Road corridor is a highly utilized active transportation route.
- Reece Bridge reconstruction project was completed in September, three months ahead of schedule. Led by Transportation Services, this bridge reconstruction/re-alignment project addressed severe horizontal alignment issues north and south of the bridge structure. Staff took a progressive approach of selecting an alignment that provided an added level of safety when crossing the structure as well as providing construction benefits. This innovative approach has allowed for a smooth construction process along with the long-term benefits of alignment improvements.
- Ongoing strategic projects out of the Transportation Master Plan (TMP) are underway such as the Casablanca Boulevard Environmental Assessment (EA), the St. Paul Street Bridge EA and the Thorold Stone Road Extension and Bridge Street EAs that will help support efficient traffic, active transportation and GO Initiatives.
- Weekday GO Train service started in January 2019, four years in advance of projected opening day, with one a.m. and one p.m. stop in St. Catharines and Niagara Falls.
- GO Rail Stations:
  - Niagara Falls and St. Catharines: Metrolinx initiated the station design work with the GO Implementation Office coordinating inputs from Local and Regional staff. An MOU for creation of a new local road connecting station to Ridley Rd is approved, and the right of way incorporated in the design. Niagara Falls, in coordination with the Region, has submitted an application for ICIP (Investing in Canada Infrastructure Program) funding to establish a transit hub at the station.
  - Grimsby: Following new direction from Metrolinx on funding of future stations based on market driven Transit Oriented Development (TOD) approach, options are being developed for potentially advancing the Grimsby station under an alternative delivery model.
- Transit Governance framework: critical studies related to transit governance are underway, including the specialized transit study and the transit governance study. The latter will develop a business case for selecting a consolidated transit model, with a decision point expected in Q2 2020.
- Since the unanimous approval of the Transit Memorandum of Understanding between Niagara Region, Niagara Falls, St. Catharines and Welland in December 2017, work is progressing rapidly towards implementation of recommendations in the Niagara Transit Service Delivery and Governance Strategy, 2017, including:
  - Three-year NRT Operating Agreement
  - Customer service and operational improvements to integrate the rider experience such as uniform transit customer services policies, universal support person pass, and common trip planning app;
  - Development of fare harmonization strategy, upload of link routes and ongoing development of West Niagara transit opportunities.
- September 2019 saw a significant accelerated increase in NRT service hours outline in the IMT Service Plan. Completed the consolidation of remaining duplicate routes and renegotiated U-Pass agreements to improve transit services.
- Renegotiation of an extension of the NST Service Delivery Agreement has resulted in a favourable change in cost per trip. This combined with a fixed cap on service delivery levels has stabilized the budget and provided consistency to the service.



Planning & Development Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$4,245	\$3,794	\$451	10.6%	\$5,636	\$5,094	\$541	9.6%
Administrative	\$1,987	\$550	\$1,437	72.3%	\$2,411	\$2,322	\$90	3.7%
Operational & Supply	\$18	\$9	\$8	46.9%	\$23	\$17	\$7	29.2%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$27	\$41	-\$14	-50.3%	\$36	\$43	-\$7	-18.5%
Partnership, Rebate, Exemption	\$97	\$34	\$63	65.0%	\$120	\$124	-\$4	-3.5%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$6,374	\$4,428	\$1,947	30.5%	\$8,227	\$7,599	\$627	7.6%
By-Law Charges & Sales	-\$1,305	-\$934	-\$371	-28.4%	-\$1,740	-\$1,313	-\$426	-24.5%
Other Revenue	-\$1,002	-\$210	-\$792	-79.0%	-\$1,286	-\$1,190	-\$96	-7.5%
Total Revenues	-\$2,307	-\$1,144	-\$1,163	-50.4%	-\$3,026	-\$2,503	-\$523	-17.3%
Intercompany Charges	-\$315	-\$371	\$56	17.8%	-\$419	-\$419	\$0	0.1%
Total Intercompany Charges	-\$315	-\$371	\$56	17.8%	-\$419	-\$419	\$0	0.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$3,753	\$2,913	\$840	22.4%	\$4,782	\$4,677	\$104	2.2%
Transfers From Funds	-\$1,882	-\$1,882	\$0	0.0%	-\$1,882	-\$1,882	\$0	0.0%
Total Transfers	-\$1,882	-\$1,882	\$0	0.0%	-\$1,882	-\$1,882	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$1,871	\$1,031	\$840	44.9%	\$2,899	\$2,795	\$104	3.6%
Indirect Allocations & Debt	\$1,348	\$1,224	\$123	9.1%	\$1,539	\$1,440	\$98	6.4%
Total Indirect Allocations & Debt	\$1,348	\$1,224	\$123	9.1%	\$1,539	\$1,440	\$98	6.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$3,218	\$2,255	\$963	29.9%	\$4,438	\$4,235	\$203	4.6%

# Planning & Development - Continued

## Variance Analysis (in thousands of dollars)

Planning and Development is operating a year-to-date surplus before indirect allocations of \$840 with a forecasted surplus of \$104 before indirect allocations for year end. The following factors have contributed to this surplus.

**Compensation** - The favourable year-to-date and forecasted variance of \$451 and \$541 is due to vacancies and difficulty recruiting senior professional positions.

**Administration** - The favourable year-to-date and forecasted variance of \$1,437 and \$90 is due to the timing of consulting expenditures involving the new Regional official plan and one-time consulting spends to develop stormwater management and hydrogeological study guidelines. Changes to timing of secondary plan development provides the forecasted favourable variance.

**Partnership, Rebate, Exemption** - The favourable year-to-date variance of \$63 is due to timing of grant awards. The grant awards will be fully spent by end of year.

**Revenue** - The unfavourable year-to-date and forecasted variance of \$1,163 and \$523 is due to a lower transfer of development charge revenue and lower than anticipated application volumes within development planning. The development charge revenue is matched to expenditures to partially fund the Regional Official Plan and secondary plans and offsets the administration favourable forecast.

## Community Impacts & Achievements

Planning & Development provides land use planning and development review including natural heritage, growth management policy and implementation services, capacity planning, water and wastewater master planning, development engineering, development agreements and growth infrastructure planning. The department also provides services related to Part 8 of the Ontario Building Code (private sewage systems) to nine of the twelve local area municipalities.

## Project Updates/Accomplishments

- Regional Official Plan (ROP) is ongoing and progressing on track with attendance at all local councils and established frameworks, background studies and policy development. Public Information Centres will be occurring across the Niagara Region throughout the remainder of 2019.
- Supported full audit preparation for the grant and incentives review while continuing to deliver programs, future direction from Council will be required.

## Other Initiatives

Leading/Supporting the following Regional Council's Strategic Priorities:

- Implementing GO Hub and Transit Stations Strategy, Streamlining Process for Development Approvals, Facilitating Development Solutions, Grant and Incentive Programs, Affordable Housing and the Housing Action Plan and the Airport Strategy.

Growing Niagara

- District & Secondary Plans: Brock Plan implementation, Glendale Plan ongoing and Prudhommes Plan complete
- Providing assistance with development of the Master Community Plan for Smithville
- Supporting major development initiatives and alignment with growth infrastructure

Supporting Local Communities, Fostering Great Development

- 74% increase in development application revenues between 2015-2018
- 29% increase in pre-consultations between 2015-2018
- 95% of applications satisfied review timeline targets in 2018
- Leading Environmental Planning review function
- Developing stormwater and hydrogeology guidelines for the Niagara Region
- Developing and implementing wet weather management programs and education in partnership with the Local Area Municipalities and the Combined Sewer Overflow Program.

Building Great Communities - Urban Design (Public Realm Investment Program)

- Regional facilities and streetscapes in core areas
- Providing assistance to several communities with urban design solutions
- Implementing the Transportation Master Plan

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,528	\$1,229	\$300	19.6%	\$2,039	\$1,677	\$362	17.7%
Administrative	\$1,376	\$1,331	\$45	3.3%	\$1,834	\$1,794	\$41	2.2%
Operational & Supply	\$697	\$1,032	-\$335	-48.0%	\$929	\$1,350	-\$421	-45.3%
Equipment, Vehicles, Technology	\$0	\$6	-\$6	N/A	\$1	\$8	-\$8	N/A
Financial Expenditures	\$81	\$182	-\$101	-124.9%	\$108	\$209	-\$101	-93.7%
Total Expenses	\$3,683	\$3,780	-\$97	-2.6%	\$4,910	\$5,038	-\$128	-2.6%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	-\$5,055	-\$5,465	\$410	-8.1%	-\$6,740	-\$7,175	\$435	6.5%
Total Revenues	-\$5,055	-\$5,465	\$410	8.1%	-\$6,740	-\$7,175	\$435	6.5%
Intercompany Charges	-\$7	-\$6	-\$1	-19.6%	-\$9	-\$8	-\$1	-14.7%
Total Intercompany Charges	-\$7	-\$6	-\$1	-19.6%	-\$9	-\$8	-\$1	-14.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$1,379	-\$1,691	\$312	22.6%	-\$1,839	-\$2,145	\$306	16.7%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,379	-\$1,691	\$312	22.6%	-\$1,839	-\$2,145	\$306	16.7%
Indirect Allocations & Debt	\$975	\$954	\$21	2.2%	\$1,234	\$1,179	\$56	4.5%
Total Indirect Allocations & Debt	\$975	\$954	\$21	2.2%	\$1,234	\$1,179	\$56	4.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$404	-\$737	\$334	82.6%	-\$605	-\$967	\$362	59.8%

# Court Services - Continued

## Variance Analysis (in thousands of dollars)

Court Services is operating at a year-to-date surplus before indirect allocations of \$312 with a forecasted surplus of \$306 due to the following factors:

**Distribution to Local Area Municipalities** - The total year distribution to local area municipalities and Region is forecasted to be \$967 each, due in part to an increase in collection enforcement activity and fine payments received, as well as savings due to vacancy management. First, second and third quarter payments have been distributed based on the budgeted allocations. If the forecasted increases are realized at year-end, they will be distributed to local area municipalities in Q1 2020.

**Compensation** - The favourable year-to-date and forecasted variances of \$300 and \$362 are due to vacancy management.

**Operational & Supply** - The unfavourable year-to-date and forecasted variances of \$335 and \$421 are mainly due to the estimated increase in the net revenue distribution payment to the local area municipalities reflective of the overall net revenue for the year being more than budgeted.

**Financial Expenditures** – The unfavourable year-to-date and forecasted variance of \$101 is a result of higher collection charges paid to third party collection agencies as a result of increased delinquent fines recovered in the first three quarters of the year.

**Other Revenue** - The favourable year-to-date and forecasted variances of \$410 and \$435 are due to an increase in collection enforcement activity and larger fine payments received in the first three quarters of the year.

## Community Impacts & Achievements

Court Services is responsible for overseeing the Provincial Offences Court on behalf of the Niagara Region and the 12 Local Area Municipalities in the areas of Administration, Collections and Prosecutions.

- Courts Administration staff participated in an operational review and brainstormed ideas to deal with workflow after the closure of the St. Catharines courthouse. Staff worked together to create possible models to incorporate process improvements, increase employee morale and foster working as a team. Court Services Management Team will be seeking input from Human Resources on the feasibility of implementing one of the models in Q4.
- To reduce the number of charges withdrawn or dismissed due to a lack of reasonable prospect of conviction and/or because of errors in charging documents, the Prosecution Team worked with the LAMs and Regional enforcement departments providing pre-consultation services, which included assistance with inquiries on files prior to their appearance in Court.
- Court Services Collections Team led an RFP, on behalf of the Niagara Region and a number of participating agencies, to solicit proposals from Collection Agencies to collect outstanding POA fines. The RFP was completed ahead of schedule, and contracts are being executed.
- Court Services completed an internal strategic review to ensure continual improvement to the access to justice services provided. We have worked closely with the LAMs and other stakeholders to ensure our two-year strategic plan provides organizational excellence and exceptional service delivery, as well as internal process improvements through an engaged and empowered workforce. Roll-out is expected to occur in Q4 of 2019.
- Court Services are working through vacancy management, utilizing this time to provide internal employees with acting positions to providing growth opportunities and increasing skills and exposure within Court Services.

Niagara Regional Housing Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$3,832	\$3,795	\$38	1.0%	\$5,105	\$5,048	\$57	1.1%
Administrative	\$773	\$501	\$272	35.2%	\$938	\$864	\$74	7.9%
Operational & Supply	\$81	\$58	\$23	28.7%	\$89	\$72	\$17	19.2%
Occupancy & Infrastructure	\$10,957	\$11,118	-\$160	-1.5%	\$14,613	\$15,228	-\$615	-4.2%
Equipment, Vehicles, Technology	\$274	\$216	\$58	21.1%	\$337	\$296	\$41	12.1%
Community Assistance	\$23,684	\$21,523	\$2,161	9.1%	\$32,617	\$31,683	\$934	2.9%
Financial Expenditures	\$1,668	\$1,624	\$45	2.7%	\$2,225	\$2,263	-\$38	-1.7%
Total Expenses	\$41,270	\$38,834	\$2,436	5.9%	\$55,924	\$55,455	\$469	0.8%
Federal & Provincial Grants	-\$10,336	-\$9,537	-\$799	-7.7%	-\$14,719	-\$13,957	-\$762	-5.2%
Other Revenue	-\$11,416	-\$11,762	\$346	3.0%	-\$15,324	-\$15,810	\$486	3.2%
Total Revenues	-\$21,751	-\$21,299	-\$453	-2.1%	-\$30,043	-\$29,767	-\$276	-0.9%
Intercompany Charges	\$43	\$46	-\$2	-5.8%	\$58	\$60	-\$2	-4.3%
Total Intercompany Charges	\$43	\$46	-\$2	-5.8%	\$58	\$60	-\$2	-4.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$19,562	\$17,581	\$1,981	10.1%	\$25,939	\$25,749	\$191	0.7%
Transfers From Funds	-\$1,303	-\$379	-\$924	-70.9%	-\$1,306	-\$1,282	-\$24	-1.9%
Transfers To Funds	\$2,592	\$1,692	\$900	34.7%	\$3,156	\$3,156	\$0	0.0%
Total Transfers	\$1,289	\$1,313	-\$24	-1.9%	\$1,850	\$1,874	-\$24	-1.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$20,851	\$18,894	\$1,957	9.4%	\$27,789	\$27,623	\$166	0.6%
Indirect Allocations & Debt	\$5,110	\$5,172	-\$63	-1.2%	\$7,616	\$7,517	\$99	1.3%
Total Indirect Allocations & Debt	\$5,110	\$5,172	-\$63	-1.2%	\$7,616	\$7,517	\$99	1.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$25,960	\$24,066	\$1,894	7.3%	\$35,405	\$35,140	\$265	0.7%



# Niagara Regional Housing - Continued

## Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) is operating a favourable year-to-date and forecasted surplus before indirect allocations of \$1,957 and \$166. The year-to-date and forecasted surplus is due to the following factors:

**Administration** - The favourable year-to-date variance of \$272 is due to the timing of executive-office initiatives and the designated substance survey reports for housing providers which was encumbered into the 2019 budget and will be completed by year-end. In addition to lower than anticipated consulting and registration costs which are expected to continue to year-end, resulting in a favourable forecasted variance of \$74.

**Occupancy & Infrastructure** - The unfavourable year-to-date variance of \$160 is a result of an expanded preventative maintenance program and higher than budgeted snow removal costs in the first half of the year; offset by lower than budgeted utility costs. The unfavourable forecasted variance of \$615 continues to result from the expanded preventative maintenance program, in addition to higher than budgeted repairs and maintenance costs based on current year trends for the remainder of the year.

**Community Assistance** - The favourable year-to-date variance of \$2,161 is due to lower than budgeted subsidy payments to non-profit and co-op providers and rent supplement landlords (\$1,340), in addition to the timing differences in Ministry-funded programs (\$711). The favourable forecasted variance of \$934 reflects the Board's direction to utilize forecasted surplus in subsidy payments for provider heat control system upgrades (\$1,200) offset with timing differences related to Ministry-funded programs expected to continue to year-end. Ministry-funded program variances are partially offset by the unfavourable variance in Federal & Provincial Grants, as revenue is deferred to align with timing of Ministry-funded programs and related administrative costs.

**Federal & Provincial Grants** - The unfavourable year-to-date and forecasted variance of \$799 and \$762 is due to timing of Ministry-funded programs and related administrative costs as revenue is recognized based on actual expenses incurred.

**Other Revenue** - The favourable year-to-date and forecasted variance of \$346 and \$486 is due to higher than budgeted investment income from the timing of transfers between Region and NRH bank accounts (\$150 YTD - \$180 forecast) and higher than anticipated rental revenues for NRH-owned units (\$270 YTD - \$355 forecast).

## Community Impacts & Achievements

Acting as Service Manager on behalf of Niagara Region, NRH is responsible for Community, Social, Public & Affordable Housing within the context of an ever-increasing wait list and clients struggling through negative effects of poverty. Accomplishments to date in 2019 include:

- *New Units:*
  - Completion and occupancy of the \$15.8 million, 85-unit Carlton Street development, addressing the need for affordable rental units in St. Catharines.
  - Construction almost complete on the 2018 Multi-residential intensification in Welland on Roach Street increasing by 8 net new owned units ready for occupancy in November 1, 2019
  - Purchased two buildings in Thorold for intensification increasing owned units by 6 with an additional 4-5 units currently under construction
  - Planning for the construction of the Hawkins redevelopment in Niagara Falls has commenced
- *Home Repairs* – NRH received \$600,000 through the Investment in Affordable Housing-Extension (IAH-E) program for homeowner and secondary suite repairs and \$311,015 for multi-unit repairs, totaling \$911,015 for the 2019/2020 period. In addition, \$176,370 was received from Ontario Priorities Housing Initiative (OPHI) and Canada-Ontario Community Housing Initiative (COCHI) for 2019. As of September 30, 2019, 46 homeowners had been approved for funding.
- *Homeownership* – NRH received \$180,000 through the Investment in Affordable Housing-Extension (IAH-E) and \$200,000 from the Ontario Priorities Housing Initiative (OPHI) program for the 2019/2020 period. As of September 30, 2019,

## Niagara Regional Housing - Continued

down payment assistance was provided to 10 households to help purchase their first home. Funds were also allocated to 3 Habitat for Humanity Niagara Homes that will close this year.

- *Help For Survivors Of Domestic Violence* – Continue accepting applications for recommendation to the Province to provide Portable Rent Benefits and prevent at-risk households from unsafe situations or the move to shelters
- *Addressed Homeless* – Ongoing partnership with Community Services through the Housing First program to move those experiencing homelessness to their own homes with appropriate supports
- *Rent Supplement* - Advertisements for new rent supplement agreements in order to expand units available with subsidies in private buildings
- *Housing Providers:*
  - Semiannual provider forums to ensure continued engagement of housing providers
  - Provider Advisory Committee gathers regularly for consultation
  - NRH is working with service managers across the province to advocate for a funding solution that will ensure providers remain viable due to end of mortgages
  - Introduced Pilot Community Programs Coordinator to assist Housing Providers with eviction prevention
- Improved Public Housing (NRH-owned) communities
  - Partner with more than 40 agencies across Niagara to link vulnerable tenants with appropriate supports and provide community programs to build better communities
  - Began a new Social Enterprise Pilot with Niagara Resource Service for Youth (“RAFT”) to train at-risk youth to complete work needed for unit turnovers in NRH communities. This is the fourth NRH-RAFT partnership which employs tenants and RAFT youth in NRH communities.



## Niagara Regional Police Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$111,358	\$109,837	\$1,521	1.4%	\$150,626	\$150,326	\$300	0.2%
Administrative	\$2,897	\$2,774	\$123	4.3%	\$3,860	\$3,771	\$88	2.3%
Operational & Supply	\$1,688	\$1,842	-\$154	-9.1%	\$2,251	\$2,232	\$19	0.9%
Occupancy & Infrastructure	\$224	\$202	\$22	9.7%	\$298	\$275	\$23	7.8%
Equipment, Vehicles, Technology	\$4,810	\$4,685	\$126	2.6%	\$6,414	\$6,292	\$122	1.9%
Financial Expenditures	\$3	\$3	-\$1	-31.1%	\$4	\$6	-\$2	-58.5%
Total Expenses	\$120,980	\$119,343	\$1,637	1.4%	\$163,453	\$162,902	\$551	0.3%
Federal & Provincial Grants	-\$7,506	-\$7,267	-\$239	-3.2%	-\$10,008	-\$9,651	-\$357	-3.6%
By-Law Charges & Sales	-\$5,006	-\$5,046	\$39	0.8%	-\$6,538	-\$6,577	\$39	0.6%
Other Revenue	-\$1,534	-\$1,727	\$193	12.6%	-\$2,046	-\$2,239	\$193	9.4%
Total Revenues	-\$14,047	-\$14,040	-\$7	-0.1%	-\$18,592	-\$18,467	-\$125	-0.7%
Intercompany Charges	-\$973	-\$1,045	\$73	7.5%	-\$1,297	-\$1,369	\$73	5.6%
Total Intercompany Charges	-\$973	-\$1,045	\$73	7.5%	-\$1,297	-\$1,369	\$73	5.6%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$105,961	\$104,258	\$1,702	1.6%	\$143,564	\$143,065	\$499	0.3%
Transfers To Funds	\$2,363	\$2,363	\$0	0.0%	\$3,150	\$3,150	\$0	0.0%
Total Transfers	\$2,363	\$2,363	\$0	0.0%	\$3,150	\$3,150	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$108,323	\$106,621	\$1,702	1.6%	\$146,714	\$146,215	\$499	0.3%
Indirect Allocations & Debt	\$11,309	\$10,683	\$626	5.5%	\$14,814	\$15,490	-\$676	-4.6%
Total Indirect Allocations & Debt	\$11,309	\$10,683	\$626	5.5%	\$14,814	\$15,490	-\$676	-4.6%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$119,632	\$117,303	\$2,328	1.9%	\$161,528	\$161,705	-\$177	-0.1%

# Niagara Regional Police Services - Continued

## Variance Analysis (in thousands of dollars)

For the period ending September 30 2019, the Service's financial result was a gross expenditure surplus of \$1,702 before indirect allocations. The Service is forecasting a \$499 surplus position before indirect allocations by the end of this fiscal year.

**Compensation** – At September 30, the Compensation expense was below the approved budget by \$1,521. This favorable variance is primarily due to a lag in filling vacant positions; offset by greater than budgeted retirement sick leave payouts. Although the Service realized a significant surplus in the nine month period, this trend is not expected to continue to year-end. There continues to be a high demand for civilian replacement staff to meet operational needs, and a number of high profile investigations that have placed on-going pressure on uniform resources. As a result of these factors, the Service is forecasting a \$300 surplus for Personnel Costs by year-end.

**Other Operational Expenditures** - Other Operational Expenditures are comprised of all other operating expenditures excluding Personnel Costs, Financial Expenditures and Interfunctional Transfer. For the period ending September 30, the Other Operational Expenditures resulted in a favorable position when compared to budget. This is mainly due to savings to fuel rates, telecommunication costs and intercompany Regional chargebacks for vehicle maintenance. The Service is forecasting this favorable trend to continue to year-end resulting in a savings of \$324.

**Recoveries & Revenues** – For the period ending September 30, Gross Revenues and Recoveries were \$7 below budget levels mainly due to a shortfall to Provincial grant funding offset by additional revenue from cost recovery services. At year-end the grant funding deficit of \$357 will be offset by the additional cost recovery revenue received to-date resulting in an overall revenue shortfall of \$125.

## Conclusion

The detailed variance analysis has been prepared based on results of operations at September 30. At this time, the Service anticipates a year-end surplus position based on the nine months actual and current operational pressures. The Service will continue to monitor the financial results and address any risks that could impact the forecasted results.

NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Partnership, Rebate, Exemption	\$5,889	\$5,484	\$404	6.9%	\$5,484	\$5,484	\$0	0.0%
Total Expenses	\$5,889	\$5,484	\$404	6.9%	\$5,484	\$5,484	\$0	0.0%
Other Revenue	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Intercompany Charges			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,889	\$5,484	\$404	6.9%	\$5,484	\$5,484	\$0	0.0%
Transfers From Funds	-\$963	-\$963	\$0	0.0%	-\$1,284	-\$1,284	\$0	0.0%
Total Transfers	-\$963	-\$963	\$0	0.0%	-\$1,284	-\$1,284	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,926	\$4,521	\$404	8.2%	\$4,200	\$4,200	\$0	0.0%
Indirect Allocations & Debt	\$4	\$0	\$4	100.0%	\$6	\$1	\$4	74.6%
Total Indirect Allocations & Debt	\$4	\$0	\$4	100.0%	\$6	\$1	\$4	74.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,930	\$4,521	\$408	8.3%	\$4,206	\$4,202	\$4	0.1%

# Niagara Peninsula Conservation Authority - Continued

Niagara Peninsula Conservation Authority (NPCA) is a separate corporation and the Niagara Region levies the Niagara share of the NPCA levy on their behalf. The above summary shows the amount levied on behalf of the NPCA and not their operating results.

## Operating Budget Amendments & Adjustment Summary (in thousands of dollars)

The following identifies all budget amendments & adjustments as per Budget Control Policy 2017-63.

<b>Original Budget Revenue &amp; Expenditures</b>	<b>973,894</b>	
<b>Total Budget Amendment</b>	<b>-</b>	
Corporate	19,494	To record the 2018 Encumbrance budget adjustment as detailed in the 2018 Year-End Results & Transfer report (CSD 21-2019).
General Government	600	To utilize 2018 surplus to fund the Smarter Niagara Incentive Program per Committee (CSC 3-2019).
Community Services	317	To record revenue and related expenditures due to additional annual funding received from the pharmaceutical industry
Community Services	183	To record revenue and related expenditures from the Government of Canada's Reaching Home program (formerly Homelessness Partnering Strategy)
Community Services	83	To record revenue and related expenditures from the Local Health Integration Network (LHIN) for the Senior Services division
Community Services	550	To record revenue and related expenditures related to increased fee subsidy for Children's Services
Community Services	2,293	To record revenue and related expenditures related to in-year funding announcement from the Ministry of Education for Children's Services per report (COM 31-2019)
Planning and Development	480	To record the unused development charge funding and related expenditures for the Regional Official Plan in relation to the 2018 Year-End Results & Transfer report (CSD 21-2019)
Planning and Development	(38)	To record reduction in funding from the Ministry of Community and Social Services in relation to an employment survey
Planning and Development	150	To record funding and related expenditures in connection with hiring an aggregates advisor
Public Health and Emergency Services	106	To record revenue and related expenditures from the Local Health Integrated Network (LHIN) to support a Mental Health and Addictions Project Manager
Public Health and Emergency Services	239	To record revenue and related expenditures from the Local Health Integrated Network (LHIN) to support the Community Paramedicine Program
Public Health and Emergency Services	1,603	To record revenue and related expenditures related to the Ontario Seniors Dental Care program from the Ministry of Health and Long Term Care (PHD 16-2019)
Wastewater	4,553	To record unused development charge funding and related expenditures for the Combined Sewer Overflow program from 2018 in relation to the 2018 Year-End Results & Transfer report (CSD 21-2019).
Transportation	250	To record revenue and related expenditures for the annual Crack Sealing program as a result of moving from capital budget to operating budget
Niagara Regional Housing	1,224	To utilize 2018 Niagara Regional Housing surplus to fund 2019 housing programs per Committee (CSC 3-2019).
Niagara Regional Housing	55	To record revenue and related expenditures related on two newly purchased properties
Niagara Regional Housing	100	To record budgeted revenue and expenditures related to the Niagara Home Ownership program
Niagara Regional Housing	938	To record revenue and related expenditures related to the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) (NRH 8-2019)
<b>Total Budget Adjustment</b>	<b>33,180</b>	
<b>December 31, 2019 Adjusted Budget</b>	<b>1,007,074</b>	

## Reserve Summary (in thousands of dollars)

Reserves are an important tool to assist in financial management and planning of a municipality. Prudent use of reserves help mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. Reserves are governed by the Region's Reserve and Reserve Fund Policy C-F-013.

At September 30, 2019 the Region's consolidated and uncommitted reserve balance was \$205,317 (\$204,428 at June 30, 2019). The ratio of debt to reserves is an important marker of fiscal sustainability. A ratio of less than 1 shows that if revenues were to decline, the Region would have other resources to meet its obligations. Conversely, if the ratio is greater than 1, it can indicate vulnerability to economic downturns. The Region's debt to reserve ratio, including unissued debt is 2.26 (2.46 at June 30, 2019).

Description	Balances at December 31, 2018	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at September 30, 2019	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to uninitiated projects	Balances Available at December 31, 2019(*)
Wastewater Capital	\$43,246	\$13,959	\$0	-\$24,443	\$570	\$33,332	\$4,653	\$0	\$190	-\$6,660	<b>\$31,515</b>
Water Capital	\$88,488	\$13,819	\$0	-\$31,828	\$1,192	\$71,671	\$4,606	\$0	\$397	-\$6,660	<b>\$70,014</b>
Waste Management	\$16,903	\$1,200	\$0	-\$4,115	\$232	\$14,220	\$400	\$0	\$77	-\$9,002	<b>\$5,695</b>
General Capital Levy	\$26,221	\$17,535	-\$1,691	-\$41,395	\$0	\$670	\$829	-\$557	\$0	-\$400	<b>\$542</b>
Infrastructure Deficit	\$241	\$3,468	\$0	-\$3,709	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
Court Services Facility Renewal	\$1,650	\$0	\$0	\$0	\$0	\$1,650	\$0	\$0	\$0	\$0	<b>\$1,650</b>
Niagara Regional Housing	\$6,040	\$956	\$0	-\$410	\$0	\$6,586	\$319	\$0	\$0	\$0	<b>\$6,905</b>
NRH Owned Units	\$4,121	\$736	\$0	-\$795	\$0	\$4,062	\$1,145	\$0	\$0	\$0	<b>\$5,207</b>
NRPS Long-Term Accomodation (LTA) *	\$52	\$0	\$0	\$0	\$0	\$52	\$0	\$0	\$0	\$0	<b>\$52</b>
Ontario Police Video Training Alliance	\$61	\$0	\$0	\$0	\$0	\$61	\$0	\$0	\$0	\$0	<b>\$61</b>
Police Capital Levy	\$719	\$900	\$0	-\$1,358	\$0	\$261	\$300	\$0	\$0	-\$250	<b>\$311</b>
Police Vehicle and Equipment Replacement	\$224	\$1,125	\$0	-\$1,700	\$0	-\$351	\$375	\$0	\$0	\$0	<b>\$24</b>
<b>Total Capital Reserves</b>	<b>\$187,966</b>	<b>\$53,698</b>	<b>-\$1,691</b>	<b>-\$109,753</b>	<b>\$1,994</b>	<b>\$132,214</b>	<b>\$12,627</b>	<b>-\$557</b>	<b>\$664</b>	<b>-\$22,972</b>	<b>\$121,976</b>
Wastewater Stabilization	\$2,982	\$0	\$0	\$0	\$45	\$3,027	\$0	\$0	\$15	\$0	<b>\$3,042</b>
Water Stabilization	\$3,442	\$0	\$0	\$0	\$52	\$3,494	\$0	\$0	\$17	\$0	<b>\$3,511</b>
Waste Management Stabilization	\$7,427	\$186	-\$435	\$0	\$110	\$7,288	\$62	-\$145	\$37	\$0	<b>\$7,240</b>
Encumbrance	\$21,322	\$1,767	-\$13,054	\$0	\$0	\$10,035	-\$1,671	-\$7,964	\$0	\$0	<b>\$399</b>

## Reserve Summary (in thousands of dollars) - continued

Description	Balances at December 31, 2018	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at September 30, 2019	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to uninitiated projects	Balances Available at December 31, 2019(*)
Investment Income Stabilization	\$19	\$0	-\$14	\$0	\$0	\$5	\$0	-\$5	\$0	\$0	\$0
Taxpayer Relief	\$24,710	\$637	-\$3,476	\$0	\$0	\$21,871	\$1,034	-\$1,152	\$0	\$0	\$21,753
NRH Rent Supplements	\$278	\$0	-\$9	\$0	\$0	\$269	\$0	-\$3	\$0	\$0	\$266
Police Contingency	\$0	\$187	\$0	\$0	\$0	\$187	\$62	\$0	\$0	\$0	\$250
Police Services Board Contingency	\$153	\$0	\$0	\$0	\$0	\$153	\$0	\$0	\$0	\$0	\$153
<b>Total Corporate Stabilization Reserves</b>	<b>\$60,333</b>	<b>\$2,777</b>	<b>-\$16,988</b>	<b>\$0</b>	<b>\$207</b>	<b>\$46,329</b>	<b>-\$513</b>	<b>-\$9,269</b>	<b>\$69</b>	<b>\$0</b>	<b>\$36,615</b>
Ambulance Communication	\$37	\$0	\$0	\$0	\$0	\$37	\$0	\$0	\$0	\$0	\$37
Circle Route Initiatives	\$1,383	\$0	\$0	\$0	\$0	\$1,383	\$0	\$0	\$0	\$0	\$1,383
<b>Total Specified Contribution Reserves</b>	<b>\$1,420</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,420</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,420</b>
Future Benefit Costs	\$24,845	\$0	-\$113	\$0	\$0	\$24,732	\$0	-\$38	\$0	\$0	\$24,694
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270
Smart Growth	\$201	\$0	\$0	\$0	\$0	\$201	\$0	\$0	\$0	\$0	\$201
Landfill Liability	\$8,288	\$1,716	\$0	-\$2,490	\$119	\$7,633	\$572	\$0	\$40	\$0	\$8,245
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$0	\$0	\$0	\$793
Police Accumulated Sick Leave	\$1,680	\$0	\$0	\$0	\$0	\$1,680	\$0	\$0	\$0	\$0	\$1,680
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152
Police WSIB	\$3,070	\$150	\$0	\$0	\$0	\$3,220	\$50	\$0	\$0	\$0	\$3,270
<b>Total Future Liability Reserves</b>	<b>\$45,299</b>	<b>\$1,866</b>	<b>-\$113</b>	<b>-\$2,490</b>	<b>\$119</b>	<b>\$44,681</b>	<b>\$622</b>	<b>-\$38</b>	<b>\$40</b>	<b>\$0</b>	<b>\$45,305</b>
<b>Total (Excluding Deferred Revenues)</b>	<b>\$295,018</b>	<b>\$58,341</b>	<b>-\$18,792</b>	<b>-\$112,243</b>	<b>\$2,320</b>	<b>\$224,644</b>	<b>\$12,736</b>	<b>-\$9,864</b>	<b>\$773</b>	<b>-\$22,972</b>	<b>\$205,317</b>

(\*) Balance available does not include amounts which will be transferred to/from the reserves as a result of year end surplus/deficits.



## Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2018	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest Allocation	Balance at September 30, 2019	Forecasted Transfers from Revenues	Forecasted Interest	Capital Commitments (*)	Balance Available at December 31, 2019
DC-General Government	\$1,265	\$314	\$100	-\$205	\$0	\$21	\$1,495	\$252	\$10	\$0	\$1,757
DC-Police Services	\$1,884	\$548	\$175	\$0	\$5	\$34	\$2,645	\$409	\$17	-\$43	\$3,029
DC-Roads	\$50,883	\$9,272	\$2,867	\$0	-\$6,351	\$832	\$57,503	\$6,678	\$416	-\$48,999	\$15,599
DC-Sewer	\$43,822	\$6,220	\$2,026	-\$929	-\$2,716	\$698	\$49,120	\$4,515	\$349	-\$10,072	\$43,911
DC-Water	\$28,296	\$4,303	\$1,439	\$0	-\$2,032	\$453	\$32,460	\$3,227	\$227	-\$26,428	\$9,485
DC-Emergency Medical	\$1,140	\$223	\$37	\$0	-\$14	\$19	\$1,405	\$126	\$9	-\$81	\$1,459
DC-LT Care	\$3,076	\$1,718	\$163	\$0	\$0	\$58	\$5,015	\$663	\$29	\$0	\$5,706
DC-POA	\$181	\$79	\$16	\$0	\$0	\$3	\$278	\$51	\$2	\$0	\$331
DC-Health	\$415	\$204	\$34	\$0	\$0	\$8	\$660	\$108	\$4	\$0	\$772
DC-Social Housing	\$2,609	\$1,326	\$69	\$0	-\$58	\$47	\$3,993	\$820	\$24	-\$2,192	\$2,645
DC-Waste Division	\$959	\$568	\$49	\$0	\$70	\$19	\$1,664	\$220	\$9	-\$412	\$1,482
<b>Subtotal DC's</b>	<b>\$134,530</b>	<b>\$24,774</b>	<b>\$6,975</b>	<b>-\$1,135</b>	<b>-\$11,096</b>	<b>\$2,191</b>	<b>\$156,239</b>	<b>\$17,068</b>	<b>\$1,096</b>	<b>-\$88,227</b>	<b>\$86,175</b>
Federal Gas Tax	\$19,724	\$0	\$0	\$0	-\$9,833	\$376	\$10,267	\$27,326	\$125	-\$36,022	\$1,697
Provincial Gas Tax	\$508	\$761	\$0	-\$92	\$0	\$13	\$1,190	\$0	\$4	-\$500	\$694
<b>Subtotal Gas Tax</b>	<b>\$20,232</b>	<b>\$761</b>	<b>\$0</b>	<b>-\$92</b>	<b>-\$9,833</b>	<b>\$389</b>	<b>\$11,457</b>	<b>\$27,326</b>	<b>\$130</b>	<b>-\$36,522</b>	<b>\$2,391</b>
<b>Total</b>	<b>\$154,762</b>	<b>\$25,535</b>	<b>\$6,975</b>	<b>-\$1,226</b>	<b>-\$20,930</b>	<b>\$2,580</b>	<b>\$167,695</b>	<b>\$44,394</b>	<b>\$1,225</b>	<b>-\$124,749</b>	<b>\$88,566</b>

\* The capital commitments included represent all approved capital project expenditures budgeted to be funded by development charges and/or federal/provincial gas tax. Each quarter and/or year end a review of the status of the respective capital projects is completed and revenue earned is allocated accordingly.

Deferred Revenue Summary (in thousands of dollars) - continued

The following chart provides a summary the grants awarded to date, the Q4 forecast as well as the forecasted year-end grant expenditures against the available budget. Details of amounts paid to date for specific grant programs including the Non-Profit, Discretionary Industrial and Brownfield Remedication Reduction program grants have been broken out in more detail below the summary chart.

Grant Category	Year-to-Date Actuals	Q4 Forecast	Total	Annual Budget	Forecasted Variance
Other Economic Incentives:					
50% Industrial - (M)	\$218	\$109	\$327		
Phase in costs - (D)	\$2,672	\$0	\$2,672		
Brownfield - (D)	\$831	\$1,662	\$2,493		
Smart Growth Niagara - (D)	\$0	\$100	\$100		
Board of Education - (D)	\$0	\$0	\$0		
NRH - (D)	\$0	\$0	\$0		
Parking garage - (D)	\$0	\$0	\$0		
Agriculture - (D)	\$179	\$358	\$536		
Place of Worship - (D)	\$384	\$192	\$575		
Intensification RDC Reductions - (M)	\$25	\$50	\$75		
Hotels/Motels - (D)	\$1,582	\$250	\$1,832		
Other (D)	\$246	\$0	\$246		
Subtotal - Other Economic Incentives	\$6,135	\$2,720	\$8,856	\$4,089	-\$4,767
Non-Profit - (D)	\$150	\$0	\$150	\$150	\$0
Industrial and Gateway - (D)	\$690	\$360	\$1,050	\$1,050	\$0
Total	\$6,975	\$3,080	\$10,056	\$5,289	-\$4,767

Note: (D) – Discretionary, (M) – Mandatory

Deferred Revenue Summary (in thousands of dollars) - continued

Non-Profit Grant Applicants and Approved Amounts					
Organization	Application Date	Development Description	Municipality	Grant Requested	Grant Approved
Q1-Q2 Applications				\$171	\$150
Q3 Applications: Nil				\$0	\$0
Total				\$171	\$150

Brownfield Reduction Program Applicants and Approved Amounts						
Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid Prior to Date	Grants Paid 2019
574 King St	Apr 25, 2018	Apartment complex	Welland	\$63	\$63	\$63
181 Queen St	May 2, 2018	Residential Subdivision	Thorold	\$27,869	\$852	\$684
105 Highway 20	Sep 4, 2018	Mixed use multi-res/commercial	Pelham	\$308	\$268	\$0
Hibbard St	Oct 5, 2018	Condominium complex	Fort Erie	\$153	\$149	\$84
Robinson Rd	Oct 11, 2018	Townhouse complex	Niagara Falls	Pending	Pending	Pending
27 John St	Oct 22, 2018	Condominium complex	Grimsby	Pending	Pending	Pending
405 Merritt St	Dec 9, 2018	Conversion of former institutional site to apartment/condos	St. Catharines	Pending	Pending	Pending
439 King St <sup>1</sup>	Mar 8, 2019	Retirement complex	Welland	\$798	\$0	\$0
Total				\$29,192	\$1,332	\$831

Note: 1 Conditional grant awarded pending submission of final information from applicant.

Industrial (I) and Gateway (G) Grant Applicants and Approved Amounts					
Address	Application Date	Development Description	Municipality	Grant Requested	Grant Approved
Q1-Q2 Applications				\$508	\$508
Q3 Applications: Montrose Business Park (I)					
	Aug 19, 2019	Brewery	Niagara Falls	\$182	\$182
Total				\$690	\$690

# Operating Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A requirement in the Reserve and Reserve Funds Policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds not approved in the initial annual budget.

Reserve Description	Year to Date Transfer (to)/from Reserves	October - December Forecast	Annual Forecast Transfer to Reserves	Transfer Description
<b>Council approved net operating transfers to reserves, including interest allocation to reserves</b>	<b>-\$52,922</b>	<b>-\$11,129</b>	<b>-\$64,051</b>	
<i>Additional operating reserve transfers (to)/from reserves:</i>	\$0	\$0	\$0	
All Rate Reserves	-\$455	-\$152	-\$606	Interest income allocation to reserve above budget - Per Reserve policy
Capital Levy	\$77	-\$279	-\$202	Proceeds on Sale of Surplus Properties
Capital Levy	\$145	\$0	\$145	Transfer from reserve to offset funding not received from Ministry for Peer Street roof replacement
Taxpayer Relief	\$0	-\$821	-\$821	Transfer of surplus back to reserve due to delays in Niagara West service expansions and delays in Sunday service expansions due to insufficient capital resources
NRH Owned Units	\$0	-\$900	-\$900	Transfer from encumbrance reserve to owned units reserve base on COM-C 3 - 2019/NRH 9-2019
2018 Encumbrance	\$12,454	\$7,039	\$19,494	2018 Encumbrances (CSD 21-2019)
Encumbrance	-\$267	\$171	-\$96	Timing delay related to the use of encumbrance funds
Encumbrance	-\$1,500	\$1,500	\$0	Timing delay related to CSO Program
Encumbrance	\$600	\$925	\$1,525	2018 Operating Surplus Transfer (CSD 21-2019) net of amounts that will not be spent during the year.
<b>Net operating transfers to reserves</b>	<b>-\$41,868</b>	<b>-\$3,646</b>	<b>-\$45,512</b>	

# Capital Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A requirement in the Reserve and Reserve Funds Policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds.

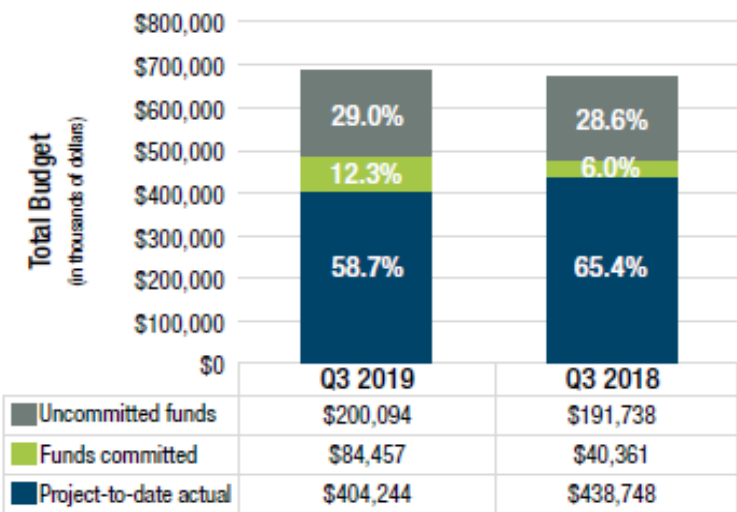
Reserve Description	Year to Date Transfer (to)/from Reserves	October - December Forecast (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
<b>Council approved net capital transfers per 2019 Budget</b>	<b>\$112,415</b>	<b>\$21,327</b>	<b>\$133,742</b>	Reserve Transfers to capital projects
Capital reserve transfer commitments from prior to 2019 Budget	\$175	\$1,645	<b>\$1,820</b>	
<i>Additional capital reserve transfers:</i>				
NRH Owned Units	- \$317	\$0	- <b>\$317</b>	Project close out - Funds returned to reserve
NRPS	- \$30	\$0	- <b>\$30</b>	Project close out - Funds returned to reserve
<b>Net capital transfers</b>	<b>\$112,242</b>	<b>\$22,972</b>	<b>\$135,214</b>	

# Capital Highlights

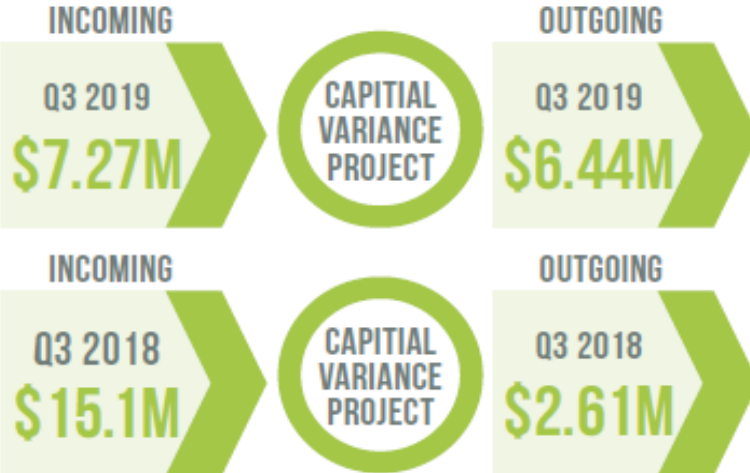
## LEVY

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

Total projects with remaining budgets greater than \$1M.



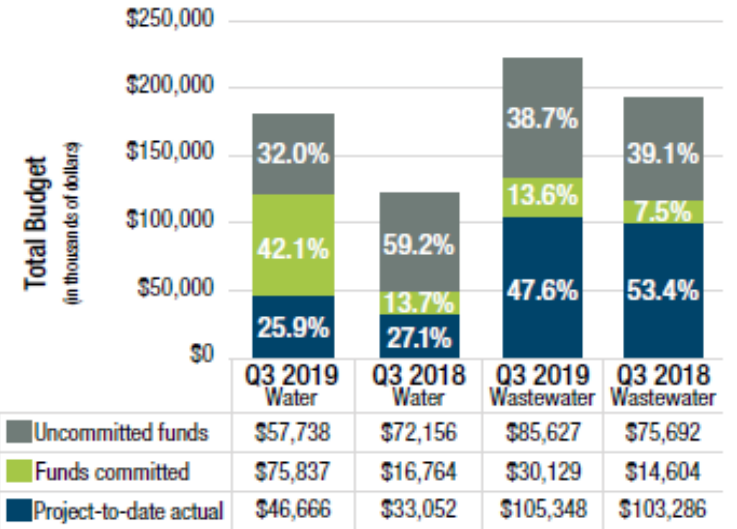
### CAPITAL VARIANCE PROJECT TRANSFERS AT QUARTER END



## WATER & WASTEWATER

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

Total projects with remaining budgets greater than \$1M.



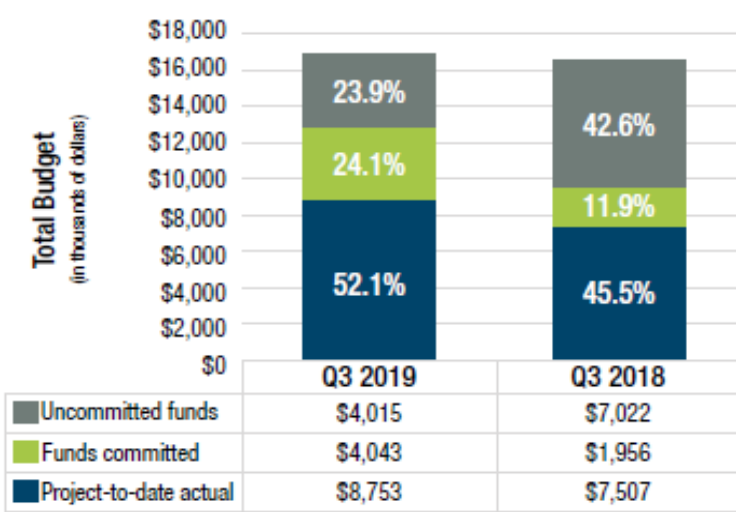
### CAPITAL VARIANCE PROJECT TRANSFERS AT QUARTER END



## WASTE MANAGEMENT

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

Total projects with remaining budgets greater than \$1M.



### CAPITAL VARIANCE PROJECT TRANSFERS AT QUARTER END





# Capital Summary (in thousands of dollars)

The Corporate Services department develops the Capital Financing Strategy and Capital Budget guidelines in co-ordination with department and board input and in alignment with Council objectives and corporate policies. The Corporate Services department is responsible for the following: preparing the consolidated capital budget and forecast based on the requests of departments and boards; coordinating capital initiations, financing, closure and budget reduction of capital projects approvals and reporting; supporting tangible capital asset accounting in accordance with the Capital Asset Management Policy; and reporting on the consolidated activity of the capital program.

The capital budget represents priority projects as determined by the departments and boards and approved by Council. Following capital budget approval, projects are initiated based on department requirements and timing to complete projects. Project managers within departments and boards administer the projects and maintain the related tangible capital asset information. Project managers are accountable for monitoring the capital projects within the capital program and taking corrective action, when necessary, including both reporting on significant variances as well as taking part in the capital closure and budget reduction of capital projects process.

## Capital Budget Reconciliation

The capital budget managed by Niagara Region has decreased by \$33,836 since Q2 2019. The reasons for the decrease from Q2 2019 are broken down in the table below.

Eleven capital projects of the 537 capital sub-projects, with budgets totalling approximately \$48,293 (levy \$47,148 / rate \$1,145) remain uninitiated at September 30, 2019. A summary of the levy and rate impact of Niagara Regions total capital budget during the year is presented below:

Capital Budget Reconciliation	Levy Programs	Rate Programs	Adjusted Budget
<b>2018 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2018</b>	<b>\$682,337</b>	<b>\$362,614</b>	<b>\$1,044,952</b>
Council Approved 2019 Budget	\$151,936	\$122,348	\$274,284
Gross Budget Adjustment (including transfers from operating)	\$2,394	\$559	\$2,953
Transfer from Capital Variance	\$5,326	\$2,632	\$7,957
Budget Reductions on Active Capital Projects *	- \$7,309	- \$407	- \$7,716
Projects Closed	- \$53,064	- \$12,562	- \$65,626
Closed projects reactivated	\$0	\$200	\$200
Closed projects included in project summary reporting	\$0	\$0	\$0
<b>2019 Total Adjusted Budget (excluding Capital Variance Projects) at July 24, 2019</b>	<b>\$781,620</b>	<b>\$475,384</b>	<b>\$1,257,004</b>
Gross Budget Adjustment (including transfers from operating)	\$4,070	- \$46	\$4,024
Transfer from Capital Variance	\$1,385	\$2,929	\$4,314
Budget Reductions on Active Capital Projects *	- \$1,701	- \$575	- \$2,276
Projects Closed	- \$27,052	- \$5,549	- \$32,601
Transfer between Levy/Rate Programs	\$195	- \$195	\$0
Previously closed projects removed from project reporting	- \$7,298	\$0	- \$7,298
<b>2019 Total Adjusted Budget (excluding Capital Variance Projects) at October 23, 2019</b>	<b>\$751,219</b>	<b>\$471,948</b>	<b>\$1,223,168</b>

\* Budget reductions do not necessarily reflect surplus funding as not all project budgets are funded in advance.



# Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments (from external revenue sources), transfers from the capital variance project, budget reductions and transfer to operations during Q3 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Corporate Services	Information Technology Server Building	\$3,945			- \$43	CV - Levy	\$3,903
Corporate Services	Emergency Medical Services Generators	\$298			- \$13	CV - Levy	\$285
Corporate Services	Emergency Medical Services Generators Phase 2	\$518			- \$39	CV - Levy	\$479
Corporate Services	Council Chambers Renovation	\$62			- \$31	CV - Levy	\$31
Corporate Services	Region Wide Code & Legislation Compliance - 2019	\$70			- \$70	CV - Levy	\$0
Corporate Services	68 Church Street Roof	\$0		\$220			\$220
Public Works - Levy	Intersection - RR14 Warner Road	\$4,871	\$200				\$5,071
Public Works - Levy	Intersection - RR89 Jacobsen/Burleigh	\$6,500	\$256				\$6,756
Public Works - Levy	Intersection - RR20 Roundabout at S Grimsby Rd	\$3,800	\$1,012	\$900			\$5,712
Public Works - Levy	Interchange St Davids at 406	\$2,800	\$2,517		- \$1,046	\$627K CV - Levy, \$418K DCs	\$4,271
Public Works - Levy	Annual Roads Engineering Program - 2018	\$300		\$70			\$370
Public Works - Levy	Intersection - RR20 Industrial Park to Townline Phase 2	\$3,600	\$91		- \$460	200K CV - Levy, 259K Federal Gas Tax	\$3,231
Public Works - Levy	Annual - Development Projects - 2019	\$1,000	- \$26				\$974
Public Works - Levy	SAEO Niagara Falls Roof	\$290	- \$145	\$145			\$290
Public Works - Levy	RR 81 Emergency Retaining Wall Evaluation	\$0		\$50			\$50
Public Works - Levy	Four Mile Creek Road	\$0	\$26				\$26
Public Works - Levy	Annual Fleet Vehicles Program - 2019	\$0	\$140				\$140
All Levy Departments		\$23,811	\$4,070	\$1,385	- \$1,701		\$31,809
Water	Water Treatment Plant Upgrade -Rosehill Intake	\$1,950	- \$64				\$1,886
Water	Water Treatment Plant Upgrade - Niagara Falls - 2017	\$10,115		\$2,637			\$12,752
Water	Watermain Program - Along CNR Grimsby	\$13,400			- \$575	CV - Water	\$12,825
Wastewater	Decommission Old Central Sewage Pump Station	\$90	\$18	\$42			\$150

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Wastewater	Elm Street Forcemain Replacement	\$580		\$250			\$830
All Rate Departments		\$26,135	- \$46	\$2,929	- \$575		\$28,443
Public Works - Levy	Annual - Traffic Signals Program - 2019	\$2,100	- \$2,100				\$0
Public Works - Levy	RR24Victoria @ RR63 Canborough	\$10	\$275				\$285
Public Works - Levy	RR36 South Pelham @ Thorold Rd	\$10	\$275				\$285
Public Works - Levy	Annual - Traffic Signals Design Program - 2019	\$0	\$50				\$50
Public Works - Levy	Annual - Traffic Intelligent Transport Program - 2019	\$0	\$300				\$300
Public Works - Levy	Annual - Traffic Signal Equipment Program - 2019	\$0	\$650				\$650
Public Works - Levy	RR91 Westchester Ave @ Blain	\$0	\$275				\$275
Public Works - Levy	RR41 Woodlawn Ave @ Seaway	\$0	\$275				\$275
Niagara Regional Police	NRPS Coherent Lighting Detecting and Ranging Units	\$14	- \$14				\$0
Niagara Regional Police	Hyundai Data Collection Equipment	\$0	\$14				\$14
Public Works - Levy	Annual Fleet Vehicles W/WW Program - 2019	\$0	\$345				\$345
Water	Valve Turning & Pickup Truck	\$345	- \$345				\$0
Public Works - Levy	Stork Bridge	\$955	- \$150				\$805
Water	Watermain Replacement Stork Bridge	\$0	\$150				\$150
All Inter-Project Transfers		\$3,434	\$0	\$0	\$0		\$3,434
All Departments	Total	\$53,380	\$4,024	\$4,314	- \$2,276		\$63,686

# Capital Project Closures (in thousands of dollars)

Projects are closed throughout the year. When projects are closed, surplus funds are transferred to Capital Variance Projects that have been set up in various functional areas (levy supported and water / wastewater / waste management capital projects). For projects that are not funded from the general capital levy or rate reserves, any surpluses identified through the closeout report would be returned to the specific source reserve for future use, and reported as part of year-end transfer report. The following 20 projects were closed during July 25 to October 23, 2019.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Corporate Services	Asset Replacement - 2017	\$1,900	\$1,820	\$80	\$80	CV Levy	3
Corporate Services	Emergency Medical Services - Generators	\$285	\$270	\$15	\$15	CV Levy	5
Niagara Regional Police Services Board	Communications Unit Equipment	\$4,500	\$4,472	\$28	\$27	POCL Levy	4
Niagara Regional Police Services Board	Service Equipment - SIS Software	\$9	\$8	\$0	\$0	POCL Levy	1
Niagara Regional Police Services Board	Service Equipment - Protection	\$36	\$36	\$0	\$0	POCL Levy	1
Niagara Regional Police Services Board	Marine Sonar	\$118	\$117	\$1	\$1	POCL Levy	4
Niagara Regional Police Services Board	Marine Zodiac	\$500	\$498	\$2	\$2	POCL Levy	3
Niagara Regional Police Services Board	Vehicle Recognition Software	\$36	\$36	\$0	\$0	POCL Levy	3
Niagara Regional Police Services Board	Conducted Energy Weapon Replacement - 2018	\$21	\$21	\$0	\$0	POCL Levy	2
Niagara Regional Police Services Board	Service Equipment - Video	\$21	\$21	\$0	\$0	POCL Levy	2
Niagara Regional Police Services Board	Service Equipment - Bomb Suit	\$40	\$40	\$0	\$0	POCL Levy	2
Public Works - Levy	Roads Facility Program - Thorold Yard Upgrades - 2017	\$56	\$31	\$25	\$25	CV Levy	2
Public Works - Levy	2017 Illumination Program	\$410	\$357	\$53	\$53	CV Levy	3
Public Works - Levy	Structural Rehabilitation - RR38 JR Stork Bridge	\$805	\$756	\$49	\$49	CV Levy	2
Public Works - Levy	Roads Reconstruction - RR102/Valley way	\$7,935	\$7,482	\$454	\$460	CV Levy	7
Public Works - Levy	Roads Rehabilitation - RR87 Lake/Geneva	\$6,841	\$6,435	\$406	\$123	CV Levy	7

Capital Project Closures (in thousands of dollars) – continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Intersection Improvement - Killaly St @ Mellanby Ave	\$75	\$0	\$75	\$37	CV Levy	4
Public Works - Levy	Vehicles - 2016	\$3,465	\$3,464	\$1	\$1	CV Levy	4
Total Levy Reporting Projects removed from Project Listing		\$27,052	\$25,863	\$1,190	\$843	CV Levy	
Waste Management	Humberstone - Passive Gas Collection	\$4,674	\$4,321	\$353	\$344	CV WMT	11
Total Waste Management Projects Closed and removed from Project Listing		\$4,674	\$4,321	\$353	\$344		
Water	Decommissioning Crescent Park	\$875	\$432	\$443	\$384	CV WAT	7
Total Water Projects Closed and removed from Project Listing		\$875	\$432	\$443	\$384		
Total Rate Projects Closed and removed from Project Listing		\$5,549	\$4,753	\$796	\$728		
Total Projects Closed		\$32,601	\$30,616	\$1,986	\$1,571		

# Capital Project Closures by Transfer (in thousands of dollars)

To assist with the management of approved capital projects, some capital projects may be separated into multiple sub-projects. The separation of projects allows staff to better fiscally manage the project initiative and scope through the procurement and reporting process. Transfers to projects are shown on the Capital Budget Adjustment page.

Illustrated in the chart below are previously closed projects, which have been required to be re-opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Total Budget	Closure	Transfers	Adjusted Budget	Surplus (Deficit)	Destination of Transfer
Corporate Services	Region Wide Code & Legislation Compliance - 2019	\$100	- \$100		\$0	\$0	CV LEVY
Corporate Services	68 Church Street Roof Replacement	\$0		\$70	\$70		
Corporate Services	Niagara Regional Police Headquarters Compressor	\$0		\$30	\$30		
Public Works - Levy	Annual - Traffic Signals Program - 2019	\$2,100	- \$2,100		\$0	\$0	CV LEVY
Public Works - Levy	Intersection Improvement - RR24 Victoria @ RR63 Canborough	\$0		\$275	\$275		
Public Works - Levy	Intersection Improvement - RR36 South Pelham @ Thorold Rd	\$0		\$275	\$275		
Public Works - Levy	Annual - Traffic Signals Desgin Program - 2019	\$0		\$50	\$50		
Public Works - Levy	Annual - Intelligent Transportation System Program - 2019	\$0		\$300	\$300		
Public Works - Levy	Annual - Traffic Signal Equipment Program - 2019	\$0		\$650	\$650		
Public Works - Levy	Intersection Improvement - RR91 Westchester Av @ Blain	\$0		\$275	\$275		
Public Works - Levy	Intersection Improvement - RR41 Woodlawn Av @ Seaway	\$0		\$275	\$275		
Public Works - Levy	Roads Crack Sealing - 2019	\$250	- \$250		\$0	\$0	CV LEVY
Public Works - Levy	Roads Routing & Crack Sealing - 2019	\$0		\$250	\$250		
Public Works - Levy	Intersection Improvement - RR12 Christie/Olive	\$230	- \$230		\$0	\$0	CV LEVY
Public Works - Levy	Intersection Improvement - RR50 Glenridge @John MacDonnell	\$0		\$230	\$230		
Public Works - Rate	Watermain Program - St. Davids Rd Phase 1	\$775	- \$775		\$0	\$0	CV LEVY
Public Works - Rate	Watermain Program - St. Davids Rd Phase 2	\$0		\$775	\$775		
Public Works - Rate	Watermain Program - Valve Upgrade	\$345	- \$345		\$0	\$0	CV LEVY
Public Works - Rate	19 Ann-Fleet Vehicle-WWW	\$0		\$345	\$345		
Public Works - Rate	Miscellaneous Program - Chemical System Upgrades - 2019	\$900	- \$900		\$0	\$0	CV LEVY
Public Works - Rate	Miscellaneous Program - Chemical System Upgrades - 2017	\$0		\$900	\$900		
Public Works - Rate	Digester & Sludge Program - 2019	\$2,050	- \$2,050		\$0	\$0	CV LEVY
Public Works - Rate	Digester & Sludge Program - 2018	\$0		\$2,050	\$2,050		
<b>Capital Projects Closed Upon Transfers &amp; Capital Project Adjustments</b>		<b>\$6,750</b>	<b>- \$6,750</b>	<b>\$6,750</b>	<b>\$6,750</b>		

# Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set-up to manage the overall project. Illustrated below is the \$1,223,168 capital budget managed by Niagara Region, representing 537 sub-projects, total capital spending including commitments to date of \$818,935 and budget remaining of \$404,233, after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 164 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	\$1,026	\$505	\$521	49.2%
Corporate Services	\$152,594	\$134,903	\$17,691	88.4%
Enterprise Resource Management Services	\$1,750	\$0	\$1,750	0.0%
Niagara Regional Housing	\$40,530	\$35,139	\$5,391	86.7%
Niagara Regional Police Services Board	\$28,413	\$25,678	\$2,735	90.4%
Planning	\$3,294	\$3,291	\$3	99.9%
Public Health	\$6,608	\$4,387	\$2,221	66.4%
Public Works - Levy	\$409,157	\$284,799	\$124,358	69.6%
Waste Management	\$15,666	\$12,796	\$2,870	81.7%
Wastewater	\$221,104	\$135,477	\$85,627	61.3%
Water Works	\$180,241	\$122,503	\$57,738	68.0%
Active projects with budgets greater than \$1 million	\$1,060,382	\$759,478	\$300,904	71.6%
Uninitiated projects with budgets greater than \$1 million	\$46,569	\$0	\$46,569	0.0%
Total projects with budgets greater than \$1 million	\$1,106,951	\$759,478	\$347,474	68.6%
Active projects with budgets less than \$1 million	\$114,492	\$59,457	\$55,035	51.9%
Uninitiated projects with budgets less than \$1 million	\$1,724	\$0	\$1,724	0.0%
<b>Total Capital Projects</b>	<b>\$1,223,168</b>	<b>\$818,935</b>	<b>\$404,233</b>	<b>67.0%</b>

# Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than \$1 million is presented below. There are a total of 164 projects totaling \$1,106,951 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$759,478, representing 68.6 per cent of the adjusted capital budget on these active and uninitiated sub-projects.

When a surplus exists at the end of a project, the surplus funds will be transferred back to the respective Capital Variance Project (CVP). Projects forecasting a deficit will require additional funding. Project-to-date funding requests up to \$250 thousand, can be made through a CVP request at the discretion of the Commissioner of the department and the Treasurer. Requests in excess of \$250 thousand will be made through Council.

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Annual - Capital Improvement - 2018		\$1,026	\$505	\$521	49.2%	\$25	\$288	\$106	\$198	2021
Total Community Services		\$1,026	\$505	\$521	49.2%	\$25	\$288	\$106	\$198	
Asset Replacement - 2018		\$3,147	\$2,351	\$795	74.7%	\$904	\$0	\$0	\$0	2019
Asset Replacement - 2019		\$2,288	\$1,585	\$703	69.3%	\$976	\$703	\$0	\$0	2020
St. Catharines Child Care Addition		\$1,675	\$1,567	\$108	93.5%	\$500	\$920	\$0	\$0	2020
Court Facilities Welland		\$13,390	\$12,322	\$1,068	92.0%	\$402	\$0	\$0	\$1,000	2019
Customer Service Strategic Priority		\$1,685	\$152	\$1,533	9.0%	\$383	\$767	\$383	\$0	2021
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$0	\$3,895	\$0	\$0	2020
Emergency Medical Services Facility Welland		\$1,100	\$277	\$823	25.2%	\$0	\$834	\$0	\$0	2020
Environmental Centre Expansion		\$2,000	\$144	\$1,856	7.2%	\$200	\$1,676	\$0	\$0	2021
Environmental Centre Expansion	Uninitiated	\$21,177	\$0	\$21,177	0.0%	\$0	\$4,124	\$17,053	\$0	2021
Financial Management System		\$12,640	\$12,452	\$188	98.5%	\$69	\$160	\$0	\$0	2020



## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Health Facilities - Niagara Falls		\$7,019	\$5,853	\$1,166	83.4%	\$701	\$0	\$0	\$954	2020
Information Technology Server Building		\$3,903	\$3,826	\$76	98.0%	\$56	\$20	\$0	\$0	2019
Long-term Accommodations - NRPS D1		\$20,116	\$19,511	\$605	97.0%	\$5,000	\$9,214	\$0	\$0	2020
Long-term Accommodations - NRPS Headquarters D2		\$66,007	\$65,436	\$571	99.1%	\$0	\$745	\$0	\$0	2020
Long-term Care Home Redevelopment - 2015		\$15,635	\$7,821	\$7,814	50.0%	\$4,500	\$3,000	\$2,011	\$0	2022
Regional Headquarters Generator Replacement		\$1,990	\$1,605	\$385	80.7%	\$200	\$1,735	\$0	\$0	2020
<b>Total Corporate Services</b>		<b>\$177,666</b>	<b>\$134,903</b>	<b>\$42,763</b>	<b>75.9%</b>	<b>\$13,892</b>	<b>\$27,793</b>	<b>\$19,447</b>	<b>\$1,954</b>	
2021 Canada Summer Games	Uninitiated	\$9,700	\$0	\$9,700	0.0%	\$3,000	\$6,700	\$0	\$0	2021
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	0.0%	\$0	\$1,750	\$0	\$0	2020
<b>Total Enterprise Resource Management Services</b>		<b>\$11,450</b>	<b>\$0</b>	<b>\$11,450</b>	<b>0.0%</b>	<b>\$3,000</b>	<b>\$8,450</b>	<b>\$0</b>	<b>\$0</b>	
Building Capital - 2018		\$4,673	\$4,618	\$55	98.8%	\$664	\$0	\$0	\$55	2019
Building Capital - 2019		\$5,536	\$4,318	\$1,218	78.0%	\$1,000	\$3,702	\$0	\$0	2020
Expansion, Roach Avenue, Welland		\$2,758	\$2,620	\$138	95.0%	\$622	\$0	\$0	\$0	2019
Expansion, Thorold		\$1,101	\$989	\$112	89.8%	\$112	\$0	\$0	\$0	2019
Grounds Capital - 2017		\$1,053	\$1,047	\$6	99.4%	\$6	\$0	\$0	\$6	2019
New Build, Carlton Street, St. Catharines		\$15,771	\$15,062	\$709	95.5%	\$100	\$0	\$0	\$736	2019

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,547	\$136	94.9%	\$535	\$136	\$0	\$0	2019
Unit Capital - 2018		\$1,600	\$1,240	\$360	77.5%	\$145	\$360	\$0	\$0	2019
Unit Capital - 2019		\$5,355	\$2,699	\$2,657	50.4%	\$2,000	\$2,792	\$0	\$0	2020
Total Niagara Regional Housing		\$40,530	\$35,139	\$5,391	86.7%	\$5,185	\$6,990	\$0	\$797	
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2020
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$0	\$1,250	\$0	2020
Information Technology & Equipment Replacement		\$1,100	\$734	\$366	66.8%	\$200	\$230	\$0	\$0	2020
Information Technology Continuity Plan		\$1,500	\$637	\$863	42.5%	\$0	\$863	\$0	\$0	2020
S.P.I.R.I.T. (Supporting Police in Records Information Technology)		\$8,630	\$8,431	\$199	97.7%	\$100	\$99	\$0	\$0	2020
Vehicles - 2018		\$1,454	\$1,384	\$70	95.2%	\$70	\$0	\$0	\$0	2019
Vehicles - 2019		\$1,414	\$1,352	\$62	95.6%	\$296	\$0	\$0	\$0	2019
Voice Radio System		\$13,315	\$13,141	\$174	98.7%	\$16	\$174	\$0	\$0	2019
Total Niagara Regional Police Services Board		\$29,663	\$25,678	\$3,985	86.6%	\$682	\$2,367	\$1,250	\$0	
Regional Headquarters Landscape Master Plan		\$3,294	\$3,291	\$3	99.9%	\$754	\$0	\$0	\$0	2019
Total Planning		\$3,294	\$3,291	\$3	99.9%	\$754	\$0	\$0	\$0	
Ambulance & Equipment - 2017		\$1,812	\$1,800	\$12	99.3%	\$0	\$0	\$0	\$11	2019

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Ambulance & Equipment - 2018		\$2,595	\$2,291	\$304	88.3%	\$0	\$614	\$0	\$0	2020
Ambulance & Equipment - 2019		\$2,201	\$296	\$1,905	13.5%	\$0	\$2,103	\$0	\$0	2020
<b>Total Public Health</b>		<b>\$6,608</b>	<b>\$4,387</b>	<b>\$2,221</b>	<b>66.4%</b>	<b>\$0</b>	<b>\$2,717</b>	<b>\$0</b>	<b>\$11</b>	
Annual - Storm Sewer & Culvert Program - 2017		\$1,750	\$1,750	\$0	100.0%	\$510	\$0	\$0	\$0	2019
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$307	\$693	30.7%	\$298	\$693	\$0	\$0	2020
Capacity Improvements - Charnwood/McLeod		\$7,200	\$6,413	\$787	89.1%	\$4,600	\$125	\$546	\$0	2021
Capacity Improvements - New Escarpment Crossing		\$2,200	\$691	\$1,509	31.4%	\$0	\$1,509	\$0	\$0	2020
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2019
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$0	\$0	\$733	\$0	2021
Reconstruct QEW @ Glendale Ave Interchange		\$7,000	\$57	\$6,943	0.8%	\$500	\$6,482	\$0	\$0	2020
Reconstruct RR49 Concession 6/Eastwest Line		\$4,591	\$2,753	\$1,839	60.0%	\$100	\$1,000	\$870	\$0	2021
Capacity Improvements - Reconstruct RR49 McLeod, Montrose to Stanley		\$7,838	\$7,780	\$57	99.3%	\$650	\$0	\$0	- \$593	2019
Capacity Improvements - RR10 Livingston/QEW-GR		\$11,750	\$1,235	\$10,515	10.5%	\$1,500	\$9,099	\$0	\$0	2020
Capacity Improvements - RR54 Hwy 20/Merritt		\$8,350	\$6,812	\$1,538	81.6%	\$1,508	\$500	\$0	\$500	2019

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Interchange Sir Isaac Brock Way @ 406 Hwy		\$4,271	\$0	\$4,271	0.0%	\$4,271	\$0	\$0	\$0	2020
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,898	\$2,768	\$130	95.5%	\$30	\$175	\$0	\$0	2020
Intersection - RR20 Industrial Park toTownline Phase 2		\$3,231	\$2,655	\$575	82.2%	\$1,000	\$2,224	\$0	\$0	2020
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,712	\$5,031	\$681	88.1%	\$0	\$5,607	\$0	\$0	2020
Intersection Improvement - RR46 Geneva/St. Paul		\$6,500	\$5,073	\$1,427	78.0%	\$2,200	\$671	\$0	\$750	2020
Intersection - RR89 Jacobsen/Burleigh		\$6,756	\$5,492	\$1,264	81.3%	\$994	\$0	\$0	\$500	2019
Replacement of Burgoyne Bridge		\$93,344	\$93,342	\$2	100.0%	\$0	\$1,127	\$0	\$0	2019
Roads Facility Program - Patrol Yard Improvement - 2018		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2020
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2020
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,477	\$316	91.7%	\$0	\$200	\$116	\$0	2020
Roads Reconstruction - RR38 QEW/Fourth		\$23,156	\$17,784	\$5,373	76.8%	\$6,000	\$7,366	\$0	\$0	2020
Roads Reconstruction - RR50 Thorold/Riverbank		\$2,400	\$2,238	\$162	93.3%	\$0	\$162	\$0	\$0	2020

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Roads Reconstruction - St Davids Road East		\$6,934	\$564	\$6,370	8.1%	\$1,500	\$5,000	\$117	\$0	2022
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$5,750	\$4,798	\$952	83.4%	\$393	\$5,000	\$0	\$0	2020
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$2,740	\$295	90.3%	\$2,000	\$771	\$0	\$0	2020
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$1,000	\$174	\$826	17.4%	\$236	\$600	\$0	\$0	2020
Roads Rehabilitation - RR1 Albert/Lakeshore		\$2,165	\$574	\$1,591	26.5%	\$200	\$0	\$1,398	\$0	2020
Roads Rehabilitation - RR1 Dominion Road, Burleigh/Buffalo		\$12,070	\$11,797	\$273	97.7%	\$800	\$262	\$0	\$0	2020
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$404	\$1,371	22.8%	\$200	\$1,260	\$0	\$0	2020
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$1,050	\$346	\$704	32.9%	\$50	\$870	\$50	\$0	2020
Roads Rehabilitation - RR56 Glendale to St Davids		\$2,000	\$186	\$1,814	9.3%	\$1,819	\$0	\$0	\$0	2019
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$19,300	\$9,135	\$10,165	47.3%	\$200	\$2,000	\$8,517	\$0	2023
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$9,118	\$9,059	\$59	99.4%	\$200	\$5,362	\$2,000	\$0	2020

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Roads Rehabilitation - RR87 Third/Seventh		\$1,500	\$1,484	\$16	98.9%	\$16	\$985	\$0	\$0	2021
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$8,500	\$5,207	\$3,293	61.3%	\$294	\$0	\$3,293	\$0	2020
Roads Resurfacing - 2013		\$4,933	\$4,190	\$743	84.9%	\$100	\$643	\$0	\$0	2020
Roads Resurfacing - 2016		\$7,541	\$7,262	\$280	96.3%	\$12	\$270	\$0	\$0	2019
Roads Resurfacing - 2018		\$9,510	\$9,400	\$110	98.8%	\$200	\$534	\$0	\$0	2020
Roads Resurfacing - 2019		\$8,844	\$8,382	\$462	94.8%	\$4,000	\$1,315	\$0	\$0	2020
Stabilization RR14 Canboro Rd at Warner		\$5,539	\$5,386	\$153	97.2%	\$81	\$150	\$0	\$0	2020
Structural Rehabilitation - 2016 Program		\$3,700	\$1,496	\$2,204	40.4%	\$100	\$2,634	\$0	\$0	2020
Structural Rehabilitation - 2019 Program		\$1,000	\$0	\$1,000	0.0%	\$0	\$600	\$400	\$0	2021
Structural Rehabilitation - Main Street Bridge		\$4,703	\$4,516	\$187	96.0%	\$0	\$0	\$269	\$0	2019
Structural Rehabilitation - Mewburn @ CNR Tracks		\$2,500	\$0	\$2,500	0.0%	\$500	\$2,000	\$0	\$0	2020
Structural Rehabilitation - Ontario Power Generation Bridges over Gibson Lake		\$8,100	\$8,006	\$94	98.8%	\$50	\$61	\$0	\$0	2020
Structural Rehabilitation - Reece Bridge		\$9,983	\$9,824	\$158	98.4%	\$800	\$59	\$0	\$0	2020
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$2,250	\$405	\$1,845	18.0%	\$150	\$1,807	\$0	\$0	2020
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$420	\$4,600	8.4%	\$100	\$1,500	\$3,367	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Transportation Infrastructure Means Protection		\$4,000	\$3,703	\$297	92.6%	\$0	\$4,000	\$0	\$0	2021
Public Works - Roads & Fleet		\$360,019	\$275,846	\$84,173	76.6%	\$38,163	\$77,621	\$21,675	\$1,157	
GO Transit		\$31,598	\$5,761	\$25,837	18.2%	\$5,000	\$15,000	\$5,950	\$0	2024
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$0	\$8,402	\$0	2024
Total GO Transit		\$40,000	\$5,761	\$34,239	14.4%	\$5,000	\$15,000	\$14,352	\$0	
Inter-Municipal Transit Capital Acquisition - 2015		\$1,340	\$1,330	\$10	99.3%	\$0	\$0	\$0	\$220	2019
Inter-Municipal Transit Capital Acquisition - 2017		\$17,200	\$1,862	\$15,338	10.8%	\$66	\$15,338	\$0	\$0	2020
Total IMT Transit		\$18,540	\$3,192	\$15,348	17.2%	\$66	\$15,338	\$0	\$220	
Total Public Works - Levy		\$418,559	\$284,799	\$133,760	68.0%	\$43,228	\$107,959	\$36,027	\$1,378	
Bridge St - Public Drop Off Depot Improvement	Uninitiated	\$1,145	\$0	\$1,145	0.0%	\$0	\$1,050	\$75	\$20	2022
Glenridge - Leachate Collection System		\$1,210	\$122	\$1,088	10.1%	\$100	\$50	\$1,000	\$15	2022
Humberstone - Infrastructure Upgrades		\$6,306	\$6,255	\$51	99.2%	\$1,750	\$500	\$0	\$52	2022
Line 5 - Lechate Collection System		\$1,020	\$1	\$1,019	0.1%	\$100	\$100	\$800	\$19	2022
Niagara Road 12 - Cell 4 Construction & Man Hole Rehabilitation		\$3,930	\$3,795	\$135	96.6%	\$450	\$0	\$0	\$142	2020
Niagara Road 12 & Park Road - Pump Station Upgrades		\$2,077	\$1,608	\$469	77.4%	\$1,250	\$0	\$0	\$447	2020



Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Recycling Centre - Facility Improvements Groundwater		\$1,123	\$1,015	\$109	90.3%	\$40	\$60	\$40	\$0	2021
<b>Total Waste Management</b>		<b>\$16,811</b>	<b>\$12,796</b>	<b>\$4,015</b>	<b>76.1%</b>	<b>\$3,690</b>	<b>\$1,760</b>	<b>\$1,915</b>	<b>\$694</b>	
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	12.9%	\$0	\$0	\$1,503	\$0	2022
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$12,700	\$337	\$12,363	2.7%	\$0	\$400	\$11,963	\$0	2024
Lagoon Upgrade program - Stevensville/Douglastown		\$4,100	\$437	\$3,663	10.7%	\$200	\$2,500	\$1,320	\$0	2021
Miscellaneous Program - Centrifuge Components		\$1,560	\$87	\$1,473	5.6%	\$85	\$1,475	\$0	\$0	2020
Miscellaneous Program - Chemical System Upgrades - 2017		\$1,400	\$93	\$1,307	6.6%	\$35	\$820	\$523	\$0	2021
Miscellaneous Program - Garner Road		\$5,242	\$4,698	\$543	89.6%	\$1,000	\$477	\$0	\$0	2020
Miscellaneous Program - Motor Control Centres		\$2,000	\$176	\$1,824	8.8%	\$0	\$1,965	\$0	\$0	2020
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$884	\$616	59.0%	\$200	\$472	\$0	\$0	2019
Pump Station Improvement Program - Design		\$5,470	\$5,369	\$101	98.2%	\$100	\$42	\$0	\$0	2020
Pump Station Improvement Program - Haulage Road		\$2,150	\$1,647	\$503	76.6%	\$250	\$1,715	\$0	\$0	2020
Pump Station Improvement Program - Lakeside		\$2,500	\$2,011	\$489	80.4%	\$250	\$2,091	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,138	\$147	95.5%	\$0	\$145	\$0	\$0	2019
Pump Station Improvement Program - Park Lane		\$1,400	\$854	\$546	61.0%	\$0	\$1,305	\$0	\$0	2020
Pump Station Improvement Program - Riverview SPS		\$1,305	\$556	\$749	42.6%	\$100	\$1,084	\$0	\$0	2020
Pump Station Improvement Program - South Side High Lift		\$6,651	\$6,383	\$267	96.0%	\$0	\$281	\$0	\$0	2019
Pump Station Improvement Program - Wellandvale		\$2,146	\$2,067	\$79	96.3%	\$0	\$700	\$84	\$0	2021
Pump Station Improvement Program - Woodsview		\$5,420	\$478	\$4,942	8.8%	\$100	\$550	\$4,459	\$0	2021
Sewer & Forcemain Program - Dain City		\$6,025	\$1,849	\$4,176	30.7%	\$3,500	\$2,272	\$0	\$0	2020
Sewer & Forcemain Program - Highway 406 Trunk		\$1,274	\$1,273	\$1	100.0%	\$0	\$1	\$0	\$0	2020
Sewer & Forcemain Program - Oaks Park Trunk		\$2,145	\$2,121	\$25	98.9%	\$102	\$0	\$0	\$150	2019
Sewer & Forcemain Program - Stamford Centre		\$10,562	\$10,017	\$545	94.8%	\$2,000	\$4,142	\$0	\$0	2019
Sewer & Forcemain Program - Tupper Dr Trunk		\$2,910	\$143	\$2,767	4.9%	\$0	\$0	\$3,300	- \$502	2021
Sewer Relining Program		\$1,453	\$1,336	\$118	91.9%	\$0	\$120	\$0	\$0	2020
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,493	\$402	99.2%	\$500	\$59	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$4,900	\$2,132	\$2,768	43.5%	\$1,000	\$3,265	\$0	\$0	2020
Wastewater Treatment Plant Digester/Sludge Management - 2013 Program		\$1,000	\$932	\$68	93.2%	\$0	\$68	\$0	\$0	2019
Digester & Sludge Program - 2018		\$2,550	\$325	\$2,225	12.8%	\$150	\$1,800	\$364	\$0	2019
Wastewater Treatment Plant Upgrade - Garner Road		\$4,500	\$3,969	\$531	88.2%	\$600	\$2,000	\$1,746	\$0	2020
Wastewater Treatment Plant Upgrade - Niagara Falls		\$2,100	\$1,637	\$463	78.0%	\$300	\$841	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Port Weller		\$9,900	\$2,729	\$7,171	27.6%	\$150	\$1,750	\$7,500	\$0	2023
Wastewater Treatment Plant Upgrade - Port Weller 2017		\$1,310	\$1,285	\$25	98.1%	\$100	\$54	\$0	\$0	2019
Wastewater Treatment Plant Upgrade - Welland		\$21,821	\$21,606	\$215	99.0%	\$100	\$4,350	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$0	\$2,400	0.0%	\$100	\$1,200	\$1,100	\$0	2021
Wastewater Treatment Plant Upgrade - Aeration - Seaway		\$1,236	\$1,136	\$99	92.0%	\$150	\$145	\$0	\$0	2019

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$1,230	\$195	\$1,035	15.8%	\$65	\$984	\$52	\$0	2021
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$29,500	\$1,308	\$28,192	4.4%	\$0	\$14,145	\$14,145	\$0	2024
Wastewater Treatment Plant Upgrade - Grit System - Grimsby		\$1,725	\$1,607	\$118	93.1%	\$200	\$52	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Primary Digester #2 - Niagara Falls		\$1,000	\$24	\$976	2.4%	\$23	\$975	\$0	\$1	2020
Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway		\$3,115	\$2,923	\$192	93.8%	\$50	\$2,395	\$0	\$0	2020
<b>Total Wastewater</b>		<b>\$221,104</b>	<b>\$135,477</b>	<b>\$85,627</b>	<b>61.3%</b>	<b>\$11,411</b>	<b>\$56,638</b>	<b>\$48,058</b>	<b>- \$351</b>	
Elevated Tank - New - Pelham		\$1,620	\$184	\$1,436	11.4%	\$36	\$1,520	\$0	\$0	2021
Elevated Tank Rehabilitation - Thorold South		\$2,992	\$2,717	\$275	90.8%	\$1,103	\$523	\$28	\$0	2021
Meter Replacement Program		\$3,550	\$1,944	\$1,606	54.7%	\$400	\$2,246	\$0	\$0	2020
Miscellaneous Program - Evalution & Replacement		\$1,100	\$1,093	\$7	99.4%	\$0	\$0	\$0	\$37	2019
Miscellaneous Program - Granular Activated Carbon Replacement		\$2,260	\$1,928	\$332	85.3%	\$650	\$374	\$0	\$0	2019

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Miscellaneous Program - Pressure Booster		\$1,050	\$991	\$59	94.4%	\$0	\$0	\$0	\$59	2019
Miscellaneous Program - System Storage - Grimsby		\$26,889	\$23,784	\$3,105	88.5%	\$200	\$20,000	\$5,963	\$0	2021
Miscellaneous Program - System Storage - Port Colborne		\$11,850	\$11,792	\$58	99.5%	\$40	\$187	\$0	\$0	2020
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.1%	\$200	\$2,874	\$1,000	\$0	2023
Water Treatment Plant Raw Water Intake - Niagara Falls		\$15,550	\$261	\$15,289	1.7%	\$0	\$1,500	\$13,797	\$0	2021
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$1,180	\$145	\$1,035	12.3%	\$15	\$2,300	\$0	- \$1,255	2020
Water Treatment Plant Upgrade - Decew Falls - 2016		\$22,250	\$19,318	\$2,932	86.8%	\$0	\$12,000	\$9,558	\$0	2022
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$3,495	\$3,038	\$457	86.9%	\$50	\$3,400	\$0	- \$210	2021
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$12,752	\$8,972	\$3,780	70.4%	\$3,000	\$9,534	\$0	\$0	2020
Water Treatment Plant Upgrade - Port Colborne		\$8,600	\$810	\$7,790	9.4%	\$60	\$7,962	\$0	\$0	2021
Water Treatment Plant Upgrade - Rosehill		\$15,000	\$14,481	\$519	96.5%	\$1,500	\$3,913	\$0	\$0	2020
Water Treatment Plant Upgrade - Rosehill - 2017		\$1,886	\$383	\$1,503	20.3%	\$45	\$200	\$1,500	\$2	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2019 Forecasted Expenditures	2020 Forecasted Expenditures	2021 and Beyond Forecasted Expenditures	Forecasted Surplus/ (Deficit)	Estimated Year of Completion
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$1,678	\$3,322	33.6%	\$90	\$4,652	\$0	\$0	2020
Watermain Program - Along CNR Grimsby		\$12,825	\$11,917	\$908	92.9%	\$200	\$11,000	\$1,220	\$0	2020
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$0	\$0	\$1,964	\$0	2021
Watermain Program - Fort Erie, Dominion Road		\$10,615	\$10,425	\$190	98.2%	\$550	\$158	\$0	\$0	2020
Watermain Program - Hwy406 Cross Trans		\$1,911	\$1,905	\$6	99.7%	\$0	\$6	\$0	\$0	2020
Watermain Program - Lundy's Lane		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2021
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	0.0%	\$0	\$4,620	\$0	\$0	2020
Watermain Program - Welland East and West		\$6,200	\$4,730	\$1,470	76.3%	\$100	\$1,700	\$0	\$5	2020
Total Water Works		\$180,241	\$122,503	\$57,738	68.0%	\$8,239	\$91,669	\$35,030	- \$1,363	
Total Projects with remaining budgets greater than \$1 million		\$1,106,951	\$759,478	\$347,474	68.6%	\$90,105	\$306,631	\$141,833	\$3,316	

## Capital Variance Project Summary (in thousands of dollars)

Capital projects sometimes require more or less than the approved budget. Throughout the year, project variances are managed though either requesting extra budget dollars from the Capital Variance (CV) project, or by transferring excess capital project budget dollars to the CV through a budget reduction.

Transfers to the CV do not require approval. Requested transfers from the CV less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requested transfers from the CV in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balance of CVs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval.

The excess funds in the CV project have been identified as a funding source for the 2019 Capital Budget and will be transferred to the reserve at year end. The excess funds in the Waste Management, Wastewater and Water Works CV projects will be transferred to the respective capital reserves for use in the long-term capital affordability strategy. Approximately \$4,000 in the Levy Programs CV project and \$1,100 in the Waste Management CV project has been committed for the forecasted 2020 Capital Budget or a priority project.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water Works	Total Programs
<b>Balance at December 31, 2018</b>	<b>\$4,435</b>	<b>\$1,421</b>	<b>\$2,078</b>	<b>\$1,000</b>	<b>\$8,935</b>
Transfer to Active Capital Projects	- \$5,326	- \$570	- \$1,215	- \$847	- \$7,957
Budget Reductions on Active Capital Projects	\$1,970		\$283	\$124	\$2,377
Transfers (to)/from Closed Capital Projects	\$3,712	\$485	\$306	\$3,007	\$7,511
Adjustments to Previously Closed Projects	- \$1				- \$1
<b>Balance at July 24, 2019</b>	<b>\$4,791</b>	<b>\$1,336</b>	<b>\$1,453</b>	<b>\$3,284</b>	<b>\$10,865</b>
Transfer to Active Capital Projects	- \$1,385		- \$292	- \$2,637	- \$4,314
Budget Reductions on Active Capital Projects	\$1,023			\$575	\$1,598
Transfers (to)/from Closed Capital Projects	\$843	\$346		\$384	\$1,573
<b>Balance at October 23, 2019</b>	<b>\$5,272</b>	<b>\$1,683</b>	<b>\$1,161</b>	<b>\$1,606</b>	<b>\$9,721</b>
Committed to future requests/budget	- \$4,000	- \$1,100			- \$5,100
<b>Uncommitted Balance at October 23, 2019</b>	<b>\$1,272</b>	<b>\$583</b>	<b>\$1,161</b>	<b>\$1,606</b>	<b>\$4,621</b>



# Investment Report (in thousands of dollars)

Investment income during Q3 on the primary portfolio amounted to \$5,481, which comprises investment portfolio income and interest on cash balances. Amounts reflected in this report do not include the NRH investment portfolio.

## Investment Performance

### Investment Income:

The unfavorable investment income at Q3 of \$85, is a result of the declining bond yield environment and the Region choosing to maintain higher cash balances in high-interest savings accounts as a mitigating strategy. Forecasted investment income before transfers for 2019 is unfavourable when compared to budget by \$167.

Budget vs Actual/Forecast before Reserve Transfers	Actuals			Forecasted	Total
	Q1	Q2	Q3	Q4	
Budget	\$4,557	\$5,072	\$5,566	\$5,761	\$20,956
Actual	\$4,835	\$4,726	\$5,481	\$5,747	\$20,789
Variance	\$278	-\$346	-\$85	-\$14	-\$167

### Year to date portfolio return:

Q1	Q2	Q3	Q4
2.88%	2.85%	2.95%	n/a

### Investment income after transfers to reserves:

The unfavourable variance is driven by the transfers to Development Charge/Rate Reserves being \$457 greater than budget, which is due to growth in the Rate reserve balances being higher than anticipated. Forecasted investment income after transfers compared to budget is unfavourable by \$624.

Budget vs Actual/Forecast after Reserve Transfers	Actuals			Forecasted	Total
	Q1	Q2	Q3	Q4	
Budget	\$4,557	\$5,072	\$5,566	\$5,761	\$20,956
Net Budget Transfers	-\$1,408	-\$1,408	-\$1,408	-\$1,408	-\$5,632
Budget (Net)	\$3,149	\$3,664	\$4,158	\$4,353	\$15,324
Actual	\$4,835	\$4,726	\$5,481	\$5,747	\$20,789
Net Actual Transfers	-\$1,050	-\$1,784	-\$1,733	-\$1,522	-\$6,089
Actual (Net)	\$3,785	\$2,942	\$3,748	\$4,225	\$14,700
Variance	\$636	-\$722	-\$410	-\$128	-\$624

Note: Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities, unrealized exchange gains of \$46 are included in Q3 investment income.

## Investment Term Holdings

Funds	Book Value	Weight
Cash	\$137,866	17.9%
Cash Equivalents < 1 Year	\$39,895	5.2%
2 Year	\$37,797	4.9%
3 Year	\$23,399	3.0%
4 Year	\$27,879	3.6%
5+ Year	\$486,659	63.2%
Sinking Fund (Incl. Cash)	\$15,966	2.1%
Total Portfolio	\$769,461	100.0%

## Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$70,200	11.12%	15.00%
Bank of Nova Scotia	Corporate	\$71,500	11.32%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$40,000	6.33%	15.00%
HSBC Bank Canada	Corporate	\$7,300	1.16%	15.00%
National Bank of Canada	Corporate	\$41,500	6.57%	15.00%
Royal Bank of Canada	Corporate	\$48,500	7.68%	15.00%
<b>Total</b>	<b>Corporate</b>	<b>\$279,000</b>	<b>44.18%</b>	<b>50.00%</b>
City of Hamilton	Municipal	\$5,722	0.91%	5.00%
City of London	Municipal	\$1,000	0.16%	5.00%
City of Montreal	Municipal	\$3,059	0.48%	5.00%
City of Ottawa	Municipal	\$5,340	0.85%	5.00%
City of Quebec	Municipal	\$2,297	0.36%	5.00%
City of Saskatoon	Municipal	\$3,332	0.53%	5.00%
City of Toronto	Municipal	\$11,576	1.83%	5.00%
County of Wellington	Municipal	\$852	0.13%	5.00%
District of Mun. of Muskoka	Municipal	\$0	0.00%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,026	0.80%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$5,505	0.87%	5.00%
Region of Halton	Municipal	\$1,519	0.24%	5.00%
Region of Peel	Municipal	\$3,517	0.56%	5.00%
Region of Waterloo	Municipal	\$15,091	2.39%	5.00%
Region of York	Municipal	\$9,674	1.53%	5.00%
York Region District School Board	Municipal	\$4,284	0.68%	5.00%
York Sinking Fund Debenture	Municipal	\$1,797	0.28%	5.00%
<b>Total</b>	<b>Municipal</b>	<b>\$79,591</b>	<b>12.60%</b>	<b>25.00%</b>
Newfoundland and Labrador Hydro	Provincial	\$726	0.11%	25.00%
Ontario Hydro	Provincial	\$21,735	3.44%	25.00%
Province of Alberta	Provincial	\$1,311	0.21%	25.00%
Province of British Columbia	Provincial	\$6,991	1.11%	25.00%
Province of Manitoba	Provincial	\$35,516	5.62%	25.00%
Province of New Brunswick	Provincial	\$1,819	0.29%	25.00%
Province of Newfoundland	Provincial	\$51,833	8.21%	25.00%
Province of Nova Scotia	Provincial	\$16,885	2.67%	25.00%
Province of Ontario	Provincial	\$45,470	7.20%	25.00%
Province of Prince Edward Island	Provincial	\$2,760	0.44%	25.00%
Province of Quebec	Provincial	\$63,917	10.12%	25.00%
Province of Saskatchewan	Provincial	\$5,199	0.82%	25.00%
Quebec Hydro	Provincial	\$13,925	2.20%	25.00%
<b>Total</b>	<b>Provincial</b>	<b>\$268,087</b>	<b>42.45%</b>	<b>75.00%</b>
<b>Region of Niagara Debentures</b>	<b>Municipal</b>	<b>\$4,846</b>	<b>0.77%</b>	<b>100.00%</b>
<b>TOTAL excluding Cash</b>	<b>All</b>	<b>\$631,524</b>	<b>100.00%</b>	<b>100.00%</b>
General Chequing **	Cash	\$42,501		
Savings	Cash	\$95,365		
Sinking Fund	Cash	\$71		
<b>Total</b>		<b>\$137,937</b>		
<b>TOTAL including Cash</b>		<b>\$769,461</b>		

\* Note: Holdings by security percentages exclude cash balances.

\*\*Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits. Balances include USD funds converted at quarter-end spot rate of 1.3243.

# Debt Report (in thousands of dollars)

S&P (Standard & Poor's) has had Niagara rated AA with stable outlook since April 5, 2001 when S&P and CBRS (Canadian Bond Rating Service) merged their ratings. S&P affirmed Niagara’s AA rating with stable outlook on October 8, 2019. The ratings reflect S&P's opinion of Niagara's exceptional liquidity and budgetary performance, strong financial management, and moderate debt burden. The stable outlook reflects S&P's expectations that Niagara will increase its capital spending, which will cause its after-capital surpluses posted in 2017 and 2018 to weaken to a near-balanced position, on average, in the next two years. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

Standard and Poor uses an assessment scale of 1 to 5, with an assessment score of 1 being exceptional and 5 being the weakest score.

Key Rating Factor	Institutional Framework	Economy	Financial Management	Budgetary Performance	Liquidity	Debt Burden
Standard & Poor’s Assessment	2	3	2	1	1	3

Department	Total Debt as at December 31, 2018 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at September 30, 2019 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt As at December 31, 2019	Annual Repayment Limits
General Government	\$23,098	\$458	-\$2,378	-\$40	\$21,137	\$0	\$6,350	\$27,487	
Police	\$82,982	\$608	-\$3,983	-\$151	\$79,457	-\$678	\$11,080	\$89,859	
Transportation	\$121,568	\$16,210	-\$15,804	-\$174	\$121,799	\$0	\$56,670	\$178,470	
Public Health	\$14,318	\$0	-\$2,301	\$0	\$12,017	\$0	\$5,677	\$17,694	
Community Services	\$22,049	\$0	-\$2,511	\$0	\$19,538	\$0	\$15,335	\$34,873	
NRH	\$24,205	\$15,171	-\$2,914	\$0	\$36,462	-\$105	\$0	\$36,357	
Planning	\$63	\$0	-\$31	\$0	\$32	\$0	\$0	\$32	
<b>Total Levy</b>	<b>\$288,283</b>	<b>\$32,447</b>	<b>-\$29,922</b>	<b>-\$366</b>	<b>\$290,441</b>	<b>-\$784</b>	<b>\$95,113</b>	<b>\$384,770</b>	
Wastewater	\$55,898	\$0	-\$2,121	-\$773	\$53,004	\$0	\$36,376	\$89,380	
Water	\$11,245	\$0	-\$347	-\$192	\$10,705	\$0	\$22,729	\$33,434	
Waste Management	\$1,558	\$0	-\$763	\$0	\$795	\$0	\$0	\$795	
<b>Total Rate</b>	<b>\$68,700</b>	<b>\$0</b>	<b>-\$3,231</b>	<b>-\$966</b>	<b>\$64,504</b>	<b>\$0</b>	<b>\$59,105</b>	<b>\$123,609</b>	
<b>Total Niagara Region</b>	<b>\$356,983</b>	<b>\$32,447</b>	<b>-\$33,153</b>	<b>-\$1,332</b>	<b>\$354,945</b>	<b>-\$784</b>	<b>\$154,218</b>	<b>\$508,379</b>	<b>7.08%</b>

## Accounts Receivable Aging Report (in thousands of dollars)

Department	Total Debt as at December 31, 2018 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at September 30, 2019 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt*	Total Debt & Unissued Debt As at December 31, 2019	Annual Repayment Limits
Fort Erie	\$7,383	\$0	-\$943	\$0	\$6,439	-\$106	\$0	\$6,333	2.52%
Grimsby**	\$3,485	\$0	-\$172	\$0	\$3,314	-\$174	\$0	\$3,140	1.69%
Lincoln	\$4,485	\$0	-\$468	\$0	\$4,017	-\$2	\$0	\$4,015	2.54%
NOTL	\$2,225	\$0	-\$420	\$0	\$1,805	-\$1	\$0	\$1,804	1.51%
Niagara Falls**	\$48,219	\$4,100	-\$3,227	\$0	\$49,092	-\$532	\$0	\$48,560	3.02%
Pelham	\$30,089	\$4,018	-\$1,758	\$0	\$32,349	-\$97	\$0	\$32,252	13.40%
Port Colborne**	\$28,749	\$0	-\$1,268	\$0	\$27,481	-\$235	\$0	\$27,246	8.32%
St. Catharines	\$113,948	\$16,144	-\$11,504	-\$190	\$118,398	-\$298	\$0	\$118,100	7.72%
Thorold	\$1,065	\$0	-\$74	\$0	\$991	-\$42	\$0	\$950	0.55%
Wainfleet**	\$266	\$1,496	-\$53	\$0	\$1,708	\$0	\$0	\$1,708	0.81%
Welland	\$50,046	\$5,188	-\$5,412	\$0	\$49,822	-\$622	\$0	\$49,199	8.71%
West Lincoln	\$15,025	\$0	-\$529	\$0	\$14,496	\$0	\$0	\$14,496	7.63%
NPCA	\$700	\$0	-\$484	\$0	\$216	\$0	\$0	\$216	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Debt Assumed for Others (External)</b>	<b>\$305,684</b>	<b>\$30,945</b>	<b>-\$26,311</b>	<b>-\$190</b>	<b>\$310,128</b>	<b>-\$2,109</b>	<b>\$0</b>	<b>\$308,019</b>	
<b>Total Niagara Region &amp; External</b>	<b>\$662,667</b>	<b>\$63,392</b>	<b>-\$59,464</b>	<b>-\$1,521</b>	<b>\$665,073</b>	<b>-\$2,893</b>	<b>\$154,218</b>	<b>\$816,398</b>	

\*Unissued debt information from the local area municipalities is not provided to Niagara Region

\*\*Calculated with 2018 FIR data (\*\*2017 used where 2018 not available) and 2019 debt servicing charges.

### 2019 Debt Issuances

- By-law 2019-59: Capital Markets \$63,392, 10 years, 2.371% for Niagara Region and municipalities of Niagara Falls, Welland, St. Catharines, Pelham, and Wainfleet

## Accounts Receivable Aging Report (in thousands of dollars)

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than \$25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q3 Financial Update.

Customer Name	Over 120	Explanation of Account	Status
City of Niagara Falls	\$73	2018 RDC invoice in dispute with developer (\$60), applied for NFP grant, which was denied. Collection to continue which may include collecting through property tax. 2019 RDC's (\$13) for one multiple permit and City will advise once collected from the permit holder.	Collection to continue
City of Port Colborne	\$35	2019 RDC balances due to permit information being sent monthly and payment being remitted quarterly. \$16 to be included with Q4 payment, which should be received in early 2020. \$19 for one SFD and one multiple permit and City will advise once collected from the permit holder.	Collection to continue
Merritton Mills Redevelopment Corp	\$386	2007 Landfill tipping fees related to three redevelopment sites. Niagara Region will offset these with the Tax Increment Grants (TIG) as the agreements between the City of St. Catharines and the developer are signed. The Niagara Region has a Letter of Credit (LOC) for \$386 related to the receivable for one site and the other two sites now have active tax increment grants starting in 2017 for 2016 tax year.	2018 TIG agreements Collection to continue
Seniors Resident 12006	\$25	Resident still active. Public Guardian and Trustee have taken over financial responsibility for current and future charges. Many attempts have been made to the family to collect and on-going efforts continue to mitigate risk.	Collection to continue
Seniors Resident 11338	\$56	Resident still active. Many attempts have been made to the family to collect and on-going efforts continue to mitigate risk.	Collection to continue
Town of Fort Erie	\$40	2019 RDC's to be included with Q4 payment, which should be received in early 2020.	Collection to continue

# Accounts Receivable Aging Report (in thousands of dollars)

Customer Name	Over 120	Explanation of Account	Status
Town of Grimsby	\$845	2018 RDC invoice in dispute with developer (\$843), Grimsby to collect additional amounts outstanding through property tax (with Grimsby legal). 2019 RDC's (\$2) to be included with Q4 payment, which should be received in early 2020.	Collection to continue
Town of Lincoln	\$428	2018 RDC building permits on hold as a result of archeological findings on-site. Collection to be made once site has been released from the archeological hold.	Collection to continue
Town of NOTL	\$264	2019 RDC balances due to permit information being sent monthly and payment being remitted quarterly. \$264 to be included with Q4 payment, which should be received in early 2020.	Collection to continue
Total	\$2,152	\$692 of the outstanding RDC's relate to timing differences between billing and collection as a result of revised Regional processes for collection and accounting for RDC's. Region to review for further enhancements.	

# Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards (“PSAS”). This includes all unfunded liabilities, impacts of amortization and capital fund activity. The Consolidated Statement of Financial Positon for September 30, 2019 is prepared with information as at November 4, 2019.

	Sept. 30, 2019	Dec. 31, 2018
<b>FINANCIAL ASSETS</b>		
Cash	\$ 138,590	\$ 106,902
Investments	622,100	585,420
Accounts receivable	49,223	80,713
Other current assets	462	329
Tangible capital assets held for sale	756	756
Debt Recoverable from others	310,128	305,684
	<b>1,121,259</b>	<b>1,079,804</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities	103,601	114,195
Employee future benefits and post-employment liabilities	104,421	104,421
Deferred revenue	214,449	178,320
Landfill closure and post-closure liability	61,397	61,397
Long-term liabilities	665,354	662,658
	<b>1,149,222</b>	<b>1,120,991</b>
Net debt	<b>(27,963)</b>	<b>(41,187)</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	1,784,526	1,755,117
Inventory	7,969	7,360
Prepaid expenses	16,593	20,836
	<b>1,809,088</b>	<b>1,783,313</b>
Accumulated surplus	<b>\$ 1,781,125</b>	<b>\$ 1,742,126</b>

## Accumulated surplus reconciliation:

	Sept. 30, 2019	Dec. 31, 2018
Operating surplus	(\$ 1,587)	(\$ 5,458)
Invested in tangible capital assets	1,413,876	1,398,144
Capital fund – unexpended capital financing	317,933	226,159
Operating fund	(9,231)	(7,228)
Unfunded landfill closure & post-closure liability	(61,397)	(61,397)
Unfunded employee future benefits & post-employment liabilities	(103,112)	(103,112)
Total surplus	<b>1,556,482</b>	<b>1,447,108</b>
Total reserves and reserves funds (page 48)	<b>224,643</b>	<b>295,018</b>
Total accumulated surplus	<b>\$ 1,781,125</b>	<b>\$ 1,742,126</b>



# Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region’s financial activity as of September 30, 2019. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

These statements present the net funding position of Niagara Region’s operating budget and do not include Public Sector Accounting (PSA) adjustments for amortization, employee future benefits and landfill liability.

Approved and/or expected unbudgeted transfers to/from reserves can offset other variances and impact net surplus/deficit reported by departments. These statements do not include capital activity. Capital activity is summarized by project in the capital reports section.

## Definition of Column Headings

**Year to date Budget** - the portion of the annual budget expected to be realized from January through September.

**Year to date Actual** - actual costs incurred and revenues earned from January to September. Departments have accrued for goods or services received but not yet paid for and revenues earned but not yet received.

**Year to date Budget vs Actual Variance Favourable/(Unfavourable)** - the difference between the year to date budget and the year to date actual. An unfavourable variance (i.e. actual expenditures are greater than budgeted or actual revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. actual expenditures are less than budgeted or actual revenues are greater than budgeted) is shown as a positive.

**Annual Budget** - the annual budget approved by council with budget adjustments as explained on the Operating Budget Amendments & Adjustment Summary.

**Annual Forecast** - the year to date actual plus the year to go forecast for October to December. It is intended to project expected organization results at the end of the current year based on information available at September 30, 2019. As noted, actual operating results may vary from the forecasted information presented.

**Annual Budget vs Forecast Variance Favourable/(Unfavourable)** - the difference between the annual budget and the annual forecast. An unfavourable variance (i.e. forecasted expenditures are greater than budgeted or forecasted revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. forecasted expenditures are less than budgeted or forecasted revenues are greater than budgeted) is shown as a positive.

## Definition of Report Rows – Expenditures

**Compensation** - salaries, benefits and personnel related allowances (meals, clothing, training, etc).

**Administration** - costs for audit, advertising, consulting, insurance, contracted services, Court Services expenses, allowances (car, mileage, etc.), telephone, training and related expenses, office supplies, memberships and other miscellaneous expenses.

**Operational & Supply** – program specific costs including: chemical, medical, waste management supplies and purchased services.

**Occupancy & Infrastructure**– costs to repair or maintain property and infrastructure, property tax, leases and all utilities.

**Equipment, Vehicles, Technology** – costs to repair or maintain equipment and vehicles, minor equipment purchases, computer licenses and support.

**Community Assistance** - Ontario Works allowances and benefits program costs, rent supplements and the use of all housing related subsidies.

**Financial Expenditures** - interest charges, principal debt payments, tax write-offs, and bad debt expense. The debt related charges included in this section are allocated to departments though indirect allocations & debt.

**Partnership, Rebate, Exemption** – grants, rebates and exemptions provided to local area municipalities and/or other organizations to support projects within the region.

# Explanation of Statement of Operations - Continued

## Definition of Report Rows – Revenues

**Taxation** - revenues received from local area municipalities including payment-in-lieu, supplemental and power dams revenue; as well as funds received to support waste management, water and wastewater operations.

**Federal & Provincial Grants** - funds received from the provincial and federal governments.

**By-law Charges & Sales** - shared services revenue (without shared services agreement), licenses, permits and approvals, and fees and service charges on the User Fee By-Law such as child care fees, health fees, police fees (i.e. accident reports, etc), seniors homes fees (i.e. long term care accommodations fees), road fees and other miscellaneous fees (i.e. zoning).

**Other Revenue** - shared services revenue (with shared services agreement), investment income, Court Services revenue, recycling revenue, housing revenue and other miscellaneous revenue.

## Definition of Report Rows – Intercompany Charges

**Intercompany Charges** - direct rate-based costs that are allocated to the beneficial recipient by the department providing the service or goods and calculated based on a pre-established rate (i.e. fleet, fuel, photocopiers, and print shop). The pre-established rate is intended to recover the costs incurred by the service providing department (time and material).

## Definition of Report Rows – Transfers

**Transfer to Reserves** - includes all transfers of funds in the current year from the operating program to a reserve. At a corporate level the net of the transfers to reserves and the transfers from reserves represents our total contribution to reserves or draw on reserves in the year.

**Transfer from Reserves** - transfers of funds in the current year to the operating program from a reserve. At a corporate level the net of the transfers from reserves and the transfers to reserves represents our total contribution to reserves or draw on reserves in the year.

**Expense Allocation to Capital** - eligible costs recorded and managed in the operating program allocated to the capital program.

## Definition of Report Rows – Indirect Allocation & Debt

**Indirect Allocation** – costs that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications). Indirect costs are common resources shared by several programs and services that require an allocation to determine full cost of the program or service.

**Capital Financial Allocation** – allocations of all debt charges incurred to programs and services based on projects the debt is issued to fund.



## Q3 FINANCIAL UPDATE | SEPTEMBER 2019



1815 SIR ISAAC BROCK WAY THOROLD, ON L2V 4T7

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**Subject:** Municipal Benchmarking Network of Canada (MBNCanada) 2018 Data Report

**Report to:** Corporate Services Committee

**Report date:** Wednesday, December 4, 2019

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## Recommendations

That this report **BE RECEIVED** for information

## Key Facts

- The purpose of this report is to inform Council on the release of the latest MBNCanada report containing 2018 data which shares information on Niagara's performance as it compares to partnering municipalities within the program. The full report is available at [www.mbnccanada.ca](http://www.mbnccanada.ca).
- As a founding member, Niagara has participated in MBNC since 1998. The program is now national, with 17 participating municipalities. The new report, containing 2018 data, was released on November 1, 2019.
- Niagara collects data across 27 service areas with measures that include both financial and operational measures.
- Multiple factors influence the comparability of metrics, including a municipality's size, organizational structure, single or upper tier status, age / size of infrastructure, etc. Each of these factors must be considered in making any direct comparisons, and the purpose is to invoke meaningful questions around how we can all do better to serve our residents.

## Financial Considerations

Participation in MBNCanada costs Niagara \$28,450 for annual membership, in addition to the in-kind services provided by the CAO, Municipal Lead, and staff time from all service areas to collect and validate data. These costs are included in the council approved operating budget.

## Analysis

MBNCanada is the most comprehensive benchmarking system available for Canadian municipalities. Financial and operating measures reflect business performance across Canada for single and upper tier municipalities. Data experts from each participating municipality collaboratively create data definitions and suggest additional or alternative measures to reflect emerging trends. MBNC's Board of Directors consist of

participating municipalities' CAOs who support the strategic decisions of the program, ensuring the program is aligned directly with the needs of member municipalities.

Public benchmarking is a mode of providing government transparency and is increasingly expected from our residents. Benchmarking is commonly used in the public sector to compare areas such as taxation, staffing and funding, and can empower staff to make informed decisions. As a result of changes in public expectations for access to information, this has resulted in public dashboards in all levels of government, including Niagara's public facing dashboard [www.niagararegion.ca/priorities/dashboard](http://www.niagararegion.ca/priorities/dashboard), which includes measures captured through this program. A few highlights from the 2018 report can be found in Appendix 1 of this report, and the full report can be downloaded from [www.mbnccanada.ca](http://www.mbnccanada.ca).

## **Alternatives Reviewed**

Although service-specific benchmarking is available for some business units such as through their respective Ministries, formal or informal networks, MBNCanada is the only municipal benchmarking available for many service areas in our organization.

## **Relationship to Council Strategic Priorities**

This report aligns with Strategic Priority 4: Sustainable and Engaging Government. Niagara's participation in MBNCanada's public report shows municipal performance across a wide range of service areas and supports our goals to be transparent, drive informed decisions and ensure access to data without limitations of silos across the organization.

## **Other Pertinent Reports**

- CWCD 27-2019: MBNCanada 2017 Report

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### **Prepared by:**

Kristen Delong  
Manager, Internal Control &  
Organizational Performance  
Corporate Services

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### **Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner / Treasurer  
Corporate Services

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**Submitted by:**

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

*This report was reviewed by Maciej Jurczyk, Director of Internal Control & Organizational Performance.*

**Appendices**

Appendix 1	MBNCanada 2018 Data Report Highlights	Page 4
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## Appendix 1: MBNCanada 2018 Data Report Highlights

The MBNCanada Board of Directors is made of member municipalities CAOs who provide direction for the program. The Board recently recreated Value statements which identify what we hope to accomplish collectively as municipalities through the services provided in each service area we report on. These Value statements were written from the perspective of service users and drive the types of measures collected in this program and in the public report.

The following is a small snapshot of some of the measures available in the recently published public MBNCanada report. The data is current as of year end 2018, and is compiled with the significant input and review of staff across all participating municipalities. A copy of the full report which provides the Board measures across all service areas, please go to [www.mbnCanada.ca](http://www.mbnCanada.ca).

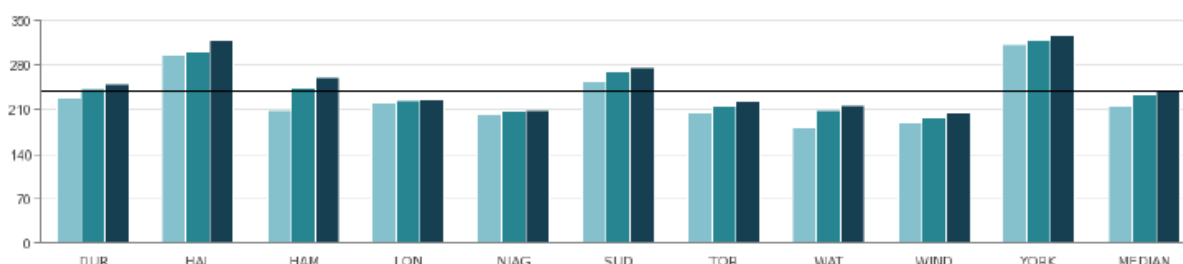
### 2018 Measure Highlights:

**Child Care Value Statement** – “I expect that high quality licensed child care is accessible, affordable and responsive to my child’s needs in a safe and secure environment”.

#### Child Care

**Figure 4.1 Regulated Child Care Spaces in Municipality per 1,000 Children (12 and Under)**

The measure reflects the number of licensed spaces in child care centres, preschools and home child care agencies.



2016	229	296	209	221	202	255	205	180	189	313	215
2017	242	301	245	225	207	271	214	208	196	319	234
2018	251	318	260	227	208	276	223	216	205	326	239

Source: CHDC105 (Community Impact)

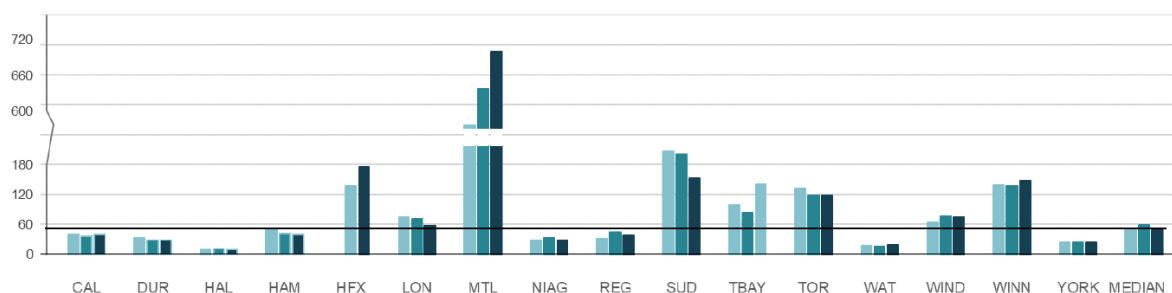


**Clerks Value Statement** – “I expect my municipality to provide information and access for my municipal government and meet legislative requirements regarding Council operations and access to information in a timely and readily accessible manner.”

## Clerks

**Figure 5.1 Number of Formal Freedom of Information Requests per 100,000 Population**

This measure identifies the number of legislated freedom of information (FOI) requests, including Councillor requests that have gone through the FOI process in the reporting year.



Source: CLKS270 (Service Level)

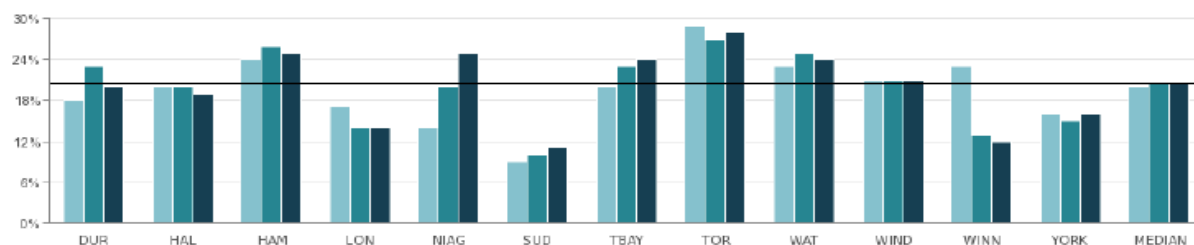
Montreal: Due to a decentralized model, when the City of Montreal receives a proper request, it may be forwarded to one or all of their 19 Boroughs, which significantly increases the number of requests; e.g., a request submitted to the City and sent to 7 of 19 Boroughs would count as 8 requests.

**Emergency Medical Services Value Statement** – “I expect if I have a medical emergency, that the ambulance will arrive in a timely manner; and I will be assessed, cared for and/or delivered to an appropriate destination, promptly and safely, as required.

## Emergency Medical Services (EMS)

**Figure 7.2 Percent of Ambulance Time Lost to Hospital Turnaround**

Time spent in hospital includes the time it takes to transfer a patient, delays in transfer care due to lack of hospital resources (off-load delay), paperwork and other activities. The more time paramedics spend in the hospital process equates to less time they are available to respond to calls.



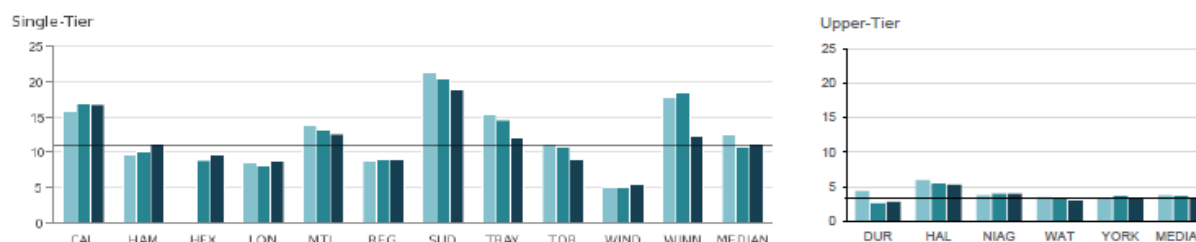
Source: EMDS150 (Community Impact)

**Information Technology Value Statement (Resident lens)** – “I expect to be able to access municipal information and services when, where, and how it is convenient to me.”

### Information Technology

**Figure 15.1 Number of Visitor Sessions to Municipal Website per Capita**

This measure reflects the number of visitor sessions to the main municipal website. A visitor session is a group of interactions that take place on the website within a given time frame, by an individual visitor.



2016	15.7	9.5	N/A	8.6	13.7	8.8	21.3	15.3	11.0	5.0	17.7	12.4	4.4	6.0	3.8	3.5	3.4	3.8
2017	17.0	10.1	8.9	8.0	13.1	9.1	20.4	14.5	10.8	5.0	18.5	10.8	2.6	5.5	4.0	3.4	3.7	3.7
2018	16.7	11.0	9.6	8.8	12.5	9.0	18.7	12.0	9.1	5.6	12.2	11.0	2.8	5.3	4.0	3.0	3.2	3.2

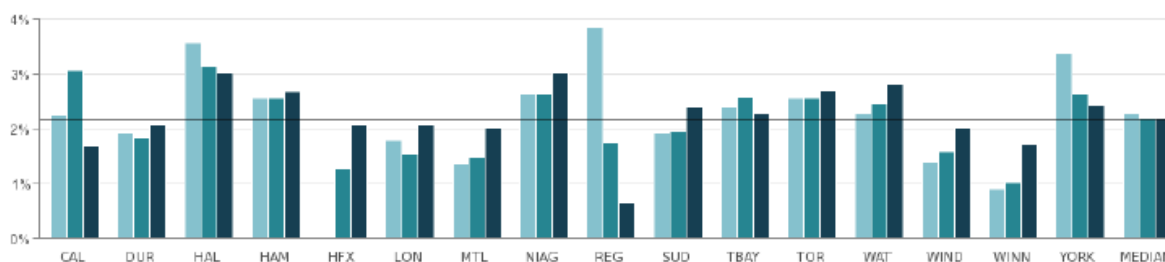
Source: INTN105 (Community Impact)

**Investment Management Value Statement** – “I expect the municipality is managing its cash effectively by investing it in a manner that minimizes risk while meeting the organization’s cash flow requirements and reasonable return on investment.”

### Investment Management

**Figure 16.1 Gross Percent Realized Return on the Total Investment Portfolio**

This measure is based on the Average Adjusted Book Value and refers to the General Investment Fund only. Sinking funds, pension funds, and trust funds are excluded.



2016	2.24%	1.93%	3.57%	2.58%	N/A	1.80%	1.36%	2.63%	3.87%	1.92%	2.42%	2.57%	2.28%	1.39%	0.91%	3.39%	2.28%
2017	3.07%	1.84%	3.15%	2.57%	1.28%	1.54%	1.47%	2.64%	1.75%	1.96%	2.60%	2.56%	2.45%	1.58%	1.03%	2.64%	2.21%
2018	1.67%	2.07%	3.02%	2.69%	2.07%	2.07%	2.03%	3.02%	0.65%	2.41%	2.28%	2.70%	2.82%	2.02%	1.73%	2.43%	2.18%

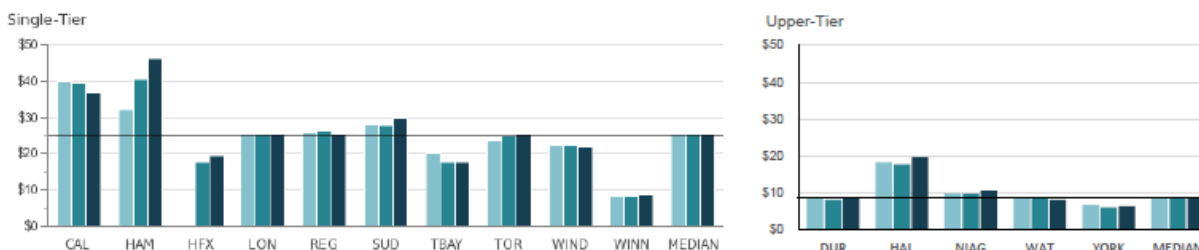
Source: INVT310 (Efficiency)

**Planning Value Statement** – “I expect to have clear information about planning requirements in adherence with legislation, and that the application process is convenient, timely, predictable and affordable, while supporting sustainable community development.”

## Planning

**Figure 24.1 Total Cost for Planning per Capita**

This measure reflects the total cost to provide planning services. The amount spent on planning-related activities and application processing can vary significantly from municipality to municipality based on the types of applications, different organizational structures and legislation, and priorities established by local Councils.



2016	\$39.97	\$32.22	N/A	\$25.60	\$25.78	\$28.06	\$20.22	\$23.72	\$22.55	\$8.43	\$25.60	\$8.66	\$18.27	\$9.86	\$8.62	\$6.75	\$8.66
2017	\$39.54	\$40.58	\$17.91	\$25.29	\$26.03	\$27.94	\$17.61	\$24.84	\$22.30	\$8.44	\$25.07	\$8.08	\$17.73	\$9.70	\$8.60	\$6.12	\$8.60
2018	\$37.02	\$46.32	\$19.29	\$25.28	\$25.24	\$29.73	\$17.63	\$25.40	\$21.77	\$8.69	\$25.26	\$8.60	\$19.64	\$10.60	\$8.08	\$6.37	\$8.60

Source: PLNG250T (Service Level)

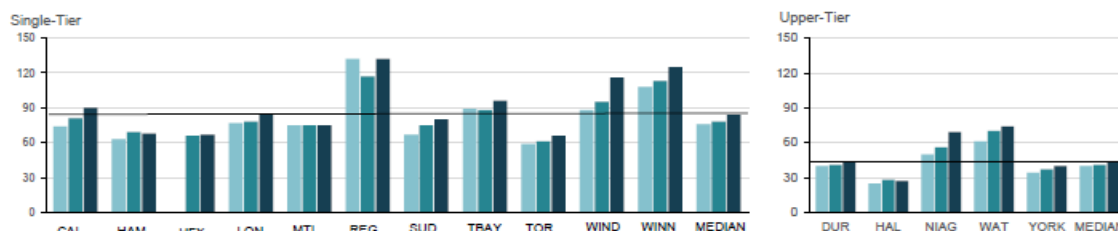
**Police Value Statement** – “I expect my police service to have the trust of the community and to take a collaborative approach that achieves excellence in crime prevention, law enforcement, and victims’ assistance while practicing fair treatment and promoting public safety and well-being.”

## Police Services

**Figure 26.6 Total Crime Severity Index**

The Crime Severity Index (CSI) includes violent crime, property crime, other Criminal Code offences, as well as traffic, drug violations and all Federal Statutes as defined by the Canadian Centre for Justice Statistic (CCJS). The CSI considers not only the change in volume but the relative seriousness of the crime. Sourced from Statistics Canada Tables.

\*The Statistics Canada National Average is included as a reference only and is not included in the calculation of the MBNCanada median.



2016	74	63	N/A	77	75	132	67	89	59	88	108	76	40	25	50	61	34	40	72
2017	81	69	66	78	75	117	75	88	61	95	113	78	41	28	56	70	37	41	74
2018	90	68	67	84	75	132	80	96	66	116	125	84	43	27	69	74	40	43	75

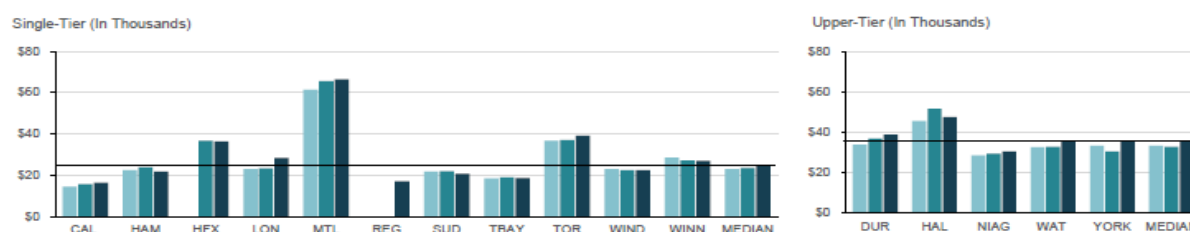
Source: PLCE180 (Community Impact)

**Roads Value Statement** – “I expect roads to be well-maintained and allow me to get where I need to go in a safe and consistent timely manner.”

## Roads

**Figure 28.3 Total Cost for Roads - All Functions Per Lane Km**

This measure represents the total cost of all functions related to road maintenance. This includes operating costs and amortization associated with capital costs for paved and unpaved roads, bridges and culverts, traffic operations, roadside maintenance, and winter control for roadways, sidewalks, and parking lots.



2016	\$14,454	\$22,507	N/A	\$22,966	\$61,492	N/A	\$21,698	\$18,486	\$36,759	\$23,014	\$28,459	\$22,966	\$33,808	\$45,667	\$28,472	\$32,568	\$33,341	\$33,341
2017	\$15,607	\$23,785	\$36,780	\$23,250	\$65,657	N/A	\$21,958	\$18,983	\$37,131	\$22,506	\$27,128	\$23,518	\$36,956	\$51,644	\$29,461	\$32,838	\$30,538	\$32,838
2018	\$16,394	\$21,722	\$36,402	\$28,430	\$66,366	\$17,045	\$20,704	\$18,560	\$39,117	\$22,256	\$26,953	\$22,356	\$38,775	\$47,542	\$30,425	\$35,718	\$35,441	\$35,718

Source: ROAD308T (Efficiency)

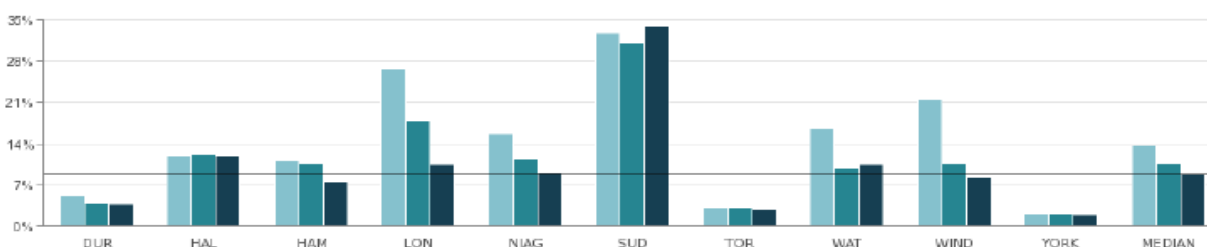
Halton: Roads restoration costs, contracted services costs and road and bridges amortization increased due to Halton Region's continuous growth, new construction and roads rationalization.

**Social Housing Value Statement** – “I expect safe, well-maintained affordable housing that is administered fairly with connections and/or support to other applicable programs and services.”

## Social Housing

**Figure 30.2 Percent of Social Housing Waiting List Placed Annually**

Units include rent-geared-to-income (RGI) units, market units and rent supplement units that were available in the year reported.



2016	5.2%	12.0%	11.1%	26.7%	15.6%	32.8%	3.1%	16.6%	21.5%	2.2%	13.8%
2017	3.9%	12.1%	10.7%	17.8%	11.4%	31.0%	3.2%	9.9%	10.7%	2.1%	10.7%
2018	3.7%	12.0%	7.6%	10.5%	9.2%	34.1%	2.9%	10.5%	8.3%	1.9%	8.8%

Source: SCHG110 (Community Impact)

London: In 2018, London's social housing waitlist continues to experience substantial growth, with an increase of 70% since 2016. With low vacancy rate in the social housing stock, the availability of units to house new and existing applicants has also been reduced. London also continues to experience low vacancy rates within the private rental market, resulting in pressure to increase rents to respond to the high demand. This makes it very difficult for individuals living in social housing to transition into the private rental market. London represents the 5th highest community nationally in Core Housing Need.

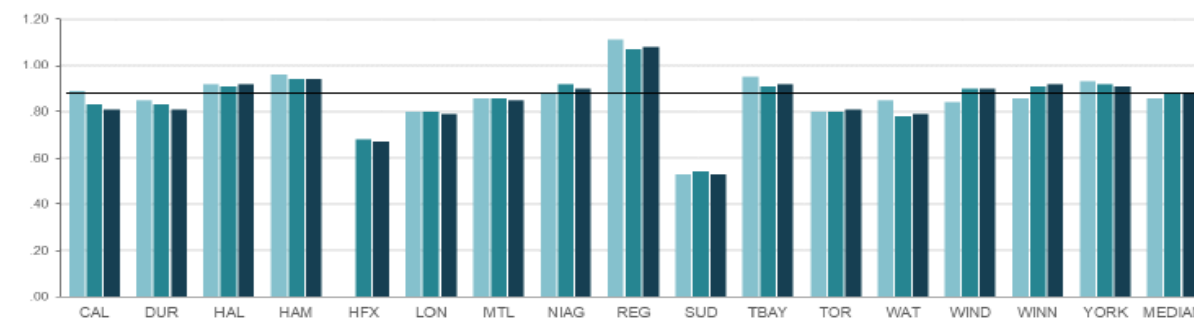
Windsor: The number of applicants housed was significantly reduced (36%) in 2017 in addition to a large increase (30%) in active applications on the centralized waiting list.

**Waste Management Value Statement** – “I need my waste collected in a reliable manner and as scheduled. I expect my waste to be managed in an environmentally sustainable way and that any issues are addressed in a timely manner.”

### Waste Management

**Figure 34.1 Tonnes of All Residential Material Collected per Household**

Residential waste includes organics, blue box, leaf and yard, municipal hazardous or special waste, other recyclable materials such as wood, metal and tires, as well as construction and demolition materials.



2016	0.89	0.85	0.92	0.96	N/A	0.80	0.86	0.88	1.11	0.53	0.95	0.80	0.85	0.84	0.86	0.93	0.86
2017	0.83	0.83	0.91	0.94	0.68	0.80	0.86	0.92	1.07	0.54	0.91	0.80	0.78	0.90	0.91	0.92	0.88
2018	0.81	0.81	0.92	0.94	0.67	0.79	0.85	0.90	1.08	0.53	0.92	0.81	0.79	0.90	0.92	0.91	0.88

Source: SWST205 (Service Level)

**Wastewater Value Statement** – “I expect my wastewater to be collected, treated and disposed of in an affordable and effective manner while being environmentally responsible.”

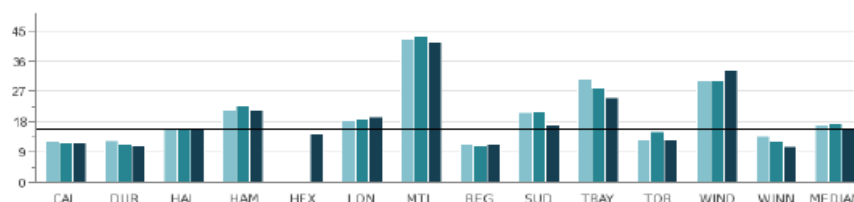
### Wastewater

**Figure 35.2 Megalitres of Treated Wastewater per 100,000 Population**

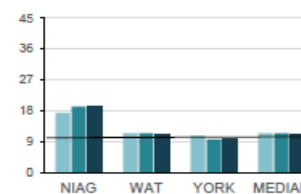
**Integrated Systems:** The term applies to municipalities that have full responsibility for all wastewater activities including collection, conveyance, treatment and disposal.

**Two-Tier System:** The term applies to municipalities that have responsibility for components of wastewater activities.

Integrated Systems (In Thousands)



Two-Tier Systems (In Thousands)



2016	12,022	12,320	15,810	21,525	N/A	18,444	42,575	11,276	20,886	30,384	12,883	30,011	13,751	17,127	17,362	11,431	10,701	11,431
2017	11,885	11,540	16,237	22,784	N/A	18,687	43,134	10,908	21,159	28,237	15,033	30,326	12,006	17,462	19,207	11,430	9,696	11,430
2018	11,638	11,219	15,756	21,302	14,520	19,387	41,516	11,522	17,059	25,006	12,855	33,114	10,621	15,756	19,243	10,939	9,964	10,939

Source: WWTR210 (Service Level)

Niagara, Waterloo and York: Responsible for all components with the exception of collection which is the responsibility of local municipalities within their boundaries.

Windsor: Increase due to heavier than normal storm events in 2018. Some of these storms delivered large volumes to the plants in a short period of time resulting in the increase of volume bypassed.

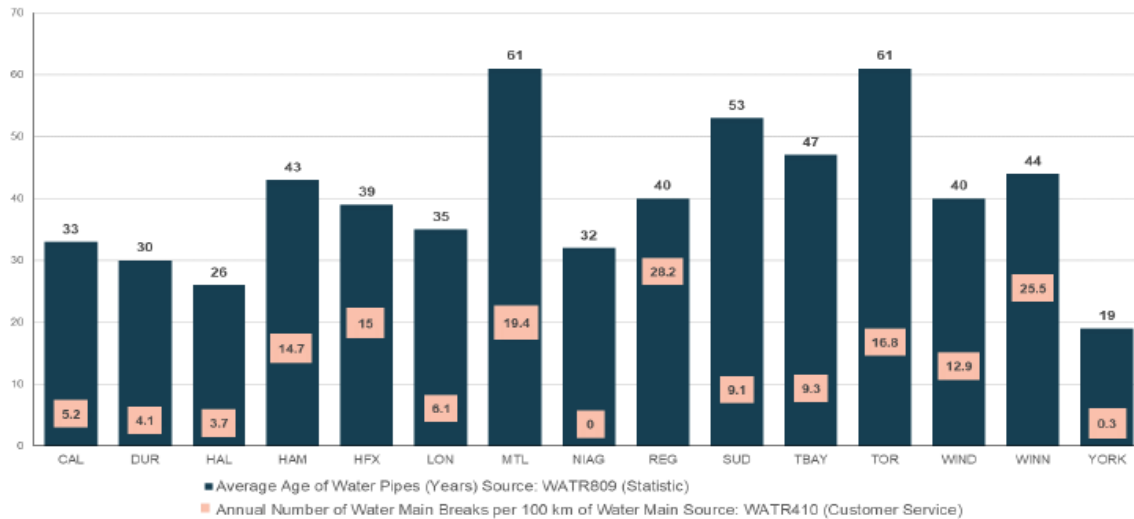
**Water Value Statement** –“I expect safe and affordable drinking water available continuously and that my municipality is responsive to conversation, environmental and quality issues.”

## Water

**Figure 36.2 Average Age of Water Pipe and Number of Water Main Breaks per 100 Km of Water Distribution Pipe**

**Age of Water Distribution Pipe:** Old pipes are usually in poor condition as a result of pipe corrosion, pipe materials (susceptible to fractures), and leakage at pipe joints and service connections which contributes to an increased frequency of water main breaks relative to newer systems that do not have such deficiencies. The practice of relining pipes has caused inconsistent reporting on the age of the pipe.

**Number of Water Main Breaks:** Excludes service connections and hydrant leads.



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## MEMORANDUM

CSC-C 17-2019

**Subject: Insurance Program Renewal 2019-2020 Update**

**Date: December 4, 2019**

**To: Corporate Services Committee**

**From: Donna Pasto, Risk Management Program Manager**

---

Staff was authorized under CSD 28-2019 to exercise the option in favour of The Regional Municipality of Niagara ("Niagara Region") to extend the insurance and risk management services contract with Jardine Lloyd Thompson Canada Inc. ("JLT") on the same terms and conditions for an additional term of one year for the 2019-2020 policy term.

In March 2019, it was estimated by JLT that the increase in overall premium from 2018-2019 would be 4.75%, which was subject to any increase in property and fleet values.

The 2018-2019 cost of insurance premiums for Niagara Region (including NRH and NRP) is approximately \$813,227 (inclusive of 1.76% non-refundable HST). The insurance premium quote from JLT for the 2019-2020 renewal (including increase in property and fleet values) is \$943,657 (inclusive of 1.76% non-refundable HST). On October 31, 2019, insurance coverage was bound by Staff for the 2019-2020 policy term on this basis. Staff continues to negotiate the Environment Impairment Liability ("EIL") coverage for NRH with JLT, which could result in premium savings.

The overall premium increase over last year's renewal is 15.69% (which is 10.94% over and above the projected 4.75% reported in March). This increase can be attributed to:

- 3.94% increase in property and fleet values and
- 7.0% liability premium increase due to the impact of our current general liability insurer recently **removing** medical liability coverage for Emergency Medical Services (EMS) from their municipal liability policy and the resulting necessity of securing a separate medical malpractice policy for EMS.

At renewal, JLT reported that the hardening market has impacted more than just medical malpractice coverage. Municipalities are now seeing increases starting at 10% on their general liability coverage, and other coverages are seeing 30-40% increases. While the overall insurance premium quote is higher than projected in March, Niagara Region's premium increase in comparison to other municipalities is within the low range.



In early summer 2020, Staff intends to go out to market for Niagara Region's insurance and risk management services given that the contract with JLT expires November 1, 2020.

### **Financial Considerations**

Based on the 2019 budget of \$876,060 for insurance and risk management services, Staff can confirm that there will be no budget pressure as the increase can be accommodated within the approved 2019 budget. However, based on the proposed 2020 budget of \$904,100, there will be a budget pressure of approximately \$50,000.00 (which may be less depending upon the EIL coverage negotiations noted previously). The final impact of this increase once determined will be accommodated within the 2020 budget.

Respectfully submitted and signed by

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Donna Pasto  
Risk Management Program Manager

**Presentation**

**Port Weller Dry Docks and National Ship Building Strategy**

That Regional Council **SUPPORT** Heddle Shipyards bid to become the third shipyard in the National Ship Building Strategy; and

That Economic Development staff **BE DIRECTED** to consult with the City of St. Catharines staff on promotion of the strategy.

**Minute Item No. 5.1**

**PDS 42-2019**

**Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities**

That Report PDS 42-2019, dated December 4, 2019, respecting Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regional CAO **BE AUTHORIZED** to sign the revised Memorandum of Understanding (MOU) for Planning Function and Services between Niagara Region and Local Area Municipalities (Appendix 1 of Report PDS 42-2019);
2. That a copy of Report PDS 42-2019 and the executed revised MOU **BE DISTRIBUTED** to the Local Area Municipalities; and
3. That staff **BE DIRECTED** to implement the revised MOU in collaboration with the Local Area Municipalities.

**Minute Item No. 6**

**PDS-C 20-2019**

**Regional Road 20 Alternative Tourism Route**

That Correspondence Item PDS-C 20-2019, being a memorandum from K. Young, Planner, dated December 4, 2019, respecting Regional Road 20 Alternative Tourism Route, **BE RECEIVED** for information.

**THE REGIONAL MUNICIPALITY OF NIAGARA  
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE  
MINUTES**

**PEDC 12-2019  
Wednesday, December 4, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Bylsma, Campion, Darté (Committee Vice-Chair), Easton, Fertich, Foster, Huson (Committee Chair), Redekop, Rigby, Ugolini, Witteveen

Absent/Regrets: Bellows, Greenwood, Heit, Junkin, Sendzik, Zalepa

Staff: E. Acs, Manager, Community Planning, M. Evely, Legislative Coordinator, D. Heyworth, Official Plan Policy Consultant, P. Lambert, Director, Infrastructure Planning & Development Engineering, D. Morreale, Director, Development Approvals, R. Mostacci, Commissioner, Planning & Development Services, T. Reynolds, Manager, Economic Development/Trade Investment, H. Talbot, Financial & Special Projects Consultant, M. Trennum, Deputy Regional Clerk

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**1. CALL TO ORDER**

Committee Vice-Chair Darté called the meeting to order at 1:14 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

**3.1 Port Weller Dry Docks and National Ship Building Strategy**

Shaun Padulo, President, Heddle Shipyards, provided information respecting the Port Weller Dry Docks and National Ship Building Strategy. Mr. Padulo advised that Heddle Shipyards will bid to become the third shipyard in the Federal Government's National Ship Building Strategy. He requested Council's support for their bid.

Moved by Councillor Rigby  
Seconded by Councillor Darté

That Regional Council **SUPPORT** Heddle Shipyards' bid to become the third shipyard in the National Ship Building Strategy; and

That Economic Development staff **BE DIRECTED** to consult with the City of St. Catharines staff on promotion of the strategy.

**Carried**

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 PDS 42-2019**

Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities

Moved by Councillor Witteveen  
Seconded by Councillor Ugolini

That Report PDS 42-2019, dated December 4, 2019, respecting Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Regional CAO **BE AUTHORIZED** to sign the revised Memorandum of Understanding (MOU) for Planning Function and Services between Niagara Region and Local Area Municipalities (Appendix 1 of Report PDS 42-2019);
2. That a copy of Report PDS 42-2019 and the executed revised MOU **BE DISTRIBUTED** to the Local Area Municipalities; and
3. That staff **BE DIRECTED** to implement the revised MOU in collaboration with the Local Area Municipalities.

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

**6.1 PDS-C 20-2019**

Regional Road 20 Alternative Tourism Route

Moved by Councillor Easton

Seconded by Councillor Witteveen

That Correspondence Item PDS-C 20-2019, being a memorandum from K. Young, Planner, dated December 4, 2019, respecting Regional Road 20 Alternative Tourism Route, **BE RECEIVED** for information.

**Carried**

**7. OTHER BUSINESS**

There were no items of other business.

**8. NEXT MEETING**

The next meeting will be held on Wednesday, January 15, 2020 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 2:15 p.m.

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Councillor Huson  
Committee Chair

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Mark Evely  
Legislative Coordinator

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk

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**Subject:** Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, December 4, 2019

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## **Recommendations**

1. That the Regional CAO **BE AUTHORIZED** to sign the 2019 update to the Memorandum of Understanding (MOU) for Planning Function and Services between Niagara Region and Local Area Municipalities, attached as Appendix 1;
2. That a copy of report PDS 42-2019 and the executed MOU **BE DISTRIBUTED** to the Local Area Municipalities; and
3. That staff **IMPLEMENT** the MOU, as amended, in collaboration with Local Area Municipalities.

## **Key Facts**

- In March 2019 (PDS 4-2019), staff received direction from Regional Council to circulate the updated 2019 MOU for Planning Function and Services between Niagara Region and Local Area Municipalities and request endorsement from all 12 local area municipal Councils.
- The 2019 updated MOU has been endorsed by all 12 local area Councils, attached as Appendix 2.
- This revised MOU sets the foundation for undertaking transformational changes into the future and confirms the framework within which the Region and local area municipalities will function and provide planning services in Niagara.

## **Financial Considerations**

There are no financial impacts to the Region as a result of the updated MOU.

## **Analysis**

In September 2017, staff informed Regional Council that the MOU and associated Protocol between NPCA and the Region required updating. Work commenced to update the MOU to:

- confirm the framework (roles and responsibilities) within which the Region and local area municipalities will function and provide planning services,
- be a leading instrument of continuously improving service and relationship management,
- integrate the recommendations of the Protocol with respect to new Regional responsibilities,
- include directions on fairly new matters, such as: pre-consultation meetings, review exemptions, complete applications, commenting timelines, urban design, and
- recognize new legislation, process changes, relationships, resources and growth.

In March 2019 staff provided information to Committee and Council on the updated MOU and recommended circulation of the MOU to the local area municipalities for their authorization. Staff have now received endorsement from all 12 local area municipalities and are now bringing back the updated MOU for endorsement by Regional Council (see Appendix 2).

### **Alternatives Reviewed**

A review of comparable-purposed MOUs from across the Province has been undertaken to understand the practices of other two-tier municipalities. No common standard was determined.

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

*“Sustainable and Engaging Government”* is a strategic priority of Regional Council. Revising the MOU will improve upon the delivery of planning services across the region and provide more certainty in the planning process for current and future property owners.

### **Other Pertinent Reports**

- Report PDS 4-2019- Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities
- Report PDS 2-2018 - Protocol for Planning Services Between the Regional Municipality of Niagara and the Niagara Peninsula Conservation Authority – January 10, 2018
- Report PDS-49-2017 – MOU Planning Services in Niagara – November 8, 2017
- Report PDS-43-2017 – Review and Update of the 2007 Memorandum of Understanding (MOU) between the Local Area Municipalities, Niagara Peninsula Conservation Authority and Niagara Region, and the 2008 Protocol for Plan Review



and Technical Clearance between the Niagara Peninsula Conservation Authority (NPCA) and Niagara Region – September 15, 2017

- Memorandum PDS-C 4-2014 – Local Area Municipal Response to the 2014 Update to the Memorandum of Understanding for improving the Planning Function in Niagara – May 14, 2014
- Report PW 1-2014 Building Relationships, 2014 Update to the Memorandum of Understanding for Improving the Planning Function in Niagara – January 7, 2014
- Report PPW 10-2007 Memorandum of Understanding – Planning System in Niagara

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**Prepared by:**

Diana Morreale, MCIP, RPP  
Director, Development Approvals  
Planning and Development Services

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**Recommended by:**

Rino Mostacci, MCIP, RPP  
Commissioner  
Planning and Development Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

**Appendices**

Appendix 1	Memorandum of Understanding
Appendix 2	MOU Authorization from Local Area Municipalities

# **MEMORANDUM OF UNDERSTANDING**

between

The Regional Municipality of Niagara

The Town of Fort Erie

The Town of Grimsby

The Town of Lincoln

The City of Niagara Falls

The Town of Niagara-on-the-Lake

The Town of Pelham

The City of Port Colborne

The City of St. Catharines

The City of Thorold

The Township of Wainfleet

The City of Welland

The Township of West Lincoln

***Planning Function and Services in Niagara***

***March 2019***

## MOU TABLE OF CONTENTS

### Part 1 – Preamble

- 1.1 Introduction
- 1.2 Background
- 1.3 Goal
- 1.4 Objectives
- 1.5 Authority
- 1.6 Jurisdiction
- 1.7 Definitions

### Part 2 - Roles and Responsibilities of the Parties

- 2.1 Policy and Implementation Planning
- 2.2 Roles and Responsibilities with Respect to Environmental Features

### Part 3 - Development Application Review Process

- 3.1 General
- 3.2 Preliminary Review
- 3.3 Pre-Consultation
- 3.4 Complete Applications
- 3.5 Agency Review Commenting
- 3.6 Other

### Part 4 – Managing Relationships with Other Governments

- 4.1 Provincial Interest
- 4.2 Federal Interest
- 4.3 Other Governments

### Part 5 – Continuous Improvement Efforts

- 5.1 Working Groups
- 5.2 Work Program for Improvements
- 5.3 Training Opportunities

### Part 6 - MOU Terms and Implementation

- 6.1 Duration and Review
- 6.2 Overlapping Mandate

- 6.3 Conflict
- 6.4 Information Sharing/Open Data
- 6.5 Fees
- 6.6 Effective Date

## Part 7 - Tables:

- Table 1           Responsibilities by: Application Type, Report, Submission
- Table 2           Non-Statutory Development Application Review Timelines

## Part 8 - Endorsement and Signature Pages

## Part 9 - Appendices:

- Appendix I       Niagara Area Planners' Work Program for Improvements 2019-2022
- Appendix II      Support Services - Niagara Region
- Appendix III     Protocol for Planning Services Between the Regional Municipality of Niagara and  
the Niagara Peninsula Conservation Authority

# **Part 1**

## **Preamble**

### **Part 1 – Preamble**

#### **1.1 Introduction**

The Memorandum of Understanding (MOU) has been prepared for the following thirteen government planning authorities (hereafter referred to as Parties), which operate within a two-tier system in the Niagara Region planning area:

- a) The Council for the Regional Municipality of Niagara (Region); and
- b) The Councils of the Town of Fort Erie, the Town of Grimsby, the Town of Lincoln, the City of Niagara Falls, The Town of Niagara-on-the-Lake, the Town of Pelham, the City of Port Colborne, the City of St. Catharines, the City of Thorold, the Township of Wainfleet, the City of Welland and the Township of West Lincoln (collectively referred to as the “area municipalities”);

The purpose of this MOU is to update and clarify the respective roles and responsibilities of the Parties, as well as to be an instrument of continuously improving service and relationship management. This revised MOU sets the foundation for undertaking transformational changes into the future and confirms the framework within which the Parties will function and provide planning services.

The MOU has been collaboratively developed by the MOU Working Group, a sub-group of the Niagara Area Planners. The MOU has been reviewed, refined and endorsed by the Niagara Area Planners. The MOU was also presented for discussion to the CAOs, Building Officials and Public Works group meetings during January/February 2019.

#### **1.2 Background**

In 2007, the Region, area municipalities and NPCA signed a Memorandum of Understanding (2007 MOU) for improving the planning function in Niagara. The primary function was to be a relationship management tool with a focus on the respective roles and responsibilities of the signing parties for policy planning and the review of development applications. The 2007 MOU was reviewed and revised in 2011 and again in 2014.

The 2007 MOU (as amended) succeeded in managing relationships, reducing duplication and effecting continuous improvements. However, significant changes have more recently occurred in Niagara, in terms of legislation, relationships, resources, and growth that have impacted the established roles and responsibilities.

Following discussions at Niagara Area Planners, in September 2017, reports were presented to Regional Council and the NPCA (PDS-43-2017 and CR-92-17 respectively) outlining the need to update the 2007 MOU, as amended, as well as the 2008 Protocol for Plan Review and Technical Clearance between the Niagara Peninsula Conservation Authority and Niagara Region (2008 Protocol).<sup>1</sup>

A priority was established for updating the 2008 Protocol due to new directions within the NPCA that required the NPCA and Regional roles to be realigned. This work was undertaken in Fall 2017. The revised Protocol was approved by Regional Council and the NPCA in January 2018 and came into effect upon these approvals.

The 2018 Protocol shifted responsibility for reviewing policy and development applications and providing technical clearance services ensuring compliance with the Regional Official Plan and Provincial legislation to the Region. In addition, the Region also took on responsibility for stormwater management review. A full description of the Region and NPCA's roles and responsibilities are detailed in the 2018 Protocol, which is attached to this MOU as Appendix III, and is to be read in conjunction with the MOU. Following the approval and implementation of the 2018 Protocol, work commenced to update the MOU.

### **1.3 Goal**

The MOU established a goal of having “an integrated and seamless planning system that is embraced and easily understood by Councils, the public, applicants and staff that encourages participation in policy development and application processing.” This goal continues to have relevance; however, it does not address all of the principles of the ideal planning system. To assist the Parties in managing growth and change while protecting the natural environment, agricultural land base and cultural heritage, the goal of this MOU is having:

A Niagara region planning system that is:

- Integrated
- Efficient
- Collaborative

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<sup>1</sup> The 2008 Protocol consolidated planning services with respect to the natural environment.

- Proactive
- Solution focused
- Consistent
- Predictable
- Easily understood
- Transparent, and
- Responsive.

## **1.4 Objectives**

This MOU seeks to achieve the following objectives:

- To clarify respective roles and responsibilities with respect to the provision of planning services;
- To deliver timely, accurate, effective and customer-focused planning services;
- To eliminate unnecessary duplication to maximize the utilization of existing resources and technical expertise and, where possible, coordinate efforts;
- To develop transparent, effective, efficient and collaborative processes for policy development;
- To pursue improvements to the planning application processes that achieve good planning, streamlining, predictability and consistency;
- To improve on communications between regional, NPCA and area planners to work together more effectively and efficiently;
- To identify an approach/process to interpret policy thereby ensuring consistency both now and in the future;
- To develop a model that demonstrates how planning services are appropriately resourced and structured;
- To hear and understand the needs and desires of the public;
- To ensure that public aspirations are considered and communicated in the planning process;
- To develop transparent, easily understood processes for community engagement;
- To monitor the performance of this MOU and service delivery;
- To encourage public participation in policy development and development review; and
- To ensure the MOU is embraced and easily understood by Councils, the public, applicants and staff.

## **1.5 Authority**



There are several land use policy planning approvals that rightly are addressed at the Regional Municipality level – these will be retained as expressed in the MOU. However, the Council of the Regional Municipality is empowered by The Planning Act to delegate all or parts of its approval authorities to its Area Municipalities subject to such conditions as the Regional Council deems appropriate. In 1997 and 1999, Regional Council adopted by-laws delegating authority for the approval of subdivisions and consents (respectively) to the local municipal Councils.

In 1996, the Province of Ontario transferred the responsibility to review planning applications for Provincial interests to the Regional Municipality of Niagara on behalf of the Ministry of Municipal Affairs and Housing, Ministry of the Environment, Conservation and Parks, Ministry of Natural Resources and Forestry, Ministry of Tourism, Culture and Sport, and Ministry of Agriculture, Food and Rural Affairs. Matters of provincial interest are identified in the Planning Act S.2 and further defined in Provincial legislation, such as the Growth Plan for the Greater Golden Horseshoe. There is a need to clarify the roles and responsibilities of the Region and area municipalities with respect to some provincial interests, as follows:

- Growth Management: The Region allocates population and employment growth to the area municipalities. The area municipalities distribute population and employment growth within their communities.
- Water and Wastewater Services: The Region is responsible for all connections to the Region's trunks and pipes.
- Urban Design: The Region has an interest in urban design along Regional Roads.
- Natural Heritage and Water Resources: The Region has an interest in Natural Heritage and Water Resources (see Protocol).

While not a party to this MOU, the Region and area municipalities work collaboratively with the NPCA and recognize its authority. The NPCA is an autonomous corporate body established under the Conservation Authorities Act with a mandate, as set out in Section 20 of the Conservation Authorities Act, to establish and undertake programs designed to further the conservation, restoration, development and management of natural resources. NPCA comments are limited to natural environment interests as set out in legislation, regulation and/or delegated authority (as detailed in the 2018 Protocol).

## **1.6 Jurisdiction**

This MOU applies to those lands within the Regional Municipality of Niagara. It is noted that a portion of Grimsby is under the Hamilton Conservation Authority's jurisdiction.

## 1.7 Definitions:

### Complete Application means:

Submission of prescribed requirements under the Planning Act including all application fees, application form and application requirements determined in consultation with the Lead Agency and commenting/review Parties. In addition to the compulsory requirements, supplementary information may also be required. The requirements of a Complete Application will be determined through pre-consultation.

### Interests means:

The interests of the Party as defined by its approved plans, policies, programs and delegated authorities, and as further defined within this MOU.

### Lead Agency means:

The organization responsible for coordinating the processing of a development application, policy project or environmental assessments;

### Lead Agency for Technical Study means:

The organization responsible for the principal review of a technical study(s) ensuring compliance and conformity with related applicable legislation.

### Niagara Area Planners means:

A group representing the Parties that collaborate on matters of common interest. This group is comprised of planning and development directors or their designate.

### Planning Application Review means:

The review of planning applications (including formal pre-consultation) under the *Planning Act*, the *Niagara Escarpment Planning and Development Act* and the *Environmental Assessment Act*, which may include:

1. The identification of the need for and review of related technical reports (including scoping); and/or
2. The identification of conditions of approval.

### Policy Review means:

1. The review of existing or new policy documents, such as stormwater management guidelines, watershed studies, secondary plans and background studies; and/or
2. The identification of the need for and review of related technical reports.

Technical Clearance Review means:

1. The assessment of technical reports submitted by a proponent of development to determine if the reports satisfy the specified requirements; and
2. The clearing of conditions.

## **Part 2 - Roles and Responsibilities of the Parties**

### **2.1 Policy and Implementation Planning**

The Parties agree that successfully meeting the objectives for this MOU will require a collaborative approach to policy and implementation planning. The signatories are committed to developing Niagara and building good communities.

The parties agree to provide comments based on:

- Legislative, regulatory or delegated authority,
- Council approved policies and by-laws,
- Interests that have been identified through this MOU, pre-consultation, terms of reference, complete application requirements, and/or requisite studies.

Specific provisions related to roles and responsibilities are provided in this MOU and Table 1 - Responsibilities by Application Type, Report, Submission.

The Parties agree that a high degree of policy alignment is important in advancing an integrated and consistent planning system. In order to achieve policy alignment, the Parties agree to collaborate and include the following measures for each policy planning project and implementation of projects:

- Pre-consultation with relevant partners, prior to project start-up, identifying areas of common interest,
- Placement of appropriate representation on project steering committees;
- Agreed-to milestone meetings, consultations, and document review;
- Mutually satisfactory review protocols with shared commitment to timeliness; and
- Work collaboratively toward sharing GIS files and data.

### **Policy Planning**

The following are the means by which Policy Planning will be conducted by the Parties for specific types of policy planning projects.

### **2.1.1 Regional Official Plan and Amendments (ROPAs)**

Approval of the Regional Official Plan rests with the Province of Ontario. The Adoption of ROPAs rests with Regional Council. Area Municipalities provide comments based on circulation by the Region. The Niagara Peninsula Conservation Authority (NPCA) comments to Region during circulation.

### **2.1.2 Area Municipal Comprehensive Official Plans and Non Site-Specific LOPAs**

Approval rests with Regional Council. The Area Municipality prepares the Comprehensive Official Plan, collaboratively with direct involvement of Regional Planning and NPCA *prior* to releasing a draft Official Plan for public comment. The NPCA provides comments during circulation.

### **2.1.3 Area Municipal Site Specific and Policy Specific Official Plan Amendments**

For the purposes of this Section, 'site specific' means that the proposal:

- is single application on a single property or multiple contiguous properties under single ownership or control; and
- does not require a Regional Official Plan Amendment or Secondary Plan.

Area Municipality approves and Region provides comments during circulation stage and reviews draft Official Plan Amendment prior to adoption. The NPCA provides comments during circulation stage.

### **2.1.4 Secondary Plans**

Approval rests with the Region, except where deemed exempt as per the Regional Official Plan. The Region will determine whether the Secondary Plan is exempt from Regional approval within the timeframe outlined in Table 2. <sup>2</sup>

The Area Municipality prepares the Secondary Plan, collaboratively with direct involvement of Regional Planning and NPCA:

- in the development of the Terms of Reference, Scope of Work or Initiation Report
- the review of the draft Secondary Plan policies and mapping/schedules prior to release for public comment

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<sup>2</sup> The MOU Group has identified a need to review and update Regional Official Plan policies with respect to local Official Plan Amendment exemptions, specifically related to Secondary Plans. This item has been included in the Niagara Area Planners' Work Program for Improvements 2019-2022 (attached as Appendix I).

The Region provides comments on the Secondary Plan within the timeframe outlined in Table 2. The NPCA provides comments during circulation.

#### **2.1.5 Community Improvement Plans**

Proponent, either Region or Area Municipality, approves the CIP. If Regional funding is provided (subject to Regional budget approvals), proponent municipality prepares the Community Improvement Plan, collaboratively with direct involvement of the Area Municipality, Regional Planning and NPCA:

- in the development of the Terms of Reference, Scope of Work or Initiation Report
- in the development committees pertaining to CIP creation

The Region will review the draft Community Improvement Plan policies and mapping/schedules prior to release for public comment. Non-proponent, Region or Area Municipality comments during circulation. Conversely, the Area Municipality will review draft Regional Community Improvement Plan policies and mapping/schedules prior to release for public comment. The NPCA provides comments during circulation.

#### **2.1.6 Niagara Escarpment Plan Amendments**

Approval rests with Province. The Region comments during circulation. The Area Municipality comments during circulation. The NPCA comments during circulation.

#### **2.1.7 Regional Environmental Assessments**

Approval rests with Province. The Region adopts. The Area Municipality comments during circulation. The NPCA comments during circulation.

#### **2.1.8 Local Environmental Assessments**

Approval rests with Province. The Area Municipality adopts. The Region comments during circulation. The NPCA comments during circulation..

#### **2.1.9 Special Studies**

The principal or lead proponent of any special study is the agency that is responsible for adopting. In the event of joint studies, all proponent agencies adopt. The relevant partners participate in the process via a collaborative framework that is established at the beginning of the study process.

## **Implementation Planning**

The Parties agree that successfully meeting the objectives for this MOU will involve placing responsibility for implementation planning primarily with the Area Municipalities as the legislated/delegated approval authority for such activity.

The following are the means by which Implementation Planning will be conducted by the Parties for specific types of Implementation Planning activities.

### **2.1.10 Comprehensive Zoning By-laws**

Area Municipality approves. The Area municipality prepares the Comprehensive Zoning By-law, collaboratively with direct involvement of Regional Planning and NPCA *prior* to releasing a draft Comprehensive Zoning By-law for public comment. The NPCA comments during circulation.

### **2.1.11 Zoning By-law Amendments**

Area Municipality approves. Based on Table 1 and Section 3.3.4, Region may comment during circulation. The NPCA provides comments upon request by Area Municipality.

### **2.1.12 Draft Plans of Subdivision**

Area Municipality approves. Based on Table 1 and Section 3.3.4, Region comments during circulation of new Draft Plans. The NPCA provides comments upon request by Area Municipality.

### **2.1.13 Plans of Condominium**

Area Municipality approves. The Region comments during circulation, for vacant land condominiums and for conversions of rental housing to condominiums, based on Table 1 and Section 3.3.4. The NPCA provides comments upon request by Area Municipality.

### **2.1.14 Consents**

Area Municipality approves. Based on Table 1 and Section 3.3.4, Region may comment during circulation. The NPCA provides comments upon request by Area Municipality.

**2.1.15 Minor Variances**

Area Municipality approves. Based on Table 1 and Section 3.3.4, Region may comment during circulation. The NPCA provides comments upon request by Area Municipality.

**2.1.16 Site Plan Control**

Area Municipality approves. Based on Table 1 and Section 3.3.4, Region may comment during circulation. The NPCA provides comments upon request by Area Municipality.

**2.1.17 Niagara Escarpment Development**

Region provides comments, upon circulation. The Area Municipality provides comments, upon circulation. The NPCA provides comments, upon circulation.



## **2.2 Roles and Responsibilities with Respect to Environmental Features**

**2.2.1** This MOU gives overall direction for the coordinated review of development applications, policy planning and environmental assessments. For purposes of clarity with respect to environmental features, the NPCA reviews development applications, policy and environmental assessments, in accordance with the Conservation Ontario MOU with the Province to ensure consistency with Conservation Authority Regulation, NPCA Board adopted Policies and Section 3.1. Natural Hazards of the Provincial Policy Statement (except Section 3.1.8). This may include providing comments directly to MMAH as part of the provincial one window process. Through the approved 2018 Protocol the NPCA agreed to copy the Region and area municipality on all correspondence.

**2.2.2** The approved 2018 Protocol identifies the roles and responsibilities of the Region and NPCA in Ontario's Land Use Planning System with respect to environmental matters. The 2018 Protocol (as may be amended) is to be read concurrent with this MOU.

**2.2.3** The Region agrees to prepare and maintain, with the assistance of the NPCA and Area Municipalities, a Natural Environment Information Map for the lands within its jurisdiction.<sup>3</sup> This map shall define the Region, Area Municipalities and NPCA geographic areas of interest in the Natural Environment including the following features and required buffers:

- All streams and watercourses;
- Environmental designations and Policies in the Regional Official Plan
- Lake Ontario and Lake Erie Shoreline;
- Regulated Areas under Section 28 of the Conservation Authorities Act; and
- Mapping of Natural Heritage Features and Areas as defined by the Provincial Policy Statement, Greenbelt Plan, and any other Provincial Policy Document.

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<sup>3</sup> This statement recognizes that a portion of Grimsby is under Hamilton Conservation Authority jurisdiction with respect to natural hazards.

## Part 3 – Development Application Review Processes

### 3.1 General

The Parties agree that the timely, efficient and predictable review of development applications is paramount to encouraging well planned, affordable development in the region. Part 3 – Development Application Review Processes identifies segments of the development review process that benefit from clarification and agreement.

### 3.2 Preliminary Review

A preliminary review occurs prior to Pre-consultation. Its purpose is to gather information and is typically part of a developer's due diligence. Preliminary discussions about a potential development application benefit the applicant by supplying early information about the land, process and possible issues. An important part of a preliminary review is providing direction on the Pre-Consultation Process. In particular, the applicant needs to understand what information is required by the parties prior to pre-consultation and any fees.

### 3.3 Pre-Consultation

Pre-consultation is a requirement for most Planning Act Applications. It requires specific actions by the applicant and each of the Parties with an *interest* in the development. After pre-consultation the applicant should have a clear understanding of the documentation required to submit a Complete Application (Section 3.4) as well as preliminary comments regarding whether the proposal will be supported by the Region and the Area Municipalities

#### 3.3.1 Required Information<sup>4</sup>

Prior to scheduling a pre-consultation meeting, the Lead Agency will determine which Parties should attend the meeting and require specific information from the applicant to provide to the attending Parties in order that the Parties may complete an initial review. The required information will vary depending on the type of application, but generally includes:

- A completed Pre-consultation Request Form, including permission to enter property,
- The required fee (if applicable),
- Preliminary Plans showing the following:
  - Location of existing and proposed land uses, buildings and structures;

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<sup>4</sup> The MOU Group has identified an issue with respect to the consistency in the information circulated for preparation of a pre-consultation meeting. The lack of information diminishes the benefits of pre-consultation. Standardization of forms and required information would help in this regard. This item has been included in the Niagara Area Planners' Work Program for Improvements 2019-2022 (attached as Appendix I).

- Location of significant features on the site and adjacent to the site (i.e. wetlands, hazard lands, watercourses, woodlands, wells, septic tanks, etc.);
- Existing and proposed lot fabric (as appropriate); and
- Proposed development concept, including setbacks from lot lines and significant features.

### **3.3.2 Circulation/Timelines**

Refer to Table 2 for circulation/timelines. If the circulated information is incomplete and/or the timeline is not met, the commenting agencies may request in writing the rescheduling of the pre-consultation meeting to offer better service and outline of study requirements.

Commenting agencies may conduct site visits prior to the date of the pre-consultation meeting, where time permits, to inform discussion at the meeting regarding the scoping of required studies.

### **3.3.3 Required Studies and Scoping of Studies<sup>5</sup>**

The Terms of Reference, or the minimum requirements for each of the required studies will be discussed during the pre-consultation process. The objectives and parameters of the studies will be agreed to prior to them being undertaken in accordance with the Local and Regional Official Plans as well as accompanying guidelines.

The following is agreed to with respect to requesting and scoping studies:

- When determining the need for a study or plan, the Party requiring the study shall scope the study by identifying the specific necessary information. In addition, the Party requesting the study may offer to review the Terms of Reference.
- When more than one Party requests the same study, it is essential that a collaborative approach for scoping and Terms of Reference review occurs to ensure that all matters are addressed, and the applicant understands the requirements.
- For clarity, the NPCA has a role in scoping Environment Impact Studies (EIS) and reviewing the Terms of Reference for EIS and similar reports where natural hazards (as defined in the 2018 Protocol) and NPCA Regulation/Policy are required to be addressed.
- In the event that one or more studies have been undertaken prior to pre-consultation, the Parties retain the right to require revisions to ensure that the studies are completed in accordance with requirements.

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<sup>5</sup> The MOU Group has identified the need for standardized Terms of Reference for required studies. Standardization would help in scoping studies as well as ensure consistency. This need has been included on the Niagara Area Planners' Work Program for Improvements 2019-2022 (see Appendix I).

- All required studies shall be prepared and signed by a qualified professional.
- The Province has downloaded the responsibility to determine the need for an Archeological Study to the Region. Where an approved Archeological Master Plan has been incorporated into a Local Official Plan, this responsibility, as well as any related clearance of condition(s), will fall to the Lead Agency.

#### **3.3.4 Exemption from Application Review by the Region<sup>6</sup>**

All development applications are circulated to the Region for review, except where the Region has determined through pre-consultation that the development proposal is exempt from further circulation and review. Examples include, but are not limited to:

1. Zoning By-law Amendment applications for “Agricultural Purposes Only” required as a condition of consent
2. Zoning By-law Amendment, Consent, Minor Variance and Site Plan applications where:
  - The application is not situated on a Regional road, easement or facility, or as determined at the pre-consultation meeting,
  - The Region has indicated during the pre-consultation process that there are no Provincial or Regional interests, and
  - The application received by the area municipality is the same as reviewed at pre-consultation.
3. Zoning By-law Amendment applications as a condition of consent, where Provincial and Regional interests have been dealt with through the consent application.
4. Draft Plans of Condominium, Site Plan and Part Lot Control applications where:
  - Provincial and Regional interests have been dealt with through a previous or concurrent development review process, provided no changes have been made to the application which effects Provincial or Regional interests

#### **3.3.5 Fees**

Each of the parties to the pre-consultation shall identify the fees required for application review, including the identification of additional costs should a peer review of a technical study be required.

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<sup>6</sup> The MOU Group has identified the need for a standardized letter to be provided at a pre-consultation meeting that acknowledges the potential for exemption from further review on the part of a Party. This need has been included on the Niagara Area Planners’ Work Program for Improvements 2019-2022 (see Appendix I).

The Parties agree not to charge each other fees for applications processed under the Planning Act.

### **3.3.6 Incentives**

Each of the Parties to the pre-Consultation will endeavor to identify financial incentive programs, if any, that the project may be eligible for. Incentives available from either the Region or Area Municipality are subject to both program changes and budget approvals. As such, incentives identified at pre-Consultation may not be available at time of construction.

## **3.4 Complete Applications**

### **3.4.1 Submission Requirements<sup>7</sup>**

The requirements of a Complete Application are determined during pre-consultation and provided in writing to the applicant by the Lead Agency in consultation with the commenting agencies.

The Lead Agency will review the application submission to ensure all required materials (forms, fees, plans, studies, etc.), as requested by all commenting agencies, are provided, and deem the application complete or not.

### **3.4.2 Circulation and Development Application Review Timelines**

The Planning Act and related Regulations identify statutory timelines for the review of Complete Applications by the Lead Agency. In order to ensure the statutory timelines are met, the Parties agree that the commenting agencies, as identified in Table 1 – Responsibilities by Application Type, Report, Submission, shall use best efforts to complete the review of all applications in accordance with the timelines identified in Table 2 – Non-statutory Development Application Review Timelines.

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<sup>7</sup> In addition to the information prescribed in *Planning Act Regulations*, the *Planning Act* also provides that the applicant may also be required to provide additional information provided the Municipality's Official Plan contains a provision related to the requirements. All of these requirements are identified during the pre-consultation process.

## **3.5 Application Review and Commenting**

**3.5.1** The Parties agree, where possible, to streamline commenting methods by using standardized wording in emails, forms, letters, conditions of approval etc.

**3.5.2** When a concern and/or condition of approval is not supported by the Lead Agency, the Lead Agency shall inform the commenting agency and initiate discussions to resolve the issue.

In the case of multiple applications for the same land, the Lead Agency shall use the greater of the timelines.

Revisions to applications during the review process may result in the review period being extended depending on the complexity of the revisions and the need for revised studies.

When new issues arise from the analysis of studies during application review which results in the need for additional information or study, addendums to the study may be required and additional review time may be required to review any addendums.

## **3.6 Other**

### **3.6.1 Extensions of Draft Plan Approval**

The Parties agree that the request for an extension to a draft approved Plan of Subdivision or Condominium be received, with the required review fee, and circulated for comment by the Area Municipality, not the applicant.<sup>8</sup>

### **3.6.2 Modifications to Conditions of Draft Plan Approval**

The Parties agree that the request for a modification to a draft approved Plan of Subdivision or Condominium be received, with the required review fee, and circulated for comment by the Area Municipality, not the applicant.

### **3.6.3 Clearance of Conditions of Draft Plan Approval**

The Parties agree that the request for formal clearance of conditions of Draft Plan of Subdivision or Condominium be received and circulated by the Area Municipality, not the applicant. The Area Municipality is also responsible for circulating a copy of the draft agreement. The applicant's submissions shall include the following:

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<sup>8</sup> The MOU Group has identified the possibility of exemption for a request for extension to a draft approved Plan of Subdivision or Condominium by the Region and NPCA. This idea has been included on the Niagara Area Planners' Work Program for Improvements 2019-2022 (see Appendix I).

- the required review fee
- a letter from the applicant which outlines how each Regional condition has been met, accompanied by the necessary supporting documents<sup>9</sup>

#### **3.6.4 Support Services**

The Region may offer support services to the Area Municipalities on a fee for service basis. These services are identified in Appendix II – Support Services - Niagara Region, and may be modified on the advisement of the Region without amendment to this MOU.

#### **3.6.5 Applications for New or Expanded Mineral Aggregate Operations**

For applications for new or expanded mineral aggregate operations a Joint Agency Review Team (JART) process will be considered. The JART is a streamlined process that allows for the coordination of applications and sharing of resources and expertise, while maintaining independent decision-making authority.

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<sup>9</sup> The Region will continue to review submissions related to individual conditions prior to receiving the formal request for clearance



## Part 4 - Managing Relationships with Other Governments on Planning Matters

### 4.1 Provincial Interest

When a planning matter arises in terms of Provincial interest and the administration of same, area municipalities will channel their concerns through the Regional Municipality with the expectation that the Regional Municipality will facilitate/coordinate an understanding between Provincial authorities and local interests.

### 4.2 Federal Interest

When a planning matter arises in terms of Federal interest and the administration of same, area municipalities will channel their concerns through the Regional Municipality with the expectation that the Regional Municipality will facilitate/coordinate an understanding between Federal authorities and local interests.

### 4.3 Other Governments

When significant planning matters arise from the efforts and activities of neighbouring municipalities, such as the City of Hamilton and the County of Haldimand in Ontario and Erie and Niagara Counties in Western New York, the signatories will present a unified and singular position with coordination being provided by the Region.

## Part 5 - Continuous Improvement Efforts

### 5.1 Working Groups

As part of this MOU, the Parties have committed to undertaking continuous improvement efforts and agree that the Niagara Area Planners establish a working team or teams to determine and implement, as feasible, best practices in policy planning and development application review.

### 5.2 Work Program for Improvements

As a result of the Development Industry Round Table meeting, MOU Group discussions and other consultations, several areas for improvement were identified. The MOU has been revised to address many of those improvements. Suggested improvements which require research, analysis or amendments to policy prior to implementation have been included in Appendix I - Niagara Area Planners' Work Program for Improvements 2019-2022.

### 5.3 Training Opportunities

The Parties agree to assess opportunities to jointly/collaboratively train staff on matters pertaining to improving service efficiencies. The Parties agree to assess opportunities to jointly/collaboratively educate staff on related and pertinent topics, such as changing legislation. Where feasible, education/training will be offered to members of the development industry and consultants to develop common understandings planning matters.

Interested parties may explore opportunities related to cross-training Staff through secondment and job-shadowing, in addition to sharing of resources.

## Part 6 - MOU Terms and Implementation

### 6.1 Duration and Review

This MOU shall remain in effect until such time as replaced by an updated MOU (if any). A mandatory review shall occur a minimum of every 5 years to:

- reflect any changing policies or programs at the provincial, watershed, or regional level, and
- assess its effectiveness, relevance and appropriateness with respect to the affected parties.

The mandatory review shall be coordinated by the Region, undertaken by the MOU technical review team and overseen by the Niagara Area Planners.

The MOU may be reviewed at any time before the mandatory review if there are matters that need to be addressed. Based on a review by the MOU technical review team, changes considered minor in nature may not require Regional or local Council approvals. This MOU will be reviewed and amended concurrent with the new Regional Official Plan.

The Appendices are intended to be independent of the MOU and may be reviewed and amended, as necessary.

### 6.2 Overlapping Mandate

There will be occasions when the responsibilities of the Parties overlap. On those occasions, the Parties shall work together to provide consistent and sound comments. This will be accomplished by maintaining open dialogue and a good working relationship.

### 6.3 Conflict

Where there is conflict between new (changing) legislation and this MOU, new legislation will take precedence.

Where there is a conflict between an Official Plan, the NPCA Regulation and/or Board adopted policies, the Regulation shall take precedence.

Where there are conflicts, Regional, NPCA and local municipal staff will work together to resolve the issue. If all efforts fail to resolve a policy conflict, a decision will be made by the approval authority, as per Table 1.

#### 6.4 Information Sharing / Open Data

Any information or data sources generated by the Province, NPCA or Region, or generated through municipal or watershed studies will be shared, where possible.

#### 6.5 Fees

Fees for pre-consultation, planning review and technical clearance services will be set independently by the Parties.

All development application fees will be collected by the Area municipalities and remitted to the Region and NPCA upon circulation of a complete application, except for Regional Official Plan amendment applications.

The Region and Municipality will collect the NPCA fee for applications to amend the Region's Official Plan and remit any fees collected upon circulation of the application to the NPCA.

The NPCA will be responsible for collecting any further processing, approvals and/or Final Clearance Fees, if required.

The NPCA and Region will provide the area municipalities with an approved schedule of fees and updates.

#### 6.6 Effective Date

This MOU will take effect on the last date signed by the Parties to this MOU.

## Part 7 - Tables

**Table 1 - Responsibilities by Application Type, Report, Submission**

Application Type	Lead Agency	Commenting Agencies	Responsibility for Final Approval	Mandated Approval Authority
Application Type				
Regional Official Plan and updating Amendments (under Sect. 26 Planning Act)	Region	Local NPCA Province	MMAH	Planning Act S. 17 and s. 26
Regional Official Plan Amendments (other than above)	Region	Local NPCA Province	Region	Planning Act S.22
Local Official Plan, updating Amendments to Local Official Plans, Secondary Plans and other non-exempt Local Official Plan Amendments <sup>10</sup>	Local	Region NPCA	Region	Planning Act, Regional Official Plan
Exempt Local Official Plan Amendments and Secondary Plans <sup>11</sup>	Local	Region NPCA	Local	O.Reg 699/98, Planning Act, Regional Official Plan
Zoning By-Law/Amendments	Local	Region NPCA	Local	Planning Act S. 34
Minor Variance/Permissions	Local	Region NPCA	Local	Planning Act S. 45
Draft Plans of Subdivision	Local	Region NPCA	Local	Planning Act S.51 and Regional By-laws <sup>12</sup>
Draft Plan of Condominium	Local	Region NPCA	Local	Planning Act S. 51 and Regional By-laws <sup>13</sup>
Consent/Boundary Adjustments	Local	Region NPCA	Local	Planning Act S. 53 and Regional By-laws <sup>14</sup>

<sup>10</sup> Regional Official Plan Policies 14.E.7 and 14.E.8 identify criteria under which approval of Local Official Plan Amendments may be delegated to the local Council for approval.

<sup>11</sup> Regional Official Plan Policies 14.E.7 and 14.E.8 identify criteria under which approval of Local Official Plan Amendments may be delegated to the local Council for approval. Ontario Regulation 699/98 and Regional By-laws 129-2001 and 43-2001.

<sup>12</sup> Delegation Authority By-laws 8620-97, 8763-97, 8760-97, 8819-97, 8764-97, 8793-97, 8792-97, 8807-97, 8761-97, 8884-97, 8619-97, 8762-97.

<sup>13</sup> Delegation Authority By-laws 8620-97, 8763-97, 8760-97, 8819-97, 8764-97, 8793-97, 8792-97, 8807-97, 8761-97, 8884-97, 8619-97, 8762-97

<sup>14</sup> Delegation Authority By-laws 179-1999, 180-1999, 181-199, 182-1999, 183-1999, 184-1999, 185-1999, 186-1999, 187-1999, 188-1999, 188-1999, 124-1999.

<b>Application Type</b>	<b>Lead Agency</b>	<b>Commenting Agencies</b>	<b>Responsibility for Final Approval</b>	<b>Mandated Approval Authority</b>
Part Lot Control	Local	Region NPCA	Local	Planning Act S. 50 and Reg. By-laws <sup>15</sup>
Site Plan	Local	Region, NPCA	Local	Planning Act S. 41
NEC Applications: Amendments and Permits <sup>16</sup>	NEC	Local, Region NPCA	NEC	Niagara Escarpment and Development Act
Aggregate License	MNRF Region	Local, Region NPCA	MNRF	Aggregate Resources Act S.11
Environmental Assessments	Local/Region /Province	Local, Region NPCA	Local/ Region/ Province	Environmental Assessment Act
<b>Reports / Submissions</b>		<b>Commenting Agencies</b>	<b>Prepared to the Satisfaction of:</b>	<b>Mandated Approval Authority</b>
<i>EIS in a NPCA Regulated Area</i>		Region Local	NPCA	O. Reg. 155/06, PPS, Regional Official Plan
<i>EIS outside Settlement Area<sup>17</sup></i>		NPCA Local	Region	Regional Official Plan
<i>EIS inside Settlement Area<sup>18,19</sup></i>		NPCA Region	Local	Regional Official Plan
Watershed Studies		Region	Local NPCA	Region
Sub-Watershed Studies		Local	Region NPCA	Local
Technical Reports for Natural Hazard Identification		Local Region	NPCA	PPS, Conservation Act S. 28
Regional Master Servicing Plans		Local NPCA	Region	Regional Official Plan
Regional Stormwater Master Plan/Guidelines		Local NPCA	Region	Regional Official Plan
Regional Transportation Plans		Local NPCA	Region	Regional Official Plan
Local Master Servicing Plans		Region NPCA	Local	Planning Act, Local Official Plan
Local Stormwater Master Plan/Guidelines		Region NPCA	Local	Planning Act, Local Official Plan

<sup>15</sup> Delegation Authority By-laws 8620-97, 8763-97, 8760-97, 8819-97, 8764-97, 8793-97, 8792-97, 8807-97, 8761-97, 8884-97, 8619-97, 8762-97.

<sup>16</sup> The Niagara Escarpment Commission is not a party to this MOU.

<sup>17</sup> Notwithstanding the EIS is outside the Settlement Area, if the EIS includes a NPCA Regulated Area, the NPCA shall be the Lead and responsible for Final Approval of the EIS for the regulated features.

<sup>18</sup> Notwithstanding the EIS is within the Settlement Area, if the EIS includes a NPCA Regulated Area, the NPCA shall be the Lead and responsible for Final Approval of the EIS for the regulated features.

<sup>19</sup> Where an area municipality does not have in-house expertise to review an EIS, the area municipality may require a peer review.

<b>Application Type</b>	<b>Lead Agency</b>	<b>Commenting Agencies</b>	<b>Responsibility for Final Approval</b>	<b>Mandated Approval Authority</b>
Local Transportation Plans		Region NPCA	Local	Planning Act, Local Official Plan

**Table 2 - Non-Statutory Development Application Review Timelines**

<b>Application Type</b>	<b>Pre-Consultation</b>	<b>Target for Comments After Circulation of a Complete Application</b>
<b>Site specific Regional Official Plan Amendment</b>	Commenting agencies to receive required information/plans a min. of 7 calendar days prior to pre-consultation.	Parties to provide comments within 20 calendar days
<b>Secondary Plan (Local Official Plan Amendment)</b>	Same as above	For draft Secondary Plans policies and mapping/schedules, within 30 - 45 calendar days the Region shall: a) indicate whether or not the Secondary Plan is exempt from Regional approval; and b) provide comments
<b>Other Comprehensive Local Official Plan Amendment</b>	Same as above	As determined in consultation with the area municipality
<b>Site specific Local Official Plan Amendment</b>	Same as above	Parties to provide comments within 20 calendar days
<b>Comprehensive zoning by-law</b>	Same as above	Parties to provide comments within 30 - 45 calendar days
<b>Site specific zoning by-law amendment (including Holding Provision)</b>	Same as above	Parties to provide comments within 20 calendar days
<b>Draft plans of subdivision or condominium</b>	Same as above	Parties to provide comments within 30 - 45 calendar days
<b>Modifications to Draft Approved Subdivision and Condominium</b>	Same as above	Parties to provide comments within 30 - 45 calendar days
<b>Consent</b>	Same as above	Parties to provide comments within 10 calendar days in urban areas and within 14 calendar days in rural areas (on private services).
<b>Minor Variance</b>	Same as above	Parties to provide comments within 10 calendar days.
<b>Site Plan</b>	Same as above	Parties to provide comments within 20 calendar days



<b>Application Type</b>	<b>Pre-Consultation</b>	<b>Target for Comments After Circulation of a Complete Application</b>
<b>Extension of draft Approval</b>	N/A	Parties to provide comments within 10 calendar days
<b>Clearance of Conditions</b>	N/A	Parties to provide comments within 15 calendar days
<b>Niagara Escarpment Development Permit</b>	N/A	Parties to provide comments within 30 calendar days
<b>Niagara Escarpment Plan Amendment</b>	N/A	Parties to provide comments within 60 calendar days

#### **Notes for Table 2**

1. To convene a pre-consultation meeting, the lead agency must have enough information from the applicant for the parties to complete an initial analysis and provide advice, including but not limited to advice on requirements for a Complete Application.
2. All due dates are from the time of receipt by the commenting parties and are for applications deemed complete as determined by the parties as part of pre-consultation.
3. Studies that require peer review may require an additional 30-60 day review period.
4. Revisions to Plans of Subdivision or Condominium during the review process may result in the review period being extended depending on the complexity of the revisions and the need for revised studies.
5. When new issues arise from the analysis of studies or required consultation during application review which results in the need for additional information or study, additional review time may be required.

## Part 8 - Endorsement and Signature Pages

### **Regional Municipality of Niagara**

Date of Regional Council endorsement: \_\_\_\_\_

CAO Signature: \_\_\_\_\_

### **Town of Fort Erie**

Date of Town Council endorsement: \_\_\_\_\_

CAO Signature: \_\_\_\_\_

### **Town of Grimsby**

Date of Town Council endorsement: \_\_\_\_\_

CAO Signature: \_\_\_\_\_

### **Town of Lincoln**

Date of Town Council endorsement: \_\_\_\_\_

CAO Signature: \_\_\_\_\_

### **City of Niagara Falls**

Date of City Council endorsement: \_\_\_\_\_

CAO Signature: \_\_\_\_\_

### **Town of Niagara-on-the-Lake**

Date of Town Council endorsement: \_\_\_\_\_

CAO Signature: \_\_\_\_\_

### **Town of Pelham**

Date of Town Council endorsement: \_\_\_\_\_

CAO Signature: \_\_\_\_\_

### **City of Port Colborne**

Date of City Council endorsement: \_\_\_\_\_

CAO Signature: \_\_\_\_\_

**City of St. Catharines**

Date of City Council endorsement:

CAO Signature:

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**City of Thorold**

Date of City Council endorsement:

CAO Signature:

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**Township of Wainfleet**

Date of Township Council endorsement:

CAO Signature:

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**City of Welland**

Date of City Council endorsement:

CAO Signature:

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**Township of West Lincoln**

Date of Township Council endorsement:

CAO Signature:

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## Part 9 – Appendices

### Appendix I - Niagara Area Planners' Work Program 2019-2022

1. Review the issues related to the package of information circulated for preparation of a pre-consultation meeting, as this impacts the ability to prepare and provide comprehensive information to the applicant and others. It is expected that an update to the standard forms (e.g. Pre-consultation Request Form) and required information would help in this regard.
2. Prepare standardized terms of reference for studies (for example: planning justification, noise, air quality, etc.). Standardization would aid in the scoping of studies, as well as, ensure consistency.
3. In addition to the standardized checklist, prepare a standardized letter to be provided at a pre-consultation meeting that acknowledges the potential for exemption from further regional review.
4. Review the possibility of regional exemption for an extension request for a draft approved Plan of Subdivision or Condominium.
5. Prepare standardized guidelines or terms of reference for the preparation of Secondary Plans to ensure Secondary Plans across the region are comprehensive, consistent and timely.
6. Investigate the implementation of a portal where an application can be tracked in order that a developer/consultant can understand the rate of movement.
7. Hold education programs, in consultation with the development industry, on topics including, but not limited to:
  - “The Business of Development – Understanding Development Performa”,
  - Customer Service related to Development (“Race to Register”).
8. Review the issues identified by the Development Industry related to securities, including but not limited to standardization and release of securities.
9. Formulate a collaborative multiyear policy planning program for Niagara that addresses:
  - Conformity of the Regional Official Plan to Provincial plans and policies;
  - Conformity of Local Official Plans to the Regional Official Plan;
  - Timely update of Comprehensive Zoning By-laws to conform to Local Official Plans;

- Harmonization of Regional and Local Official Plan policies and Conservation Authority regulations and policies, where possible; and
  - Alignment of guidelines and protocol between the Parties, such as guidelines that set out requirements for preparation of a Secondary Plan; and
10. Continued efforts to streamline the development review process, as it relates to Provincial, NPCA and regional/local interests.
11. Modifications to Regional Official Plan policies 14.E.6, 14.E.7, 14.E.8, 14.E.9 with respect to exemption policies (e.g., Secondary Plans).

## **Appendix II**

### **Support Services - Niagara Region**

**From time to time, the area municipalities may require support. The Region may provide support services to the MOU parties on a fee for service basis in the following areas:**

**Urban Design**

**EIS Review**

**Noise Study Review**

### **Appendix III**

#### **Protocol for Planning Services Between the Regional Municipality of Niagara and the Niagara Peninsula conservation Authority, approved January 2018**



## Council-in-Committee - 06 May 2019 Meeting Minutes

municipally known as 485 Gloria Road, Lot 19, Plan 497, Bertie; Fort Erie as a Limited Marketability parcel to the Applicant, Linda Reid for \$4,000.00 being less than the appraised value of the land, and further

**That:** Council approves the sale of Town-owned land municipally known as 485 Gloria Road, Lot 19, Plan 497, Bertie; Fort Erie as a Limited Marketability parcel to the Applicant, Linda Reid for \$7,500.00. **(Carried)**

**PDS-29-2019** Memorandum of Understanding for Planning Function and Services Between Niagara Region and Local Area Municipalities

Recommendation No. 5  
Moved by: Mayor Redekop

**That:** Council endorses the updated Memorandum of Understanding for Planning Function and Services between the Regional Municipality of Niagara and Local Area Municipalities dated March 2019, and further

**That:** Council authorizes the Chief Administrative Officer to sign the updated Memorandum of Understanding for the Planning Function and Services on behalf of the Town of Fort Erie. **(Carried)**

### 8.3 New Business/Enquiries

(a) Councillor Dubanow

Councillor Dubanow enquired of Mr. Brady, if he could fill Council in on properties located in Garrison Village on Jordyn Drive, the north side of Jasmine Court, Canada Drive and Nancy Road, that currently have Environmental Conservation Overlay (EC Overlay) applied to them. It was his understanding, during the shipping container presentation, that anytime an EC Overlay is applied to a property, that nothing can be done to that property until the Environmental Advisory Committee has given clearance, so that something as simple as someone putting up a fence or shed that would not require a building permit, these property owners would be in violation of the Town by-law. He asked Mr. Brady to explain why these properties have an EC Overlay, if it's appropriate, and what are the next steps to deal with this if the EC Overlay is not appropriate.

Ms. Shanks presented Report P.A. 19-14 which outlines options for a review of parking needs on the west end waterfront trail, park and the Downtown area. For the Downtown, the Committee recognized given the considerable cost that would be associated with a full study, staff should be directed to proceed with a scoped study. Committee members expressed concerns about the current lack of parking on the waterfront area. It was recognized that Council needed to do an analysis of recreational features for the waterfront area.

**PD-19-21**

Moved by Member K. Agnew; Seconded by Councillor K. Ritchie;

Resolved that, Report P.A. 19-14 regarding a review of the parking needs of both the West End Waterfront Trail, Park and the Downtown Area be received;

And that, a study of the parking needs of the West End Waterfront Trail be referred to Parks and Recreation to develop a strategy and next steps in consultation with Planning and the Public Works Department and a report be brought back to Committee; And that, staff be directed to further explore the completion of a scoped review of the parking needs in the Downtown Area, and bring a report including terms of reference forward for consideration by the Planning & Development Committee, regarding the outcome of this review for further direction.

**CARRIED**

- f) P.A. 19-11: Proposed Update to the Memorandum of Understanding (MOU) for Planning Function and Services between the Town and Niagara Region

Ms. Shanks presented the proposed update to the Memorandum of Understanding between the Town and the Region of Niagara.

**PD-19-22**

Moved by Councillor J. Warner; Seconded by Councillor L. Vardy;  
 Resolved that Report P.A. 19-11, regarding the proposed update to the Memorandum of Understanding (MOU) be received and the update MOU document be endorsed.

**CARRIED**

**g) P.A. 19-15 - Bill 108: More Homes, More Choices Act**

Ms. Shanks updated the Committee on Bill 108. Proposed amendments include changes to LPAT, changes to community benefits, parkland dedication, decision timelines and the Ontario Heritage Act.

**PD-19-23**

Moved by Member J. Warner; Seconded by Councillor L. Vardy;  
 Resolved that, Report P.A. 19-15 regarding the proposed Bill 108, the More Homes, More Choices Act, be received;  
 And that, staff be directed to prepare comments on behalf of the Town requesting that the Province retain a municipality's ability to recoup parkland at a rate similar to current alternative rates of one hectare per 300 dwelling units.

**CARRIED**

**h) P.A. 19-16 - Request for Application Fee Refund - 4 Windward Drive**

Mr. Basic noted that the applicant has significantly revised their proposal and will now have to submit new applications. They are withdrawing their original application and have requested a refund of the original fees.

**PD-19-24**

Moved by Member E. Stubbing; Seconded by Councillor D. Sharpe;  
 Resolved that, Report P.A. 19-16, regarding a request on behalf of TRG Casablanca Inc., for the refund of Official Plan and Zoning By-law

3. That all parties be advised of Council's decision on the Draft Plan of Condominium application in accordance with Provincial Regulations. (Note: Appeal period is twenty days from notice of decision);
4. The Director of Planning and Development be authorized to endorse the Draft Plan as 'approved' twenty days after notice of Council's decision has been given, provided that no appeals against the decision have been lodged; and
5. That the applicant be advised that draft approval of this plan will lapse three years from the date of draft approval unless Town Council grants an extension of the approval period. If an extension is requested, an updated review and revisions to the conditions of draft approval may be necessary at that time.

Council Enact and Pass Zoning By-law XX attached as Appendix B of Planning and Development Department Report PD-50-19 to amend the zoning regulations for lands at 2797 Red Maple Avenue in Jordan Station.

Council Deem that Zoning By-law XX conforms to the Official Plan for the Town of Lincoln.

**CARRIED**

### **CONFIDENTIAL ITEMS**

At this point in the meeting, the following motions were introduced:

**Motion No. PED-2019-55**

Moved by Councillor A. Russell

Under section 239 of the Municipal Act, notice is hereby given,

THAT Committee adjourn to closed session in order to address: item 8.2 on the agenda regarding Personal matters about an identifiable individual, including municipal or local board employees as it pertains to PD-47-19, Animal Care and Control Assigned Contractor Selection.

### **RESUMPTION IN OPEN SESSION**

**Motion No. PED-2019-56**

Moved by Councillor L. Timmers

THAT Committee resume in open session.

**CARRIED**

Consideration of items in closed session concluded with the provision of the following motion in open session.

**Motion No. PED-2019-57**

Moved by Councillor L. Timmers

**That the matter of the animal care and control assigned contractor selection be deferred to the next meeting of Committee.**

~~Approve the Town entering into a contract with the Niagara SPCA & Humane Society as the Animal Care and Control Assigned Contractor.~~

**DEFERRED**

### **PD-46-19. REGIONAL AND LOCAL PLANNING SERVICES MOU.**

In response to questions from Mayor Easton, Director of Planning and Development spoke to staff involvement prior to the pre-consultation process, opportunities for

continuous training sessions with staff and reviewing pre-consultation best practices with the Region and other municipalities.

Members reviewed Report PD-46-19. The following motion resulted:

**Motion No. PED-2019-58**

Moved by Mayor S. Easton

Council Receive this report for information; and

Council support the updated Regional and Local Planning Services MOU.

**CARRIED**

At this time a verbal motion was made to reconsider item 6.1. Chair MacPherson announced that by majority vote the item would be reconsidered.

Members of Committee commented with respect to the availability of the presentation prior to the meeting, intentions to request a staff report, clarification of the requests made of staff, and requested that staff make a judgement on the viability of the Town's involvement and feasibility.

Members concluded deliberations with the following amended motion:

**Motion No. PED-2019-59**

Moved by J.D. Pachereva

**That Committee receive the Twenty Valley Tourism Association Update and 2019-2020 Marketing Plan and that Committee direct staff to review the presentation made by Twenty Valley Tourism Association and bring a detailed recommendation report based on the questions and comments made by Committee Members and the viability of the Town entering into any future agreement. (AMENDED)**

~~That Council receive the presentation from the Twenty Valley Tourism Association as information;~~

~~That Council approve the formalized details of the spend of monies as presented by the Twenty Valley Tourism Association.~~

**CARRIED (AS AMENDED)**

**STAFF REMARKS**

None.

**COMMITTEE REMARKS**

None.

**ADJOURNMENT**

There being no further business to discuss, the Chair declared the meeting adjourned at 11:29 p.m.



CHAIR: PAUL MACPHERSON



CLERK: TRISH SARNICKI

2019 Final Due Dates for the Residential, Pipeline, Farmland and Managed Forest Assessment Classes.

**PBD-2019-34****Memorandum of Understanding for Planning Function and Services between the Niagara Region and Local Area Municipalities**

The report recommends that Council endorse the Memorandum of Understanding and authorize the CAO to sign on behalf of the Corporation.

**TS-2019-15****Crosswalk Policy**

The report recommends that the attached crosswalk policy be approved.

**PBD-2019-33****Exemption Request to 2-Year Waiting Period for Minor Variance  
8974 Willoughby Drive and Lands to the South  
Legends Phase 1 and 2 Plans of Vacant Land Condominium  
Owner: Silvergate Homes Limited  
Agent: Jennifer Vida, Upper Canada Consulting**

The report recommends that subject to subsection 45(1.4) of the *Planning Act*, 1990 R.S.O., Council consider passing the resolution on tonight's agenda to grant an exemption to the 2-year waiting period for minor variances and thereby allow Silvergate Homes Limited to file an application to the City's Committee of Adjustment for the Legends Phases 1 and 2 Plans of Vacant Land Condominium.

*ORDERED on the motion of Councillor Vince Kerrio, Seconded by Councillor Chris Dabrowski that the reports are approved as recommended.*

Carried Unanimously (Councillor Ioannoni was absent from the vote)

**9 RESOLUTIONS**

- a) **PBD-2019-33**  
Exemption Request to 2-Year Waiting Period for Minor Variance  
**8974 Willoughby Drive and Lands to the South**  
**Legends Phase 1 and 2 Plans of Vacant Land Condominium**  
**Owner: Silvergate Homes Limited**

**Department of Corporate Services**

1593 Four Mile Creek Road

P.O. Box 100, Virgil, ON L0S 1T0

905-468-3266 • Fax: 905-468-2959

[www.notl.org](http://www.notl.org)

November 13, 2019

**SENT ELECTRONICALLY**

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

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

**Re: Memorandum of Understanding for Planning Function and Services between  
Niagara Region and Local Area Municipalities**

Please be advised at its regular meeting on October 21, 2019 the Council of the Town of Niagara-on-the-Lake approved Report CDS-19-031 - Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities. The report included the following recommendations:

- 1.1 *Council endorse the updated Memorandum of Understanding for Planning Function and Services between the Regional Municipality of Niagara and Local Area Municipalities, dated March 2019; and*
- 1.2 *Council further authorizes the Chief Administrative Officer to sign the updated Memorandum of Understanding, attached as Appendix A to this report, on behalf of the Town of Niagara-on-the-Lake*

Attached is the signed updated Memorandum of Understanding for Planning Function and Services.

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

Yours sincerely,

Peter Todd, Town Clerk



**8. Adoption of Minutes****Moved By** Ron Kore**Seconded By** Lisa Haun

**BE IT RESOLVED THAT** the following minutes be adopted as printed, circulated and read:

- 1. C-08/2019 Council Minutes of May 6, 2019**
- 2. SC-18/2019 - Special Council Minutes of May 6, 2019**
- 3. SC-19/2019 Special Council Minutes May 13, 2019**

Carried

**10. Request(s) to Lift Consent Agenda Item(s) for Separate Consideration**

No items were lifted for separate consideration.

**11. Consent Agenda Items to be Considered in Block****Moved By** Mike Ciolfi**Seconded By** John Wink

**BE IT RESOLVED THAT** the following Consent Agenda items be received and the recommendations contained therein be approved, as applicable:

**9.1 Presentation of Recommendations Arising from COW or P&P, for Council Approval**

**BE IT RESOLVED THAT COUNCIL HEREBY** approves the Recommendations Resulting from the following:

- 1. COW-04/2019 - Committee of the Whole Minutes, May 6, 2019**
- 2. PAC-01/2019 - Pelham Audit Committee Minutes May 13, 2019**
- 3. PCOW-04/2019 Public Meeting Minutes May 13, 2019**

**9.2 Minutes Approval – Committee**

**BE IT RESOLVED THAT** Council receive the following minutes, for information:

- 1. COW-04/2019 Committee of the Whole Minutes - May 6, 2019**
- 2. PCOW-04/2019P Public Meeting Minutes - May 13, 2019**

**9.3 Staff Reports of a Routine Nature for Information or Action**

**9.3.1 Planning Services and Functions in Niagara Memorandum of Understanding (MOU)**

**BE IT RESOLVED THAT Council receive and endorse this report of the Planning Services and Functions in Niagara Memorandum of Understanding; and**

**THAT Council directs the Interim CAO to sign the MOU and return a copy back to the Region of Niagara.**

**9.5 Information Correspondence Items**

**9.5.1 Thank You Letter - Kore Family**

**BE IT RESOLVED THAT Council receive the thank you letter from the Kore family.**

**9.5.2 Letter from the Pelham Public Library Board re: Suspending CEO Recruitment**

**BE IT RESOLVED THAT Council receive a letter from the Pelham Public Library Board dated May 2, 2019, regarding the suspension of recruitment of a CEO, for information.**

**9.5.3 Region of Niagara - Public Notice Advertisement for the Pelham Elevated Tank Class Municipal Environmental Assessment and Enhanced Conceptual Design**

**BE IT RESOLVED THAT Council receive, for information, the Public Notice Advertisement for the Pelham Elevated Tank Class Municipal Environmental Assessment and Enhanced Conceptual Design.**

**9.5.4 Municipal Correspondence**

**BE IT RESOLVED THAT Council receive the following municipal correspondence, for information:**

- 1. Letter from the Township of Mulmur regarding Aggregate Resources;**
- 2. Letter from the Town of Mono regarding Ontario Municipal Partnership Fund;**
- 3. Letters from the Town of Hanover and Townships of Mulmur and McKeller regarding Cuts to Ontario Library Services;**

**4. Disclosures of Interest:**

Nil.

**5. Adoption of Minutes:****(a) Regular meeting of the Committee of the Whole 11-19, held on April 8, 2019**

Moved by Councillor A. Desmarais  
Seconded by Councillor G. Bruno

- (a) That the minutes of the regular meeting of the Committee of the Whole 11-19, held on April 8, 2019, be approved as presented.

CARRIED.

**6. Determination of Items Requiring Separate Discussion:**

The following items were identified for separate discussion:

Items 1, 2, 3, 4, 5, 8, and 12.

**7. Approval of Items Not Requiring Separate Discussion:**

Moved by Councillor E. Beauregard  
Seconded by Councillor M. Bagu

That items 1 to 18 on the agenda be approved, with the exception of items that have been deferred, deleted or listed for separate discussion, and the recommendation contained therein adopted.

**Items:****6. Planning and Development Department, Planning Division, Report 2019-59, Subject: Amendment to Westwood Estates Phase II Subdivision Agreement**

Committee of the Whole recommends:

That By-law 6366/46/16, Being a By-Law to Authorize Entering into a Subdivision Agreement with Lester Shoalts Limited (Westwood Estates Phase II), be amended by replacing subdivision agreement drawing "Westwood Phase 2 Subdivision Grade Control Plan 2" (drawing 0493GP2 Rev 9 prepared by Upper Canada Consultants and dated April 23, 2015) with "Westwood Phase 2 Subdivision Grade Control Plan 2" (drawing 0493GP2 Rev 12 prepared by Upper Canada Consultants and dated March 13, 2019).

**7. Planning and Development Department, Planning Division, Report 2019-58, Subject: Contract Agreement for Realty Services**

Committee of the Whole recommends:

That the City enters into a Contract Agreement with Royal Lepage, attached as appendix A to Planning and Development Department report 2019-58, for the sale of selected municipal property; and

That the by-law attached as appendix B be brought forward for approval.

**9. Dewitt Carter Elementary School Re: Request for Use of Picnic Tables for the Schools Fun Night Event on May 16, 2019**

Committee of the Whole recommends:

That the correspondence received from Dewitt Carter Elementary School requesting the use of City Picnic Tables for the School's Fun Night Event on May 16, 2019, be received; and

That the picnic tables be made available for their use, with arrangements for pick-up and return be the responsibility of Dewitt Carter Elementary School.

**10. Memorandum from Joanne Ferraccioli, Interim Health Services Coordinator Re: Request for Proclamation of Doctor's Day, May 1, 2019**

Committee of the Whole recommends:

That May 1, 2019 be proclaimed as "Doctor's Day" in the City of Port Colborne in accordance with the request received from Joanne Ferraccioli, Interim Health Services Coordinator, City of Port Colborne.

**11. Memorandum from Thomas B. Cartwright, City Fire Chief Re: Request for Proclamation of Emergency Preparedness Week 2019**

Committee of the Whole recommends:

That the week of May 5 – 11, 2019 be proclaimed as "Emergency Preparedness Week" in the City of Port Colborne in accordance with the request received from Thomas B. Cartwright, City Fire Chief.

**13. Region of Niagara Re: Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities (PDS 4-2019)**

Committee of the Whole recommends:

That the updated Memorandum of Understanding (MOU) for Planning Function and Services between The Regional Municipality of Niagara and the Local Area Municipalities dated March 2019 be approved; and

That the Regional Chief Administrative Officer be notified of the approval.

September 13, 2019

Diana Morreale  
Director, Development Approvals, Planning and Development Services  
Region of Niagara  
1815 Sir Isaac Brock Way  
PO Box 1042  
Thorold, ON L2V 4T7

Sent Via Email: [Diana.morreale@niagararegion.ca](mailto:Diana.morreale@niagararegion.ca)

**Re: Memorandum of Understanding (MOU) 2019 between Region of Niagara and Local Municipalities regarding Improvements to Planning Function and Services  
Our File No. 35.11.99, 35.23.44**

Dear Ms. Morreale,

At its meeting held on September 9, 2019, St. Catharines City Council approved the following motion:

“That Council endorse the Memorandum of Understanding (MOU) 2019 between the Niagara Region and local municipalities, attached as Appendix 1; and

That Council authorize the CAO to execute the MOU on behalf of the Corporation. FORTHWITH”

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



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

cc. Tami Kitay – Director, Planning and Building Services

**10. Motions for Support**

a. City of Thorold

MOVED BY: Councillor Dekker

SECONDED BY: Councillor Longo

Niagara Regional Council at its meeting of March 28, 2019 considered the Memorandum of Understanding for Planning Function and Services between Niagara Region and local area municipalities.

Now therefore be it resolved that:

1. The updated Memorandum of Understanding (MOU) for Planning Function and Services between The Regional Municipality of Niagara and the local area municipalities be circulated to the local area municipalities for review and approval; and
2. That the City of Thorold has no objections to the Memorandum of Understanding for Planning Function and Services; and
3. That subsequent to the approvals by the local area municipalities that the MOU be brought forward to Regional Council for approval with direction that the Regional Chief Administrative Officer be authorized to sign the MOU, be received and supported.

**CARRIED**

*Mayor Ugulini temporarily removed himself from the chair in order to introduce the following motion. Deputy Mayor Anthony Longo presided over the meeting during that time. Following the vote Mayor Ugulini resumed the chair.*

b. City of Thorold

MOVED BY: Mayor Ugulini

SECONDED BY: Councillor Wilson

Whereas Regional Road Highway 20 is a major corridor across the Niagara Region; and

Whereas the City of Thorold portion of Highway 20 begins west of Cataract Road and extends to Thorold Townline Road for approximately 9 kilometres; and



# Township of Wainfleet

*"Wainfleet - find your country side!"*

May 14, 2019

Aaron Butler  
Regional Municipality of Niagara  
1815 Sir Isaac Brock Way  
P.O. Box 1042  
Thorold, ON L2V 4T7

**SENT ELECTRONICALLY**  
[aaron.butler@niagararegion.ca](mailto:aaron.butler@niagararegion.ca)

Re: Memorandum of Understanding (MOU) for Planning Function and Services between the Regional Municipality of Niagara and the Local Area Municipalities

Dear Mr. Butler

Please be advised that Council for the Township of Wainfleet passed the following resolution at their Regular Meeting of Council held May 8, 2019:

**"THAT** Correspondence Item No. C-085-2019 be received;

**THAT** Council for the Township of Wainfleet endorse the updated Memorandum of Understanding (MOU) for Planning Function and Services between the Regional Municipality of Niagara and the Local Area Municipalities, dated March 2019;

**AND THAT** Council for the Township of Wainfleet authorize the Chief Administrative Officer to sign the updated MOU on behalf of the Township of Wainfleet."

Please find endorsement and signature page attached.

If you have any questions regarding the contents of this letter, please contact the undersigned.

Regards,

Meredith Ciuffetelli  
Deputy Clerk  
[mciuffetelli@wainfleet.ca](mailto:mciuffetelli@wainfleet.ca)  
905-899-3463 ext. 275

cc: S. Ivins, Planner

**2019 - 445****19-22**

Moved by Chiocchio and Speck

THAT THE COUNCIL OF THE CITY OF WELLAND approves Report TRAF-2019-05: Update to Traffic and Parking By-law 89-2000; and further

THAT Welland City Council directs the City Clerk to amend Traffic and Parking By-law 89-2000 as follows:  
ADD the following to Schedule "I" – MUNICIPAL/ PRIVATE PROPERTY:

SKETCH No.	LOCATION	COMMON NAME
No Sketch	855 Ontario Road	Woodrose Co-operative Homes

**CARRIED****2019 - 446****19-43**

Moved by McLeod and Spinosa (in block)

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information Report CLK-2019-10: Financial Statements – Notice of Default – 2018 Municipal Election Campaign Contributions and Expenses.

**CARRIED****2019 - 447****19-60**

Moved by McLeod and Spinosa (in block)

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the presentation by Walkerton Clean Water Centre regarding Standard of Care Training.

**CARRIED****2019 - 448****19-65**

Moved by McLeod and Spinosa

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information purposes Report P&B-2019-18 regarding applications for Official Plan Amendment, Zoning By-law Amendment, and Draft Plan of Subdivision for lands on the west side of Niagara Street, south of Quaker Road, north of Trelawn Park and at the end of Wellandvale Drive, more specifically described as Part of Lot 231, Geographic Township of Thorold, now in the City of Welland, municipally known as 897 Niagara Street.

**CARRIED****2019 - 449****19-66**

Moved by Green and Moote

THAT THE COUNCIL OF THE CITY OF WELLAND endorses the updated Memorandum of Understanding for Planning Function and Services between the Regional Municipality of Niagara and Local Area Municipalities dated March 2019; and further

THAT Welland City Council authorizes the Chief Administrative Officer to sign the updated Memorandum of Understanding for Planning Function and Services on behalf of the City of Welland.

**CARRIED****2019 - 450****19-66**

Moved by McLeod and Spinosa (in block)

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from the Region of Niagara dated April 9, 2019 regarding Report P DS 4-2019: Memorandum of Understanding for Planning Function and Services between Niagara Region and Local Area Municipalities.

**CARRIED****2019 - 451****19-67**

Moved by Green and Spinosa

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information and supports the request from the Region of Niagara dated April 2, 2019 regarding Report PHD 06-2019: Mutual Assistance Agreement for Emergency Management.

**CARRIED**



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## PLANNING DEPARTMENT

April 16<sup>th</sup>, 2019

Niagara Region  
Planning and Development  
1815 Sir Isaac Brock Way  
Thorold, ON,  
L2V 4T7  
Attn: Diana Morreale, Director, Development Approvals

Dear Ms. Morreale:

**Re:** Report PD-037-19 – Recommendation Report, Memorandum of Understanding (MOU) For Planning Services and Regional Official Plan Amendment (ROPA) for Exemption Policies

This is to confirm that at the March 25<sup>th</sup>, 2019 Council Meeting the following resolutions were adopted with respect to the above noted matter:

**Resolution**

- (1) That, Report PD-037-19, regarding “Recommendation Report, Memorandum of Understanding (MOU) for Planning Services and Regional Official Plan Amendment (ROPA) for Exemption Policies”, dated March 5th, 2019, be RECEIVED; and,
- (2) That, the CAO be and is hereby authorized to sign the MOU once this report is ratified by Township Council; and,
- (3) That the Region be advised that the Township of West Lincoln has no objection to the ROPA Exemption Policy Amendment.

If you require any further information or direction do not hesitate to contact the undersigned at [btreble@westlincoln.ca](mailto:btreble@westlincoln.ca) or 905-957-3346 ext. 5138.

Sincerely,



Brian Treble, Director of Planning and Building

cc. Clerks Department

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**MEMORANDUM****PDS-C 20-2019**

**Subject: Regional Road 20 Alternative Tourism Route**  
**Date: December 4, 2019**  
**To: Planning and Economic Development Committee**  
**From: Katie Young, Planner**

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At the September 11, 2019 meeting of Planning and Economic Development Committee, Council requested that staff identify existing and proposed projects that contribute to the use of Highway 20 as an alternative tourism route in Niagara.

**Background:**

The former Provincial Highway 20 begins in Niagara Falls, crosses the region and ends at its western terminus in the City of Hamilton. Originally built in the 1930's to alleviate traffic from Provincial Highway 8, upon completion of the Queen Elizabeth Way, Highway 20 was not used at its anticipated frequency. In 1998, the Ministry of Transportation (MTO) downloaded the majority of the Niagara portion of Highway 20 to the Region. This portion was renamed Regional Road 20, with the exception of one segment in Niagara Falls which remains under the jurisdiction of the MTO.

The Transportation Master Plan (TMP), approved by Council in 2017 establishes the long-term transportation vision for Niagara over the next 25 years, balancing the needs of various road users (goods movement, active transportation, complete streets, and tourism). Although the TMP focuses on the long-term option of a new Niagara-to-GTA Corridor, existing and proposed projects and utilizing Regional Road 20 as an alternative tourism route are as follows:

- A portion of Regional Road 20, west of Regional Road 24 is identified as a trade corridor to facilitate the movement of goods while the Niagara-Hamilton Trade Corridor is planned.
- Regional Road 20, east of Regional Road 24 is identified as a future cycling facility within the Strategic Cycling Network.
- There is an opportunity to add signage through the Tourism-Oriented Signing (TODS) Program on Regional Road 24, directing traffic into Pelham along Regional Road 20 to Niagara Falls. Prior to this being a viable option, consideration of how this would impact traffic, existing infrastructure, and the TMP's identification of Regional Road 20 for the movement of goods and as a future cycling facility would need to be studied in depth.

### **Tourism-Oriented Directional Signing Program:**

In order to direct tourists to Regional Road 20, signage would need to be provided by the Tourism-Oriented Directional Signing (TODS) Program, which is run by a third party organization on behalf of the Ministry of Tourism, Culture, and Sport to place signs on Ontario's roadways. Signage for tourists routes require TODS signing and reassurance markers including:

- access signs leading to the route;
- terminal signs at the start and end of the route;
- reassurance signs; and
- decision point signs, which includes signs to spur routes and attraction signs to eligible stopping points.

### **Highway Corridor Management:**

The MTO is responsible for managing the provincial highway corridor network. Although Regional Road 20 is no longer a provincial highway, the portion between Highway 58 and Regional Road 70 remains the provincially controlled Highway 20. This means that for any proposed changes to the use of this road requires approval by the MTO.

Permits are required for construction projects on or near provincial highways. For the use of Highway 20 to be signed as an alternative tourism route, two types of highway corridor management permits may be necessary:

- sign Permits to erect or alter a sign or advertising device on a property within 400m of any provincial highway right-of-way; and
- encroachment Permits are required for any installation or works, upon, under or within the limits of a provincial highway right-of-way placed by someone other than MTO. This may include signs, survey work, banners, acceleration and deceleration lanes, curbs, gutters, sidewalks, safety islands, sewers, pipelines, other works or structures that in any way interfere with the land within the limits of a highway.

As the majority of the above listed projects and programs are managed by the Region's Transportation Department, Planning staff met with Transportation Services staff to verify these projects.

Respectfully submitted and signed by

---

Katie Young  
Planner

**Minute Item No. 5.1**  
**CSD 78-2019**  
**2020 Levy Operating Budget**

That Report CSD 78-2019, dated December 5, 2019, respecting 2020 Levy Operating Budget, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an increase of 1.6% or \$2,976,858 over the 2019 departmental levy, for a total departmental levy of \$189,319,763, in accordance with the Budget Planning By-law for base services, as outlined in appendix 1 of Report CSD 78-2019, **BE APPROVED**;
2. That an increase of 0.6% or \$2,146,506 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for revenue pressures, as outlined in appendix 2 of Report CSD 78-2019, **BE APPROVED**;
3. That an increase of 1.54% or \$5,620,497 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law to support capital net debt charges for the Long-term Care Home Redevelopment, **BE APPROVED**;
4. That an increase of 0.15% or \$664,673 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for new and enhanced programs, as outlined in appendix 3 of Report CSD 78-2019 as amended to include funding for the suicide prevention initiative and remove wayfinding, **BE APPROVED**;
5. That an increase of 1.83% or \$6,690,323 over the 2019 consolidated levy operating budget, funded by 1.42% of assessment growth and a 0.41% separate increase, in accordance with the Budget Planning By-law that assessment growth be utilized for costs of growth and Council Priorities as identified in appendix 4 of Report CSD 78-2019, **BE APPROVED**;
6. That the 2020 levy operating budget including the Niagara Regional Departments of \$204,441,762 and ABCs of \$187,877,851 for a total of \$392,319,613 **BE APPROVED**; and
7. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

**Minute Item No. 5.2**  
**CSD 72-2019**  
**2020 Fees and Charges By-law**

That Report CSD 72-2019, dated December 5, 2019, respecting 2020 Fees and Charges By-law, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 Fees and Charges schedule, Appendix 1 of Report CSD 72-2019, **BE APPROVED**, with an effective date of January 1, 2020; and
2. That the necessary by-law, Appendix 2 of Report CSD 72-2019, **BE PREPARED** and **PRESENTED** to Council for Consideration.

**Minute Item No. 6**

**Consent Items for Information**

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

CSD 79-2019

Financial Disclosure Requirements – Ontario Regulations 284/09

BRC-C 14-2019

Additional Information Regarding 2020 Capital Budget Vehicle Projects

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

**BRCOTW 10-2019  
Thursday, December 5, 2019  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Bellows, Bylsma, Greenwood, Insinna, Ugulini

Staff: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, M. Evely, Legislative Coordinator, 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. McMahon, Program Financial Specialist, R. Mostacci, Commissioner, Planning & Development Services, M. Murphy, Associate Director, Budget Planning & Strategy, A.-M. Norio, Regional Clerk, T. Potts, Senior Budget Analyst, C. Ryall, Director, Transportation Services, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

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**1. CALL TO ORDER**

Committee Chair Zalepa called the meeting to order at 6:30 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

Councillor Huson declared an indirect pecuniary interest regarding the Brock LINC funding as noted in Appendix 6 of Report CSD 78-2019 respecting 2020 Levy Operating Budget, as she has an employment relationship with Brock University.

See Minute Item 5.1

**3. PRESENTATIONS**

There were no presentations.

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 CSD 78-2019**  
2020 Levy Operating Budget

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

- 2020 Consolidated Levy Budget – Key Themes
- 2020 Budget Process
- Regional Department Levy Expenses and Increase
- Council Strategic Priorities
- Consolidated Levy Budget Recommendations
  1. Base Budget Increase of 2.0%
  2. Revenue/Provincial Decisions/Download
  3. Capital Financing for Assets
  4. New/Enhanced (net of one-time reserve funding)
  5. Costs of Growth
- Risks and Opportunities
- Approvals and Tax Policy
- Next Steps

Moved by Councillor Steele  
Seconded by Councillor Villella

That Report CSD 78-2019, dated December 5, 2019, respecting 2020 Levy Operating Budget, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an increase of 2.0% or \$3,726,858 over the 2019 departmental levy, for a total departmental levy of \$190,069,763, in accordance with the Budget Planning By-law for base services, as outlined in Appendix 1 of Report CSD 78-2019, **BE APPROVED**;
2. That an increase of 0.6% or \$2,146,506 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for revenue pressures, as outlined in Appendix 2 of Report CSD 78-2019, **BE APPROVED**;
3. That an increase of 1.54% or \$5,620,497 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law to support capital net debt charges for the Long-term Care Home Redevelopment, **BE APPROVED**;

4. That an increase of 0.1% or \$478,995 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for new and enhanced programs, as outlined in Appendix 3 of Report CSD 78-2019, **BE APPROVED**;
5. That an increase of 1.83% or \$6,690,323 over the 2019 consolidated levy operating budget, funded by 1.42% of assessment growth and a 0.41% separate increase, in accordance with the Budget Planning By-law that assessment growth be utilized for costs of growth and Council Priorities as identified in Appendix 4 of Report CSD 78-2019, **BE APPROVED**;
6. That the 2020 levy operating budget including the Niagara Regional Departments of \$205,006,084 and ABCs of \$187,877,851 for a total of \$392,883,935 **BE APPROVED**; and
7. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Moved by Councillor Ip  
Seconded by Councillor Foster

1. That the Suicide Prevention Initiative, being the addition of two Mental Health positions to increase response to suicide in Niagara, at a cost of \$185,678 or 0.05% of the levy, **BE MOVED** from the Programs Deferred to 2022 (Appendix 6 of Report CSD 78-2019) to New and Enhanced Programs (Appendix 3 of Report CSD 78-2019) and **BE FUNDED** through an additional increase to the levy.

**Carried**

Moved by Councillor Foster  
Seconded by Councillor Ip

That the ProKids program funding **BE REESTABLISHED** and added to the levy, with a cost of \$250,000 which is approximately 0.1% addition to the levy.

Councillor Edgar declared a direct pecuniary interest regarding the ProKids program funding as noted on page 4 of Report CSD 78-2019 respecting 2020 Levy Operating Budget, as his wife is the Director of Children's Services.



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

That the ProKids program funding **BE REESTABLISHED** and added to the levy, with a cost of \$250,000 which is approximately 0.1% addition to the levy.

Recorded Vote:

Yes (9): Bradley, Butters, Easton, Foster, Ip, Jordan, Steele, Villella, Witteveen.

No (16): Campion, Chiocchio, Darte, Diodati, Fertich, Gale, Gibson, Heit, Huson, Junkin, Nicholson, Redekop, Rigby, Sendzik, Whalen, Zalepa.

**Defeated**

Moved by Councillor Redekop  
Seconded by Councillor Huson

That \$400,000 allocated for Wayfinding Guidelines (Appendix 3 of Report CSD 78-2019) **BE REMOVED** from the 2020 Levy Operating Budget.

**Carried**

Moved by Councillor Redekop  
Seconded by Councillor Heit

That \$750,000 in savings realized from the restructuring of the Internal Control and Organizational Performance Division **BE APPLIED** to the 2020 operating budget.

**Carried**

Moved by Councillor Campion  
Seconded by Councillor Redekop

That funding of \$600,000 for the Smarter Niagara Investment Program (SNIP) **BE INCLUDED** in the 2020 Levy Operating Budget and **BE FUNDED** utilizing \$450,000 from the Tax Payer Stabilization Fund and \$150,000 from remaining 2019 SNIP funds; and

That the Smarter Niagara Investment Program **CONTINUE** to be administered as it was in 2019.

Recorded Vote:

Yes (10): Campion, Chiocchio, Diodati, Easton, Fertich, Nicholson, Redekop, Sendzik, Villella, Whalen.

No (15): Bradley, Butters, Darte, Edgar, Foster, Gale, Gibson, Heit, Huson, Ip, Jordan, Junkin, Rigby, Witteveen, Zalepa.

**Defeated**

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

That Report CSD 78-2019, dated December 5, 2019, respecting 2020 Levy Operating Budget, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an increase of 1.6% or \$2,976,858 over the 2019 departmental levy, for a total departmental levy of \$189,319,763, in accordance with the Budget Planning By-law for base services, as outlined in appendix 1 of Report CSD 78-2019, **BE APPROVED**;
2. That an increase of 0.6% or \$2,146,506 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for revenue pressures, as outlined in appendix 2 of Report CSD 78-2019, **BE APPROVED**;
3. That an increase of 1.54% or \$5,620,497 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law to support capital net debt charges for the Long-term Care Home Redevelopment, **BE APPROVED**;
4. That an increase of 0.15% or \$664,673 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for new and enhanced programs, as outlined in appendix 3 of Report CSD 78-2019 as amended to include funding for the suicide prevention initiative and remove wayfinding, **BE APPROVED**;
5. That an increase of 1.83% or \$6,690,323 over the 2019 consolidated levy operating budget, funded by 1.42% of assessment growth and a 0.41% separate increase, in accordance with the Budget Planning By-law that assessment growth be utilized for costs of growth and Council Priorities as identified in appendix 4 of Report CSD 78-2019, **BE APPROVED**;
6. That the 2020 levy operating budget including the Niagara Regional Departments of \$204,441,762 and ABCs of \$187,877,851 for a total of \$392,319,613 **BE APPROVED**; and
7. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Each clause of the motion was considered separately as follows:

1. That an increase of 1.6% or \$2,976,858 over the 2019 departmental levy, for a total departmental levy of \$189,319,763, in accordance with the Budget Planning By-law for base services, as outlined in appendix 1 of Report CSD 78-2019, **BE APPROVED**.

**Carried**

2. That an increase of 0.6% or \$2,146,506 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for revenue pressures, as outlined in appendix 2 of Report CSD 78-2019, **BE APPROVED**;

**Carried**

3. That an increase of 1.54% or \$5,620,497 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law to support capital net debt charges for the Long-term Care Home Redevelopment, **BE APPROVED**.

**Carried**

4. That an increase of 0.15% or \$664,673 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for new and enhanced programs, as outlined in appendix 3 of Report CSD 78-2019 as amended to include funding for the suicide prevention initiative and remove wayfinding, **BE APPROVED**.

**Carried**

5. That an increase of 1.83% or \$6,690,323 over the 2019 consolidated levy operating budget, funded by 1.42% of assessment growth and a 0.41% separate increase, in accordance with the Budget Planning By-law that assessment growth be utilized for costs of growth and Council Priorities as identified in appendix 4 of Report CSD 78-2019, **BE APPROVED**.

**Carried**

6. That the 2020 levy operating budget including the Niagara Regional Departments of \$204,441,762 and ABCs of \$187,877,851 for a total of \$392,319,613 **BE APPROVED**.

**Carried**

7. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

**Carried**

#### **Councillor Information Request(s):**

Provide information respecting Regional expenditures on staff travel and advertising in the last five years and information respecting if Niagara Region were to delay hiring positions when they become vacant for six months what the potential annual savings would be. Councillor Huson.

5.2 CSD 72-2019  
2020 Fees and Charges By-law

Moved by Councillor Heit  
Seconded by Councillor Villella

That Report CSD 72-2019, dated December 5, 2019, respecting 2020 Fees and Charges By-law, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 Fees and Charges schedule, Appendix 1 of Report CSD 72-2019, **BE APPROVED**, with an effective date of January 1, 2020; and
2. That the necessary by-law, Appendix 2 of Report CSD 72-2019, **BE PREPARED** and **PRESENTED** to Council for Consideration.

**Carried**

**Councillor Information Request(s):**

Provide information respecting how close the Niagara Region is to cost recovery on Planning user fees and what is being charged by similar municipalities/regions. Councillor Redekop

6. **CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Diodati  
Seconded by Councillor Foster

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

CSD 79-2019

Financial Disclosure Requirements – Ontario Regulations 284/09

BRC-C 14-2019

Additional Information Regarding 2020 Capital Budget Vehicle Projects

**Carried**

7. **OTHER BUSINESS**

There were no items of other business.

8. **NEXT MEETING**

The next meeting will be held on Thursday, June 18, 2020 at 6:30 p.m. in the Council Chamber, Regional Headquarters.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 9:38 p.m.

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Councillor Zalepa  
Committee Chair

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Mark Evely  
Legislative Coordinator

---

Ann-Marie Norio  
Regional Clerk

NIAGARA REGION BUDGET

2020

CONSOLIDATED

LEVY BUDGET

December 5<sup>th</sup>, 2019

# 2020 Consolidated Levy Budget

## Key Themes

**New Budget Planning By-law** – Base budget increase of 2.00% is within Council budget direction inclusive of many mitigation measures

**Sustainability** – funding for capital to replace assets (LTC), maintain social services despite provincial funding cuts, growth by investing in NRT and GO

**Transparency** – Provincial decisions and costs to support growth cannot be accommodated within the base without declines in service levels

**Affordability** – Balance resident expectations for high quality services by phasing in capital needs and deferring items that can't be accommodated

# 2020 Consolidated Levy Budget

What we're going to cover tonight:

- Introduction
- Budget Summary
- Recommendations in accordance with Budget Planning By-law
- Risks and Opportunities
- Next Steps

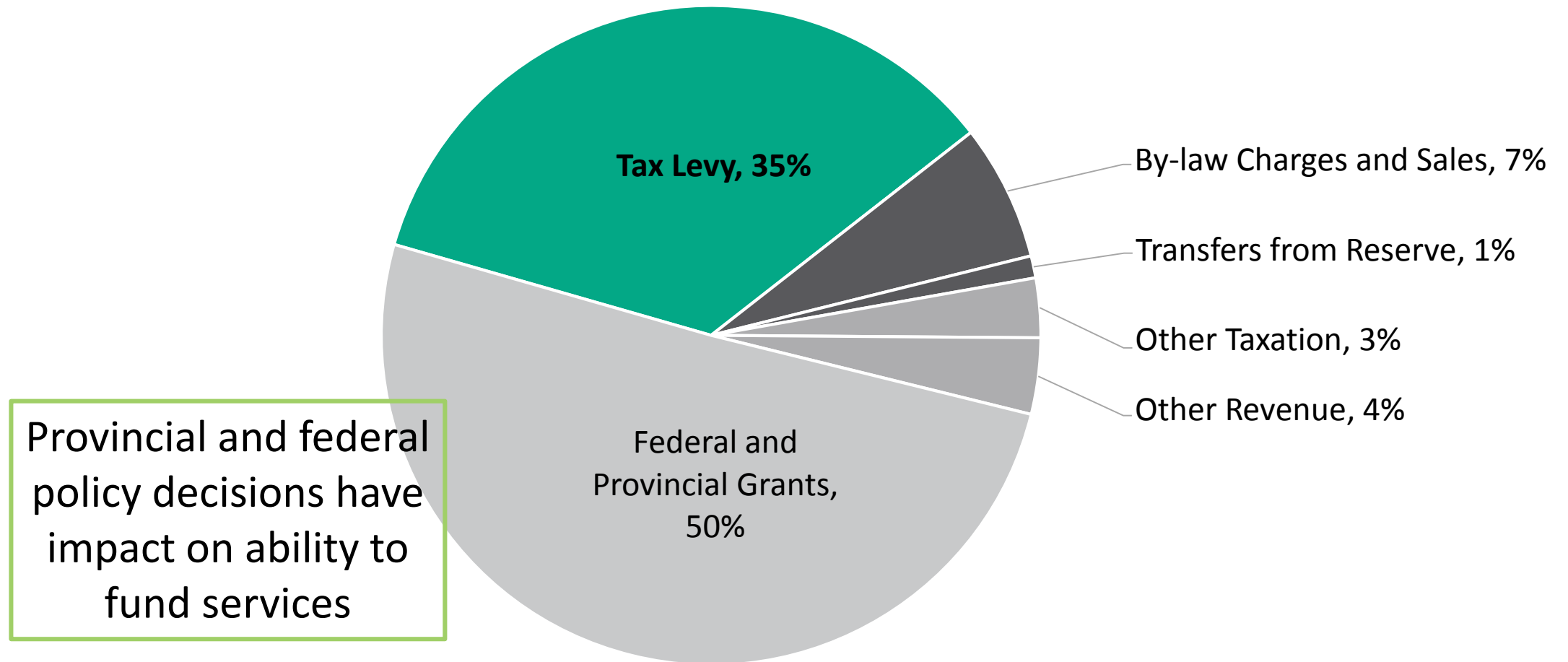


# 2020 Budget Process

- ✓ June 20 - Council established base budget direction of 2%
- ✓ Budget Planning By-law & Capital Financing Policy approved Oct 17
- ✓ Staff identified service needs and mitigations/service cuts
- ✓ CLT met five times and supports recommended inclusions, priority of new initiatives, and risk of mitigation measures
- ✓ Levy Workshop provided education and information
- ❑ BRC and Council approval required

# Regional Department Expenses (excludes ABCs) of \$585.7M

Where Does the Money Come From?



# Consolidated Levy Budget

Total Levy Request of \$392.9 Million

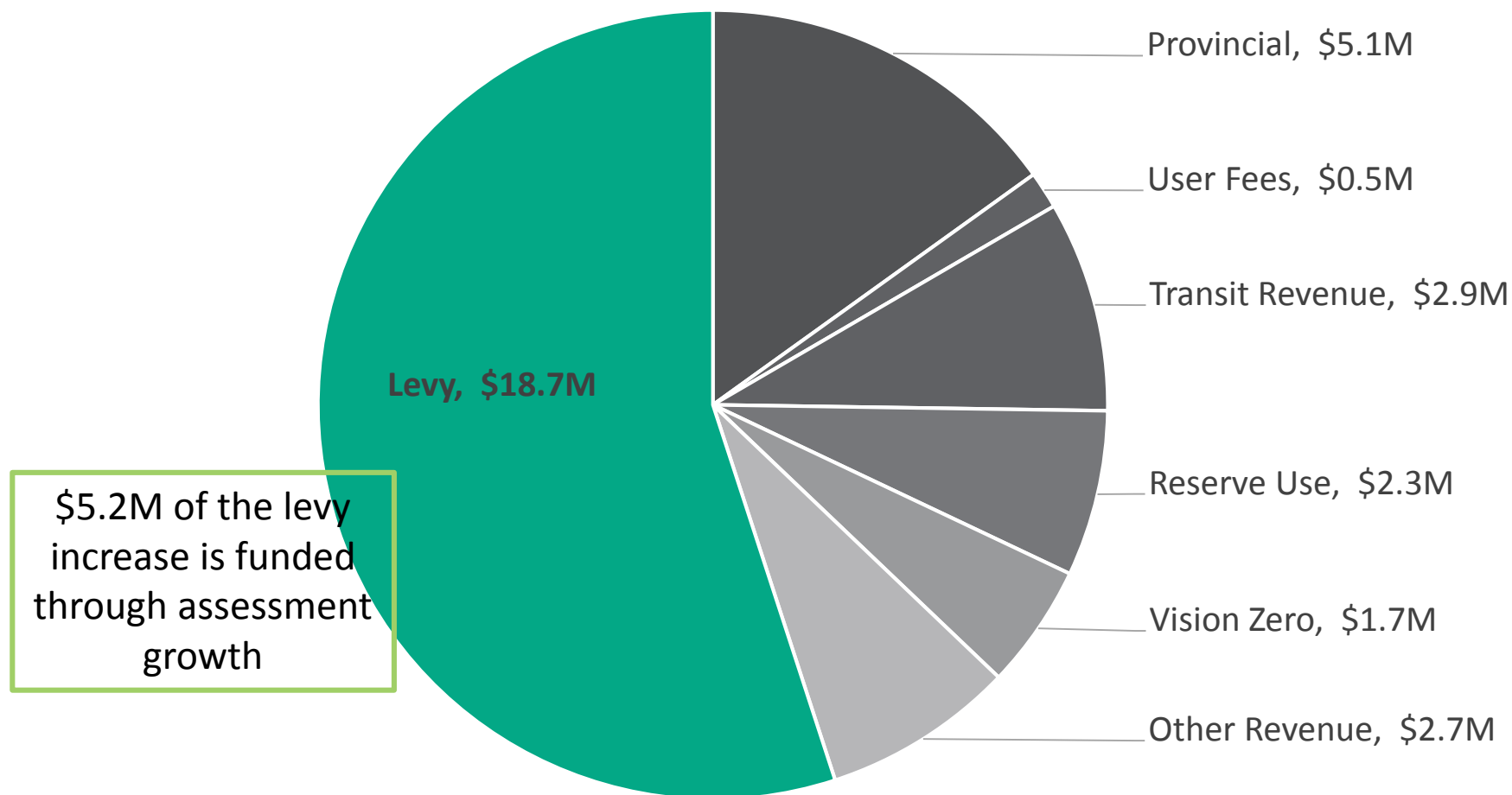
Recommended budget increase is 6%

- Regional departments is 1.0%
- Separate pressures of 2.7% related to provincial decisions, capital funding, new programs and cost of growth
- ABC increase is 2.3%

	\$	Yr/yr Increase	% of Levy
<b>2019 Levy Budget</b>	<b>\$365.7</b>		
Departmental Pressures	3.7	2.0%	1.0%
Revenue/Provincial Decisions/Download	2.1		0.6%
LTC Redevelopment	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (incl. TIGs)	6.7		0.4%
<b>Regional Departments</b>	<b>18.7</b>		<b>3.7%</b>
ABCs	8.5	4.7%	2.3%
<b>Total Increase</b>	<b>27.2</b>		<b>6.0%</b>

# Regional Department Levy Increase

Leveraging Other Funding of \$15.2 Million



# Council Strategic Priorities

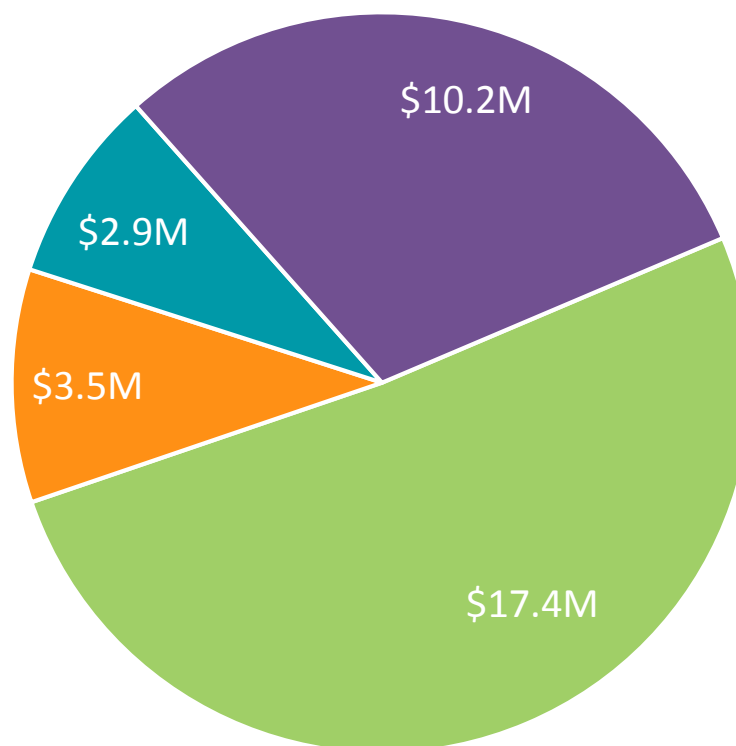
Alignment of \$33.9M gross, \$18.7M net increase with Council Priorities



**Sustainable and Engaging Government**  
Coalition of Inclusive Municipalities  
HR Systems Implementation



**Supporting Businesses and Economic Growth**  
Development Charge grants  
Regional Airports  
Tax Increment Grants





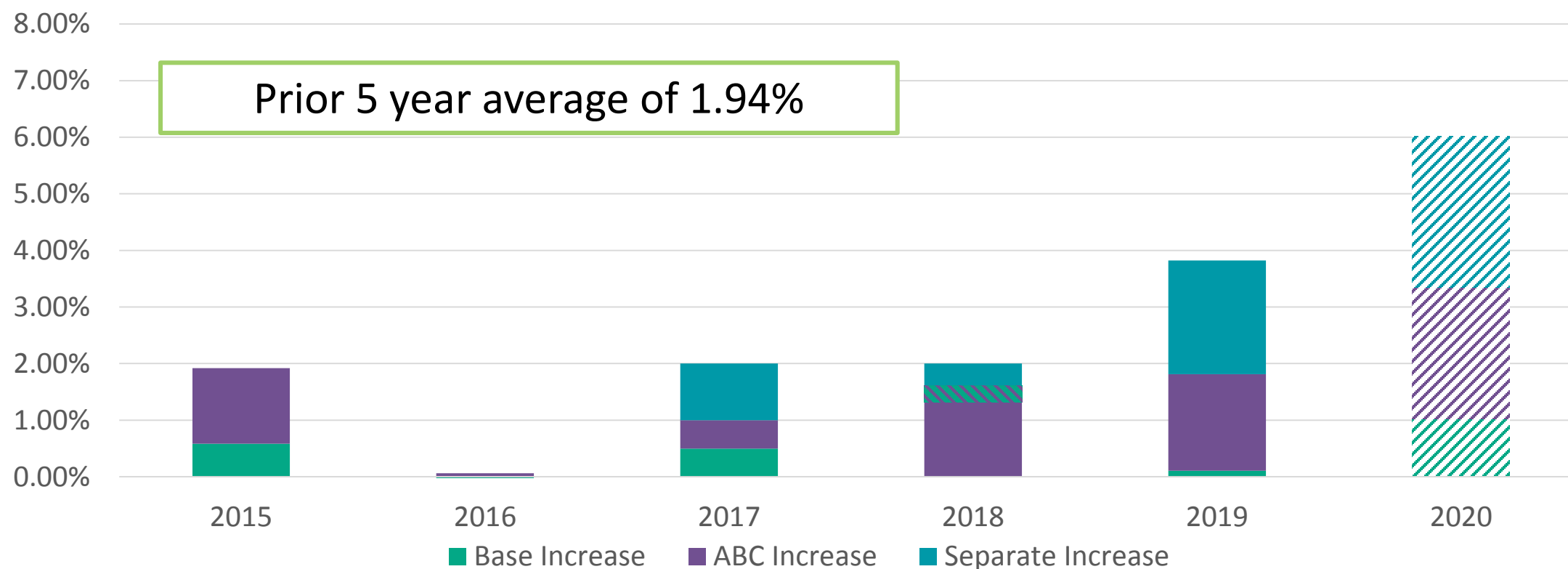
**Healthy and Vibrant Communities**  
Long-term care  
Vision Zero  
EMS System Transformation



**Responsible Growth and Infrastructure Planning**  
Long-term care  
Niagara Regional Transit  
GO Transit

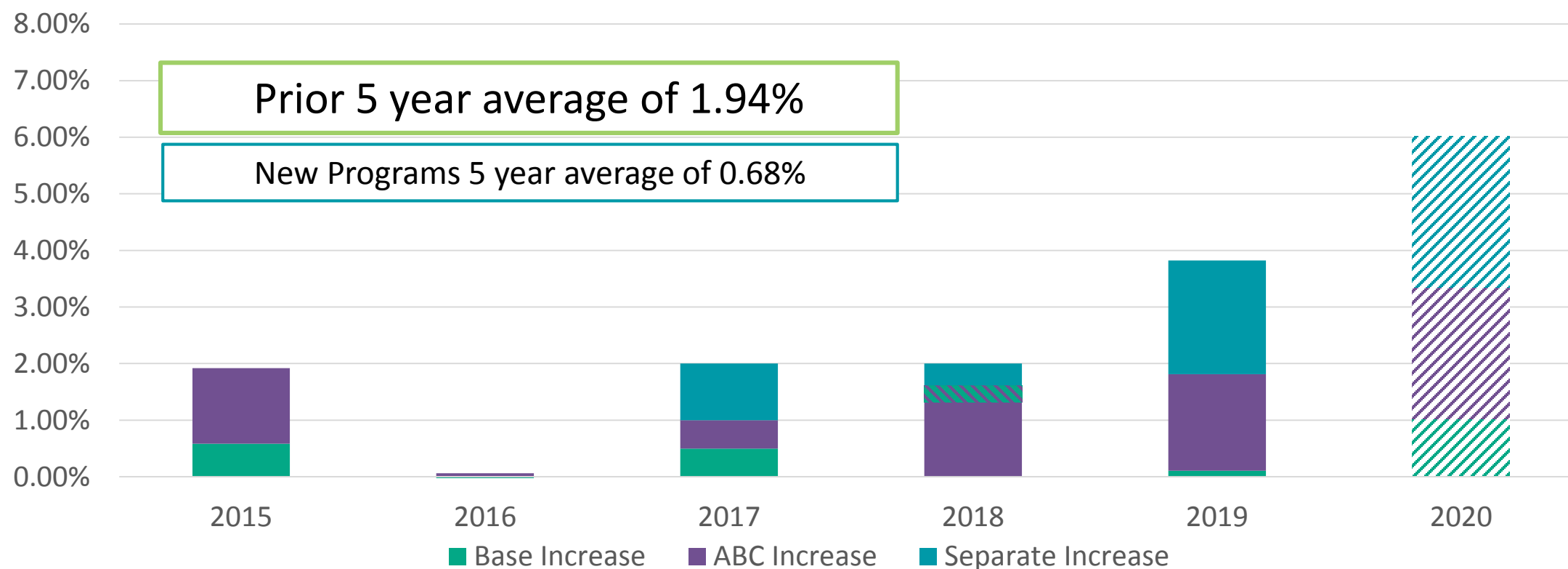
# Consolidated Levy Budget

## Historical Tax Levy Increases net of Assessment Growth



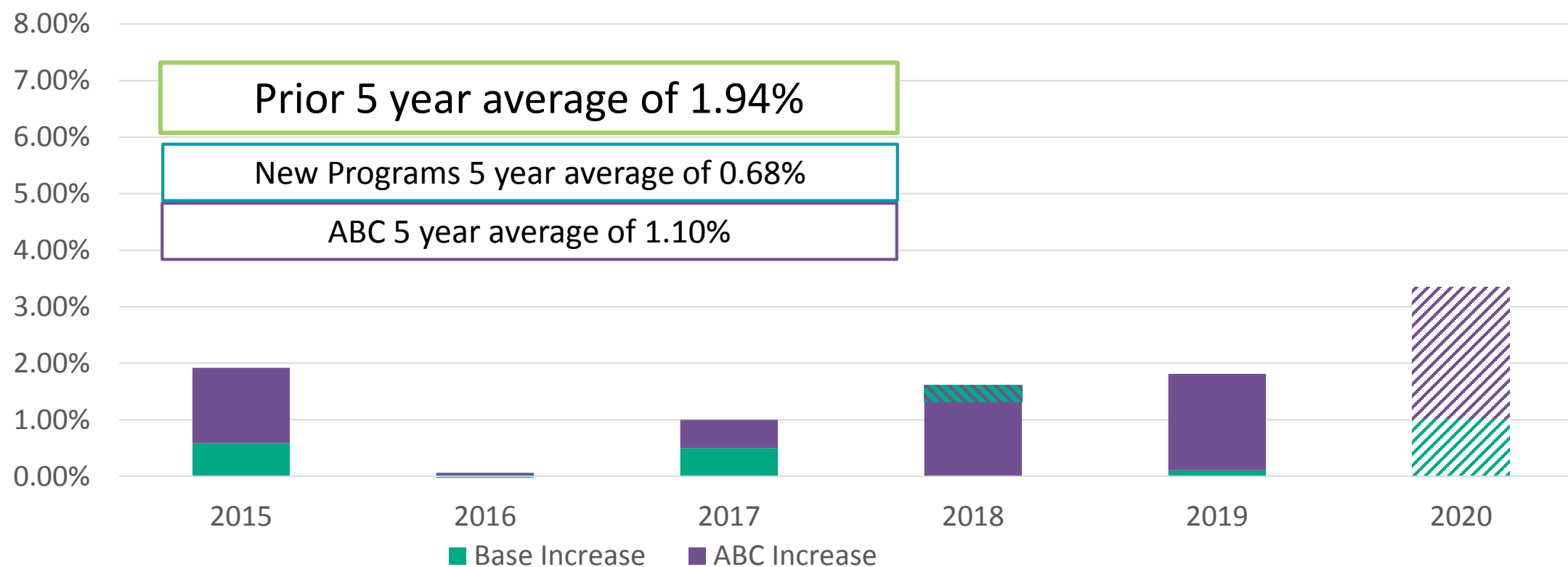
# Consolidated Levy Budget

## Historical Tax Levy Increases net of Assessment Growth



# Consolidated Levy Budget

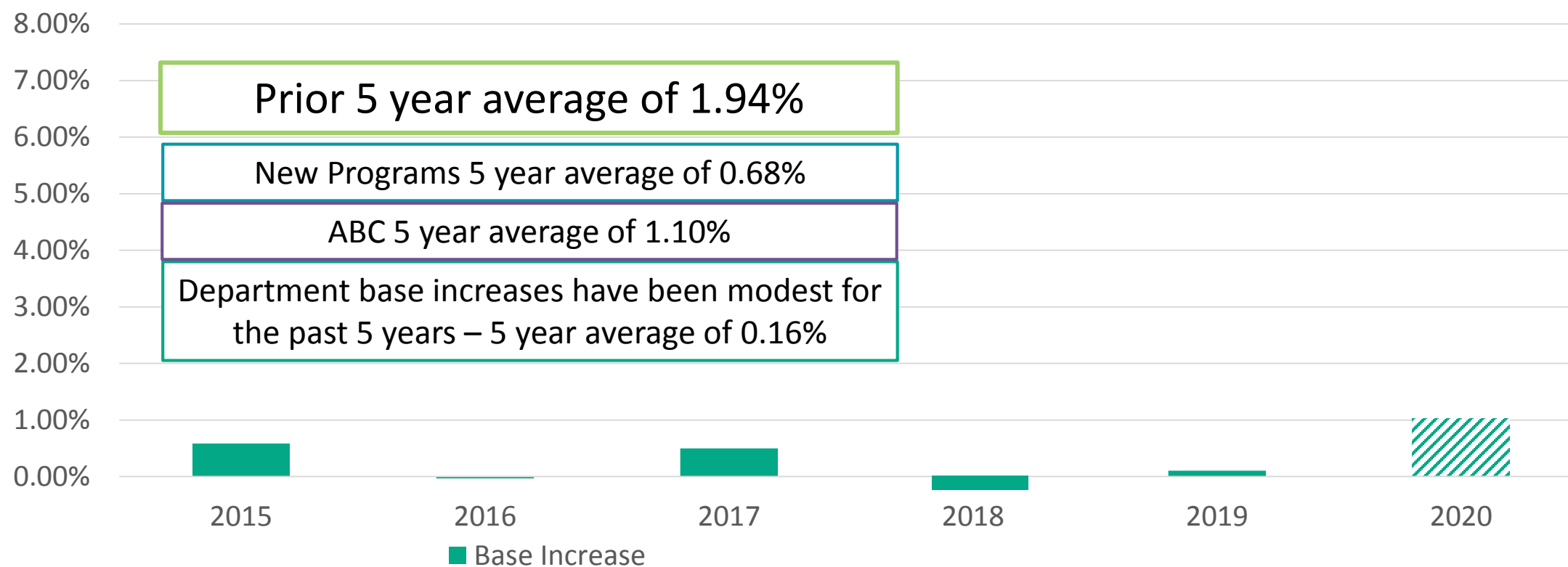
## Historical Tax Levy Increases net of Assessment Growth





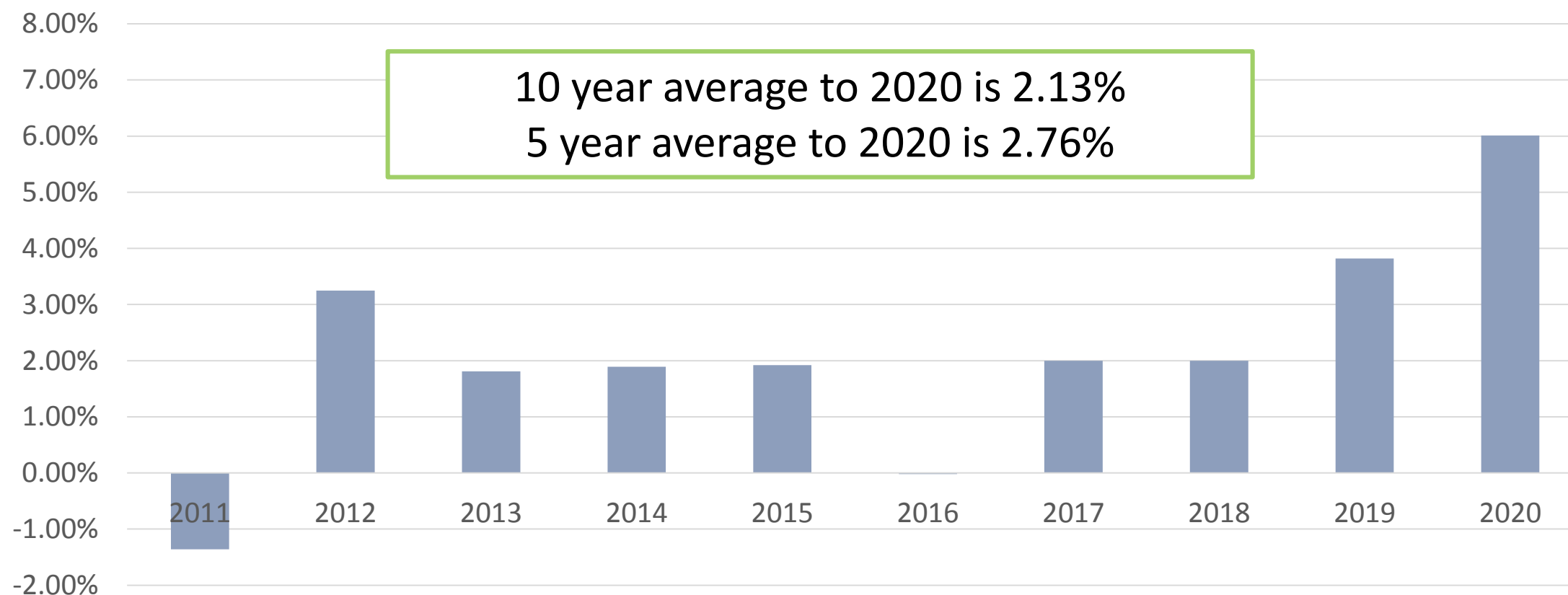
# Consolidated Levy Budget

## Historical Tax Levy Increases net of Assessment Growth



# Consolidated Levy Budget

## Historical Tax Levy Increases net of Assessment Growth



Note: upload included in 2011 to 2018 budgets at various amount

# Consolidated Levy Budget

Cost per household estimated for 6.0% increase in Levy

	Assessed Home Value	Taxes Paid		Difference
		2019	2020	\$
Average assessment for the Region	277,044	\$1,516	\$1,603	\$87
Average home prices*	400,000	\$2,189	\$2,312	\$123

85% of homes in Niagara are below  
this assessment

\*Source: <https://nationalpost.com/life/homes/go-train-fuels-niagara-housing-boom>

# Consolidated Levy Budget

## Recommendation I – Base budget increase of 2.0%

Includes base funding for:

- Pressures of \$3.2M (net of subsidy) mainly labour & contractual obligations, WSIB escalations, etc.
- Homelessness service contract \$0.8M
- Sustainable transit funding \$0.8M
- Settlements of historical claims, software costs, R&M, etc. \$1.3M

DC grants of \$1.6M offset by increases in supplemental tax revenue, investment income

	\$	% Increase	% Levy
<b>2019 Levy Budget</b>	<b>\$365.7</b>		
Departmental Pressures	3.7	2.0%	1.0%
Revenue/Provincial Decisions/Download	2.1		0.6%
LTC Redevelopment	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (incl. TIGs)	6.7		0.4%
<b>Regional Departments</b>	<b>18.7</b>		<b>3.7%</b>
ABCs	8.5	4.7%	2.3%
<b>Total Increase</b>	<b>27.2</b>		<b>6.0%</b>

# Consolidated Levy Budget

Recommendation I – Base budget increase of 2.0%

Reduce/eliminate discretionary programs \$0.5M

- Niagara Prosperity Initiative
- Pro Kids

Service Impacts \$0.9M

- Cuts to staffing levels and managing staff vacancies

Other savings such as fuel, utilities, etc. \$1.2M

Deferrals include Smarter Niagara Incentive Program, Suicide Prevention Initiative, etc. (appendix 6)

	\$	% Increase	% Levy
<b>2019 Levy Budget</b>	<b>\$365.7</b>		
Departmental Pressures	3.7	2.0%	1.0%
Revenue/Provincial Decisions/Download	2.1		0.6%
LTC Redevelopment	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (incl. TIGs)	6.7		0.4%
<b>Regional Departments</b>	<b>18.7</b>		<b>3.7%</b>
ABCs	8.5	4.7%	2.3%
<b>Total Increase</b>	<b>27.2</b>		<b>6.0%</b>
Deferred to 2021	0.6		0.2%
Deferred to 2022 or beyond	1.5		0.4%

# Consolidated Levy Budget

## Recommendation 2 – Revenue/Provincial Decisions/Download

### Provincial policy decisions \$0.6M:

- Increased costs due to Bill 108, cannabis transitional funding
- Childcare subsidy reduced, offset by tax credit to eligible parents

### Provincial funding cuts \$1.5M:

- Land ambulance inflation, Public Health cost sharing, SAEO administration

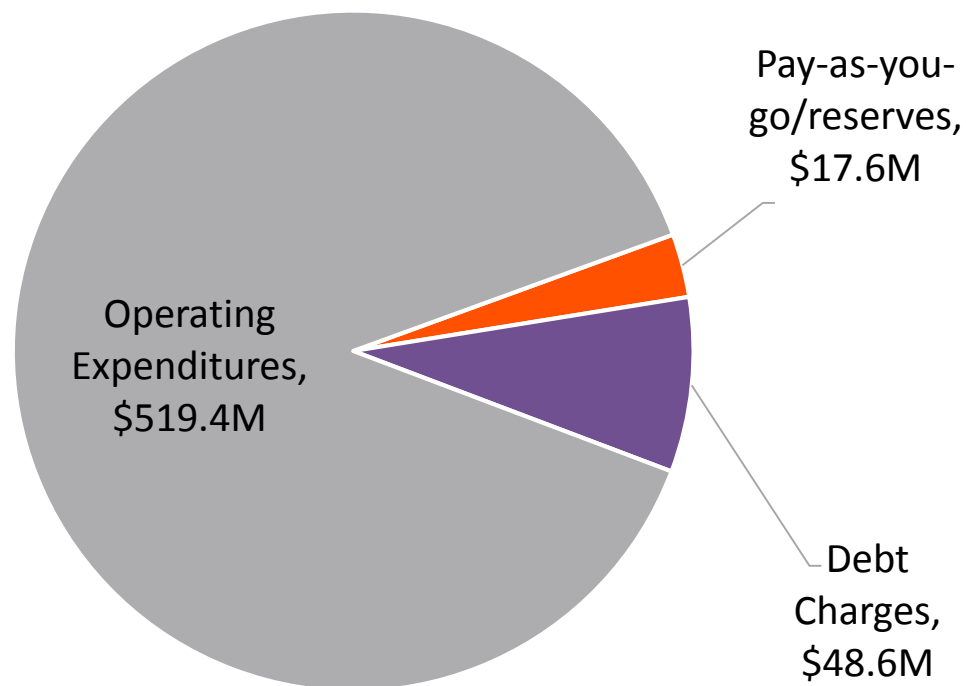
See appendix 2 for direct service implications if not approved

	\$	% Increase	% Levy
<b>2019 Levy Budget</b>	<b>\$365.7</b>		
Departmental Pressures	3.7	2.0%	1.0%
Revenue/Provincial Decisions/Download	2.1		0.6%
LTC Redevelopment	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (incl. TIGs)	6.7		0.4%
<b>Regional Departments</b>	<b>18.7</b>		<b>3.7%</b>
ABCs	8.5	4.7%	2.3%
<b>Total Increase</b>	<b>27.2</b>		<b>6.0%</b>

# Consolidated Levy Budget

## Recommendation 3 – Capital Financing for \$2.7 Billion of Assets

Capital Financing is 11% of the gross departmental budget



	\$	% Increase	% Levy
2019 Levy Budget	\$365.7		
Departmental Pressures	3.7	2.0%	1.0%
Revenue/Provincial Decisions/Download	2.1		0.6%
LTC Redevelopment	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (incl. TIGs)	6.7		0.4%
Regional Departments	18.7		3.7%
ABCs	8.5	4.7%	2.3%
Total Increase	27.2		6.0%

# Consolidated Levy Budget

## Recommendation 3 – Capital Financing for \$2.7 Billion of Assets

### 2.16%/year required per Capital Financing Policy

- Pay-as-you-go for asset sustainability and to support rate program's use of debt, growth capital has doubled, long-term care home redevelopments

### Immediate need for long-term care redevelopment is \$5.6M/1.54%

- \$7.8M of gross debt charges, leverages 28% from province

### Sustainability Review opportunities outstanding

	\$	% Increase	% Levy
<b>2019 Levy Budget</b>	<b>\$365.7</b>		
Departmental Pressures	3.7	2.0%	1.0%
Revenue/Provincial Decisions/Download	2.1		0.6%
LTC Redevelopment	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (incl. TIGs)	6.7		0.4%
<b>Regional Departments</b>	<b>18.7</b>		<b>3.7%</b>
ABCs	8.5	4.7%	2.3%
<b>Total Increase</b>	<b>27.2</b>		<b>6.0%</b>



# Consolidated Levy Budget

## Recommendation 4 – New/Enhanced (Net of One-time Reserve Funding)

Cost avoidance (\$1.8M gross, \$0.3M net)

- EMS System Transformation, HRIS Systems Implementation, PTSD Psychological Resource, etc.

Council directed (\$0.2M gross, \$0.1M net)

- Coalition of Inclusive Municipalities, 50<sup>th</sup> Anniversary Celebrations

Public Safety (\$2.3M gross, \$0 net)

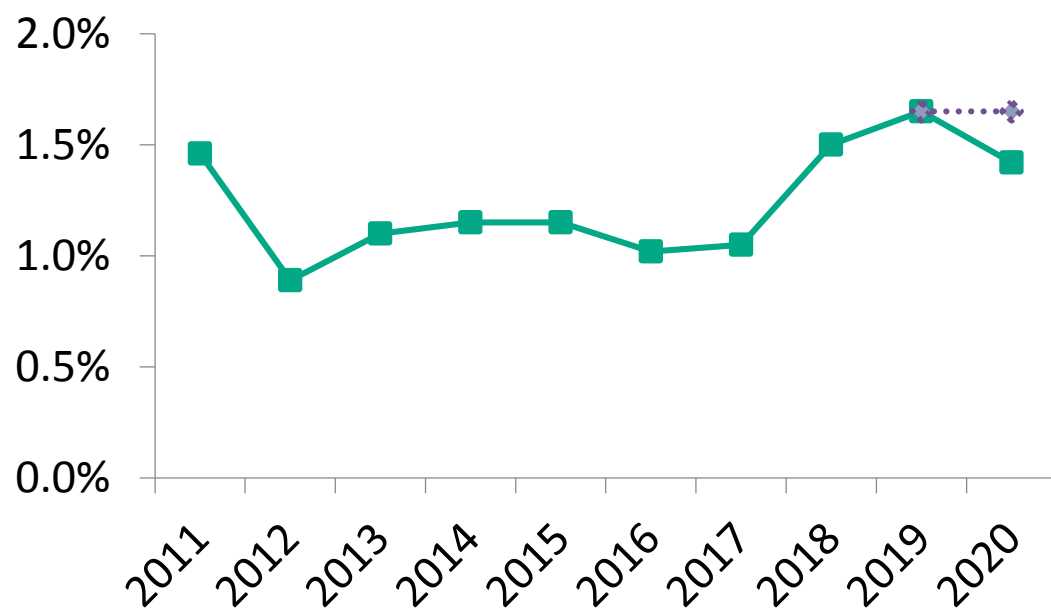
- Vision Zero, Roads & Construction by-law, Community Safety and Well Being, etc.

	\$	% Increase	% Levy
<b>2019 Levy Budget</b>	<b>\$365.7</b>		
Departmental Pressures	3.7	2.0%	1.0%
Revenue/Provincial Decisions/Download	2.1		0.6%
LTC Redevelopment	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (incl. TIGs)	6.7		0.4%
<b>Regional Departments</b>	<b>18.7</b>		<b>3.7%</b>
ABCs	8.5	4.7%	2.3%
<b>Total Increase</b>	<b>27.2</b>		<b>6.0%</b>

# Consolidated Levy Budget

## Recommendation 5 – Costs of Growth

- Forecasted growth 1.65%
- Actual 1.42%



	\$	% Increase	% Levy
<b>2019 Levy Budget</b>	<b>\$365.7</b>		
Departmental Pressures	3.7	2.0%	1.0%
Revenue/Provincial Decisions/Download	2.1		0.6%
LTC Redevelopment	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (incl. TIGs)	6.7		0.4%
<b>Regional Departments</b>	<b>18.7</b>		<b>3.7%</b>
ABCs	8.5	4.7%	2.3%
<b>Total Increase</b>	<b>27.2</b>		<b>6.0%</b>

# Consolidated Levy Budget

## Recommendation 5 – Costs of Growth

Assessment Growth of \$5.2M prioritized to grow:

- Tax increment grants \$1.4M
- Niagara Regional Transit service enhancements initiated in 2019
- GO implementation (see confidential report CSD 17-2019)

Costs exceed assessment growth revenue by \$1.5M or 0.41%

	\$	% Increase	% Levy
<b>2019 Levy Budget</b>	<b>\$365.7</b>		
Departmental Pressures	3.7	2.0%	1.0%
Revenue/Provincial Decisions/Download	2.1		0.6%
LTC Redevelopment	5.6		1.5%
New and Enhanced Services	0.5		0.1%
Costs of Growth (incl. TIGs)	6.7		0.4%
<b>Regional Departments</b>	<b>18.7</b>		<b>3.7%</b>
ABCs	8.5	4.7%	2.3%
<b>Total Increase</b>	<b>27.2</b>		<b>6.0%</b>

# Regional Department Staffing Complement

CSD 78-2019, Appendix 5

	Perm FTEs	Temp FTEs
<b>2019 Approved Budget</b>	<b>2,359.2</b>	<b>35.3</b>
In-year Adjustments (in accordance with policy regarding in year provincial funding)	5.4	9.0
<b>2019 Adjusted Budget</b>	<b>2,364.6</b>	<b>44.3</b>
Recommended changes in:		
Base	3.2	4.0
Revenue/Provincial Decision/Download	1.0	-
New and Enhanced Services	5.0	3.8
Costs of Growth	2.0	1.0
Subtotal of Changes	11.2	8.8
<b>2020 Requested FTEs</b>	<b>2,375.8</b>	<b>53.1</b>

# Consolidated Levy Budget

Recommendation impact on average household (\$277,044 assessment)

Recommendation	2020 Impact to Household	Cost to Household
2019 cost per household for base services		1,516
1 – Departmental pressures	15	
2 – Revenue/Provincial Decisions/Downloads	8	
3 – LTC Redevelopment	22	
4 – New and Enhanced Services	2	
5 – Costs of Growth (including TIGs) Net of Assessment Growth	26 (20)	
ABCs Budget Increase	34	
<b>2020 Cost per Household</b>	<b>87</b>	<b>1,603</b>

# Consolidated Levy Budget

## Risks & Opportunities

Objective	Actions
Sustainability	Requires approval of 0.6% for revenue/provincial decisions/downloads to keep services whole
Affordability	Capital requirement of 2.16% deferred to 2021 in favour of 1.54% for long-term care; sustainability review may provide future opportunities
Risk Mitigation	Use of stabilization and capital reserves inhibit the ability to react to risks inherent in budget estimates
Compliance with legislation	In the absence of anticipated provincial funding, we still need to deliver legislated services (Public Health, SAE0)
Transparency	On-going communication of consolidated pressures through our committee reports, all BRC meetings, and workshops
Health Equity	Strategies for piloting the reporting on health equity are in progress

# Next Steps

## Approvals and Tax Policy

- Council approval of budget (incl. By-laws) – December 12, 2019
- Communication with LAMs
- General tax rate set based on 2020 Assessment and Tax Policy decisions (estimated April 2020)



Questions?





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**Subject:** 2020 Levy Operating Budget

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

**Report date:** Thursday, December 5, 2019

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## **Recommendations**

1. That an increase of 2.0% or \$3,726,858 over the 2019 departmental levy, for a total departmental levy of \$190,069,763, in accordance with the Budget Planning By-law for base services, as outlined in appendix 1, **BE APPROVED**;
2. That an increase of 0.6% or \$2,146,506 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for revenue pressures, as outlined in appendix 2, **BE APPROVED**;
3. That an increase of 1.54% or \$5,620,497 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law to support capital net debt charges for the Long-term Care Home Redevelopment, **BE APPROVED**;
4. That an increase of 0.1% or \$478,995 over the 2019 consolidated levy operating budget, in accordance with the Budget Planning By-law for new and enhanced programs, as outlined in appendix 3, **BE APPROVED**;
5. That an increase of 1.83% or \$6,690,323 over the 2019 consolidated levy operating budget, funded by 1.42% of assessment growth and a 0.41% separate increase, in accordance with the Budget Planning By-law that assessment growth be utilized for costs of growth and Council Priorities as identified in appendix 4, **BE APPROVED**;
6. That the 2020 levy operating budget including the Niagara Regional Departments of \$205,006,084 and ABCs of \$187,877,851 for a total of \$392,883,935 **BE APPROVED**; and
7. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

## **Key Facts**

- The purpose of this report is to seek approval for the consolidated \$392,883,935 2020 levy operating budget, including a departmental request of \$205,006,084 and ABC requests totalling \$187,877,851 as presented to BRCOTW on November 21, 2019.
- Base departmental budgets are increasing by 2% before program changes, capital financing, and revenue reductions, however with significant mitigation efforts.

- Pressures that have increased the budget beyond 2% relate to revenue/provincial decisions/downloads, capital financing, new programs, and ABC increases. Significant mitigation efforts have been utilized to mitigate base budget pressures, therefore these items could not be accommodated without additional increases in excess of 2.0%.
- Impacts of the sustainability review have not been included in the financial impacts or analysis of this report. If any opportunities are actioned in 2020, it is recommended that those be directed towards capital financing.
- Assessment growth was estimated at 1.65% in June for budget planning purposes; since that time growth for 2020 has been finalized at 1.42%, allowing less funding for growth costs or new programs.

## Financial Considerations

The recommendations of this report are made in accordance with By-law 2019-79 “Budget Planning”. The Budget Planning By-law was put into effect in 2019 to clarify guiding principles of the budget preparation, as well to make the process more transparent. Recommendations for the 2020 Budget are listed below in Table 1.

The resulting net tax levy increase after assessment growth is 6.0%, inclusive of increases for provincial decisions/downloads, Long-term Care Homes Redevelopment, new and enhanced programs, costs of growth that are not funded by assessment growth, and ABC increases.

Table 1 – 2020 Levy Budget Recommendations (in millions)

Recommendation #	2019	2020	\$ Change	% Change	% Levy Increase
1 – Departmental Base Budget	186.3	190.0	3.7	2.0%	1.02%
2 – Revenue/Provincial Decisions/Downloads		2.1	2.1		0.59%
3 – Capital Financing		5.6	5.6		1.54%
4 – New and Enhanced Services		0.5	0.5		0.13%
5 – Costs of Growth (net)		6.7	6.7		0.41%
ABCs (BRCOTW November 21)	179.4	187.9	8.5	4.7%	2.32%
<b>Consolidated Levy Budget</b>	<b>365.7</b>	<b>392.9</b>	<b>27.2</b>	<b>7.4%*</b>	<b>6.01%</b>

\*increase before assessment growth

## Analysis

The following information aligns with the order of the recommendations, which also aligns to the new Budget Planning By-law approved in October.

### Recommendation 1 – Departmental Base Budget

The departmental base budget was able to meet Council’s budget direction of 2.0%.

Table 2 – Departmental Base Budget (in millions)

Item	2019	2020	\$ Change	% Change
Base Budget Pressures	132.7	140.2	7.5	5.6%
General Government	53.6	53.1	(0.5)	(0.9%)
Mitigation and Service Cuts	-	(3.3)	(3.3)	-
<b>Net Regional Department Budget</b>	<b>186.3</b>	<b>190.0</b>	<b>3.7</b>	<b>2.0%</b>

The increase in Base Budget Pressures can be attributed to the following items:

- \$6.8 million in net compensation and benefits increases, including:
  - \$1.01 million in WSIB cost increases, primarily driven by EMS presumptive legislation
  - \$0.65 million in costs related to an extra salary day (offset below with reserve financing)
- \$0.82 million pressure due to \$7.9 million or 2.3% of the levy for transit service enhancements implemented in 2019 funded with a 1.4% increase in the levy and \$3 million in unsustainable use of reserves which is offset by a reduction in the use of levy to fund pay-as-you-go capital of \$2.2 million. The balance of capital, as planned in 2019, was funded with debt. This base budget pressure is in addition to another incremental 1% required in 2020 budget to fund the annualized cost of these service enhancements which is included as a program change recommended for use of assessment growth dollars.
- \$0.82 million in Homelessness Services contract cost pressure
- \$0.55 million to right-size insured and uninsured claims which have been underfunded
- \$0.39 million in software licensing and support cost inflation
- \$0.39 million in repairs and maintenance to include costs for new assets and increase costs for aging assets
- These are offset by inflationary increases in provincial revenues, separate from the changes in provincial decisions/downloads identified in recommendation 2.

Staff efforts to offset these cost pressures are the following:

- Increases in user fees identified in CSD 72-2019 “2020 Fees and Charges Update”
- General Government increase of \$1.46 million in supplementary taxation revenues, net of tax write-offs, to closer align to actual revenues realized in prior years, \$0.73 million increase in investment income due to increase in the investment portfolio, net of increase of \$1.58 million in development charge grants which have been underfunded since the approval of By-law 2017-98 “Development Charges”. Estimated grants for 2020 are \$10 million (consistent with 2019 forecast); base budget available is \$6.87 million, for an estimated

shortfall of \$3.13 million to be funded with Development Charge Reserve Payback if required.

- \$0.57 million in fuel and utilities savings
- \$0.66 million in other various savings including closed facilities, specialized transit costs, etc.

To meet Council direction of 2.0% other mitigation and service cuts were required as follows:

- \$0.88 million from estimated savings from position vacancies primarily in Public Health and Community Services resulting from staff turnover as well as managing reductions which may impact service levels.
- \$0.25 million in reduction to the Niagara Prosperity Initiative
- \$0.25 million through the removal of the Pro Kids program
- \$0.65 million in transfers from reserve to fund the impacts of the extra salary day

#### Recommendation 2 – Revenue/Provincial Decisions/Download

Staff have identified \$2.1 million (0.6%) in pressures related to recent provincial announcements inclusive of changes to funding formulas for existing services (downloading) related to Public Health and SAEO. These impacts have been reported to Council through the quarterly updates and committee reports. Appendix 2 lists the programs affected as well as noting the direct service impacts of not proceeding with the budget increase.

#### Recommendation 3 – Capital Financing

Staff have recommended an increase of \$5.6 million (1.54%) for capital financing in the 2020 budget. Previously staff reported the need for a 2.0% annual increase to the tax levy over the next ten (10) years dedicated to pay-as-you-go capital financing to fund the asset replacement backlog in accordance with the Capital Financing Policy. The budget does not include this amount but instead recommends an increase required to support Long-term Care debt servicing costs as identified in COM 32-2019, “Long Term Care Home Redevelopment Project Update” and CSD 53-2019, “2020 Capital Budget”. The funding of the debt charges provides for one-time funding of \$5.6 million in 2020 due to the timing of the debenture issuance which has been utilized in the approved Capital Budget. If the separate levy is not approved, an additional \$5.6 million of levy capital projects will have to be deferred or reduced.

#### Recommendation 4 – New and Enhanced Programs

Staff have recommended new or enhancements to programs for a net request of \$0.5 million. The programs included in appendix 3 have been recommended as they have been requested by Council, avoid incremental costs, or improve service delivery. Also included in appendix 3 are \$1.6 million of one-time reserve funded initiatives that focus on improving service delivery.

#### Recommendation 5 – Growth Related Costs

Staff are recommending growth related initiatives of \$5.3 million. These are offset by net assessment growth of \$3.8M. The net assessment growth is derived from the assessment growth of 1.42% less the budget increase for tax increment grants of \$1.4M. This is less than was estimated during the budget planning process of 1.65%.

The growth related initiatives include Niagara Regional Transit (NRT) and GO Transit implementation costs. The recommendation for NRT is \$3.5 million (or 1%) required to implement annualized cost of service enhancements initiated in 2019. The plan proposed in 2019 was a 2.3% and 0.7% increase (3% in total) in 2019 and 2020 respectively. The 2020 plan, due to one time use of reserves in 2019, resulted in a 1.4% increase in 2019 and 0.2% in base for 2020 and 1% growth for 2020 for a total increase of 2.6%. The reduction in the overall cumulative ask is a result of additional student pass revenue negotiated to closer align with cost recover of student related services.

GO Transit implementation costs were the subject of confidential report CSD 17-2019 and due to their phase in offer a one-time opportunity in 2020 to fund other one-time growth related costs of \$615 thousand, as per appendix 4.

#### Staffing Complement

The proposed 2020 Regional Department Operating Budget includes a full-time equivalent (FTE) staff complement, inclusive of program changes, of 2,375.8 permanent FTEs and 53.1 temporary FTEs. This represents a net increase of 11.2 permanent FTEs and 8.8 temporary, as detailed in appendix 5. These FTEs are funded as follows:

- Base – 3.2 perm, 4.0 temp
- Revenue/Provincial Decision/Download – 1.0 perm
- New and Enhanced – 5.0 perm, 3.8 temp
- Growth – 2.0 perm, 1.0 temp

#### Household Impact

Based on the 2020 cost for levy programs, the average household assessed at \$277,044 is estimated to increase from \$1,516 to \$1,603 in 2020, an increase of \$87 of which \$34 represents the increase related to ABCs.

Table 3 - Household Tax Impact

	2020 impact to household	Cost to Household
<b>2019 cost per household</b>		<b>1,516</b>
Departmental base budget	15	
Net provincial policy change	8	
Capital financing	22	
New and enhanced programs	2	
Costs of growth	26	
Assessment growth revenue	(20)	
ABC budget increase	34	
<b>2020 cost per household</b>	<b>87</b>	<b>1,603</b>

The actual cost per household may change depending on tax policy decisions that are made in 2020. The impact on individual property owners will depend on the increase in assessment that they experience; those with an increase greater than the average property would experience a larger tax impact, while those with an increase less than the average property would experience a smaller tax impact.

#### Multi-year

Only the current year budget is approved by Council annually, however a multi-year budget is included to forecast future pressures or initiatives. Included in the multi-year are a number of initiatives (appendix 6) that could not be accommodated in 2020 due to other pressures. Opportunities in the future that may be available to offset some of these initiatives include:

- Canada Summer Games annual operating grant of \$1.0 million lasts only to 2021, and provides opportunity in 2022.
- The Niagara College agri-food research grant of \$0.2 million lasts to 2022, and provides opportunity in 2023.
- The development charge by-law expires in 2022, this allows Council the opportunity to add or remove provisions in the by-law;
  - budget for development charge exemptions that exceeds requirements in the new by-law could be used for other priorities
  - if exemptions increase as the result of by-law changes, budget increases could be required

#### Risks and Opportunities

Niagara Region budget is prepared based on information available at a point in time. Services and/or the actual operational costs can be impacted by the following:

- Inflation and economic conditions, such as utility, fuel costs and interest rates
- Potential for further policy changes in provincially funded programs
- Leveraging asset management to reduce repairs and maintenance

- Opportunities identified in the sustainability review
- Potential for sponsorship revenue opportunities through partnership with City of St. Catharines
- Use of the Taxpayer Relief Reserve for one-time initiatives has eroded the balance of the reserve to 4% of gross operating expenditures (target of 10-15%)

### Sinking Fund

As per the Municipal Act, Section 289, Niagara Region is required to prepare and adopt a budget including amounts to be raised for sinking funds. Additionally, as per Section 424, the Treasurer must prepare for Council, an annual statement of the amount to be raised for a sinking fund. This report will also serve to carry out Niagara Region's responsibilities as prescribed in the Municipal Act.

Niagara Region's sinking fund is a separate fund maintained for the purpose of providing the repayment of all sinking fund debt when it becomes due and payable. Proportionally, 88.05% of the fund relates to Niagara Region and the remaining 11.95% relates to the City of St. Catharines. The debt issued on June 30, 2010 subject to repayment through the sinking fund is \$78,079,000. This amount is repayable in full on June 30, 2040. The annual budget for Niagara Region's portion of the debt charges associated with the sinking fund is \$4,906,470 (\$1,331,695 principal, \$3,574,775 interest). This amount has been included in the 2020 budget, and subject to Niagara Region achieving the annual required rate of return of 3.50%, will remain in effect until the sinking fund matures on June 30, 2040. To date the Niagara Region has been able to invest in bonds yielding greater than the required rate of return.

### **Alternatives Reviewed**

At the discretion of Council, they can identify to eliminate or add programs from/to the budget. If this action is taken, staff request the opportunity to provide impacts/risks with these decisions.

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

The 2020 levy budget supports all facets of the organization in their support of Council's priorities.

### **Other Pertinent Reports**

CSD 65-2019 Budget Planning By-law  
CSD 53-2019 2020 Capital Budget

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**Prepared by:**

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Director Financial Management &  
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Corporate Services

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner Corporate Services,  
Treasurer  
Corporate Services

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**Submitted by:**

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

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

**Appendices**

Appendix 1	Niagara Region Departments Budget
Appendix 2	Provincial Download Pressures
Appendix 3	New and Enhanced Programs
Appendix 4	Costs of Growth and Council Priorities
Appendix 5	Full-time Equivalents Summaries
Appendix 6	Multi-year Programs and Enhancements



Niagara Region Departments Budget

Object of Expenditure	2019 Budget	2020 Budget	\$ Variance	% Variance	Note
Compensation	235,834,949	242,799,053	6,964,104	3.0%	(1)
Administrative	21,819,649	21,768,368	(51,281)	(0.2%)	
Operational & Supply	37,433,905	37,044,225	(389,680)	(1.0%)	
Occupancy & Infrastructure	12,515,411	12,592,990	77,579	0.6%	
Equipment, Vehicles, Technology	8,464,679	8,372,761	(91,918)	(1.1%)	
Community Assistance	171,626,014	166,076,979	(5,549,034)	(3.2%)	(2)
Partnership, Rebate, Exemption	11,112,324	12,649,571	1,537,247	13.8%	(3)
Financial Expenditures	66,273,077	61,626,072	(4,647,005)	(7.0%)	(4)
Transfers to Funds	24,933,935	23,030,575	(1,903,360)	(7.6%)	(5)
Expense Allocations to Capital	(140,000)	(140,000)	-	-	
Allocations Between Departments	(703,983)	(604,565)	99,418	14.1%	
<b>Total Expenditure before Indirect Allocations</b>	<b>589,169,960</b>	<b>585,216,030</b>	<b>(3,953,930)</b>	<b>(0.7%)</b>	
Indirect Allocations to Rate and Courts	(6,536,246)	(6,916,323)	(380,077)	(5.8%)	
Capital Financing Allocation to Rate and Courts	(12,379,731)	(12,420,277)	(40,547)	(0.3%)	
<b>Total Expenditure</b>	<b>570,253,983</b>	<b>565,879,430</b>	<b>(4,374,553)</b>	<b>(0.8%)</b>	
Taxation	(15,267,076)	(17,064,223)	(1,797,147)	(11.8%)	(6)
Federal & Provincial Grants	(302,470,526)	(298,494,704)	3,975,822	1.3%	(7)
By-Law Charges & Sales	(12,747,039)	(13,191,850)	(444,811)	(3.5%)	
Other Revenue	(41,108,101)	(43,132,638)	(2,024,537)	(4.9%)	(8)
Transfers From Funds	(12,318,337)	(3,926,253)	8,392,084	68.1%	(9)
<b>Total Revenue</b>	<b>(383,911,079)</b>	<b>(375,809,668)</b>	<b>8,101,411</b>	<b>2.1%</b>	
<b>Net Levy Budget</b>	<b>186,342,905</b>	<b>190,069,762</b>	<b>3,726,858</b>	<b>2.0%</b>	

Notes:

1. Compensation of staff wages and benefits includes WSIB premiums/payouts. May vary from report analysis which considers net impact after subsidy
2. Community Assistance includes a reduction of grants included in Children's Services 2019 budget that were funded through one-time provincial grant funding (included in note 7)
3. Partnership, Rebates, Exemptions increase includes the rightsizing of development charge exemptions
4. Financial Expenditures decrease is due to a one-time balloon principal payment that was funded by a one-time debt reissuance (included in note 9)
5. Transfers to Funds decrease relates to a reduction in the use of levy to fund pay-as-you-go capital for Niagara Regional Transit
6. Taxation revenue increases are due to increases in supplemental taxation revenue driven by growth
7. Federal and Provincial revenue decreases are a result of one-time provincial grant funding to Children's Services to fund grants in 2019 (included in note 2)
8. Other Revenue increase is due to increases in investment income, Long-term Care Home accommodation revenues, and secondments revenue
9. Transfers from Funds decreases are due to the one-time reissuance of debt to fund a balloon principal payment (included in note 4) and the reduction of unsustainable reserve funding for NRT included in 2019

Provincial Budget Implications

Item	Gross \$	Net \$	Direct service impact of not approving
Community Benefit and Development Charge Administration (1 perm FTE)	138,115	138,115	Without an additional FTE, the Region would risk being non-compliant with Bill 108 and forfeit development charge and community benefit charge revenues. (2019 forecasted collection of DC's amount to \$48.8 million)
Cannabis transitional funding	509,528	509,528	Cannabis revenue was included in the 2019 budget with the assumption of being sustained; announced later that funding was for transitional costs only and must be replaced with levy dollars
Land Ambulance inflationary increase	391,396	391,396	The province removed the Cost of Living Allowance increase from future grant payments. To offset the impact of this revenue decrease, an ambulance would have to be taken off the road for 8-10 hours a day.
Public Health Cost Sharing changes from 100% & 75% share to 70% share	636,046	636,046	Public Health programs that were 100% or 75% funded have been reduced to 70%, causing revenue decreases of 30% and 5%. To offset the impact of this revenue decrease a reduction of \$2.1 million in expenses, or 20-25 FTEs, would be required.
SAEO Program Administration funding	471,421	471,421	Province limited the amount of administration subsidy for the Ontario Works program based on 2018 actuals which was impacted by staff turnover. To offset the impact of the revenue decrease, a decrease of approx. 6 FTEs would be required.
Long-term Care Structural Compliance funding	292,902	-	This program was initiated in 1998 to support eligible operators with complying with relevant design standards until such time that they were eligible for other Ministry support for developing and upgrading projects. Reduction was offset within Long-term Care.
Children's Provider Subsidy reduction	1,169,154	-	Province implemented a change in policy in the way childcare funding/subsidy is being delivered and introduced a new CARE tax credit. Operating grants to childcare providers will be reduced which is offset by tax credit to eligible parents.
<b>Total</b>	<b>3,608,562</b>	<b>2,146,506</b>	

New and Enhanced Programs

Sustainably Funded Programs

Item	Gross \$	Net \$	Description
EMS System Transformation (1 perm, 3.8 temp FTEs)	683,168	209,836	PHD 20-2019
Coalition of Inclusive Municipalities (1 temp FTE)	142,000	142,000	CAO 14-2019
Transportation Integrated Services Manager (1 perm FTE)	127,159	127,159	To support Transportation capital and operating programs through support of software systems
Vision Zero Road Safety Program (2 perm FTEs)	1,725,317	-	PW 64-2019
Transportation Services Coordinator (1 perm, -1 temp FTE)	-	-	To assist in the coordination of administrative functions in the Transportation Services division
<b>Total</b>	<b>2,677,644</b>	<b>478,995</b>	

One-time Initiatives

Item	Gross \$	Description
HR Systems Implementation	830,000	To provide for one-time system and consultant costs should an alternative model be required to the current human capital management services contract at its expiry in March 2021.
Wayfinding Guidelines	400,000	To develop guidelines and design standards for wayfinding signage and installation of the signage at the priority areas
Community Safety and Well Being	142,000	CAO 8-2019 To fund a community safety and well being plan as required by legislation under the Police Services Act.
Primary Care Paramedic Autonomous Intravenous (IV) Training	100,000	To train Primary Care Paramedics (PCP's) to apply an intravenous as only Advanced Care Paramedics (ACP's) are providing that currently
PTSD Psychological Resource (1 temp FTE)	89,687	To continue planned psychological health initiatives as well as improve Emergency Medical Service (EMS) employee resiliency and rehabilitation processes
Roads and Construction By-law	80,000	To support By-Law update to the roads, traffic and parking regulations on Regional roads
Region's 50 <sup>th</sup> Anniversary Celebrations	50,000	CLK 9-2019
<b>Total</b>	<b>1,691,687</b>	

Costs of Growth and Council Priorities

Description	Gross \$	Net \$	% Increase
Gross Assessment Growth	(5,190,969)	(5,190,969)	(1.42%)
Tax Increment Grants on new assessment	1,391,509	1,391,509	0.38%
<b>Net Assessment Growth</b>	<b>(3,799,460)</b>	<b>(3,799,460)</b>	<b>(1.04%)</b>
Niagara Regional Transit	6,547,556	3,617,381	0.99%
GO Implementation Phase 1 (2020) (1 perm FTE)	1,091,863	839,863	0.23%
GO Implementation Phase 2 (2021)	615,387	615,387	0.17%
Operating Impacts of the Capital Budget	124,950	124,950	0.03%
Additional Headquarters Maintenance and Coordination (1 perm FTE)	101,233	101,233	0.03%
Development Charge Study*	250,000	-	-
Regional Airports Project Management and Studies (1 temp FTE)*	290,000	-	-
Community Benefit Charge Study*	150,000	-	-
Transportation CityWorks Asset Management Upgrade*	150,000	-	-
<b>Total Costs of Growth</b>	<b>9,320,989</b>	<b>5,913,814</b>	<b>1.45%</b>
<b>Separate Increase Required</b>		<b>2,114,354</b>	<b>0.41%</b>

\*funded through repurposing of GO implementation phase 2 on a one-time basis

## Full-time Equivalent Summaries

### Permanent Full-time Equivalents

Item	FTE	Comments
<b>2019 Approved FTEs</b>	<b>2,359.2</b>	
Public Health and Emergency Services	3.4	Positions to support the 100% funded Seniors Dental Program PHD 16-2019
Public Health and Emergency Services	2.0	Two positions funded by Local Health Integrated Network (LHIN) funding to support Mental Health PHD 13-2019
<b>2019 Adjusted FTEs</b>	<b>2,364.6</b>	
<b>2020 Budget Changes</b>		
Corporate Services	1.0	Legal Counsel~
Corporate Services	1.0	Licensing Service Associate~
Corporate Services	1.0	IT Application Analyst~
Corporate Services	0.2	Rightsizing hours of Office Cleaners
Corporate Services	1.0	Headquarters Maintainer
Corporate Services	1.0	Community Benefit and Development Charges Administration
Corporate Services	1.0	GO Implementation
Public Health and Emergency Services	1.0	EMS System Transformation
Public Works – Levy	1.0	Transportation Integrated Services Manager
Public Works – Levy	2.0	Vision Zero – Road Safety Program
Public Works – Levy	1.0	Transportation Services Coordinator*
<b>Total</b>	<b>2,375.8</b>	

\*offset with a reduction in temporary FTE in following table

~transferred from Court Services

Temporary Full-time Equivalents

Item	FTE	Comments
<b>2019 Approved FTEs</b>	<b>35.3</b>	
Community Services	1.0	Nurse Practitioner <sup>1</sup>
Community Services	1.0	Manager Resident and Family Support Services <sup>1</sup>
Community Services	2.0	Music Therapists <sup>1</sup>
Community Services	1.0	SAEO Program Evaluation and Advisor <sup>1</sup>
Public Works – Levy	1.0	Transportation Capital Planning Specialist <sup>1</sup>
Public Works – Levy	2.0	Transportation Office Assistants <sup>1</sup>
Public Works – Levy	1.0	Transportation Services Coordinator <sup>1</sup>
<b>2019 Adjusted FTEs</b>	<b>44.3</b>	
<b>2020 Budget Changes</b>		
Governance	1.0	Executive Admin Assistant To the Regional Chair <sup>1</sup>
Corporate Administration	1.0	Corporate Communications Advisor <sup>1</sup>
Corporate Administration	1.0	Diversity Action Plan
Corporate Administration	1.0	Community Safety and Well Being
Corporate Services	2.0	IT Info and Analytics team <sup>1</sup>
Public Health and Emergency Services	(2.0)	2019 PTSD Resources
Public Health and Emergency Services	1.0	2020 PTSD Resource
Public Health and Emergency Services	3.8	Emergency Communications Nurses – EMS System Transformation
Public Works – Levy	(1.0)	Transportation Services Coordinator*
Public Works – Levy	1.0	Project Manager – Airports
<b>Total</b>	<b>53.1</b>	

\*offset by increase in permanent FTE in prior table

<sup>1</sup>changes approved through C-HR-005 Corporate Delegation of Authority Policy



## Multi-year Programs and Enhancements

### Programs Deferred to 2021

Item	Amount	Description
Sports Tourism Bid	\$300,000	To attract more sports events to Niagara
Skilled Maintenance Worker at 1 District building	\$75,916	One FTE to maintain the new 1 District Police building in St. Catharines to be finished in 2020
Enviroic's Data	\$40,000	A data subscription that has been used by Public Health in a number of studies
External Mass Notification System	\$115,000	A system that would be used to notify residents of Niagara in the event of an emergency or disaster
Transportation Integrated Services Analyst	\$115,098	An analyst to support the Integrated Services Manager. The position would make it possible to implement key updates to Transportation Operations processes
<b>Total</b>	<b>\$646,014</b>	

### Programs Deferred to 2022

Item	Amount	Description
Smarter Niagara Incentive Program	\$600,000	To re-establish a base budget for the Smarter Niagara Incentive Program, which is funded in 2019 with 2018 surplus.
Suicide Prevention Initiative	\$185,678	Per report PHD 8-2019 to add two additional Mental Health positions to increase response to suicide in Niagara
Travel Demand Modelling Software	\$100,000	Having software to model travel demand will assist staff in assessing permits and updating the Transportation Master Plan
Canada Summer Games Park Capital Reserve	\$320,000	To provide capital reserves for future facility capital requirements including replacement at end of useful life. To consider repurposing operating grant which ends in 2021.
<b>Total</b>	<b>\$1,205,678</b>	

### Programs Deferred to 2023

Item	Amount	Description
Brock LINC (Learn, Innovate, Network, Connect)	\$300,000	Funding request from Brock. To consider repurposing Niagara College agri-food research grant when it ends in 2022

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**Subject:** 2020 Fees and Charges By-law

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

**Report date:** Thursday, December 5, 2019

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## Recommendations

1. That the 2020 Fees and Charges schedule, Appendix 1 of Report CSD 72-2019, **BE APPROVED**, with an effective date of January 1, 2020; and
2. That the necessary by-law, Appendix 2 of Report CSD 72-2019, **BE PREPARED** and **PRESENTED** to Council for Consideration.

## Key Facts

- The purpose of this report is to seek Council's approval for the 2020 Fees and Charges By-law.
- Appendix 1 contains the complete schedule of fees and charges. The schedule does not include fees and charges related to the Niagara Regional Police Services (NRPS). The most updated fees and charges by-law for NRPS is 371-2017.
- Fees and charges provide funding for the operation of some programs and services across the Region's departments, Boards and Agencies. In 2019, fees and charges provide annual revenue to the general levy budget of \$12.7 million (3.5% of the general levy) and \$5.7 million to the rate operating budget (3.8% of the rate requisitions). User fee revenues are estimated to increase by \$0.9 million in the 2020 budget (including NRPS).
- The 2020 fees and charges schedule includes new fees as well as modifications to existing user fees to reflect historic inflationary pressures and enhanced services. User fees should be set to recover the full cost of the service to the extent that there is no conflict with other policy objectives and the service benefits the user directly rather than the community as a whole.

## Financial Considerations

The Niagara Region delivers a wide range of programs and services that in 2020 will rely on the budgeted \$19.3 million (including NRPS) generated through user fees and charges rather than receive support via the general levy or the rate requisition. The proposed fees and charges were developed after consultation with Regional departments and are estimated to increase revenues by \$0.9 million annually (net of a \$0.5 million reduction in NRPS revenue). The total net increase in user fee and charges revenue will reduce the burden to the general taxpayer by offsetting the levy budget by \$12.8 million and the rate budget by \$6.5 million.

Section 391 of the *Municipal Act* and section 69 of the *Planning Act* provide the authority for a municipality to establish fees and charges. The fundamental principle behind user fees and cost recovery price setting is that those who actually consume and benefit from the good/service pay for it and those who do not use the good/service or receive any benefit from it should not be obligated to pay for it. A key element is that the benefit of the service is to the individual, not the general taxpayer. The main economic reason why user charges should be levied on the direct recipient of benefits is that this improves the efficiency of the government in allocating resources in a way which creates the largest bundle of possible services demanded by the public.

The Region's fees and charges are monitored on a regular basis to assess potential changes as a result of known and anticipated service changes, program or service cost changes, and legislative changes. Financial review related to volume, revenue and cost of service are conducted annually to ensure that services which can be fully recoverable by the user do not unnecessarily burden the general tax payer.

The 2020 fees and charges schedule is attached (Appendix 1) and identifies where HST is applicable.

## **Analysis**

A summary of proposed changes by division are as follows:

### Community Services

- Deer Park Assisted Living fees are increasing by 1% to address inflationary costs, changing the range of monthly rates from \$1,929.66 - \$2,459.50 to \$1,948.96 - \$2,483.85.

### Public Health

- The majority of services under Public Health are regulated by the Province of Ontario and fees are set in accordance with the Ministry of Health regulations. Where services are under Regional policy, cost of service adjustments were based on full cost recovery.
- There has been a change in offering and prices of oral contraception, changing the per package rate from a range of \$8.00 - \$22.00 to \$8.00 - \$18.00.
- The presentation of IUDs and IUSs in the schedule has been updated for clarity. Previously they were included as one combined fee with a range of \$45.00 - \$345.00. These are now listed as two separate fees: IUS at \$45.00 - \$55.00, and IUD at \$330.00 - \$345.00.
- The Region no longer offers fee for service vaccines and the section entitled Vaccine Preventable Diseases (VPD) has been deleted.

- Fees for food handler certification, exams, and manuals have been updated to reflect the appropriate HST treatment (the fees were previously listed as HST exempt when they should have been HST included). For 2020, the base fees are decreasing to keep the total fees (inclusive of HST) the same year over year. The HST implications from prior years will be adjusted by the Region on a future HST remittance to Canada Revenue Agency and cost recovery analysis of the fees will be reviewed for 2021.
- A new fee for a tick sign has been included at \$30.
- Fee for disinterment is increasing from \$113.00 to \$226.00 to better align with the cost of the service.

### Corporate Services

- Business Licensing has undertaken a review of all fees after their first year of operations under the Region, after transferring from NRPS in 2019.
  - For transparency and ease of administration, 32 fees have been deleted from the 2020 schedule as they are no longer required after consolidation (for example, a variety of specific late fees and license replacement fees have been replaced with a universal late fee of \$50 and a universal license replacement fee of \$60).
  - A number of fees have been updated as follows:
    - Adult Entertainment Parlour fees are increasing to match the fees in place at the City of Niagara Falls which more accurately reflect the cost recovery for this type of license.
      - Owner increase from \$2,537 to \$3,750
      - Operator increase from \$126 to \$1,200
      - Entertainer increase from \$126 to \$250
      - Arm's length license transfer from \$2,537 to \$3,750
    - Fees that are raising on average 1%-2% to account for inflationary cost increases include:
      - Caleche Owner and Second Hand Store renewals from \$181 to \$185
      - Initial Application fees and Transfer fees from \$1,294 to \$1,300 for Paratransit Owner, Shuttle Owner, Sightseeing Owner, Specialty Owner, Taxi Owner, Tow Truck Owner
      - Paratransit Owner, Shuttle Owner, Sightseeing Owner, Specialty Owner, Taxi Owner, and Tow Truck Owner renewals from \$258 to \$260
      - Salvage Yard – Initial Application from \$362 to \$370
      - Second Hand Dealer – Renewal from \$155 to \$160
      - Spare Vehicle – Initial Application from \$621 to \$625
      - Transportation Network Company fees for up to 999 vehicles from a range of \$1,015 - \$15,225 to \$1,020 to \$15,300 (note:

the fee for 1000 or more vehicles remains the same for 2020 at \$50,750)

- Other fees that are increasing to more closely match the processing costs are:
  - Auto Wrecking Yard and Salvage Yard renewals from \$207 to \$220
  - Caleche Driver, Shuttle Driver, Sightseeing Driver, Specialty Driver, Taxi Driver, and Tow Truck Driver initial applications from \$53 to \$60
  - Second Hand Dealer – Initial Application from \$233 to \$260
  - Second Hand Store – Initial Application from \$233 to \$300
  - Shuttle Driver, Sightseeing Driver, Specialty Driver, Taxi Driver, and Tow Truck Driver renewals from \$28 to \$40
  - Spare Vehicle – Renewal from \$258 to \$300
  - Transportation Network Company Per Trip Charge from \$0.11 to \$0.13
- Transportation Network Company Driver initial application fee and fee for second and subsequent short-term licenses are decreasing from \$15.25 per quarter (each) to \$40 annually and \$25 annually, respectively. An annual fee is easier administratively for the drivers, as well as simpler for the Business Licensing team to enforce, and the reduction in fees brings them in line with the department's other renewal fees.
- NSF Cheque fee will be reduced from \$51 to \$35 to better reflect the associated cost and align with similar fees charged by other Region departments.
- In addition, a number of new fees have been added to the schedule:
  - The non-refundable administration fee related to Adult Entertainment Parlours was previously \$25 across the board, and there is now one each for Owners, Operators, and Entertainers to proportionately match the updated license fees (\$150, \$50, and \$25, respectively).
  - The review conducted by Business Licensing identified the following net new fees applicable to operating within the Region:
    - Caleche Horse \$30
    - Caleche Business \$150
    - Paratransit Driver – Initial Application \$60
    - Paratransit Driver – Renewal \$40
    - Paratransit Business \$150
    - Shuttle Business \$150
    - Sightseeing Business \$150
    - Specialty Business \$150
    - Tow Truck Yard \$100

- Tow Truck Business \$150
  - Replacement Vehicle \$100
- With the imminent completion of the International Plaza, Customer Service has identified a number of new fees related to the rental of that space. At this time, these rental fees are not yet at full cost recovery. Staff have completed a scan of similar rental fees in the surrounding area and set the Region's fees to be market driven for the first year. As the initial estimated budgeted expenses for operation of the space are tested in 2020, these fees will be reviewed with the intent that they are increased to full cost recovery in the following year (or phased in, if determined to be more appropriate). Customer Service has also taken the opportunity to formalize rates for Niagara Region Headquarters meeting rooms rented to external groups. To align with local municipality practices, the rental rates for both the International Plaza and meeting rooms have been discounted for non-profits and charitable organizations. The list of new fees can be found under "Customer Service" in the Corporate Services section of Appendix 1.

#### Corporate Administration

- Clerks Office has added three new fees at cost recovery to address customer requests related to requests for records and information. A CD/USB will now cost \$10. For PHIPA requests only, the search, file redaction, and shipping of the first 20 pages of a request will now be charged at cost up to \$30, with \$0.20 per page for photocopying after the first 20 pages. In addition, Clerks has deleted two fees: the \$5 fee for certifications is no longer required, and the \$65 fee for a Niagara Region flag has been removed as they are no longer being sold.

#### Public Works

- Waste Management is making changes as follows:
  - Garbage tags for each container (bag/can) above the low-density residential (properties with one (1) to six (6) units) garbage limit is increasing from \$2.00 to \$2.50. The fee includes the following associated costs: low-density residential waste collection and disposal costs, including program support costs and planning and administration allocation; cost to produce the tag; and retail commission. The change reflects the increasing costs related to the new waste collection contract.
  - Recycling carts – Multi-residential were previously subsidized by approximately 50% of the Commercial fee (\$35 compared to \$69). In addition, 32 gallon organic carts – Multi-residential were previously subsidized by 100% of the Commercial fee (\$0 compared to \$40). The majority of multi-residential properties purchased their carts when the recycling program was implemented in 2011. The subsidy was intended to be a short-term offer to entice multi-residential properties to participate,

- and only to be available while the Region was receiving Continuous Improvement Fund (CIF) funding. As the funding has ended, these subsidies for multi-residential have been eliminated. There is now one fee for Recycling carts – Commercial and Multi-Residential at \$69, and one fee for 32 gallon organic carts – Commercial and Multi-Residential at \$40.
- All other fees remain unchanged at this time; however, staff expect that an amendment to this section of the schedule will be brought forward in 2020, pending the October 2020 start of the new waste collection contract.
  - Environmental Enforcement in Water-Wastewater are increasing most fees:
    - Hauled sewage – domestic/non-domestic is increasing per 1,000 gallons from \$42 to \$44 as a result of increased processing costs.
    - Batch discharge permit (from \$104 to \$150), Surcharge agreement – application fee (from \$130.50 to \$150), and Restrictive discharge agreement – application fee (from \$130.50 to \$150) are all increasing to better reflect the processing time required by staff.
    - Environmental record search changing from \$78.50 per hour to \$169.50 per request. Most requests take approximately two hours to complete, and the increase is to better reflect the actual cost of processing time required.
    - The remainder of the increases for sewer surcharge fees, environmental audit information requests, etc. are inflationary at 2%.
  - Transportation Services has completed a review of all related fees and charges:
    - Six fees related to Traffic Data have been deleted as they are no longer required in 2020 (fees for average annual daily traffic map, AADT volume hard copy book, spot speed study, 24 hour speed study, 24 hour classification count, and motor vehicle collision general inquiry report). Three new fees were added in this area:
      - 24 hour automatic traffic recorder – Speed/Classification and Volume \$265
      - 24 hour automatic traffic recorder – Volume \$85
      - Motor vehicle collision general inquiry report \$157
    - For cost recovery purposes and to bring the fees in line with those in comparable jurisdictions, a number of Road Permit fees have been updated or new fees identified:
      - Detour fee \$230
      - Daily permit fees ranging from \$100 - \$450
      - Project permit fees ranging from \$600 - \$950
      - Special event fees ranging from \$50 - \$660
    - There are no proposed changes for 2020 related to Inter-Municipal Transit and Niagara Specialized Transit fares.

### Planning and Development Services

- Planning has added a new fee of \$36,000 for privately initiated Regional Official Plan amendment applications – Urban Boundary Expansion. Staff has calculated that the cost of such an application is approximately twice as much as the existing Regional Official Plan Amendment Review fee of \$18,125 and set the new fee accordingly. Other planning fees are increasing by 2% for inflation.
- Development fees were reviewed and many fees were deleted, consolidated, or had the description language updated to simplify and condense the schedule. With the exception of sewage system fees which have no change, most remaining development fees are increasing by 2% for inflation. New development fees for 2020 are as follows:
  - Environmental Impact Study (EIS) Terms of Reference (TOR) Review (to be deducted from EIS fee when EIS submitted) \$400
  - EIS Draft Review (to be deducted from EIS fee when EIS submitted) \$400
  - EIS Second Submission (Addendum) Review – no charge
  - EIS Third Submission (Addendum) Review \$1200
  - Environmental site assessments, response to request – update letter \$100

### Niagara Regional Police Service (NRPS)

- NRPS fees and charges are set by the Police Services Board. The most updated fees and charges by-law for NRPS is 371-2017.

### **Alternatives Reviewed**

An alternative to the proposed fees and charges schedules would be to not increase the fees and charges and to subsidize the cost of service through the general levy tax base. This alternative is not recommended since many of these services directly benefit the user and provide little or no direct benefits to the community as a whole.

Alternatively, larger increases to the fees and charges schedule could have been applied to ensure full cost recovery and no subsidization from the general tax levy. This alternative is also not recommended since larger increases may have negative impacts on lower income customers and small businesses.

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

This report ties to the Council Strategic Priority of Sustainable and Engaging Government, in particular the objective to be Fiscally Sustainable by exploring opportunities for driving new revenues.



## Other Pertinent Reports

N/A

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### Prepared by:

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Associate Director, Finance Operations  
and Systems  
Corporate Services

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### Recommended by:

Todd Harrison, CPA, CMA  
Commissioner, Corporate Services,  
Treasurer  
Corporate Services

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### Submitted by:

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

*This report was prepared in consultation with the Region's Departments and Program Financial Specialists, and reviewed by Helen Chamberlain, Director, Financial Management and Planning, Deputy Treasurer.*

## Appendices

Appendix 1	2020 Fees and Charges Schedule
Appendix 2	Draft By-law to establish fees and charges

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Community Services**

**Seniors Services:**

Adult day programs (geared-to-income)	per day	15.86 - 36.05	15.86 - 36.05	-	15.86 - 36.05	Exempt
Deer Park assisted living (geared-to-income)	per month	1,929.66 - 2,459.50	1,948.96 - 2,483.85	-	1,948.96 - 2,483.85	Exempt
In-home respite (geared-to-income)	per hour	2.50 - 6.50	2.50 - 6.50	-	2.50 - 6.50	Exempt
Aphasia program	per half day	15.00	15.00	-	15.00	Exempt

**Child Care Services:**

Child care (geared-to-income)	per day	10.11 - 55.16	10.11 - 52.93	-	10.11 - 52.93	Exempt
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**Public Health**

**Public Health:**

**Inspections:**

Food handler certification (includes the course, manual, exam, and one (1) free exam rewrite)	per certificate	50.00	44.25	5.75	50.00	HST included
Food handler exam only	each	20.00	17.70	2.30	20.00	HST included
Food handler exam rewrite only	each	20.00	17.70	2.30	20.00	HST included
Food handler manual only	each	25.00	22.12	2.88	25.00	HST included
Replacement of lost certificates	per certificate	20.00	17.70	2.30	20.00	HST included
Fixed premises real estate inspection – on site	per inspection	339.00	300.00	39.00	339.00	HST included
Fixed premises real estate inspection – file search only	per inspection	150.00	132.74	17.26	150.00	HST included
Routine inspections after business hours	per inspection	282.50	250.00	32.50	282.50	HST included
Re-opening pool or restaurant after-hours	per re-opening	282.50	250.00	32.50	282.50	HST included
Tick sign	each		26.55	3.45	30.00	HST included

**Sexual Health:**

Oral contraception	per package	8.00 - 22.00	8.00 - 18.00	-	8.00 - 18.00	Zero-rated
Contraceptive patch	each	10.00	10.00	-	10.00	Zero-rated
Metronidazole	dose	5.00	5.00	-	5.00	Zero-rated
Plan B	each	10.00	10.00	-	10.00	Zero-rated
Depo-Provera	each	18.00	18.00	-	18.00	Zero-rated
NUVA Ring	each	10.00	10.00	-	10.00	Zero-rated
Valcyclovir	caplet	1.00	1.00	-	1.00	Zero-rated
Intrauterine System (IUS)	each	45.00-55.00	45.00-55.00	-	45.00-55.00	Zero-rated
Intrauterine Device (IUD)	each	330.00-345.00	330.00-345.00	-	330.00-345.00	Zero-rated

**Disinterment:**

Disinterment initial fee	each	113.00	200.00	26.00	226.00	HST included
Disinterment each additional hour or part thereof	per hour	113.00	100.00	13.00	113.00	HST included

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Emergency Medical Services:**

Ambulance Call Report	each	60.00	53.10	6.90	60.00	HST included
Summary report/dispatch record	each	60.00	53.10	6.90	60.00	HST included
Statements	each	40.00	35.40	4.60	40.00	HST included
Birth (statement of declaration)	each	60.00	53.10	6.90	60.00	HST included
Interviews (minimum of four (4) hours)	per hour	80.00	70.80	9.20	80.00	HST included
Special events ambulance and paramedic (two (2) medics required)	per hour (incl. two medics) plus ambulance cost	160.00 plus 80.00	141.59 plus 70.80	18.41 plus 9.20	160.00 plus 80.00	HST included

**Corporate Services**

**Legal:**

***Schedule of Legal Services Fees for Planning, Public Works, and Other Matters:***

Development charge agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Servicing, site plan, engineering or other development control agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Land severance approval agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Waterline, easement, etc. agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Applications to close roads for private benefit	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Encroachment agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Other miscellaneous agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Compliance letters	each	110.00	110.00	-	110.00	Exempt
Respond to the request for the Release of Easements, Agreements or other rights	each	Greater of 110.00 and application of Hourly Rates applicable to the review of the agreement(s)/other legal documentation related to the request	Greater of 110.00 and application of Hourly Rates applicable to the review of the agreement(s)/other legal documentation related to the request	-	Greater of 110.00 and application of Hourly Rates applicable to the review of the agreement(s)/other legal documentation related to the request	Exempt
Provide the Release of the Easement, Agreement or other rights	each	Greater of \$165.00 plus disbursements and application of Hourly Rates applicable to the preparation of release documents	Greater of \$165.00 plus disbursements and application of Hourly Rates applicable to the preparation of release documents	-	Greater of \$165.00 plus disbursements and application of Hourly Rates applicable to the preparation of release documents	Exempt
Director of Legal and Court Services / Senior Counsel hourly rates	per hour	225.00	225.00	Varies	225.00	Varies with service
Legal Counsel hourly rates	per hour	200.00	200.00	Varies	200.00	Varies with service
Law Clerks hourly rates	per hour	66.00	66.00	Varies	66.00	Varies with service
Litigation hourly rates	per hour	Litigation on a time, legal seniority, and complexity of the matter basis as permitted by applicable courts or legal assessment officers ranging inclusive of hourly rates and lump sums for interlocutory proceedings	Litigation on a time, legal seniority, and complexity of the matter basis as permitted by applicable courts or legal assessment officers ranging inclusive of hourly rates and lump sums for interlocutory proceedings	Varies	Litigation on a time, legal seniority, and complexity of the matter basis as permitted by applicable courts or legal assessment officers ranging inclusive of hourly rates and lump sums for interlocutory proceedings	Varies with service

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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**Court Services:**

First placement fee - consumer accounts	each	12% - 15%	12% - 15%	-	12% - 15%	Exempt
Second placement fee - consumer accounts	each	17.5% - 32%	17.5% - 32%	-	17.5% - 32%	Exempt
Third Placement fee - consumer accounts	each	29.5% - 50%	29.5% - 50%	-	29.5% - 50%	Exempt

*Consumer accounts refer to those involving individual debtors.*

First placement fee - commercial accounts	each	12% - 15%	12% - 15%	-	12% - 15%	Exempt
Second placement fee - commercial accounts	each	17.5% - 32%	17.5% - 32%	-	17.5% - 32%	Exempt
Third Placement fee - commercial accounts	each	29.5% - 50%	29.5% - 50%	-	29.5% - 50%	Exempt

*Commercial accounts refer to all non-consumer debtors including businesses, corporations, partnerships, companies, institutions, government agencies, etc.*

Records Search - initial request (in accordance with MFIPPA fees schedule)	each	5.00	5.00	-	5.00	Exempt
Records Search - per 15 minutes of search time (in accordance with MFIPPA fees schedule)	each	7.50	7.50	-	7.50	Exempt
Photocopies (not certified) and ICON Screen Prints (per Section 391 of the Municipal Act)	per page	1.00	1.00	-	1.00	Exempt
Photocopies (certified) (per Section 391 of the Municipal Act)	per page	3.50	3.50	-	3.50	Exempt
Faxes (per Section 391 of the Municipal Act)	per page	1.50	1.50	-	1.50	Exempt
Administration fee for POA cases at certification of default stage	each	40.00	40.00	-	40.00	Exempt
NSF fee (under authority Section 66.2 of the Provincial Offences Act)	per incident	35.00	35.00	-	35.00	Exempt

**Finance:**

Hourly rates (where applicable)	each	225.00	225.00	Varies	225.00	Varies with service
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**Consumer & Commercial Accounts (Non-Court Services):**

First placement fee - consumer accounts	each	12% - 15%	12% - 15%	-	12% - 15%	Exempt
Second placement fee - consumer accounts	each	17.5% - 32%	17.5% - 32%	-	17.5% - 32%	Exempt
Third Placement fee - consumer accounts	each	29.5% - 50%	29.5% - 50%	-	29.5% - 50%	Exempt

*Consumer accounts refer to those involving individual debtors.*

First placement fee - commercial accounts	each	12% - 15%	12% - 15%	-	12% - 15%	Exempt
Second placement fee - commercial accounts	each	17.5% - 32%	17.5% - 32%	-	17.5% - 32%	Exempt
Third Placement fee - commercial accounts	each	29.5% - 50%	29.5% - 50%	-	29.5% - 50%	Exempt

*Commercial accounts refer to all non-consumer debtors including businesses, corporations, partnerships, companies, institutions, government agencies, etc.*

NSF fee	per incident	35.00	35.00	-	35.00	Exempt
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**Information Technology:**

**GIS Mapping:**

Digital Mapping:

2018 Aerial Photography (10 cm pixel)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2015 Aerial Photography (20 cm pixel)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2013 Aerial Photography (10 cm pixel)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2010 Aerial photography (20cm pixel colour)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2006 Aerial photography (10cm pixel black & white)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2002 Aerial photography (20cm pixel colour)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2000 Aerial photography (30cm pixel black & white)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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**Hardcopy Mapping:**

Road map - Niagara Region 8.5" x 11" or 11" x 17"	Plot (std bond)	10.00	8.85	1.15	10.00	HST included
Road map - Niagara Region 24" x 36" (colour or B&W)	Plot (std bond)	25.00	22.12	2.88	25.00	HST included
Road map - Niagara Region 36" x 48" (colour or B&W)	Plot (std bond)	50.00	44.25	5.75	50.00	HST included
Road map - 42" paper	Plot (std bond)	75.00	66.37	8.63	75.00	HST included
Hardcopy map customization (one (1) hour minimum charge)	per hour	50.00	44.25	5.75	50.00	HST included

**Business Licensing:**

*Unless otherwise stated below, refer to the appropriate Business Licensing By-law for details on required frequency of fee payment (e.g. annual, pro-rated, one-time, etc.).*

Adult Entertainment Parlour Owner	each	2,537.00	3,750.00	-	3,750.00	Exempt
Adult Entertainment Parlour Operator	each	126.00	1,200.00	-	1,200.00	Exempt
Adult Entertainment Parlour Entertainer	each	126.00	250.00	-	250.00	Exempt
Adult Entertainment Parlour Owner - Non-refundable Administration Fee	each		150.00	-	150.00	Exempt
Adult Entertainment Parlour Operator - Non-refundable Administration Fee	each		50.00	-	50.00	Exempt
Adult Entertainment Parlour Entertainer - Non-refundable Administration Fee	each	25.00	25.00	-	25.00	Exempt
Adult Entertainment Parlour Transfer of Owner's Licenses - Arm's length transfer	each	2,537.00	3,750.00	-	3,750.00	Exempt
Adult Entertainment Parlour Transfer of Owner's Licenses - Transfer to an existing Co-owner or non-arm's length transfer	each	1,015.00	1,015.00	-	1,015.00	Exempt
Auto Wrecking Yard – Initial Application	each	362.00	360.00	-	360.00	Exempt
Auto Wrecking Yard – Renewal	each	207.00	220.00	-	220.00	Exempt
Caleche Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Caleche Driver – Renewal	each	28.00	28.00	-	28.00	Exempt
Caleche Owner – Initial Application	each	362.00	360.00	-	360.00	Exempt
Caleche Owner – Renewal	each	181.00	185.00	-	185.00	Exempt
Caleche Owner – Transfer	each	362.00	360.00	-	360.00	Exempt
Caleche Horse	each		30.00	-	30.00	Exempt
Caleche Business	each		150.00	-	150.00	Exempt
Paratransit Driver – Initial Application	each		60.00	-	60.00	Exempt
Paratransit Driver – Renewal	each		40.00	-	40.00	Exempt
Paratransit Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Paratransit Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Paratransit Owner – Transfer	each	1,294.00	1,300.00	-	1,300.00	Exempt
Paratransit Business	each		150.00	-	150.00	Exempt
Salvage Yard – Initial Application	each	362.00	370.00	-	370.00	Exempt
Salvage Yard – Renewal	each	207.00	220.00	-	220.00	Exempt
Second Hand Dealer – Initial Application	each	233.00	260.00	-	260.00	Exempt
Second Hand Dealer – Renewal	each	155.00	160.00	-	160.00	Exempt
Second Hand Store – Initial Application	each	233.00	300.00	-	300.00	Exempt
Second Hand Store – Renewal	each	181.00	185.00	-	185.00	Exempt
Shuttle Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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Shuttle Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Shuttle Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Shuttle Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Shuttle Owner – Transfer	each	1,294.00	1,300.00	-	1,300.00	Exempt
Shuttle Business	each		150.00	-	150.00	Exempt
Sightseeing Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Sightseeing Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Sightseeing Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Sightseeing Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Sightseeing Owner – Transfer (New Owner)	each	1,294.00	1,300.00	-	1,300.00	Exempt
Sightseeing Business	each		150.00	-	150.00	Exempt
Spare Vehicle – Initial Application	each	621.00	625.00	-	625.00	Exempt
Spare Vehicle – Renewal	each	258.00	300.00	-	300.00	Exempt
Specialty Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Specialty Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Specialty Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Specialty Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Specialty Owner – Transfer	each		1,300.00	-	1,300.00	Exempt
Specialty Business	each		150.00	-	150.00	Exempt
Taxi Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Taxi Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Taxi Owner – Broker	each	155.00	150.00	-	150.00	Exempt
Taxi Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Taxi Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Taxi Owner – Transfer (New Owner)	each	1,294.00	1,300.00	-	1,300.00	Exempt
Tow Truck Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Tow Truck Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Tow Truck Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Tow Truck Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Tow Truck Owner – Transfer	each	1,294.00	1,300.00	-	1,300.00	Exempt
Tow Truck Yard	each		100.00	-	100.00	Exempt
Tow Truck Business	each		150.00	-	150.00	Exempt
Transportation Network Company – Driver initial application administration fee	each	15.25 per quarter	40.00	-	40.00	Exempt
Transportation Network Company – Driver application administration fee for second and subsequent short-term licences (less than 12 months)	each	15.25 per quarter	25.00	-	25.00	Exempt
Transportation Network Company:						
1 - 24 Vehicles	each	1,015.00	1,020.00	-	1,020.00	Exempt
25 - 99 Vehicles	each	5,075.00	5,100.00	-	5,100.00	Exempt
100 - 499 Vehicles	each	10,150.00	10,200.00	-	10,200.00	Exempt
500 - 999 Vehicles	each	15,225.00	15,300.00	-	15,300.00	Exempt
1000+ Vehicles	each	50,750.00	50,750.00	-	50,750.00	Exempt
Per Trip Charge	trip	0.11	0.13	-	0.13	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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***Business Licensing Administrative***

NSF Cheque	each	51.00	35.00	-	35.00	Exempt
Late fee	each		50.00	-	50.00	Exempt
License replacement	each		60.00	-	60.00	Exempt
Replacement Vehicle	each		100.00	-	100.00	Exempt

**Customer Service:**

International Plaza Event (up to 149 attendees)	per hour		40.00	5.20	45.20	HST included
International Plaza Event (150+ attendees): Non-profit and Charitable	per hour		35.00	4.55	39.55	HST included
International Plaza Event (150+ attendees): Commercial	per hour		70.00	9.10	79.10	HST included
International Plaza Event Hydro	per day		30.00	3.90	33.90	HST included
International Plaza Event (150+ attendees) Staff Time	per hour		44.25	5.75	50.00	HST included
International Plaza Vendor Space	per day		45.00	5.85	50.85	HST included
International Plaza Photography Permit	per hour		30.00	3.90	33.90	HST included
International Plaza Instructional Class	per hour		22.00	2.86	24.86	HST included
Small Meeting Room - Event: Non-profit and Charitable	per hour		10.00	1.30	11.30	HST included
Small Meeting Room - Event: Commercial	per hour		20.00	2.60	22.60	HST included
Small Meeting Room - Meeting (non-event): Non-Profit and Charitable	per hour		-	-	-	HST included
Large Meeting Room - Event: Non-profit and Charitable	per hour		15.00	1.95	16.95	HST included
Large Meeting Room - Event: Commercial	per hour		32.00	4.16	36.16	HST included
Large Meeting Room - Meeting (non-event): Non-Profit and Charitable	per hour		-	-	-	HST included
Reinstatement of property	each		at cost (time and material) plus 15%	applicable	at cost (time and material) plus 15%	HST included
Cancellation fee with less than three (3) business days' notice or no-shows	each		25.00	3.25	28.25	HST included

*Small Meeting Room options: CE101, CE102, CE103, or CR4*

*Large Meeting Room option: CE101 and CE102 (combined)*

**Corporate Administration**

**Human Resources:**

3rd party request for release of information	each	71.00	71.00 per hour plus incidental costs	-	71.00 per hour plus incidental costs	Exempt
Document Archive Request (Record Search)	each	7.50	7.50	-	7.50	Exempt
Photocopying	per page	0.20	0.20	-	0.20	Exempt



**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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**Clerks Office:**

**Subscription Rates:**

Council blue book - yearly	yearly	235.70	208.58	27.12	235.70	HST included
Agenda package (for Standing Committees)	per committee, yearly	107.00	94.69	12.31	107.00	HST included
Minutes only	per committee, yearly	74.90	66.28	8.62	74.90	HST included

**Miscellaneous Items:**

Swearing of oaths (may be waived/amended at the discretion of the Clerk)	each	15.00	15.00	-	15.00	Exempt
Photocopying (may be waived/amended at the discretion of the Clerk)	per page	0.20	0.20	-	0.20	Exempt

**Requests for Records and Information (includes requests made under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA)):**

Initial requests (MFIPPA)	each	5.00	5.00	-	5.00	Exempt
Preparation fee (redaction time)	per 15 minutes	7.50	7.50	-	7.50	Exempt
Photocopying	per page	0.20	0.20	-	0.20	Exempt
Manual Search	per 15 minutes	7.50	7.50	-	7.50	Exempt
Producing an electronic record	per 15 minutes	7.50	7.50	-	7.50	Exempt
Search involving third party (i.e. locating, retrieval, processing, copying)	each	all costs incurred plus HST applicable	all costs incurred (inclusive of any non-recoverable HST paid to the third party)	-	all costs incurred (inclusive of any non-recoverable HST paid to the third party)	Exempt
CD/USB	each		10.00	-	10.00	Exempt
Search, file redaction, shipping and the first 20 pages (PHIPA ONLY)	per request		all costs incurred up to \$30	-	all costs incurred up to \$30	Exempt
Photocopying after the first 20 pages (PHIPA ONLY)	per page after 20 pages		0.20	-	0.20	Exempt

**Procedures & Fees for the Processing of Applications for Holiday Openings for Maintenance & Development of Tourism under Retail Business Holidays Act:**

Each application (non-refundable)	each	750.00	750.00	-	750.00	Exempt
Business 2,400 square feet or more for service public or if business normally has 4 or more employees service the public (in addition to application fee)	each	100.00	100.00	-	100.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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**Public Works**

Hourly rates (where applicable)	each	225.00	225.00	Varies	225.00	Varies with service
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**Waste Management:**

Blue or grey recycling bins	each	6.00	5.31	0.69	6.00	HST included
Kitchen organics containers	each	4.00	3.54	0.46	4.00	HST included
Green organics bin	each	17.00	15.04	1.96	17.00	HST included
Backyard composters	each	21.00	18.58	2.42	21.00	HST included
Recycling carts - Commercial and Multi-Residential	each	69.00	61.06	7.94	69.00	HST included
32 gallon organic cart - Commercial and Multi-Residential	each	40.00	35.40	4.60	40.00	HST included
64 gallon organic cart - Commercial	each	69.00	61.06	7.94	69.00	HST included
Garbage tags for each container (bag/can) above the low-density residential (properties with one (1) to six (6) units) garbage limit	each	2.00	2.50	-	2.50	Exempt
Refrigerant removal stickers	each	20.00	20.00	-	20.00	Exempt

**For Landfill Sites & Residential Waste Drop-off Sites:**

**Residential and Commercial Tipping Fees:**

0 - 60 kg	flat charge	5.00	5.00	-	5.00	Exempt
Above 60 kg	per tonne	115.00	115.00	-	115.00	Exempt
Shingles	per tonne	75.00	75.00	-	75.00	Exempt
Asbestos	per tonne	300.00	300.00	-	300.00	Exempt
Residential concrete and asphalt	per tonne	10.00	10.00	-	10.00	Exempt
Residential clean soil	per load	-	-	-	-	Exempt
Residential and Commercial scrap metal	per tonne	-	-	-	-	Exempt
Commercial clean loads of Blue and Grey Box Materials, Electronics (e-waste), Tires, Batteries	per load	No Charge	-	-	-	Exempt
Residential clean loads of Blue and Grey Box Materials, Electronics (e-waste), Tires, Batteries, Leaf and Yard Waste, FOG, Propane Tanks, Used Motor Oil	per load	No Charge	-	-	-	Exempt
Commercial leaf and yard waste	per tonne	70.00	70.00	-	70.00	Exempt
Commercial clean soil - open landfill sites	per load	20.00	20.00	-	20.00	Exempt
Commercial contaminated soil	per tonne	30.00	30.00	-	30.00	Exempt
Commercial clean or slightly contaminated soil - Closed Landfill Sites (without operator/ equipment)	per load	40.00	40.00	-	40.00	Exempt
Commercial clean or slightly contaminated soil - Closed Landfill Sites (operator/equipment supplied)	per load	25.00	25.00	-	25.00	Exempt
Commercial concrete and asphalt	per tonne	10.00	10.00	-	10.00	Exempt
Appliances containing CFC's	per unit	20.00	20.00	-	20.00	Exempt
Weigh scale measurement (no drop off)	each	10.00	10.00	-	10.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Residential Waste Drop-off Locations - Weigh Scales not Operating:**

**Tipping Fees:**

Cars or mini-vans	per load	5.00	5.00	-	5.00	Exempt
Cars or mini-vans with trailer	per load	15.00	15.00	-	15.00	Exempt
Cube Van	per load	35.00	35.00	-	35.00	Exempt
Cube Van with trailer	per load	40.00	40.00	-	40.00	Exempt
Pick-up truck	per load	20.00	20.00	-	20.00	Exempt
Pick-up truck with trailer	per load	25.00	25.00	-	25.00	Exempt
Van or SUV	per load	15.00	15.00	-	15.00	Exempt
Van or SUV with trailer	per load	20.00	20.00	-	20.00	Exempt
Cargo Van	per load	20.00	20.00	-	20.00	Exempt

**Special Event Recycling (SER):**

Return of contaminated organics or recycling material	per event	59.00	52.21	6.79	59.00	HST included
Return of all organics carts or recycling containers empty or unused	per event	59.00	52.21	6.79	59.00	HST included
Disposal of contaminated organics or recycling material to landfill	per tonne	115.00	115.00	-	115.00	Exempt
SER materials not ready for pick up at prearranged time	per return trip	170.00	150.44	19.56	170.00	HST included
Replacement of damaged or missing 64 gal recycling cart	each	123.00	108.85	14.15	123.00	HST included
Replacement of damaged or missing 32 gal organics cart	each	61.00	53.98	7.02	61.00	HST included
Replacement of damaged or missing portable folding recycling container	each	135.00	119.47	15.53	135.00	HST included
Replacement of damaged or missing roll-off signs	each	74.00	65.49	8.51	74.00	HST included
Replacement of damaged or missing locks	each	8.00	7.08	0.92	8.00	HST included
Request to move roll-off container after placement	per move	170.00	150.44	19.56	170.00	HST included

**Environmental Enforcement:**

Hauled sewage - domestic/non-domestic	per 1,000 gallons	42.00	44.00	-	44.00	Exempt
Hauled sewage - hauler application fee	each	104.00	106.00	-	106.00	Exempt
Hauled sewage - hauler permit	first 3 vehicles	52.00	52.00	-	52.00	Exempt
Hauled sewage - access cards	each	16.00	16.00	-	16.00	Exempt
Batch discharge permit	each	104.00	150.00	-	150.00	Exempt
Administrative fee - failure to leave hauled sewage record after disposal	each	30.10	31.00	-	31.00	Exempt
Environmental audits information requests - industrial	each	398.89	360.00	46.80	406.80	HST included
Environmental audits information requests - commercial	each	398.89	360.00	46.80	406.80	HST included
Environmental audits information requests - residential	each	133.34	120.00	15.60	135.60	HST included
Sewer overstrength surcharge	per kg	1.52	1.55	-	1.55	Exempt
Surcharge agreement - application fee	each	130.50	150.00	-	150.00	Exempt
Restrictive discharge agreement - application fee	each	130.50	150.00	-	150.00	Exempt
Wastewater sampler rental	per month	294.93	266.00	34.58	300.58	HST included
Environmental Record Search	per request	78.50	150.00	19.50	169.50	HST included

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Transportation Services:**

**Traffic Data Fees:**

Eight hour intersection traffic count	each	165.00	234.51	30.49	265.00	HST included
24 hour automatic traffic recorder	each	55.00	48.67	6.33	55.00	HST included
24 hour automatic traffic recorder- Speed/Classification and Volume	each		234.51	30.49	265.00	HST included
24 hour automatic traffic recorder- Volume	each		75.22	9.78	85.00	HST included
Motor vehicle collision general inquiry report per location for 3-5 years history	each		138.94	18.06	157.00	HST included
Intersection capacity analysis summary information	each	275.00	243.36	31.64	275.00	HST included
Traffic signal timing	each	110.00	97.35	12.65	110.00	HST included
Transportation forecasts - area and specific plots	per hour	82.00	72.57	9.43	82.00	HST included
Transportation forecasts - custom analysis	per hour	82.00	72.57	9.43	82.00	HST included
Land use information by traffic zone	per hour	82.00	72.57	9.43	82.00	HST included

**Transportation Engineering:**

Design review for development related road improvements	per application	-	In accordance with executed agreement between Niagara Region and developer	applicable	In accordance with executed agreement between Niagara Region and developer	HST included
Inspection fee for development related road improvements	per application	-	In accordance with executed agreement between Niagara Region and developer	applicable	In accordance with executed agreement between Niagara Region and developer	HST included

**Road Permit Fees:**

Annual Permit fee (Tourism Bus Operators Over-Height Only); Fee is for annual utilization. Fee will not be pro-rated for any reason unless terminated by the Region.	each	55.00	55.00	-	55.00	Exempt
Commercial and industrial entrances (fees payable at the time of Permit Issuance)	each	220.00 + Inspection fee	220.00 + Inspection fee	-	220.00 + Inspection fee	Exempt
Residential entrances (fees payable at the time of Permit Issuance)	each	55.00 + Inspection Fee	55.00 + Inspection Fee	-	55.00 + Inspection Fee	Exempt
Inspection fee	each	82.00	72.57	9.43	82.00	HST included
Sign permit	each	82.00	82.00	-	82.00	Exempt
Detour fee (on Provincial Highway or Local Area Municipalities road and diverting traffic to Regional roads)	each		230.00	-	230.00	Exempt
Daily permit fee (single move - load below 63,500kg; the proposed route is not over regional structure, same route only, OBF check is not required)	each	55.00	100.00	-	100.00	Exempt
Daily permit fee (single move - load above 63,500kg; the proposed route is not over regional structure, same route only, OBF check is not required)	each		100.00	-	100.00	Exempt
Daily permit fee (single move - load above 63,500kg; the proposed route is over regional structure, same route only, OBF check is required)	each		450.00	-	450.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Project permit fee (granted for 12 weeks (3 months); multiple moves - load below 63,500kg; the proposed route is not over regional structure, same route only, OBF check is not required)	each	330.00	600.00	-	600.00	Exempt
Project permit fee (granted for 12 weeks (3 months); multiple moves - load above 63,500kg; the proposed route is not over regional structure, same route only, OBF check is not required)	each		600.00	-	600.00	Exempt
Project permit fee (granted for 12 weeks (3 months); multiple moves - load above 63,500kg; the proposed route is over regional structure, same route only, OBF check is required)	each		950.00	-	950.00	Exempt
Annual permit fee (multiple moves at unspecified intervals - load below 63,500kg)	each	330.00	330.00	-	330.00	Exempt
Full load (March, April)	each	165.00	165.00	-	165.00	Exempt
Special Events: Full Closure: This is an event that requires the complete closure of a Regional Road. Traffic movement must be diverted by a scheduled detour plan. Police must be at the event site for traffic control.	each		660.00	-	660.00	Exempt
Special Events: Partial Closure: This is a special event that requires lane closures, but allows traffic to continue in both directions. Police may be at the event site for traffic control.	each		300.00	-	300.00	Exempt
Special Events: Rolling Closure: This is a special event closure that does not require any permanent lane closures. Used mostly for small parade walks that use sidewalks only and/ or bike events that close roads for a very short period of time. All closures are contained to either (1) lane and monitored by police presence.	each		275.00	-	275.00	Exempt
Special Events: Charity Organization	each		50.00	-	50.00	Exempt
Road Occupancy	each	110.00	110.00	-	110.00	Exempt
Info bars	each	55.00	55.00	-	55.00	Exempt
Construction encroachment - no pavement cut (fees applicable when permit obtained before construction begins)	each	275.00 + Inspection Fee	275.00 + Inspection Fee	-	275.00 + Inspection Fee	Exempt
Construction encroachment - no pavement cut (fees applicable when permit obtained after construction begins)	each	550.00 + all applicable per visit Inspection Fees	550.00 + all applicable per visit Inspection Fees	-	550.00 + all applicable per visit Inspection Fees	Exempt
Construction encroachment - with pavement cut (fees applicable when permit obtained before construction begins)	each	550.00 + Inspection Fee	550.00 + Inspection Fee	-	550.00 + Inspection Fee	Exempt
Construction encroachment - with pavement cut (fees applicable when permit obtained after construction begins)	each	1,100.00 + all applicable per visit Inspection Fees	1,100.00 + all applicable per visit Inspection Fees	-	1,100.00 + all applicable per visit Inspection Fees	Exempt
Encroachment Agreement Application (fees set to offset the cost to administer the application, review, circulate, and respond to request)	each	330.00	330.00	-	330.00	Exempt
Construction encroachment (Local Area Municipal Access Agreements - Emergency Repair) (permit obtained within 30 days of repair)	each	-	-	-	-	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Construction encroachment (Local Area Municipal Access Agreements - Emergency Repair) (permit obtained after 30 days of repair)	each	275.00 - 550.00 + all applicable per visit Inspection Fees	275.00 - 550.00 + all applicable per visit Inspection Fees	-	275.00 - 550.00 + all applicable per visit Inspection Fees	Exempt
Landscaping (There will be no attributed encroachment fee for landscaping done on road allowance wherein the improvements are mutually beneficial and beautifying of Regional Property.)	each	-	-	-	-	Exempt
Encroachment of Structure/Sign/Patios (As result of ROW widening or as a result an existing build found during planning application)	each	-	-	-	-	Exempt
Annual Encroachment Agreement – (Residential) (Fee is for the annual utilization of the Region's lands. Fee will not be pro-rated for any reason, unless terminated by the Region.)	each	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$330.00	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$330.00	-	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$330.00	Exempt
Annual Encroachment Agreement – New Structure/Sign/Patio (Commercial) (Fee is for the annual utilization of the Region's lands. Fee will not be pro-rated for any reason unless terminated by the Region.)	each	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$550.00	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$550.00	-	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$550.00	Exempt
Annual Underground Structure Encroachment (Fee is for the annual utilization of the Region's lands. Fee will not be pro-rated for any reason unless terminated by the Region.)	each	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$1100.00	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$1100.00	-	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$1100.00	Exempt
Annual Private Infrastructure Encroachment (as per previous Agreement)	each	1.00	1.00	-	1.00	Exempt
Municipal Gateway Features/Streetscape Improvements (as per previous Agreement)	each	1.00	1.00	-	1.00	Exempt
Construction encroachment (Municipal Access Agreements - Annual Fee)	each	5,000.00	5,000.00	-	5,000.00	Exempt
Construction encroachment (Municipal Access Agreements - Resubmission)	each	200.00	200.00	-	200.00	Exempt
Encroachment Agreement (within Development Planning Agreements) (If pavement is less than 5 years old; Fee is refundable only if pavement reinstatement is done to the Region's standards and passes inspection.)	each	100% of estimated cost of repair	100% of estimated cost of repair	-	100% of estimated cost of repair	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Encroachment Agreement (within Development Planning Agreements) (If pavement is more than 5 years old; Fee is refundable only if pavement reinstatement is done to the Region's standards and passes inspection.)	each	15% of estimated value of project	15% of estimated value of project	-	15% of estimated value of project	Exempt
Canadian Tourism-Oriented Directional Signing (TODS)	per operator	150.00	132.74	17.26	150.00	HST included
Canadian Tourism-Oriented Directional Signing (TODS)	per assembly	300.00	265.49	34.51	300.00	HST included
Regional directional sign	each	50.00	44.25	5.75	50.00	HST included
Lane Occupancy (Lane occupancy without construction being done on roadway)	per lane, per day	250.00	250.00	-	250.00	Exempt
Community events (fee plus applicable operational costs are payable by the event organizer)	each	11.00 - 55.00	11.00 - 55.00	-	11.00 - 55.00	Exempt

*Road Permit Fees: "Market Value" means either the land value acquired from the associated MPAC value or approved land appraisal value.*

**Inter-Municipal Transit:**

Adults Cash Fare	each	6.00	6.00	-	6.00	Exempt
Adults 10-ride Card	each	45.00	45.00	-	45.00	Exempt
Adults Monthly Pass	each	160.00	160.00	-	160.00	Exempt
Adults Cash Fare Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Adults Cash Fare Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt
Seniors (65+) Cash Fare	each	5.00	5.00	-	5.00	Exempt
Seniors (65+) 10-ride Card	each	40.00	40.00	-	40.00	Exempt
Seniors (65+) Monthly Pass	each	130.00	130.00	-	130.00	Exempt
Seniors (65+) Cash Fare Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Seniors (65+) Cash Fare Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt
Elementary (6+) / High School Students Cash Fare	each	5.00	5.00	-	5.00	Exempt
Elementary (6+) / High School Students 10-ride Card	each	40.00	40.00	-	40.00	Exempt
Elementary (6+) / High School Students Monthly Pass	each	130.00	130.00	-	130.00	Exempt
Elementary (6+) / High School Students Cash Fare Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Elementary (6+) / High School Students Cash Fare Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Niagara Specialized Transit Fares:**

Adults Cash Fare	each	6.00	6.00	-	6.00	Exempt
Adults 10-ride Card	each	45.00	45.00	-	45.00	Exempt
Adults Monthly Pass	each	160.00	160.00	-	160.00	Exempt
Adults Cash Fare Trips to Hamilton	each	15.00	15.00	-	15.00	Exempt
Adults Cash Fare Trips - Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Adults Cash Fare Trips - Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt
Seniors (65+) Cash Fare	each	5.00	5.00	-	5.00	Exempt
Seniors (65+) 10-ride Card	each	40.00	40.00	-	40.00	Exempt
Seniors (65+) Monthly Pass	each	130.00	130.00	-	130.00	Exempt
Seniors (65+) Cash Fare Trips to Hamilton	each	14.00	14.00	-	14.00	Exempt
Seniors (65+) Cash Fare Trips - Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Seniors (65+) Cash Fare Trips - Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt
Elementary (6+) / High School Students Cash Fare	each	5.00	5.00	-	5.00	Exempt
Elementary (6+) / High School Students 10-ride Card	each	40.00	40.00	-	40.00	Exempt
Elementary (6+) / High School Students Monthly Pass	each	130.00	130.00	-	130.00	Exempt
Elementary (6+) / High School Students Cash Fare Trips to Hamilton	each	14.00	14.00	-	14.00	Exempt
Elementary (6+) / High School Students Cash Fare Trips - Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Elementary (6+) / High School Students Cash Fare Trips - Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt

**Tourism Oriented Destination Signage:**

Initial Fee for Manufacturing and Installation:						
Up to 30 cm x 120 cm (1' x 4') signs (for roads with speed limit of 60 km/h or less)	Per sign	367.25	325.00	42.25	367.25	HST included
Up to 45 cm x 180 cm (1.5' x 6') signs (for roads with speed limit greater than 60 km/h)	Per sign	565.00	500.00	65.00	565.00	HST included
Annual Maintenance Fee	Per sign	113.00	100.00	13.00	113.00	HST included

*Tourism signage initiated by a local municipality may be exempt from the annual maintenance fee; however, the municipality will be responsible for the cost of any modifications or replacements.*



**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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**Planning and Development Services:**

Hourly rates (where applicable)	each	225.00	225.00	Varies	225.00	Varies with Service
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**Planning Services:**

**Regional Official Plan Amendments (ROPA):**

Regional Official Plan Amendment Review	per application	17,765.00	18,125.00	-	18,125.00	Exempt
Regional Official Plan Amendment Application Fee - Urban Boundary Expansion	per application		36,000.00	-	36,000.00	Exempt
ROPA to Establish or Expand a Pit or Quarry **	per application	111,650.00	113,885.00	-	113,885.00	Exempt
Advertising - Public Notice (Applicant is responsible for advertising cost over & above the fee)	per application	cost of advertising plus HST applicable	cost of advertising	applicable	cost of advertising plus HST applicable	HST included

*\*\* In addition to the fees set out above for Pits and Quarries (new and expansion fees), the owner/applicant shall bear any and all costs pertaining to Peer Reviews and for an Aggregate Advisor, if required. The owner/applicant shall be required to sign a cost acknowledgement agreement which must be signed and submitted as part of the application.*

**Local Official Plan Amendments:**

Major Official Plan Amendment Review (Change in land use designation, conversion, or significant change in policy direction)	per application	9,520.00	9,715.00	-	9,715.00	Exempt
Minor Official Plan Amendment Review (Change in policy)	per application	5,075.00	5,180.00	-	5,180.00	Exempt

**Development Services:**

**Subdivision, Vacant Land or Common Element Condominium Base Fee:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Draft Plan Review (Fee is based on the entire area of the subdivision)	per application	5,075.00 base fee + 1,120.00 per hectare to a maximum of 22,840.00	5,180.00 base fee + 1,145.00 per hectare	-	5,180.00 base fee + 1,145.00 per hectare	Exempt
Revision to Submission by Applicant (Prior to Draft Approval)	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Modification of Draft Plan Approval	per application	2,540.00	2,595.00	-	2,595.00	Exempt
Extension of Draft Plan Approval	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Extension of Draft Plan Approval (Approved prior to 2006)	per application	2,540.00	2,595.00	-	2,595.00	Exempt
Clearance of Draft Plan Conditions	per phase	2,540.00	2,595.00	-	2,595.00	Exempt

**Standard Condominium Base Fee:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Combined Standard Condominium and Site Plan Review Fee	per application	3,810.00	3,890.00	-	3,890.00	Exempt
Plan of Standard Condominium Review (where site plan review is not required)	per application	2,540.00	2,595.00	-	2,595.00	Exempt
Revisions to Submission by Applicant (Prior to Approval)	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Modification of Standard Draft Plan of Condominium Approval	per application	635.00	650.00	-	650.00	Exempt
Extension of Standard Draft Plan of Condominium Approval	per application	705.00	720.00	-	720.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Extension of Standard Draft Plan of Condominium Approval (Approved prior to 2006)	per application	1,400.00	1,430.00	-	1,430.00	Exempt
Clearance of Conditions (Standard Plan of Condominium)	per application	705.00	720.00	-	720.00	Exempt

**Zoning By-law Amendments Base Fee:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Zoning By-law Amendment Review	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Agricultural purposes only (APO) zoning amendment *	per application	410.00	420.00	-	420.00	Exempt
Revision to Submission by Applicant (Prior to Approval)	per application	635.00	650.00	-	650.00	Exempt
Removal of holding symbol	per application	635.00	650.00	-	650.00	Exempt

\* Where the Region or Local Area Municipality has requested an APO zone as a condition of severance or subdivision approval there will be no charge for the APO application

**Consent Reviews Base Fees:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Consent Review - Urban	per application	605.00	620.00	-	620.00	Exempt
Consent Review - Rural /Outside Urban	per application	855.00	875.00	-	875.00	Exempt
Final certification fee (active consent files still remaining under the authority of the Region will be subject to Final Certification Fee, payable upon request for final certification, prior to registration.)	per application	255.00	265.00	-	265.00	Exempt

**Site Plan Reviews Base Fees:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Major Site Plan Review (Applications which entail a Regional response if the subject property is located on a Regional road or there are Regional infrastructure/facilities located nearby or the application has a Regional or Provincial issue as determined by the local municipal planner.)	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Minor Site Plan Review (Minor Site Plans requiring Waste Collection Review, Entrance Permits, Encroachment Permits, Sign Permits.)	per application	510.00	525.00	-	525.00	Exempt
Revision to Submission by Applicant (Prior to Approval)	per application	635.00	650.00	-	650.00	Exempt
Review of Waste Management Only	per application	410.00	420.00	-	420.00	Exempt
Clearance of Site Plan Conditions	per application	1,270.00	1,300.00	-	1,300.00	Exempt

**Minor Variance Reviews Base Fees:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Minor Variance Review (excludes Septic) (Applications which require Regional Review if the subject property is located on a Regional road or there are Regional infrastructure/facilities located nearby or the application has a Regional or Provincial issue.)	per application	410.00	420.00	-	420.00	Exempt
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**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Niagara Escarpment Plan Applications:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Development Permit Review	per application	765.00	785.00	-	785.00	Exempt
Minor Development Permit Review (No Provincial or Regional concerns identified (i.e. sheds, garages, pools, etc.))	per application	410.00	420.00	-	420.00	Exempt

**All Development Applications are subject to the following additional fees as applicable:**

Storm Water Review more than 5 ha	per application	1,830.00	1,870.00	-	1,870.00	Exempt
Storm Water Review < 5 ha	per application	610.00	625.00	-	625.00	Exempt
Major Urban Design Review	per application	600.00	615.00	-	615.00	Exempt
Minor Urban Design Review	per application	250.00	255.00	-	255.00	Exempt
Hydrogeology Review	per application		1,200.00	-	1,200.00	Exempt
Major Environmental Impact Study (EIS) Review (2 or more features)	per application	2,200.00	2,245.00	-	2,245.00	Exempt
Minor EIS Review (1 feature)	per application	1,100.00	1,125.00	-	1,125.00	Exempt
EIS Terms of Reference (TOR) Review (To be deducted from EIS fee when EIS Submitted)	per application		400.00	-	400.00	Exempt
EIS Draft Review (To be deducted from EIS fee when EIS Submitted)	per application		400.00	-	400.00	Exempt
EIS Second Submission (Addendum) Review	per application		No Charge	-	No Charge	Exempt
EIS Third Submission (Addendum) Review	per application		1,200.00	-	1,200.00	Exempt
Private Sewage System Review	per lot or unit	400.00	400.00	-	400.00	Exempt

**Secondary Plans:**

Secondary Plans - Privately Initiated (Fee Includes Secondary Plan fee, Urban Design Review, Engineering Review, and OPA review)	per application	13,195.00	13,460.00	-	13,460.00	Exempt
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**Maintenance Fees:**

Maintenance Fees (Where a file is inactive for over one year, a final maintenance fee will apply to keep the file open. If the fee is not received within four weeks of a request, the file will be closed.)	per application	1,270.00	1,300.00	-	1,300.00	Exempt
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**LPAT Appeal Record Preparation:**

LPAT Appeal Record Preparation	per application	610.00	625.00	-	625.00	Exempt
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**Environmental Site Assessments (Brownfields) Requests to Use Non-potable Water Site Condition Standards:**

Response to request	per application	635.00	650.00	-	650.00	Exempt
Response to request - Update Letter	per application		100.00	-	100.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Urban Design Projects Associated with Development/Planning Applications:**

Urban Design - Concept Design	per hour	\$110.00 Hourly Rate applies unless work covered under Service Agreement	\$115.00 Hourly Rate applies unless work covered under Service Agreement	-	\$115.00 Hourly Rate applies unless work covered under Service Agreement	Exempt
Urban Design - Streetscape Design	per hour	\$110.00 Hourly Rate applies unless work covered under Service Agreement	\$115.00 Hourly Rate applies unless work covered under Service Agreement	-	\$115.00 Hourly Rate applies unless work covered under Service Agreement	Exempt
Urban Design & Architectural Peer Review	per hour	\$110.00 Hourly Rate applies unless work covered under Service Agreement	\$115.00 Hourly Rate applies unless work covered under Service Agreement	-	\$115.00 Hourly Rate applies unless work covered under Service Agreement	Exempt

**Sewage System Applications:**

New system	per application	1,100.00	1,100.00	-	1,100.00	Exempt
Holding tank	per application	1,100.00	1,100.00	-	1,100.00	Exempt
Septic tank replacement only	per application	600.00	600.00	-	600.00	Exempt
Hydrogeology review	per study		1,200.00	-	1,200.00	Exempt

**Small, On Lot Sewage Systems - Special Requests:**

Preliminary site inspection (where no other application has been made)	per application	400.00	400.00	-	400.00	Exempt
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**Small, On Lot Sewage Systems - Real Estate Inquiries Including Site Inspection Visits:**

Site inspection and report	per application	565.00	500.00	65.00	565.00	HST included
File searches only	per application	282.50	250.00	32.50	282.50	HST included

**MOE, Ontario Water Resources Act (Sec 52, 53):**

Admin processing	per application	200.00	200.00	-	200.00	Exempt
Admin amendments	per application	100.00	100.00	-	100.00	Exempt
MOE application processing fee for storm and sanitary sewers and appurtenances	per application	900.00	900.00	-	900.00	Exempt
MOE application processing fee for storm and sanitary sewers pump stations and force mains	per application	1,800.00	1,800.00	-	1,800.00	Exempt
Watermains and appurtenances, including hydrants	per application	1,000.00	1,000.00	-	1,000.00	Exempt
Servicing Review with Stormwater Management	per application	2,000.00	2,000.00	-	2,000.00	Exempt

**Regional Water & Sewer Lateral Connections:**

Water service connection	per application	1,250.00	1,250.00	-	1,250.00	Exempt
Sanitary sewer lateral connection	per application	1,250.00	1,250.00	-	1,250.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Note - Development Services Fees:**

- All development review/processing fees must be received by the Development Services Division prior to the Region's submission of comment/recommendations to the approval authority.
- The Region's review/processing fees are not refundable if an application is refused or only partially approved by the approval authority.
- The Region's review/processing fees may be returned if the applicant voluntarily withdraws the application prior to staff commencing the review process.
- In addition to development review fees the Region may require the applicant to cover the cost of peer review for specific technical studies.
- All development applications initiated by a local municipality are exempt from the Region's development review fees.
- Wainfleet, Welland and West Lincoln do their own private sewage system review and therefore the Regional private septic system review fee is not required.
- All development applications are circulated to the Region for review, except where the Region has determined through pre-consultation that the development proposal is exempt from further circulation and review.

**Police Services:**

See Police Services Board by-law on user fees & charges.

**Note - Tax Implication:**

- If HST is found to be applicable where originally deemed not applicable, HST will be applied and payable by the user paying the fee or charge.
- Inter- and intra-municipal supplies are tax exempt and billed under the "2020 Base Fee/Charge" column unless they relate to supply of electricity, gas, steam, or telecommunication services made while acting as a public utility.

## THE REGIONAL MUNICIPALITY OF NIAGARA

## BY-LAW NO. &lt;&gt;

A BY-LAW TO ESTABLISH FEES AND CHARGES FOR  
SERVICES AND ACTIVITIES PROVIDED BY THE  
REGIONAL MUNICIPALITY OF NIAGARA AND FOR THE  
USE OF ITS PROPERTY AND TO REPEAL BY-LAW 2019-  
28

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WHEREAS section 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide; and

WHEREAS section 391 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may impose fees or charges on persons: for services or activities provided or done by or on behalf of it; for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and for the use of its property including property under its control; and

WHEREAS section 69 of the *Planning Act*, R.S.O. 1990, c. P.13, permits a council of a municipality to establish a tariff of fees for the processing of applications made in respect of planning matters.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That By-law 2019-28 is hereby repealed.
2. That the fees and charges as set out in Appendix '1' to this by-law are hereby adopted and enacted.
3. That where the provisions of any other by-laws are inconsistent with the provisions of this by-law, the provisions of this by-law shall prevail.

Bill <>

Authorization Reference:

4. That this by-law shall come into force and effect on January 1, 2020.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>

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**Subject:** Financial Disclosure Requirements – Ontario Regulations 284/09**Report to:** Budget Review Committee of the Whole**Report date:** Thursday, December 5, 2019

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## Recommendations

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

## Key Facts

- The purpose of this report is to comply with *Ontario Regulation 284/09 Budget Matter – Expenses*, requiring that before adopting a budget for the year that excludes non-cash expenses noted below that a Municipality must prepare a report to council about the excluded expenses.
- The purpose of this report is to comply with *Ontario Regulation 284/09 Budget Matter – Expenses*, requires that before adopting a budget for the year that excludes non-cash expenses noted below that a Municipality must prepare a report to council about the excluded expenses.
- Municipal budgets exclude estimated amounts for non-cash expenses:
  - Amortization of tangible capital assets
  - Post-employment benefit expenses
  - Solid waste landfill closure and post-closure expenses
- This report identifies the components that modify the Region's balanced operating budget (prepared on modified accrual basis for tax levy and water and wastewater rate setting purposes) to a forecasted operating surplus of \$118.8 million (prepared on full accrual basis – including non-cash outlay items) that would be reported in the Region's annual financial report in accordance with Public Sector Accounting Standards (PSAS).

## Financial Considerations

As required by Ontario Regulation 284/09 this report addresses current funding practices of tangible capital assets, employee future benefits, and solid waste landfill closure and post closure costs and identifies the potential impact on the Niagara Region (the Region) operating surplus if the Region were to budget for tangible capital assets through amortization, changes in the employee future benefits (EFBs) liabilities and changes with solid waste landfill closure and post closure costs liabilities. The impact of budgeting for these items, on the operating surplus, is summarized in Table 1 – 2020 PSAS Adjusted Budget.



Table 1 – 2019 PSAS Adjusted Budget (in millions)

Description	2020 Budget
<b>Budgeted Operating Surplus</b>	<b>\$ 0</b>
<b>Impact of Non-Budgeted Items</b>	
Tangible Capital Assets	
Principal debt repayments	48.8
Amortization	(95.4)
Other capital program revenues and expenditures	98.9
Total Tangible Capital Assets Impact	52.3
Total Net Transfers to Reserves	67.4
Employee Future Benefits Increase	(0.6)
Landfill Liability Increase	(0.3)
<b>Operating Surplus adjusted for PSAS</b>	<b>118.8</b>

## Analysis

The Region's operating budget is prepared for the purpose of setting tax rates and user fees rather than a framework for presenting annual financial results. Therefore in order to issue financial statements, the Region is required to adjust its presentation of the financial results to be in accordance with Canadian public sector accounting standards. The report identifies the components that move the Region from its approved balanced operating budget to a presentation consistent with Canadian public sector accounting standards.

The Region is required under Ontario Regulation 284/09 to report the estimated impact of excluding amortization, EFBs, and solid waste landfill closure and post closure costs from the annual budget on accumulated surplus and future tangible capital asset funding requirements. The Region, like most municipalities, does not budget for amortization and its annual impact on tangible capital assets, changes in the EFBs liabilities, and changes in the solid waste landfill closure and post closure costs liability.

This report contains forward-looking information; a number of factors could cause actual results to differ from the financial estimates disclosed in this report.

### Tangible Capital Assets

Amortization is a non-cash expense reflecting the estimated usage of our tangible capital assets in the financial statements over time. For purposes of this report the 2020 budget for amortization has been estimated at \$95.4 million. The differential between the estimated amortization and proposed capital funding budgeted in 2020 is approximately \$52.3 million, as disclosed in Table 1. Amortization reflects the historical cost of the asset. Budgeting for amortization alone does not support the Region's future capital needs, nor does it properly consider the Region's asset funding strategies. As

detailed in Table 1, budgeting for amortization alone would result in a cash flow deficit to the Region.

#### Employee Future Benefits

In 2020, it is estimated that the Region's EFB liability will increase by \$0.6 million from \$103.4 million to \$104.0 million. If the forecasted growth in the EFB liabilities was budgeted, in addition to the projected cash payments, the impact would be a reduction in the accumulated surplus by approximately \$0.6 million (the increase in estimated liability during 2020). The forecasted balance of the Region's EFB reserves at December 31, 2019 based on the Q3 financial update is \$34.6 million.

#### Solid Waste Landfill Closure and Post Closure Costs

If solid waste landfill closure and post closure liability costs were included in the budget the accumulated surplus would decrease by \$0.3 million as we are anticipating that the liability will increase from \$62.1 million to \$62.3 million during 2020. The forecasted balance of the Region's Landfill Liability reserve at December 31, 2019 based on the Q3 financial update is \$8.2 million.

Based on closure and post closure cost projections as of December 31, 2019 the estimated operating and capital costs for 2020 are \$2.2 million. The Region has two remaining open landfill sites for which the closure and post-closure costs have been reflected in the liability.

#### Contaminated Sites

Similar to the EFB and solid waste landfill closure and post closure costs, the Region does not budget for liabilities related to contaminated sites. No properties recorded are determined to be contaminated and no liability is recorded. This liability is not anticipated to change in 2020 and therefore would not impact the accumulated surplus.

### **Alternatives Reviewed**

No alternatives were reviewed as all municipalities are required to comply with Ontario Regulation 284/09.

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

This report was written to comply with Ontario Regulation 284/09. There are no direct links between this report and Council Strategic Priorities.

### **Other Pertinent Reports**

CSD 78-2019      2020 Levy Operating Budget

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**Prepared by:**

Tyler Potts, CPA, CA  
Senior Budget Analyst  
Corporate Services

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Corporate Services

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**Submitted by:**

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

*This report was prepared in consultation with Margaret Murphy, Associate Director, Budget Planning and Strategy, and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer.*

## MEMORANDUM

**BRC-C 14-2019**

**Subject: Additional Information Regarding 2020 Capital Budget Vehicle Projects**

**Date: December 5, 2019**

**To: Budget Review Committee of the Whole**

**From: Carolyn Ryall, Director, Transportation Services**

This memo is in addition to the original response to Councillor Information Request at BRCOTW on October 28, 2019, and includes additional information requested on new vehicles to be purchased as part of the 2020 Capital Budget as follows:

Project ID	Project Name	Department	Gross Budget
20001117	20 Ann-Fleet & Vehicle Replace (Existing)	Transportation	\$1,520,000
20001245	20-Facilities Maint Vehicle (New)	Transportation/ Corporate Services	35,000
20001162	20-Water Three New Vans	Water	150,000
20001135	20-Wastewater Five Trucks and Five Vans (New)	Wastewater	530,000
	<b>Total Transportation Services – Fleet</b>		<b>\$2,235,000</b>

Project ID	Project Name	Department	Gross Budget
20001257	NRPS – Annual Vehicle Replacements - NRPS - Annual Forecast (2020)	Niagara Regional Police Services (NRPS)	\$1,500,000
20001230	NRPS – Command Post	Niagara Regional Police Services	450,000
	<b>Total NRPS</b>		<b>\$1,950,000</b>

Project ID	Project Name	Department	Gross Budget
20001201	20-Ann Ambulance & Equip Replace	Emergency Medical Services (EMS)	\$3,367,644
	<b>Total EMS</b>		<b>\$3,367,644</b>

There are seven projects totaling \$7,552,644 included within the 2020 Capital Budget that are related to vehicle purchases. Of the seven projects, Transportation Services –

Fleet is responsible to procure \$2,235,000 of these vehicles. Projects 20001257, 20001230, and 20001201 are managed by NRPS and EMS, respectively. NRPS and EMS vehicles are partially funded by other levels of government or have different legislative requirements and guidelines, and therefore are not procured by Transportation Services – Fleet. Any further details to NRPS and EMS 2020 Capital Budget requests will require consultation with respective stakeholders.

Transportation Services – Fleet continues to optimize and move the business forward by:

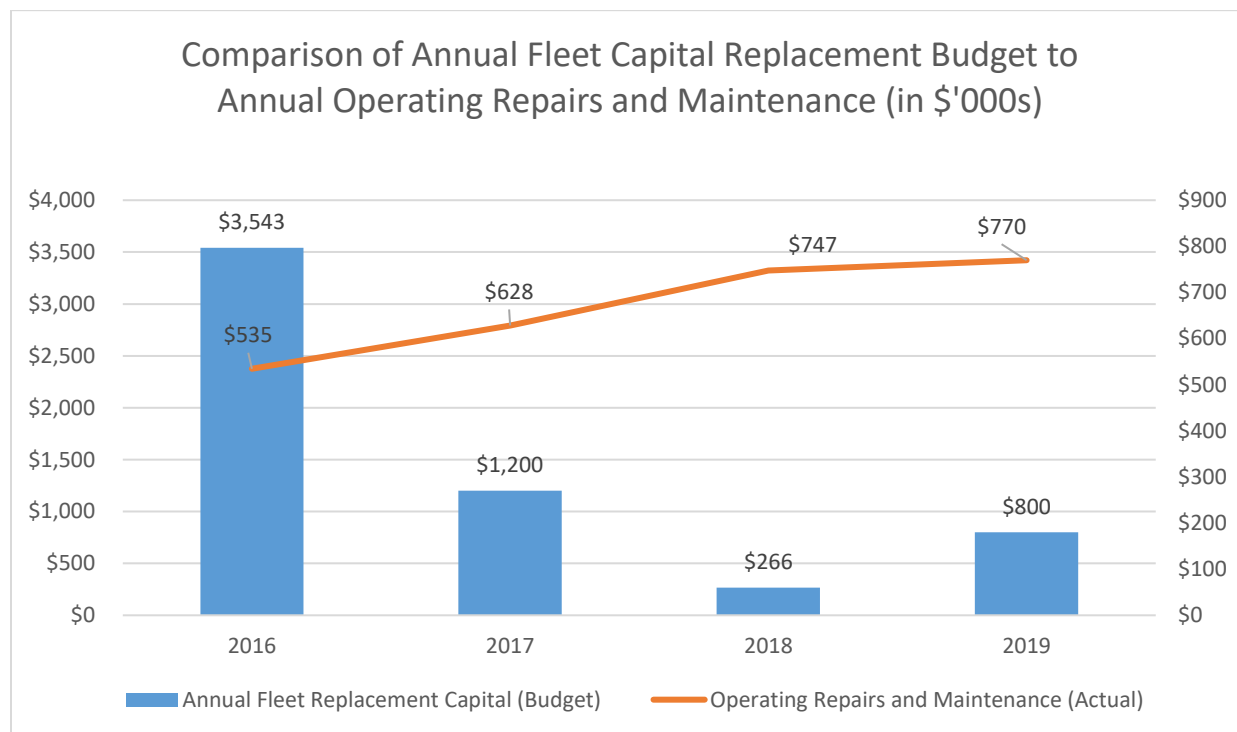
- utilizing recommendations from an audit from 2017, AC-C 1-2017, Value for Money Audit – Fleet, Equipment Management and Replacement review;
- understanding and balancing the needs of the different Regional customer departments; and
- continually expanding analysis and reporting on all Fleet vehicles for better analysis and capital forecasting which drive least cost solutions to the Niagara Region.

To date, Fleet Replacement considerations include a combination of the following:

1. *Age & Usage of Vehicles*
  - a. Useful life/age normally attained 8 to 12 years at standard depreciation
  - b. Usage includes kms or hours of heavy duty use
2. *Reliability & Safety*
  - a. As a regional vehicle or equipment, reliability to perform duties for Public Works (e.g. special purpose vehicles, heavy duty trucks, backhoes)
  - b. Warranty expiration after 3 to 6 years on new vehicles
  - c. higher maintenance & repairs after warranty expires (increasing age and utilization drives increased repairs & maintenance costs)
3. *Image*
  - a. Overall image we are required to maintain for Regional vehicles
  - b. Mandatory legislative requirements to maintain licensed vehicles
  - c. Discretion with unlicensed equipment; this does not include safety related items which are required
4. *Price at Auction – Good Salvage Value*
  - a. Age/Usage of vehicle
  - b. Condition of vehicle
  - c. Market demand

The Transportation Services – Fleet Capital and Operating Budgets are directly linked. Decisions made in one area will impact the other area. For example, a decision to extend the usage of vehicles past normal age and usage criteria will increase operating maintenance costs, reduce vehicle service levels and decrease salvage value.

The following table summarizes 2016 to 2019 Annual Fleet Replacement Capital Budget to Operating Repairs & Maintenance costs. Over the last four years, the cost of repairs & maintenance has been increasing as fleet replacement capital has been deferred as can be seen in the following chart:



Transportation Services – Fleet is balancing risk and safety with operating repairs and maintenance costs in determining Annual Fleet Replacement Capital Budget. Of the 220 licensed vehicles inventoried on the Public Works M5 AssetWorks Fleet Management System, on average 10% of these vehicles are considered for replacement in any given year, equating to approximately 22 licensed vehicles per year.

Please refer to Appendix 1 which outlines the age, model, mileage, condition of the vehicles put forward for consideration with the recommended status (replacement, net new, business case review) by Transportation Services – Fleet. Of the \$2,235,000 requested for the 2020 Capital Budget under Transportation Services – Fleet, \$1,310,000 is categorized for Replacement, \$610,000 is categorized for Net New, and \$315,000 is categorized for Business Case Review in advance of initiating any purchase.

Respectfully submitted and signed by,

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Carolyn Ryall, Director, Transportation Services Division, Public Works

Appendix 1 – Detail on Fleet Vehicle Replacements and New Vehicle Requests

**Appendix 1: Detail on Fleet Vehicle Replacements and New Vehicle Requests**

#	Division	Type of Vehicle	Vehicle Usage at Nov 2019 (KMs/HRs)	Comments	Status	Proposed Replacement Cost
1	Transportation	2013 Nissan 3500NV 9900 GVW Van Aerial Ladder	193,241 KMs	<ul style="list-style-type: none"> <li>- 8 years old at replacement,</li> <li>- High mileage vehicle,</li> <li>- Used daily,</li> <li>- On-call duty,</li> <li>- Higher safety consideration due to weather conditions</li> <li>- Projected increase in maintenance costs</li> <li>- Complex replacement timing of 9-12 months from manufacturer</li> </ul>	Replacement	\$125,000
2	Transportation	2013 Nissan 3500NV 9900 GVW Van Aerial Ladder	233,301 KMs	<ul style="list-style-type: none"> <li>- 8 years old at replacement,</li> <li>- High mileage vehicle,</li> <li>- Used daily,</li> <li>- On-call duty,</li> <li>- Higher safety consideration due to weather conditions</li> <li>- Projected increase in maintenance costs</li> <li>- Complex replacement timing of 9-12 months from manufacturer</li> </ul>	Replacement	125,000
		<b>Total Heavy Duty Commercial Vehicles</b>				<b>\$250,000</b>
3	Transportation	2008 Ford F550 17950 GVW Ext Cab Aerial	152,485 KMs	<ul style="list-style-type: none"> <li>- 13 years old at replacement,</li> <li>- High maintenance costs,</li> <li>- Complex replacement timing of 9-12 months from manufacturer</li> </ul>	Replacement	\$175,000
4	Transportation	2012 GMC 2500 HD 9200 GVW Ext Cab Pickup VMB	263,530 KMs	<ul style="list-style-type: none"> <li>- 9 years old at replacement,</li> <li>- High mileage vehicle,</li> <li>- Used daily,</li> <li>- Roads patrol truck</li> <li>- On-call duty,</li> </ul>	Replacement	40,000



BRC-C 14-2019  
Appendix 1

#	Division	Type of Vehicle	Vehicle Usage at Nov 2019 (KMs/HRs)	Comments	Status	Proposed Replacement Cost
				- Higher safety consideration due to weather conditions - Projected increase in maintenance costs		
5	Waste Management	2009 GMC Savana 8500 GVW Cargo Van	151,891 KMs	- 12 years old at replacement, - Moderate mileage, - Known mechanical issues	Replacement	35,000
6	Wastewater	N/A	N/A	- Net new vehicle for new FTE - Environmental Enforcement Officer	Net New	70,000
7	Wastewater	N/A	N/A	- Net new vehicle for new FTE - Environmental Enforcement Officer	Net New	70,000
8	Wastewater	N/A	N/A	- Net new vehicle for new FTE - Environmental Enforcement Officer	Net New	70,000
9	Wastewater	N/A	N/A	- Net new vehicle for new FTE - Systems Maintenance	Net New	70,000
10	Wastewater	N/A	N/A	- Net new vehicle for new FTE - Systems Maintenance	Net New	70,000
11	Water	N/A	N/A	- Net new vehicle for new FTE - Systems Maintenance	Net New	50,000
12	Water	N/A	N/A	- Net new vehicle for new FTE - Systems Maintenance	Net New	50,000
13	Water	N/A	N/A	- Net new vehicle for new FTE - Systems Maintenance	Net New	50,000
		<b>Total Heavy Duty Trucks And Cargo Vans</b>				<b>\$750,000</b>
14	Transportation	2014 Ford F-150 7000 GVW Ext Cab 4X4 Pickup 6.5 Box	187,082 KMs	- 7 years old at replacement, - High mileage vehicle, - Used daily, - Roads patrol truck, - On-call duty, - Higher safety consideration due to weather conditions, - Projected increase in maintenance costs	Replacement	\$35,000

#	Division	Type of Vehicle	Vehicle Usage at Nov 2019 (KMs/HRs)	Comments	Status	Proposed Replacement Cost
15	Transportation	2014 Ford F-150 7000 GVW Ext Cab 4X4 Pickup 6.5 Box	199,020 KMs	<ul style="list-style-type: none"> <li>- 7 years old at replacement,</li> <li>- High mileage vehicle,</li> <li>- Used daily,</li> <li>- Roads patrol truck,</li> <li>- On-call duty,</li> <li>- Higher safety consideration due to weather conditions,</li> <li>- Projected increase in maintenance costs</li> </ul>	Replacement	35,000
16	Transportation	2014 Ford F-150 7000 GVW Ext Cab 4X4 Pickup 6.5 Box	180,996 KMs	<ul style="list-style-type: none"> <li>- 7 years old at replacement,</li> <li>- High mileage vehicle,</li> <li>- Used daily,</li> <li>- Roads patrol truck,</li> <li>- On-call duty,</li> <li>- Higher safety consideration due to weather conditions,</li> <li>- Projected increase in maintenance costs</li> </ul>	Replacement	35,000
17	Transportation	2013 Ford F-150 7000 GVW Crew Cab 4x4 Pickup 6.5 Box	179,860 KMs	<ul style="list-style-type: none"> <li>- 8 years old at replacement,</li> <li>- High mileage vehicle,</li> <li>- Used daily,</li> <li>- Roads patrol trucks</li> <li>- On-call duty,</li> <li>- Higher safety consideration due to weather conditions</li> <li>- Projected increase in maintenance costs</li> </ul>	Replacement	35,000
18	Transportation	2013 Ford F-150 7000 GVW Crew Cab 4x4 Pickup 6.5 Box	173,093 KMs	<ul style="list-style-type: none"> <li>- 8 years old at replacement,</li> <li>- High mileage vehicle,</li> <li>- Used daily,</li> <li>- Roads patrol trucks</li> <li>- On-call duty,</li> <li>- Higher safety consideration due to weather conditions</li> <li>- Projected increase in maintenance costs</li> </ul>	Replacement	35,000

#	Division	Type of Vehicle	Vehicle Usage at Nov 2019 (KMs/HRs)	Comments	Status	Proposed Replacement Cost
19	Wastewater	2011 Ford Ranger 5099 GVW Ext Cab Pickup	139,266 KMs	- 10 years old at replacement, - Moderate mileage, - Requires physical condition assessment - Business model has changed and does not meet current needs	Business Case Review	30,000
20	Wastewater	2010 Ford Ranger 5040 GVW Ext Cab Pickup	127,500 KMs	- 11 years old at replacement, - Moderate mileage, - Requires physical condition assessment, - Business model has changed and does not meet current needs	Business Case Review	30,000
21	Wastewater	2010 Ford F-150 6050 GVW Reg Cab Pick up 8' Box	134,664 KMs	- 11 years old at replacement, - Moderate mileage, - Body panel corrosion	Business Case Review	30,000
22	Wastewater	2011 Ford Ranger 5099 GVW Ext Cab Pickup	62,402 KMs	- 10 years old at replacement, - Moderate mileage, - Requires physical condition assessment, - Business model has changed and does not meet current needs	Business Case Review	30,000
23	Wastewater	2008 Ford Ranger 5040 GVW Ext Cab Pickup	95,487 KMs	- 13 years old at replacement, - Moderate mileage, - Body panel corrosion, - Business model has changed and does not meet current needs	Business Case Review	30,000
24	Wastewater	2008 Ford Ranger 5040 GVW Ext Cab Pickup	115,330 KMs	- 13 years old at replacement, - Moderate mileage, - In-cab floor in poor physical condition - Business model has changed and does not meet current needs	Replacement	30,000
25	Wastewater	2011 Ford Ranger 5099 GVW Ext Cab Pickup	101,148 KMs	- 10 years old at replacement, - Moderate mileage, - Requires physical condition assessment	Business Case Review	30,000

#	Division	Type of Vehicle	Vehicle Usage at Nov 2019 (KMs/HRs)	Comments	Status	Proposed Replacement Cost
				- Business model has changed and does not meet current needs		
26	Water Wastewater Integrated Services	2008 Ford Ranger 5040 GVW Ext Cab Pickup	78,159 KMs	- 13 years old at replacement, - Lower mileage, - Requires physical condition assessment, - Projected increased in maintenance costs	Business Case Review	30,000
27	Wastewater	N/A	N/A	- Net new vehicle for new FTE - Biosolids Manager	Net New	37,500
28	Wastewater	N/A	N/A	- Net new vehicle for new FTE - Operations – New NOTL Plant	Net New	37,500
29	Wastewater	N/A	N/A	- Net new vehicle for new FTE	Business Case Review	35,000
30	Wastewater	N/A	N/A	- Net new vehicle for new FTE	Business Case Review	35,000
31	Wastewater	N/A	N/A	- Net new vehicle for new FTE	Business Case Review	35,000
32	Construction, Energy & Facilities Management	N/A	N/A	- Net new vehicle for new FTE - Operations Supervisor	Net New	35,000
		<b>Total Light Duty Trucks</b>				<b>\$630,000</b>
33	Clerks	2016 Dodge Caravan 2747 kg GVW Mini Cargo Van	195,461 KMs	- 5 years old at replacement - High mileage vehicle, - Used daily, - Avg. 50,000 km/yr, - Projected increase in maintenance costs	Replacement	\$30,000
34	Clerks	2016 Dodge Caravan 2747 kg GVW Mini Cargo Van	205,482 KMs	- 5 years old at replacement - High mileage vehicle, - Used daily, - Avg. 50,000 km/yr,	Replacement	30,000

#	Division	Type of Vehicle	Vehicle Usage at Nov 2019 (KMs/HRs)	Comments	Status	Proposed Replacement Cost
				- Projected increase in maintenance costs		
35	Waste Management	2008 Dodge Caravan 600 GVW Mini Cargo Van	177,592 KMs	- 13 years old at replacement, - High mileage vehicle, - Used daily, - Projected increase in maintenance costs	Replacement	30,000
36	Transportation	2011 Ford Escape 5000 GVW AWD Hybrid	148,898 KMs	- 10 years old at replacement, - 8yr warranty expired by manufacturer on hybrid battery & hybrid components - Unknown future maintenance costs & reliability	Replacement	35,000
37	Water	2011 Ford Escape 5000 GVW AWW Hybrid	89,802 KMs	- 10 years old at replacement, - 8yr warranty expired by manufacturer on hybrid battery & hybrid components - Unknown future maintenance costs & reliability	Replacement	35,000
38	Water Wastewater Integrated Services	2008 Dodge Caravan 5701 GVW Mini Cargo Van	163,966 KMs	- 13 years old at replacement, - Projected increased in maintenance costs, - Surface & mechanical corrosion	Replacement	30,000
		<b>Total Minivans And SUVs</b>				<b>\$190,000</b>
39	Transportation	2010 CAT 924 H 2.0 CY 128 HP Loader	8,238 HRs	known safety concerns; heavy hours of use, material repairs required	Replacement	\$200,000
	Transportation	2008 Solar Tech Truck Mounted Message Board		- 13 years old at replacement, - Standardized technology and operational features - Improved lightening technology for road safety - Enhanced programming features	Replacement	15,000
	Transportation	2012 Solar Tech Truck Mounted Message Board		- 9 years old at replacement, - Standardized technology and operational features	Replacement	15,000

BRC-C 14-2019  
Appendix 1

#	Division	Type of Vehicle	Vehicle Usage at Nov 2019 (KMs/HRs)	Comments	Status	Proposed Replacement Cost
				- Improved lightening technology for road safety - Enhanced programming features		
	Transportation	2012 Solar Tech Truck Mounted Message Board		- 9 years old at replacement, - Standardized technology and operational features - Improved lightening technology for road safety - Enhanced programming features	Replacement	15,000
	Transportation	2012 Solar Tech Truck Mounted Message Board		- 9 years old at replacement, - Standardized technology and operational features - Improved lightening technology for road safety - Enhanced programming features	Replacement	15,000
	Transportation	Small Tools & Equipment		-Chainsaws, pole saws, trimmers, pumps, compactors, compressors, generators, etc.	Replacement	155,000
		<b>Total Unlicensed Equipment</b>				<b>\$415,000</b>
		<b>Total</b>				<b>\$2,235,000</b>

**In accordance with the notice and submission deadline requirements of Sections 18.1(a) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Redekop a motion to be brought forward for consideration at the December 12, 2019 Council meeting respecting a Whistleblower Policy.**

WHEREAS good governance requires accountability, transparency and respectful relationships;

WHEREAS Region of Niagara staff and elected representatives are guided by a number of policies and a code of conduct, but not a policy that would protect those who reveal wrongdoing in the organization;

WHEREAS whistleblowing by employees of corporate organizations, including various levels of government have proven effective in bringing to light wrongdoing while providing to employees who act in good faith protection from discrimination and retribution;

Whereas employees of the Niagara Region should have the protection that a well-crafted whistleblower policy would provide to them in the event they see or hear of wrongdoing in the workplace.

NOW THEREFORE BE IT RESOLVED:

1. That Regional Council **SUPPORTS** employees who, acting in good faith, bring to light wrongdoing at the Region and in the workplace and supports the protection of those employees who are whistleblowers from detrimental treatment, retaliation, retribution, discrimination or workplace harassment as a result of their actions; and
2. That Regional Council **DIRECTS** staff to prepare a report with recommendations and a draft whistleblower policy for consideration by the Corporate Services Committee and presentation in due course to the Council; and
3. That this resolution **BE CIRCULATED** to local area municipalities in Niagara for support.

In accordance with the notice and submission deadline requirements of Sections 18.1(b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Sendzik a motion to be brought forward for consideration at the December 12, 2019 Council meeting respecting Commendation.

That Regional Council publicly and formally **COMMEND** those members of Council, staff and the public who strived to uphold the integrity of our public institution during the last term of Council; and

That Regional Council **THANK** the journalists at the Niagara Dailies for their integrity and professionalism in reporting on matters that were of significant community interest and changed the face of politics in Niagara; and

That a formal commendation and thank you **BE ISSUED** by Regional Chair Jim Bradley at the next regular meeting of Regional Council.



THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE  
PART OF BLOCKS 4 & 5, PLAN M-473, IN THE CITY OF WELLAND  
AS PART OF REGIONAL ROAD NO. 27 (WEST MAIN STREET)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from 1969578 Ontario Ltd.;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 27 (West Main Street).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 27 (West Main Street)

Part Blocks 4 and 5, Plan 59M-473, City of Welland, Regional Municipality of Niagara designated as Parts 11 and 13 on Reference Plan 59R-16523.

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >

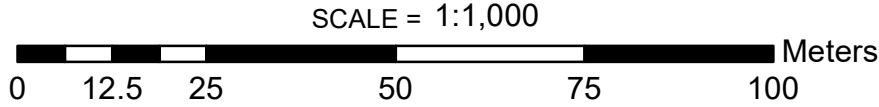




ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING  
ALONG REGIONAL ROAD No.27 (WEST MAIN STREET)  
EAST OF REGIONAL ROAD No. 54 (PRINCE CHARLES DRIVE NORTH)  
CITY OF WELLAND



DISCLAIMER  
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Transportation Services  
Surveys & Property Information  
IR-19-311 Date: 2019-10-15



THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE  
PART OF RANGE 18, PLAN 1, IN THE CITY OF NIAGARA FALLS  
AS PART OF REGIONAL ROAD NO. 102 (STANLEY AVENUE)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from 5009868 Ontario Limited;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 102 (Stanley Avenue).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 102 (Stanley Avenue)

Part Range 18, Plan 1, former Township of Stamford, now City of Niagara Falls, Regional Municipality of Niagara designated as Part 4 on Reference Plan 59R-16494.

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk


Passed: < >



**ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING  
FROM 5009868 ONTARIO LIMITED  
ALONG REGIONAL ROAD No.102 (STANLEY AVENUE)  
AT MURRAY STREET  
CITY OF NIAGARA FALLS**

**LEGEND:**

-  - DENOTES TERANET MAPPING
-  - DENOTES SUBJECT LANDS

**SCALE = 1:500**  Metres

**DISCLAIMER**

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**Niagara Region**

**Transportation Services  
Surveys & Property Information  
IR-19-314 Date: 2019-10-15**

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE  
PART OF LOT 1, PLAN 5, IN THE CITY OF NIAGARA FALLS  
AS PART OF REGIONAL ROAD NO. 57 (THOROLD STONE ROAD)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from Loho Vetz Inc.;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 57 (Thorold Stone Road).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 57 (Thorold Stone Road)

Part Lot 1, Plan 5, former Township of Stamford, now City of Niagara Falls, Regional Municipality of Niagara designated as Parts 1 and 2 on Reference Plan 59R-16192, Part 2, 59R-16192 being S/T RO208527.

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: December 12, 2019

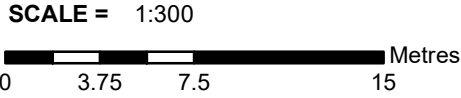




**ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING  
ALONG REGIONAL ROAD No.57 (THOROLD STONE ROAD) WEST OF PORTAGE ROAD  
CITY OF NIAGARA FALLS**



**DISCLAIMER**  
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**Transportation Services  
Surveys & Property Information  
IR-19-302 Date: 2019-10-01**

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE  
PART OF TOWNSHIP LOT 32 AND BLOCKS 109, 110 AND 111, 59M-466,  
IN THE CITY OF THOROLD AS PART OF REGIONAL ROAD NO. 67  
(BEAVERDAMS ROAD)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from Chemtrade Chemicals Canada Ltd. as in the firstly described parcel, and Stardust Estates Inc. as in the secondly described parcel.

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 67 (Beaverdams Road).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the following lands be and the same are hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 67 (Beaverdams Road):

Firstly:

Part of Township Lot 32, Geographic Township of Thorold, now City of Thorold, Regional Municipality of Niagara and designated as Part 1 on Reference Plan 59R-16344.

Secondly:

Blocks 109, 110 and 111, Plan 59M-466, City of Thorold, Regional Municipality of Niagara.

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >



**Firstly from: Chemtrade Chemicals Canada Ltd & Secondly From: Stardust Estates Inc.**



**ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING  
FIRSTLY FROM: CHEMTRADE CHEMICALS CANADA LTD.  
SECONDLY FROM: STARDUST ESTATES INC,  
ALONG REGIONAL ROAD No.67 (BEAVER DAMS ROAD)  
EAST OF REGIONAL ROAD 56 (COLLIER ROAD SOUTH)  
CITY OF THOROLD**

**DISCLAIMER**

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**SCALE = 1:3,000**

0 30 60 120 Metres

**817**

**Niagara Region**

**Transportation Services  
Surveys & Property Information  
IR-19-307 Date: 2019-10-04**

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE  
PART OF LOT 20, CONCESSION 9, IN THE TOWNSHIP OF WEST LINCOLN  
AS PART OF REGIONAL ROAD NO. 20 (HIGHWAY 20)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from Sicard Holiday Campers Limited;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 20 (Highway 20).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 20 (Highway 20):

Part Township Lot 20, Concession 9, former Township of South Grimsby, now Township of West Lincoln, Regional Municipality of Niagara designated as Part 1 on Reference Plan 30R-15507.

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >



SICARD HOLIDAY CAMPERS LIMITED

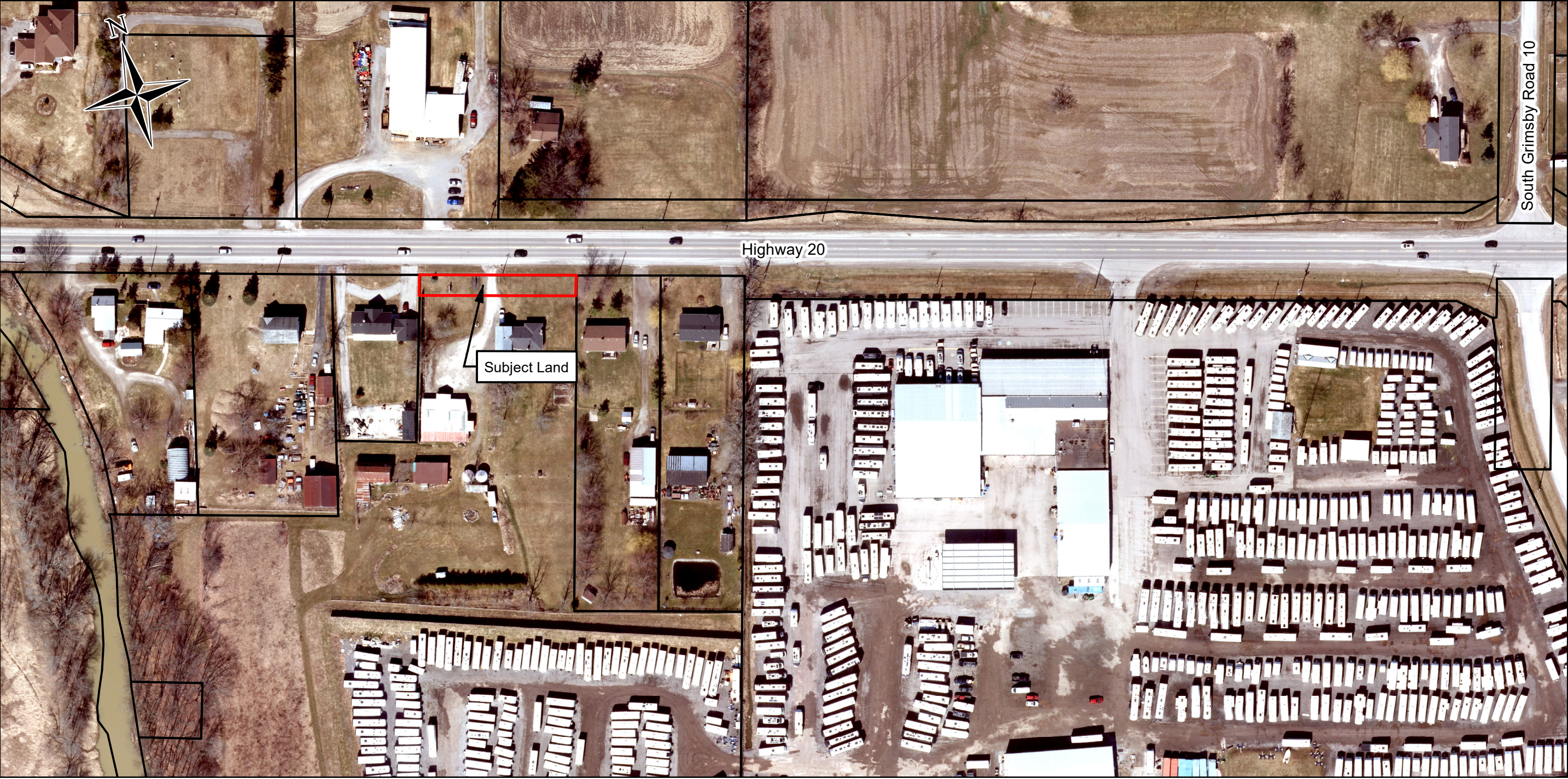


ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING  
ALONG REGIONAL ROAD No.20 WEST OF SOUTH GRIMSBY ROAD 10  
TOWNSHIP OF WEST LINCOLN



DISCLAIMER  
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SCALE = 1:1,500  
0 15 30 60 Metres

Transportation Services  
Surveys & Property Information  
IR-19-336 Date: 2019-11-15



THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO APPOINT BY-LAW ENFORCEMENT OFFICERS  
FOR THE PURPOSE OF ENFORCING THE SEWER USE BY-LAW NO. 27-2014  
AS AMENDED, AND TO REPEAL BY-LAW 43-2010

WHEREAS subsection 15 (1) of the *Police Services Act, R.S.O. 1990, c.P. 15*, states that a municipal council may appoint persons to enforce the by-laws of the municipality;

WHEREAS subsection 15 (2) of the *Police Services Act, R.S.O. 1990, c.P. 15*, states that municipal by-law enforcement officers are peace officers for the purpose of enforcing municipal by-laws;

WHEREAS subsection 1 (1)(d) of the *Provincial Offences Act, R.S.O. 1990, c. P33*, states that a provincial offences officer means a by-law enforcement officer of any municipality or of any local board of any municipality, while in the discharge of his or her duties.

WHEREAS on February 27, 2014, the Council of the Regional Municipality of Niagara passed By-law No. 27-2014, being a by-law to regulate discharges to the sanitary and storm sewer systems of The Regional Municipality of Niagara;

WHEREAS it is necessary to appoint certain Regional staff as by-law enforcement officers for the purposes of enforcement of By-law No. 27-2014, as may be amended from time to time;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the following persons be hereby appointed as By-law Enforcement Officers for the purposes of enforcing By-law No. 27-2014, as amended, being the Sewer Use By-law.

Jason Oatley, Manager, Quality and Compliance (Wastewater)  
Dominic Valentini, Environmental Enforcement Officer  
Craig Burns, Environmental Enforcement Officer  
Ashley Marshall, Environmental Enforcement Officer  
Chris Brylinski, Environmental Enforcement Officer

2. That By-law No. 43-2010 is hereby repealed.
3. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ADOPT THE 2020 WATER BUDGET AND  
TO SET THE REQUISITION TO BE CHARGED FOR  
WATER SUPPLIED TO LOWER-TIER MUNICIPALITIES  
FOR THE PERIOD JANUARY 1, 2020 TO DECEMBER 31,  
2020

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WHEREAS Section 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide;

WHEREAS section 390 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that the definition of a person includes a municipality;

WHEREAS section 391 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality is authorized to impose fees or charges on person for costs payable by it for services or activities provided or done by or on behalf of any other municipality; and

WHEREAS water supplied to the lower-tier municipalities is a service provided by the Regional Municipality of Niagara on behalf of the lower-tier municipalities within the Niagara Region.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2020 Water Gross Operating Budget of \$46,300,620 and Net Operating Budget of \$45,920,957 be and hereby is adopted.
2. That 75% of the Net Operating Budget, \$34,440,718 be recovered from the lower-tier municipalities based on actual metered water flows multiplied by the Region's annually set uniform water rate.
3. That the rate payable by the lower-tier municipalities for treated water supplied by the Regional Waterworks system shall be established at \$0.602 for every cubic meter supplied to each lower-tier municipality for the period of January 1, 2020 to December 31, 2020.
4. That 25% of the Net Operating Budget, \$11,480,239 be apportioned to the lower-tier municipalities based on their proportionate share of the Region's total three year average historical flows.

5. That the lower-tier municipalities be requisitioned during the period January 1, 2020 to December 31, 2020 as follows:

Fixed Water Requisition for 2020 Net Budget			
Municipality	3-Year Avg. (%)	Allocation (\$)	Monthly (\$)
Fort Erie	7.84%	\$899,645	\$74,970
Grimsby	5.30%	\$608,082	\$50,674
Lincoln	3.94%	\$452,771	\$37,731
Niagara Falls	26.23%	\$3,011,163	\$250,930
Niagara-on-the-Lake	5.43%	\$623,711	\$51,976
Pelham	2.06%	\$236,558	\$19,713
Port Colborne	5.31%	\$610,016	\$50,835
St. Catharines	26.51%	\$3,042,931	\$253,578
Thorold	3.72%	\$427,215	\$35,601
Welland	12.13%	\$1,392,536	\$116,045
West Lincoln	1.53%	\$175,609	\$14,634
<b>Total</b>	<b>100.00%</b>	<b>\$11,480,239</b>	<b>\$956,687</b>

6. That the Treasurer of the Regional Corporation shall submit similar invoices on or before the 15<sup>th</sup> day of each month commencing February 15, 2020 for the monthly requisition. Such monthly invoices shall continue thereafter until the December monthly requisition has been invoiced. Each lower-tier municipality shall remit the amount of each such invoices to the Treasurer of the Regional Corporation on or before the last business date of the month in which such invoice is submitted.
7. That in the event of default of payment of any monies payable under this by-law by a lower-tier municipality, interest at the rate of 15 per cent per annum shall be added to the amount in arrears from the date of default until the date of payment thereof.
8. That this by-law shall come into force and effect on January 1, 2020.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ADOPT THE 2020 WASTEWATER BUDGET  
AND SET THE REQUISITIONS TO BE CHARGED FOR  
WASTEWATER RECEIVED FROM THE LOWER-TIER  
MUNICIPALITIES FOR THE PERIOD JANUARY 1, 2020 TO  
DECEMBER 31, 2020

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WHEREAS section 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide;

WHEREAS section 390 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that the definition of a person includes a municipality;

WHEREAS section 391 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality is authorized to impose fees or charges on person for costs payable by it for services or activities provided or done by or on behalf of any other municipality,

WHEREAS wastewater received from the lower-tier municipalities is a service provided by the Regional Municipality of Niagara on behalf of the lower-tier municipalities within the Niagara Region; and

WHEREAS the Council of the Regional Municipality of Niagara passed By-Law No. 119-2011 which indicated that, consistent with the wastewater reconciliation methodology described in PWA 87-2011, a reconciliation adjustment will commence with the 2013 Budget.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2020 Wastewater Gross Operating Budget of \$80,504,266 and Net Operating Budget of \$77,020,694 be and hereby is adopted.
2. That the 2020 budgeted net wastewater operating budget be apportioned to the lower-tier municipalities based on their proportionate share of the Region's total three year average historical wastewater flows.
3. That the 2020 wastewater bills also include reconciliation of the 2018 net requisition allocated based on actual wastewater flows versus the estimated flows.



4. That the lower-tier municipalities be requisitioned during the period January 1, 2020 to December 31, 2020 as follows:

<b>Wastewater Requisition (2020 Net budget &amp; 2018 Reconciliation)</b>				
<b>Municipality</b>	<b>2020 Net Budget Allocation (\$)</b>	<b>2018 Reconciliation (\$)</b>	<b>Total (\$)</b>	<b>Monthly (\$)</b>
Fort Erie	8,043,911	(189,542)	7,854,369	654,531
Grimsby	3,740,290	72,923	3,813,213	317,768
Lincoln	2,948,685	23,238	2,971,924	247,660
Niagara Falls	15,113,526	(711,135)	14,402,391	1,200,199
Niagara-on-the-Lake	3,185,401	114,819	3,300,220	275,018
Pelham	1,379,048	(83,549)	1,295,498	107,958
Port Colborne	4,544,117	159,962	4,704,079	392,007
St. Catharines	21,916,001	448,367	22,364,368	1,863,697
Thorold	3,899,808	300,668	4,200,476	350,040
Welland	11,012,336	(192,335)	10,820,001	901,667
West Lincoln	1,237,572	56,585	1,294,157	107,846
<b>Total</b>	<b>77,020,694</b>	<b>-</b>	<b>77,020,694</b>	<b>6,418,391</b>

5. That the Treasurer of the Regional Corporation shall submit similar invoices on or before the 15th day of each month commencing February 15, 2020 for the monthly requisition. Such monthly invoices shall continue thereafter until December monthly requisition has been invoiced. Each lower-tier municipality shall remit the amount on each such invoice to the Treasurer of the Regional Corporation on or before the last business day of the month in which such invoice is submitted.
6. That in the event of default of payment of any monies payable under this by-law by the lower-tier municipality, interest at the rate of 15 per cent per annum shall be added to the amount in arrears from the date of default until the date of payment thereof.
7. That this by-law shall come into force and effect on January 1, 2020

THE REGIONAL MUNICIPALITY OF NIAGARA

---

James Bradley, Regional Chair

---

Ann-Marie Norio, Regional Clerk

Passed: <date>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ADOPT THE 2020 WASTE MANAGEMENT  
BUDGET FOR THE REGIONAL MUNICIPALITY OF  
NIAGARA

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WHEREAS subsection 289 (1) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, requires that an upper-tier municipality shall in each year prepare and adopt a budget; and,

WHEREAS the Council of the Regional Municipality of Niagara adopted its 2020 Waste Management Budget as described herein.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2020 Waste Management Gross Operating Budget of \$57,225,193 and Net Operating Budget of \$38,821,604 be and hereby is adopted.
2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>

## Appendix I

## THE REGIONAL MUNICIPALITY OF NIAGARA

## BY-LAW NO. &lt; &gt;

A BY-LAW TO ADOPT THE 2020 CAPITAL BUDGET FOR  
THE REGIONAL MUNICIPALITY OF NIAGARA

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WHEREAS subsection 289 (1) of the Municipal Act, 2001, S.O. 2001, c.25. as amended states that an upper-tier municipality shall in each year prepare and adopt a budget; and,

WHEREAS the Council of The Regional Municipality of Niagara adopted its 2020 Capital Budget on December 5, 2019.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2020 Capital Budget for Regional Departments, Agencies and Boards, as presented and listed below and in detail in Appendix I, be approved, subject to the project initiation in accordance with the Capital Asset Management policy;

Gross Expenditures:		
Community Services	\$	1,897,808
Corporate Services		167,241,000
Niagara Regional Housing		28,164,858
Niagara Regional Police		4,154,500
Public Health and EMS		3,467,644
Transportation		65,473,679
Waste Management		8,485,400
Wastewater		60,195,000
Water		36,445,000
Total Gross Expenditures	<b>\$</b>	<b><u>375,524,889</u></b>

Financing Sources:		
Reserves	\$	123,817,765
Debt Financing		144,949,650
External Contributions		106,757,474
Total Financing Sources	<b>\$</b>	<b><u>375,524,889</u></b>

Appendix I

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001107	20-LTC Cap Imp/Replace	274,133	274,133	0	0	0	0	0
J_20001108	20-LTC Machinery/Equipment	270,733	270,733	0	0	0	0	0
J_20001109	20- LTC Resident Care Equipment	561,317	561,317	0	0	0	0	0
J_20001110	20-LTC Roof Replacement	357,500	357,500	0	0	0	0	0
J_20001106	20-LTC Bed Replacement	245,358	245,358	0	0	0	0	0
J_20001111	20-LTC Tech Imprv	188,767	188,767	0	0	0	0	0
<b>Community Services Total</b>		<b>1,897,808</b>	<b>1,897,808</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
J_20001240	20-HR Time + Attendance Software Upgrade	300,000	300,000	0	0	0	0	0
J_20001241	20-HRIS Development	200,000	200,000	0	0	0	0	0
J_20001236	20- Annual Application Lifecycle Replacement	300,000	300,000	0	0	0	0	0
J_20001061	20- IT Asset Replacement	1,035,000	1,035,000	0	0	0	0	0
J_10GD1505	20-LTC Fort Erie New Home	57,365,000	0	42,687,000	9,078,000	0	0	5,600,000
J_20001207	20-Bld Ext-Welland Child Found	62,000	62,000	0	0	0	0	0
J_20001203	20-LTC St. Catharines New Home	102,000,000	0	86,500,000	15,500,000	0	0	0
J_20001204	20-Ann-Staff Accommodations	100,000	100,000	0	0	0	0	0
J_20001206	20-Ann-Code & Leg Compliance	100,000	100,000	0	0	0	0	0
J_20001219	NRHQ - Campbell East Main Entry Door Replacement	80,000	80,000	0	0	0	0	0
J_20001221	NRHQ - Campbell East - Building Mechanical Humidification	110,000	110,000	0	0	0	0	0
J_20001223	NRHQ - Civic Park Security Enhancements	100,000	100,000	0	0	0	0	0
J_20001213	NRHQ - Campbell East Roof Replacement	795,000	795,000	0	0	0	0	0

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001220	Building Automation Redesign	100,000	100,000	0	0	0	0	0
J_20001235	SAEO Peer Street Niagara Falls - Plumbing Replacement	40,000	40,000	0	0	0	0	0
J_20000979	NRPS Welland Gun Range - Roof Replacement	750,000	750,000	0	0	0	0	0
J_20001226	NRPS Emerg Services St. Cath - Roof Replacement	280,000	280,000	0	0	0	0	0
J_20001227	PW Yards Septic Replacement	880,000	880,000	0	0	0	0	0
J_20001228	PW Pelham Yard - Exterior and Platform Replacement	55,000	55,000	0	0	0	0	0
J_20001229	PW Pelham Yard - Dome Roof Replacement	300,000	300,000	0	0	0	0	0
J_20001210	PW Smithville Yard - Main Building Roof Replacement	314,000	314,000	0	0	0	0	0
J_20000980	PW Thorold Yard - Roof Replacement	210,000	210,000	0	0	0	0	0
J_20001232	PW Thorold Yard - Wash Bay Structural Repair and Siding	94,000	94,000	0	0	0	0	0
J_20001233	PW Thorold Yard - Dome Roof Replacement	281,000	281,000	0	0	0	0	0
J_20001271	911 Backup Rationalization	1,000,000	1,000,000	0	0	0	0	0
J_20001238	20-OCR Software Implentation	140,000	140,000	0	0	0	0	0
J_20001239	20-Misc Levy Properties	250,000	250,000	0	0	0	0	0
<b>Corporate Services Total</b>		<b>167,241,000</b>	<b>7,876,000</b>	<b>129,187,000</b>	<b>24,578,000</b>	<b>0</b>	<b>0</b>	<b>5,600,000</b>
J_20000680	NRH - Multi-Residential Intensification - Niagara Falls	20,090,000	3,050,913	0	14,039,087	0	0	3,000,000
J_20001101	NRH - 2020 Annual Grounds Capital Program	1,009,739	175,368	775,280	0	0	0	59,091

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001102	NRH - 2020 Annual Unit Capital Program	3,470,763	711,802	2,519,117	0	0	0	239,844
J_20001103	NRH - 2020 Annual Building Capital Program	3,394,356	650,312	2,524,919	0	0	0	219,125
J_20001104	NRH - 2020 Annual Emergency Capital Program	200,000	200,000	0	0	0	0	0
<b>Niagara Regional Housing Total</b>		<b>28,164,858</b>	<b>4,788,395</b>	<b>5,819,316</b>	<b>14,039,087</b>	<b>0</b>	<b>0</b>	<b>3,518,060</b>
J_20001257	NRPS - Annual Vehicle Replacements - NRPS - Annual Forecast (2020)	1,500,000	1,500,000	0	0	0	0	0
J_20001263	20- NRPS Vehicle Deployment System	157,000	157,000	0	0	0	0	0
J_20001267	20- NRPS Intelligence Software	49,700	49,700	0	0	0	0	0
J_20001260	NRPS - Command Post	450,000	0	450,000	0	0	0	0
J_20001262	NRPS - LIDAR Units - Annual Forecast (2020)	14,000	14,000	0	0	0	0	0
J_20001266	20- NRPS Tactical Training Site Upgrade	50,000	50,000	0	0	0	0	0
J_20001270	20- NRPS Tactical Search Camera	26,000	26,000	0	0	0	0	0
J_20001268	20- NRPS Diver Surface Supply Consoles	38,000	38,000	0	0	0	0	0
J_20001261	NRPS - CEW Replacement - Annual Forecast (2020)	200,000	200,000	0	0	0	0	0
J_20001265	20- NRPS Judgement Simulator	81,800	81,800	0	0	0	0	0
J_20001269	20- NRPS Application Tourniquets	38,000	38,000	0	0	0	0	0
J_20001258	NRPS - IT & Network Equipment Replacement - Annual Forecast (2020)	700,000	700,000	0	0	0	0	0

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001259	NRPS – NG 911 Equipment Replacement (2020)	700,000	0	700,000	0	0	0	0
J_20001264	20- NRPS Equipment Asset Tracker	150,000	150,000	0	0	0	0	0
<b>NRPS Total</b>		<b>4,154,500</b>	<b>3,004,500</b>	<b>1,150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
J_20001201	20-Ann Ambulance&Equip Replace	3,367,644	3,167,746	0	199,898	0	0	0
J_20001202	20-EMS - Inventory Software	100,000	100,000	0	0	0	0	0
<b>Public Health Emergency Serv Total</b>		<b>3,467,644</b>	<b>3,267,746</b>	<b>0</b>	<b>199,898</b>	<b>0</b>	<b>0</b>	<b>0</b>
J_20001125	20 Ann-Patrol Yard Imprv	1,000,000	640,000	0	360,000	0	0	0
J_20001123	20 Ann-Roads Equip Upgrade	1,000,000	1,000,000	0	0	0	0	0
J_20001130	Line Marking Improvements	100,000	100,000	0	0	0	0	0
J_20000498	McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	1,800,000	0	1,800,000	0	0	0	0
J_20001114	20 Ann-Guide Rail Imprv	200,000	200,000	0	0	0	0	0
J_20001119	20 Ann-Railway Crossing Imprv	120,000	120,000	0	0	0	0	0
J_20001121	20 Ann-Storm Sewers & Culverts	1,100,000	1,100,000	0	0	0	0	0
J_20001115	20 Ann-Illum Install and Upgrade	1,000,000	900,000	0	100,000	0	0	0
J_20001120	20 Ann-Traffic Signals	3,000,000	2,700,000	0	300,000	0	0	0
J_10RC1329	Cpcty Imprv - Casablanca Blvd Widening - Livingston to QEW	16,000,000	0	0	11,305,000	1,995,000	2,700,000	0
J_10RC1562	Rds Rehab - RR 42 Ontario St. Reconstruction - Lakeshore to Linwell	1,400,000	1,260,000	0	140,000	0	0	0
J_10RC0816	Cpcty Imprv-Recon RR 57 (Thorold Stone Rd) ext east of Stanley Ave	6,000,000	203,022	0	5,100,000	696,978	0	0



## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20000661	Struc Rehab - Schisler Road Bridge (027230)	1,700,000	0	1,700,000	0	0	0	0
J_20000662	Int Imprv-RR81 King St @ Main & Nineteenth-LN	500,000	500,000	0	0	0	0	0
J_20000667	Rds Rehab - RR49 McLeod Rd Phase 2 - HEPC to Wilson	1,000,000	150,000	0	850,000	0	0	0
J_10RC1354	Rds Rehab - Lakeshore Rd West recon from Third St to Seventh St	1,300,000	300,000	0	0	1,000,000	0	0
J_20000895	Int Imprv - RR 24 Victoria Ave at RR 63 Canboro Road, WL and RR27 East Main at RR84 Moyer, WE	2,000,000	500,000	0	0	1,500,000	0	0
J_20000896	Rds Rehab - RR 43 Bridge St - Victoria Ave to Erie	750,000	750,000	0	0	0	0	0
J_20000929	Int Imprv- RR46 Geneva St at Carlton-SC	1,000,000	1,000,000	0	0	0	0	0
J_10RC1554	Cpcty Imprv - Glendale Ave Interchange at QEW	1,000,000	150,000	0	850,000	0	0	0
J_20001113	20- Ann-Development Projects	1,000,000	0	0	0	0	0	1,000,000
J_20001122	20 Ann-Roads Resurfacing and Strengthening Program	8,344,729	0	3,343,334	834,473	4,166,922	0	0
J_20001126	20 Ann-Struc Rehab-Eng & Constr	1,000,000	1,000,000	0	0	0	0	0
J_20001118	20- Ann-Misc Road Properties	200,000	200,000	0	0	0	0	0
J_20001116	20- Ann-Roads Eng for Future	500,000	500,000	0	0	0	0	0
J_20001248	Int Imprv-RR67 Beaverdams at Decew	250,000	250,000	0	0	0	0	0
J_20001124	20 Ann-Struc-Eng Stdy Fut Brdg	300,000	300,000	0	0	0	0	0

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001182	20-Struc Rehab-RR81 Forty Mile Creek Bridge (081205)	100,000	0	100,000	0	0	0	0
J_20001185	Int Imprv - RR 49 McLeod Rd at Drummond Rd	200,000	100,000	0	100,000	0	0	0
J_20001186	Rds Rehab - RR 20 Lundy's Lane - Highland Ave to Montrose Rd	500,000	450,000	0	50,000	0	0	0
J_20001188	20-Int Imprv-RR47 Lyon's Creek at Montrose	200,000	30,000	0	170,000	0	0	0
J_20001191	20-Cpcty Imprv-RR98 Montrose Rd from Lyon's Creek to Canadian	1,000,000	150,000	0	850,000	0	0	0
J_20001192	Struc Rehab - Glendale Ave Bridge (089215)	200,000	0	200,000	0	0	0	0
J_20001193	Int Imprv - RR 55 Niagara Stone Rd at Airport Rd and Concession 4	200,000	200,000	0	0	0	0	0
J_20001194	20-Rds Rehab-RR56 Burleigh Hill-Warkdale to St. David's	300,000	270,000	0	30,000	0	0	0
J_20001183	20-Rds Rehab-Misc Road Construction	1,000,000	310,000	0	100,000	590,000	0	0
J_20001184	20-Struc Rehab-RR12 Mountain St Retaining Wall	500,000	0	500,000	0	0	0	0
J_20001197	Struc Rehab -054205-Prince Charles Dr Bridge	150,000	0	150,000	0	0	0	0
J_20001198	Struc Rehab -020215-Hwy 20 CPR Subway	500,000	0	500,000	0	0	0	0
J_20001199	20-Rds Rehab-RR87 Lakeshore Rd-MUP Townline to FMC	300,000	300,000	0	0	0	0	0
J_20001200	Rds Rehab - RR40 South Service Rd Go Bus Sidewalk	350,000	350,000	0	0	0	0	0

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001189	20-Struc Rehab-RR24 Sixteen Creek Culvert (024310)	200,000	0	200,000	0	0	0	0
J_20001190	Struc Rehab -021210-Thompson Rd Bridge	100,000	0	100,000	0	0	0	0
J_20001195	Struc Rehab -021215-Thompson Rd Bridge	100,000	0	100,000	0	0	0	0
J_20001196	Struc Rehab - Lakeport Road (087210) and Frank Weir (087205)	100,000	0	100,000	0	0	0	0
J_20001249	20-Int Imprv-Thirty Rd at Young Street	500,000	100,000	0	0	400,000	0	0
J_20001127	20-Ann - Survey Equipment Repl	90,000	90,000	0	0	0	0	0
J_20001128	20- Vision Zero	250,000	250,000	0	0	0	0	0
J_20001117	20 Ann-Fleet & Vehicle Replace	1,520,000	1,520,000	0	0	0	0	0
J_20001245	20-Facilities Maint Vehicles	35,000	35,000	0	0	0	0	0
J_20000494	NRT - Capital Acquisition	3,513,950	1,010,464	0	0	0	0	2,503,486
<b>Public Works - Levy Total</b>		<b>65,473,679</b>	<b>18,988,486</b>	<b>8,793,334</b>	<b>21,139,473</b>	<b>10,348,900</b>	<b>2,700,000</b>	<b>3,503,486</b>
J_20001179	20-Annual-Miscellaneous Enhance/Replace-Other	225,500	225,500	0	0	0	0	0
J_20001180	20-Property Acquisition	110,000	110,000	0	0	0	0	0
J_20000338	Humberstone - Infrastructure Upgrades	4,400,000	4,400,000	0	0	0	0	0
J_20001177	20-Humberstone Drop-Off Depot Upgrades	385,000	385,000	0	0	0	0	0
J_20001176	20-Elm Street - Asphalt Road	220,000	220,000	0	0	0	0	0
J_20001178	20-Recycling Facility Improvements	834,900	819,330	0	15,570	0	0	0

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001247	20-Recycling - Fibre Line Enhancements	2,200,000	2,200,000	0	0	0	0	0
J_20001181	20-Recycling Building & Equipment	110,000	110,000	0	0	0	0	0
<b>Waste Management Total</b>		<b>8,485,400</b>	<b>8,469,830</b>	<b>0</b>	<b>15,570</b>	<b>0</b>	<b>0</b>	<b>0</b>
J_20000685	Fuel Tank Replacement Program	250,000	250,000	0	0	0	0	0
J_20001131	20-Pipe and Manhole Rehabilitation Program	250,000	250,000	0	0	0	0	0
J_20001132	20-Flow Meters in Trunk Sewer	225,000	225,000	0	0	0	0	0
J_20001133	20-WWTP Digester / Sludge Management Program	1,250,000	1,250,000	0	0	0	0	0
J_20001134	20-Chemical System Upgrade Program - Wastewater	400,000	400,000	0	0	0	0	0
J_20001137	20-Facilities Security Improvement Program Wastewater	600,000	600,000	0	0	0	0	0
J_20001139	20-Portable Sewage Bypass Pumps	240,000	240,000	0	0	0	0	0
J_20001140	20-Laboratory and Sampling Equipment Upgrade Program	150,000	150,000	0	0	0	0	0
J_20001135	20-Wastewater Five Trucks and Five Vans	530,000	530,000	0	0	0	0	0
J_20001136	20-Heat Exchanger Replacement Program	150,000	150,000	0	0	0	0	0
J_20001141	20-Corporate WIFI Expansion at Wastewater Facilities	240,000	240,000	0	0	0	0	0
J_20001142	20-WW Generator Replacement Program	300,000	300,000	0	0	0	0	0

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20000692	Mewburn Pumping Station Upgrade	250,000	250,000	0	0	0	0	0
J_20000699	Stamford Sewer Trunk Rehabilitation - Phase II	7,600,000	7,600,000	0	0	0	0	0
J_20000866	19-Decomission Old Central PS	600,000	600,000	0	0	0	0	0
J_20001143	20-Niagara Falls WWTP PLC Upgrade for Primaries	160,000	160,000	0	0	0	0	0
J_20001278	20- Niagara Falls WWTP Maintenance Building Replacement	400,000	400,000	0	0	0	0	0
J_20001144	20-New Queenston/ St.Davids's Wastewater Servicing	800,000	400,000	0	400,000	0	0	0
J_20001145	20-Queenston WWTP Sustainability Upgrades	600,000	600,000	0	0	0	0	0
J_20000690	Niagara Parkway Sanitary Trunk Sewer Rehabilitation	600,000	600,000	0	0	0	0	0
J_20000729	Catherine Street Pumping Station Upgrades	200,000	40,000	0	160,000	0	0	0
J_20001146	20-Lakeshore Road Pumping Station Upgrade	400,000	40,000	0	360,000	0	0	0
J_20001138	20-Anger Ave WWTP Grit Upgrade	250,000	250,000	0	0	0	0	0
J_20000708	Port Robinson Lagoon Decommissioning	250,000	250,000	0	0	0	0	0
J_20000881	19-Dain City Pump Station Forcemain Replacement	5,500,000	5,500,000	0	0	0	0	0
J_20001149	20- Quaker Rd Trunk Sewer	300,000	0	0	300,000	0	0	0

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001147	20-Welland OAW Diversion Building Decommissioning	300,000	300,000	0	0	0	0	0
J_20001148	20-Gordon Street Trunk Sewer Rehabilitation	300,000	300,000	0	0	0	0	0
J_10SW1118	Shirley Road Pump Station Upgrade	1,900,000	950,000	0	950,000	0	0	0
J_20001150	20-Crystal Beach Wastewater Treatment Plant Upgrade	300,000	300,000	0	0	0	0	0
J_20000869	19-Seaway WWTP Influent Channel Upgrade	300,000	300,000	0	0	0	0	0
J_10SW1526	East Side Pumping Station Upgrades	4,100,000	4,100,000	0	0	0	0	0
J_20001152	20-Oxford Pump Station Upgrades	250,000	25,000	0	225,000	0	0	0
J_20001151	20-Seaway WWTP Generator Replacement	250,000	250,000	0	0	0	0	0
J_20001153	20-Seaway WWTP Ferric System Upgrade	200,000	200,000	0	0	0	0	0
J_20000202	Port Weller WWTP Bar Screen Replacement	2,000,000	2,000,000	0	0	0	0	0
J_20000687	Port Weller WWTP Chemical System Upgrade	1,700,000	1,700,000	0	0	0	0	0
J_20001154	20-Four Mile Creek Sewer Rehabilitation	400,000	400,000	0	0	0	0	0
J_20000201	Port Dalhousie WWTP Upgrade	10,000,000	6,000,000	0	0	4,000,000	0	0
J_10SW1268	Wellandvale Pumping Station Upgrades	1,300,000	1,300,000	0	0	0	0	0

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20000469	Port Dalhousie WWTP Chemical System Upgrades	500,000	500,000	0	0	0	0	0
J_20000702	Laurie Ave Pumping Station and Forcemain Upgrade	4,000,000	400,000	0	3,600,000	0	0	0
J_20000707	Bridgeport Pumping Station Upgrade and Forcemain Replacement	3,000,000	600,000	0	2,400,000	0	0	0
J_20000709	Jordan Valley Pumping Station Upgrade and Forcemain Replacement	3,000,000	600,000	0	2,400,000	0	0	0
J_20001158	20-Bal Harbor Pumping Station Electrical Upgrade	200,000	200,000	0	0	0	0	0
J_20001156	20-Biggar Lagoon Pumping Station Upgrade	600,000	300,000	0	300,000	0	0	0
J_20001155	20-Lakewood Garden Pumping Station Upgrades	200,000	200,000	0	0	0	0	0
J_20001157	20-Victoria Avenue Pumping Station Upgrades	700,000	140,000	0	560,000	0	0	0
J_10SW1513	Garner Road Access & Lagoon Improvements	2,200,000	2,200,000	0	0	0	0	0
<b>Wastewater Operations Total</b>		<b>60,195,000</b>	<b>44,540,000</b>	<b>0</b>	<b>11,655,000</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>
J_20000612	2018 WTP Upgrade - GAC Replacement	2,000,000	2,000,000	0	0	0	0	0
J_20000609	18 -Generator Fuel Tank Replacement	100,000	100,000	0	0	0	0	0
J_20001159	20-Water Generator Replacement Program	600,000	600,000	0	0	0	0	0
J_20001160	20-Water Security Improvement Program	500,000	500,000	0	0	0	0	0

## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001161	20-Water Hardware and Software Upgrade Program	350,000	350,000	0	0	0	0	0
J_20001162	20-Water Three New Vans	150,000	150,000	0	0	0	0	0
J_20001165	20-Water Valve Replacement Program	400,000	400,000	0	0	0	0	0
J_20001163	20-Water Chemical System Upgrade Program	250,000	250,000	0	0	0	0	0
J_20001164	20-Water Reservoir and Storage Program	700,000	700,000	0	0	0	0	0
J_20000618	Niagara Falls WTP Upgrades - High Lift Low Lift and Substation	4,000,000	4,000,000	0	0	0	0	0
J_20001166	20-Niagara Falls WTP Filter Controls Upgrade	270,000	270,000	0	0	0	0	0
J_20000458	Rosehill WTP New Intake	800,000	800,000	0	0	0	0	0
J_20000614	New Fort Erie Elevated Tank and Trunk Watermain	1,200,000	600,000	0	600,000	0	0	0
J_20000619	New Pelham Elevated Tank	1,200,000	600,000	0	600,000	0	0	0
J_20001167	20-Shoalt's Drive High and Low Lift Pumping Station Upgrades	1,400,000	140,000	0	1,260,000	0	0	0
J_20001168	20-Watermain Replacement Aqueduct St/ Merritt St	300,000	300,000	0	0	0	0	0
J_10CW1314	Port Colborne Water Treatment Plant Upgrade	5,000,000	5,000,000	0	0	0	0	0
J_20000462	Decew WTP New Intake Channel	1,000,000	0	0	200,000	0	0	800,000
J_20000508	Virgil Elevated Tank – Corrosion Protection	3,000,000	3,000,000	0	0	0	0	0
J_20000982	19-St.Davids Rd Watermain Replacement	1,000,000	1,000,000	0	0	0	0	0



## Appendix I

Project ID	Project	Gross Capital Request	Reserves	Debt	Development Charges	Federal Gas Tax	Local Area	Other External
J_20001171	20-Watermain Replacement Vineland - Nineteenth St and Glen Rd	2,500,000	2,500,000	0	0	0	0	0
J_20001172	20-Watermain Replacement along Victoria Ave (between King St and Moyer Rd)	250,000	250,000	0	0	0	0	0
J_20001173	20-St.Davids Chlorination Facility Upgrade	250,000	250,000	0	0	0	0	0
J_20001170	20-Watermain Interconnection from Decew WTP to Townline Rd E	1,000,000	1,000,000	0	0	0	0	0
J_20001174	20-Decommissioning Carlton St. Reservoir	300,000	300,000	0	0	0	0	0
J_20001169	20-DeCew WTP Plant 2 Upgrades	2,000,000	2,000,000	0	0	0	0	0
J_20001243	20-Vineland and Jordan Reservoir Decommissioning	600,000	600,000	0	0	0	0	0
J_20001244	20-Warner Rd Pumping Station Decommissioning	125,000	125,000	0	0	0	0	0
J_20000187	Grimsby WTP Upgrade - Laneway and Valve Replacements	700,000	700,000	0	0	0	0	0
J_20000467	Grimsby Watermain Replacement Elizabeth St to Park Rd	4,000,000	2,000,000	0	2,000,000	0	0	0
J_20001175	20-Watermain Replacement Ontario St in the Town of Lincoln	500,000	500,000	0	0	0	0	0
<b>Water Operations Total</b>		<b>36,445,000</b>	<b>30,985,000</b>	<b>0</b>	<b>4,660,000</b>	<b>0</b>	<b>0</b>	<b>800,000</b>
<b>Total</b>		<b>375,524,889</b>	<b>123,817,765</b>	<b>144,949,650</b>	<b>76,287,028</b>	<b>14,348,900</b>	<b>2,700,000</b>	<b>13,421,546</b>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ADOPT THE 2020 OPERATING BUDGET  
AND TAX LEVY FOR THE REGIONAL MUNICIPALITY OF  
NIAGARA

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WHEREAS subsection 289 (1) of the Municipal Act, S.O. 2001, Chapter 25 as amended states that an upper-tier municipality shall in each year prepare and adopt a budget; and,

WHEREAS the Council of the Regional Municipality adopted its 2020 Tax Levy Budget as hereinafter described.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the 2020 Operating Budget and Tax Levy of \$392,569,613, as set out in Appendix 1, 2020 Operating Summary, attached hereto, be and hereby is adopted.
2. That this by-law shall come into force and effect on January 1, 2020.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >

## Appendix 1 – 2020 Operating Summary

	2019 Budget	2020 Budget	\$ Variance	% Variance
Compensation	393,607,022	408,729,183	15,122,161	3.84%
Administrative	28,165,397	32,415,325	4,249,928	15.09%
Operational & Supply	40,678,841	47,302,642	6,623,801	16.28%
Occupancy & Infrastructure	27,435,709	29,839,146	2,403,437	8.76%
Equipment, Vehicles & Technology	15,132,147	15,893,504	761,357	5.03%
Community Assistance	203,205,293	196,142,493	(7,062,800)	(3.48%)
Partnership, Rebates & Exemptions	16,596,731	20,300,452	3,703,721	22.32%
Financial Expenditures	68,609,140	69,372,535	763,395	1.11%
Transfers to Funds	30,339,755	30,203,839	(135,916)	(0.45%)
Expense Allocations to Capital	(140,000)	(140,000)	-	0.00%
Allocations Between Departments	(1,952,378)	(1,906,892)	45,486	2.33%
<b>Total Expenditure before Indirect Allocations</b>	<b>821,677,657</b>	<b>848,152,227</b>	<b>26,474,570</b>	<b>3.22%</b>
Indirect Allocation to Rate	(5,856,132)	(6,321,279)	(465,147)	(7.94%)
Capital Financing Allocation to Rate	(11,827,193)	(11,865,047)	(37,854)	(0.32%)
<b>Total Indirect Allocations</b>	<b>(17,683,324)</b>	<b>(18,186,326)</b>	<b>(503,002)</b>	<b>(2.84%)</b>
<b>Total Expenditure</b>	<b>803,994,333</b>	<b>829,965,901</b>	<b>25,971,568</b>	<b>3.23%</b>
Taxation	(15,267,076)	(17,063,974)	(1,796,898)	(11.77%)
Federal & Provincial Grants	(326,258,998)	(319,544,489)	6,714,509	2.06%
By-Law Charges & Sales	(19,285,010)	(22,085,492)	(2,800,482)	(14.52%)
Other Revenue	(65,127,275)	(72,053,859)	(6,926,584)	(10.64%)
Transfers from Funds	(12,330,337)	(6,648,474)	5,681,863	46.08%
<b>Total Revenue</b>	<b>(438,268,696)</b>	<b>(437,396,288)</b>	<b>872,408</b>	<b>0.20%</b>
<b>Net Levy Budget</b>	<b>365,725,637</b>	<b>392,569,613</b>	<b>26,843,976</b>	<b>7.34%</b>
<b>Assessment Growth</b>				<b>1.42%</b>
<b>Taxpayer Impact</b>				<b>5.92%</b>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO AUTHORIZE LONG-TERM FINANCING  
(1-5 YEARS) IN THE AMOUNT OF \$1,150,000; AND  
(1-10 YEARS) IN THE AMOUNT OF \$10,962,650; AND  
(1-25 YEARS) IN THE AMOUNT OF \$129,187,000; AND  
(1-30 YEARS) IN THE AMOUNT OF \$3,650,000  
NIAGARA REGION CAPITAL PROJECTS

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WHEREAS Section 408, *Municipal Act, 2001*, S.O. 2001, c.25. as amended, authorizes Regional Council to approve long term borrowing by the issue of debentures on the credit of the Regional Corporation, and

WHEREAS funding has been approved for capital projects included in the 2020 Capital Budget that was adopted by the Council of the Regional Municipality of Niagara on December 5, 2019, as shown on the Treasurer's Report attached to this by-law (Appendix I).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That long-term financing (1-5 Years) in the amount of \$1,150,000 be approved for the projects as shown on the Treasurer's Report attached to this by-law (Appendix I);
2. That long-term financing (1-10 Years) in the amount of \$10,962,650 be approved for the projects as shown on the Treasurer's Report attached to this by-law (Appendix I);
3. That long-term financing (1-25 Years) in the amount of \$129,187,000 be approved for the projects as shown on the Treasurer's Report attached to this by-law (Appendix I);
4. That long-term financing (1-30 Years) in the amount of \$3,650,000 be approved for the projects as shown on the Treasurer's Report attached to this by-law (Appendix I);
5. That the Treasurer be authorized to execute the Treasurer's Report attached to this By-law as Appendix I; and

6. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed:

## Appendix I – Treasurer's Report:

<b>TREASURER'S REPORT</b>			
<b>PROJECT IDENTIFICATION AND FINANCING INFORMATION</b>			
<b>Project ID</b>	<b>Description</b>	<b>Long-term Financing</b>	<b>Term (min-max)</b>
J_20000661	Struc Rehab - Schisler Road Bridge (027230)	\$1,700,000	1 - 30
J_20001184	20-Struc Rehab-RR12 Mountain St Retaining Wall	500,000	1 - 30
J_20001198	Struc Rehab -020215-Hwy 20 CPR Subway	500,000	1 - 30
J_20001192	Struc Rehab - Glendale Ave Bridge (089215)	200,000	1 - 30
J_20001189	20-Struc Rehab-RR24 Sixteen Creek Culvert (024310)	200,000	1 - 30
J_20001197	Struc Rehab -054205-Prince Charles Dr Bridge	150,000	1 - 30
J_20001182	20-Struc Rehab-RR81 Forty Mile Creek Bridge (081205)	100,000	1 - 30
J_20001190	Struc Rehab -021210-Thompson Rd Bridge	100,000	1 - 30
J_20001195	Struc Rehab -021215-Thompson Rd Bridge	100,000	1 - 30
J_20001196	Struc Rehab - Lakeport Road (087210) and Frank Weir (087205)	100,000	1 - 30
J_20001203	20-LTC St. Catharines New Home	86,500,000	1 - 25
J_10GD1505	20-LTC Fort Erie New Home	42,687,000	1 - 25
J_20001122	20 Ann-Roads Resurfacing and Strengthening Program	3,343,334	1 - 10
J_20001103	NRH - 2020 Annual Building Capital Program	2,524,919	1 - 10
J_20001102	NRH - 2020 Annual Unit Capital Program	2,519,117	1 - 10
J_20000498	McLeod Rd at Stanley/CNR Tracks - Storm Pumping Station	1,800,000	1 - 10
J_20001101	NRH - 2020 Annual Grounds Capital Program	775,280	1 - 10
J_20001259	NRPS – NG 911 Equipment Replacement (2020)	700,000	1 - 5
J_20001260	NRPS - Command Post	450,000	1 - 5
	<b>TOTAL</b>	<b>\$ 144,949,650</b>	
<b>TREASURER'S VERIFICATION REPORT</b> <b>(REQUIRED ONLY ON PROJECTS INVOLVING DEBENTURE FINANCING)</b> <b>This confirms that I have checked the "Debt Repayment Limit" for Regional Niagara and passage of the by-law to approve these projects will not cause the Region to exceed its limit.</b>			
<b>DATE</b>	<b>SIGNATURE</b>		

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ESTABLISH FEES AND CHARGES FOR  
SERVICES AND ACTIVITIES PROVIDED BY THE REGIONAL  
MUNICIPALITY OF NIAGARA AND FOR THE USE OF ITS  
PROPERTY AND TO REPEAL BY-LAW 2019-28

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WHEREAS section 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may pass by-laws respecting services and things that the municipality is authorized to provide; and

WHEREAS section 391 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that a municipality may impose fees or charges on persons: for services or activities provided or done by or on behalf of it; for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and for the use of its property including property under its control; and

WHEREAS section 69 of the *Planning Act*, R.S.O. 1990, c. P.13, permits a council of a municipality to establish a tariff of fees for the processing of applications made in respect of planning matters.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That By-law 2019-28 is hereby repealed.
2. That the fees and charges as set out in Appendix '1' to this by-law are hereby adopted and enacted.
3. That where the provisions of any other by-laws are inconsistent with the provisions of this by-law, the provisions of this by-law shall prevail.

4. That this by-law shall come into force and effect on January 1, 2020.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >



**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Community Services**

**Seniors Services:**

Adult day programs (geared-to-income)	per day	15.86 - 36.05	15.86 - 36.05	-	15.86 - 36.05	Exempt
Deer Park assisted living (geared-to-income)	per month	1,929.66 - 2,459.50	1,948.96 - 2,483.85	-	1,948.96 - 2,483.85	Exempt
In-home respite (geared-to-income)	per hour	2.50 - 6.50	2.50 - 6.50	-	2.50 - 6.50	Exempt
Aphasia program	per half day	15.00	15.00	-	15.00	Exempt

**Child Care Services:**

Child care (geared-to-income)	per day	10.11 - 55.16	10.11 - 52.93	-	10.11 - 52.93	Exempt
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**Public Health**

**Public Health:**

**Inspections:**

Food handler certification (includes the course, manual, exam, and one (1) free exam rewrite)	per certificate	50.00	44.25	5.75	50.00	HST included
Food handler exam only	each	20.00	17.70	2.30	20.00	HST included
Food handler exam rewrite only	each	20.00	17.70	2.30	20.00	HST included
Food handler manual only	each	25.00	22.12	2.88	25.00	HST included
Replacement of lost certificates	per certificate	20.00	17.70	2.30	20.00	HST included
Fixed premises real estate inspection – on site	per inspection	339.00	300.00	39.00	339.00	HST included
Fixed premises real estate inspection – file search only	per inspection	150.00	132.74	17.26	150.00	HST included
Routine inspections after business hours	per inspection	282.50	250.00	32.50	282.50	HST included
Re-opening pool or restaurant after-hours	per re-opening	282.50	250.00	32.50	282.50	HST included
Tick sign	each		26.55	3.45	30.00	HST included

**Sexual Health:**

Oral contraception	per package	8.00 - 22.00	8.00 - 18.00	-	8.00 - 18.00	Zero-rated
Contraceptive patch	each	10.00	10.00	-	10.00	Zero-rated
Metronidazole	dose	5.00	5.00	-	5.00	Zero-rated
Plan B	each	10.00	10.00	-	10.00	Zero-rated
Depo-Provera	each	18.00	18.00	-	18.00	Zero-rated
NUVA Ring	each	10.00	10.00	-	10.00	Zero-rated
Valcyclovir	caplet	1.00	1.00	-	1.00	Zero-rated
Intrauterine System (IUS)	each	45.00-55.00	45.00-55.00	-	45.00-55.00	Zero-rated
Intrauterine Device (IUD)	each	330.00-345.00	330.00-345.00	-	330.00-345.00	Zero-rated

**Disinterment:**

Disinterment initial fee	each	113.00	200.00	26.00	226.00	HST included
Disinterment each additional hour or part thereof	per hour	113.00	100.00	13.00	113.00	HST included

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Emergency Medical Services:**

Ambulance Call Report	each	60.00	53.10	6.90	60.00	HST included
Summary report/dispatch record	each	60.00	53.10	6.90	60.00	HST included
Statements	each	40.00	35.40	4.60	40.00	HST included
Birth (statement of declaration)	each	60.00	53.10	6.90	60.00	HST included
Interviews (minimum of four (4) hours)	per hour	80.00	70.80	9.20	80.00	HST included
Special events ambulance and paramedic (two (2) medics required)	per hour (incl. two medics) plus ambulance cost	160.00 plus 80.00	141.59 plus 70.80	18.41 plus 9.20	160.00 plus 80.00	HST included

**Corporate Services**

**Legal:**

***Schedule of Legal Services Fees for Planning, Public Works, and Other Matters:***

Development charge agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Servicing, site plan, engineering or other development control agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Land severance approval agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Waterline, easement, etc. agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Applications to close roads for private benefit	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Encroachment agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Other miscellaneous agreements	each	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	-	Greater of 550.00 plus disbursements and application of Hourly Rates applicable to the review of the Agreement	Exempt
Compliance letters	each	110.00	110.00	-	110.00	Exempt
Respond to the request for the Release of Easements, Agreements or other rights	each	Greater of 110.00 and application of Hourly Rates applicable to the review of the agreement(s)/other legal documentation related to the request	Greater of 110.00 and application of Hourly Rates applicable to the review of the agreement(s)/other legal documentation related to the request	-	Greater of 110.00 and application of Hourly Rates applicable to the review of the agreement(s)/other legal documentation related to the request	Exempt
Provide the Release of the Easement, Agreement or other rights	each	Greater of \$165.00 plus disbursements and application of Hourly Rates applicable to the preparation of release documents	Greater of \$165.00 plus disbursements and application of Hourly Rates applicable to the preparation of release documents	-	Greater of \$165.00 plus disbursements and application of Hourly Rates applicable to the preparation of release documents	Exempt
Director of Legal and Court Services / Senior Counsel hourly rates	per hour	225.00	225.00	Varies	225.00	Varies with service
Legal Counsel hourly rates	per hour	200.00	200.00	Varies	200.00	Varies with service
Law Clerks hourly rates	per hour	66.00	66.00	Varies	66.00	Varies with service
Litigation hourly rates	per hour	Litigation on a time, legal seniority, and complexity of the matter basis as permitted by applicable courts or legal assessment officers ranging inclusive of hourly rates and lump sums for interlocutory proceedings	Litigation on a time, legal seniority, and complexity of the matter basis as permitted by applicable courts or legal assessment officers ranging inclusive of hourly rates and lump sums for interlocutory proceedings	Varies	Litigation on a time, legal seniority, and complexity of the matter basis as permitted by applicable courts or legal assessment officers ranging inclusive of hourly rates and lump sums for interlocutory proceedings	Varies with service

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Court Services:**

First placement fee - consumer accounts	each	12% - 15%	12% - 15%	-	12% - 15%	Exempt
Second placement fee - consumer accounts	each	17.5% - 32%	17.5% - 32%	-	17.5% - 32%	Exempt
Third Placement fee - consumer accounts	each	29.5% - 50%	29.5% - 50%	-	29.5% - 50%	Exempt

*Consumer accounts refer to those involving individual debtors.*

First placement fee - commercial accounts	each	12% - 15%	12% - 15%	-	12% - 15%	Exempt
Second placement fee - commercial accounts	each	17.5% - 32%	17.5% - 32%	-	17.5% - 32%	Exempt
Third Placement fee - commercial accounts	each	29.5% - 50%	29.5% - 50%	-	29.5% - 50%	Exempt

*Commercial accounts refer to all non-consumer debtors including businesses, corporations, partnerships, companies, institutions, government agencies, etc.*

Records Search - initial request (in accordance with MFIPPA fees schedule)	each	5.00	5.00	-	5.00	Exempt
Records Search - per 15 minutes of search time (in accordance with MFIPPA fees schedule)	each	7.50	7.50	-	7.50	Exempt
Photocopies (not certified) and ICON Screen Prints (per Section 391 of the Municipal Act)	per page	1.00	1.00	-	1.00	Exempt
Photocopies (certified) (per Section 391 of the Municipal Act)	per page	3.50	3.50	-	3.50	Exempt
Faxes (per Section 391 of the Municipal Act)	per page	1.50	1.50	-	1.50	Exempt
Administration fee for POA cases at certification of default stage	each	40.00	40.00	-	40.00	Exempt
NSF fee (under authority Section 66.2 of the Provincial Offences Act)	per incident	35.00	35.00	-	35.00	Exempt

**Finance:**

Hourly rates (where applicable)	each	225.00	225.00	Varies	225.00	Varies with service
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**Consumer & Commercial Accounts (Non-Court Services):**

First placement fee - consumer accounts	each	12% - 15%	12% - 15%	-	12% - 15%	Exempt
Second placement fee - consumer accounts	each	17.5% - 32%	17.5% - 32%	-	17.5% - 32%	Exempt
Third Placement fee - consumer accounts	each	29.5% - 50%	29.5% - 50%	-	29.5% - 50%	Exempt

*Consumer accounts refer to those involving individual debtors.*

First placement fee - commercial accounts	each	12% - 15%	12% - 15%	-	12% - 15%	Exempt
Second placement fee - commercial accounts	each	17.5% - 32%	17.5% - 32%	-	17.5% - 32%	Exempt
Third Placement fee - commercial accounts	each	29.5% - 50%	29.5% - 50%	-	29.5% - 50%	Exempt

*Commercial accounts refer to all non-consumer debtors including businesses, corporations, partnerships, companies, institutions, government agencies, etc.*

NSF fee	per incident	35.00	35.00	-	35.00	Exempt
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**Information Technology:**

**GIS Mapping:**

Digital Mapping:

2018 Aerial Photography (10 cm pixel)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2015 Aerial Photography (20 cm pixel)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2013 Aerial Photography (10 cm pixel)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2010 Aerial photography (20cm pixel colour)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2006 Aerial photography (10cm pixel black & white)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2002 Aerial photography (20cm pixel colour)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included
2000 Aerial photography (30cm pixel black & white)	1 sq. km Tile	50.00	44.25	5.75	50.00	HST included

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Hardcopy Mapping:**

Road map - Niagara Region 8.5" x 11" or 11" x 17"	Plot (std bond)	10.00	8.85	1.15	10.00	HST included
Road map - Niagara Region 24" x 36" (colour or B&W)	Plot (std bond)	25.00	22.12	2.88	25.00	HST included
Road map - Niagara Region 36" x 48" (colour or B&W)	Plot (std bond)	50.00	44.25	5.75	50.00	HST included
Road map - 42" paper	Plot (std bond)	75.00	66.37	8.63	75.00	HST included
Hardcopy map customization (one (1) hour minimum charge)	per hour	50.00	44.25	5.75	50.00	HST included

**Business Licensing:**

*Unless otherwise stated below, refer to the appropriate Business Licensing By-law for details on required frequency of fee payment (e.g. annual, pro-rated, one-time, etc.).*

Adult Entertainment Parlour Owner	each	2,537.00	3,750.00	-	3,750.00	Exempt
Adult Entertainment Parlour Operator	each	126.00	1,200.00	-	1,200.00	Exempt
Adult Entertainment Parlour Entertainer	each	126.00	250.00	-	250.00	Exempt
Adult Entertainment Parlour Owner - Non-refundable Administration Fee	each		150.00	-	150.00	Exempt
Adult Entertainment Parlour Operator - Non-refundable Administration Fee	each		50.00	-	50.00	Exempt
Adult Entertainment Parlour Entertainer - Non-refundable Administration Fee	each	25.00	25.00	-	25.00	Exempt
Adult Entertainment Parlour Transfer of Owner's Licenses - Arm's length transfer	each	2,537.00	3,750.00	-	3,750.00	Exempt
Adult Entertainment Parlour Transfer of Owner's Licenses - Transfer to an existing Co-owner or non-arm's length transfer	each	1,015.00	1,015.00	-	1,015.00	Exempt
Auto Wrecking Yard – Initial Application	each	362.00	360.00	-	360.00	Exempt
Auto Wrecking Yard – Renewal	each	207.00	220.00	-	220.00	Exempt
Caleche Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Caleche Driver – Renewal	each	28.00	28.00	-	28.00	Exempt
Caleche Owner – Initial Application	each	362.00	360.00	-	360.00	Exempt
Caleche Owner – Renewal	each	181.00	185.00	-	185.00	Exempt
Caleche Owner – Transfer	each	362.00	360.00	-	360.00	Exempt
Caleche Horse	each		30.00	-	30.00	Exempt
Caleche Business	each		150.00	-	150.00	Exempt
Paratransit Driver – Initial Application	each		60.00	-	60.00	Exempt
Paratransit Driver – Renewal	each		40.00	-	40.00	Exempt
Paratransit Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Paratransit Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Paratransit Owner – Transfer	each	1,294.00	1,300.00	-	1,300.00	Exempt
Paratransit Business	each		150.00	-	150.00	Exempt
Salvage Yard – Initial Application	each	362.00	370.00	-	370.00	Exempt
Salvage Yard – Renewal	each	207.00	220.00	-	220.00	Exempt
Second Hand Dealer – Initial Application	each	233.00	260.00	-	260.00	Exempt
Second Hand Dealer – Renewal	each	155.00	160.00	-	160.00	Exempt
Second Hand Store – Initial Application	each	233.00	300.00	-	300.00	Exempt
Second Hand Store – Renewal	each	181.00	185.00	-	185.00	Exempt
Shuttle Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Shuttle Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Shuttle Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Shuttle Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Shuttle Owner – Transfer	each	1,294.00	1,300.00	-	1,300.00	Exempt
Shuttle Business	each		150.00	-	150.00	Exempt
Sightseeing Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Sightseeing Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Sightseeing Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Sightseeing Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Sightseeing Owner – Transfer (New Owner)	each	1,294.00	1,300.00	-	1,300.00	Exempt
Sightseeing Business	each		150.00	-	150.00	Exempt
Spare Vehicle – Initial Application	each	621.00	625.00	-	625.00	Exempt
Spare Vehicle – Renewal	each	258.00	300.00	-	300.00	Exempt
Specialty Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Specialty Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Specialty Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Specialty Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Specialty Owner – Transfer	each		1,300.00	-	1,300.00	Exempt
Specialty Business	each		150.00	-	150.00	Exempt
Taxi Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Taxi Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Taxi Owner – Broker	each	155.00	150.00	-	150.00	Exempt
Taxi Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Taxi Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Taxi Owner – Transfer (New Owner)	each	1,294.00	1,300.00	-	1,300.00	Exempt
Tow Truck Driver – Initial Application	each	53.00	60.00	-	60.00	Exempt
Tow Truck Driver – Renewal	each	28.00	40.00	-	40.00	Exempt
Tow Truck Owner – Initial Application	each	1,294.00	1,300.00	-	1,300.00	Exempt
Tow Truck Owner – Renewal	each	258.00	260.00	-	260.00	Exempt
Tow Truck Owner – Transfer	each	1,294.00	1,300.00	-	1,300.00	Exempt
Tow Truck Yard	each		100.00	-	100.00	Exempt
Tow Truck Business	each		150.00	-	150.00	Exempt
Transportation Network Company – Driver initial application administration fee	each	15.25 per quarter	40.00	-	40.00	Exempt
Transportation Network Company – Driver application administration fee for second and subsequent short-term licences (less than 12 months)	each	15.25 per quarter	25.00	-	25.00	Exempt
Transportation Network Company:						
1 - 24 Vehicles	each	1,015.00	1,020.00	-	1,020.00	Exempt
25 - 99 Vehicles	each	5,075.00	5,100.00	-	5,100.00	Exempt
100 - 499 Vehicles	each	10,150.00	10,200.00	-	10,200.00	Exempt
500 - 999 Vehicles	each	15,225.00	15,300.00	-	15,300.00	Exempt
1000+ Vehicles	each	50,750.00	50,750.00	-	50,750.00	Exempt
Per Trip Charge	trip	0.11	0.13	-	0.13	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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***Business Licensing Administrative***

NSF Cheque	each	51.00	35.00	-	35.00	Exempt
Late fee	each		50.00	-	50.00	Exempt
License replacement	each		60.00	-	60.00	Exempt
Replacement Vehicle	each		100.00	-	100.00	Exempt

**Customer Service:**

International Plaza Event (up to 149 attendees)	per hour		40.00	5.20	45.20	HST included
International Plaza Event (150+ attendees): Non-profit and Charitable	per hour		35.00	4.55	39.55	HST included
International Plaza Event (150+ attendees): Commercial	per hour		70.00	9.10	79.10	HST included
International Plaza Event Hydro	per day		30.00	3.90	33.90	HST included
International Plaza Event (150+ attendees) Staff Time	per hour		44.25	5.75	50.00	HST included
International Plaza Vendor Space	per day		45.00	5.85	50.85	HST included
International Plaza Photography Permit	per hour		30.00	3.90	33.90	HST included
International Plaza Instructional Class	per hour		22.00	2.86	24.86	HST included
Small Meeting Room - Event: Non-profit and Charitable	per hour		10.00	1.30	11.30	HST included
Small Meeting Room - Event: Commercial	per hour		20.00	2.60	22.60	HST included
Small Meeting Room - Meeting (non-event): Non-Profit and Charitable	per hour		-	-	-	HST included
Large Meeting Room - Event: Non-profit and Charitable	per hour		15.00	1.95	16.95	HST included
Large Meeting Room - Event: Commercial	per hour		32.00	4.16	36.16	HST included
Large Meeting Room - Meeting (non-event): Non-Profit and Charitable	per hour		-	-	-	HST included
Reinstatement of property	each		at cost (time and material) plus 15%	applicable	at cost (time and material) plus 15%	HST included
Cancellation fee with less than three (3) business days' notice or no-shows	each		25.00	3.25	28.25	HST included

*Small Meeting Room options: CE101, CE102, CE103, or CR4*

*Large Meeting Room option: CE101 and CE102 (combined)*

**Corporate Administration**

**Human Resources:**

3rd party request for release of information	each	71.00	71.00 per hour plus incidental costs	-	71.00 per hour plus incidental costs	Exempt
Document Archive Request (Record Search)	each	7.50	7.50	-	7.50	Exempt
Photocopying	per page	0.20	0.20	-	0.20	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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**Clerks Office:**

**Subscription Rates:**

Council blue book - yearly	yearly	235.70	208.58	27.12	235.70	HST included
Agenda package (for Standing Committees)	per committee, yearly	107.00	94.69	12.31	107.00	HST included
Minutes only	per committee, yearly	74.90	66.28	8.62	74.90	HST included

**Miscellaneous Items:**

Swearing of oaths (may be waived/amended at the discretion of the Clerk)	each	15.00	15.00	-	15.00	Exempt
Photocopying (may be waived/amended at the discretion of the Clerk)	per page	0.20	0.20	-	0.20	Exempt

**Requests for Records and Information (includes requests made under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA)):**

Initial requests (MFIPPA)	each	5.00	5.00	-	5.00	Exempt
Preparation fee (redaction time)	per 15 minutes	7.50	7.50	-	7.50	Exempt
Photocopying	per page	0.20	0.20	-	0.20	Exempt
Manual Search	per 15 minutes	7.50	7.50	-	7.50	Exempt
Producing an electronic record	per 15 minutes	7.50	7.50	-	7.50	Exempt
Search involving third party (i.e. locating, retrieval, processing, copying)	each	all costs incurred plus HST applicable	all costs incurred (inclusive of any non-recoverable HST paid to the third party)	-	all costs incurred (inclusive of any non-recoverable HST paid to the third party)	Exempt
CD/USB	each		10.00	-	10.00	Exempt
Search, file redaction, shipping and the first 20 pages (PHIPA ONLY)	per request		all costs incurred up to \$30	-	all costs incurred up to \$30	Exempt
Photocopying after the first 20 pages (PHIPA ONLY)	per page after 20 pages		0.20	-	0.20	Exempt

**Procedures & Fees for the Processing of Applications for Holiday Openings for Maintenance & Development of Tourism under Retail Business Holidays Act:**

Each application (non-refundable)	each	750.00	750.00	-	750.00	Exempt
Business 2,400 square feet or more for service public or if business normally has 4 or more employees service the public (in addition to application fee)	each	100.00	100.00	-	100.00	Exempt



**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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**Public Works**

Hourly rates (where applicable)	each	225.00	225.00	Varies	225.00	Varies with service
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**Waste Management:**

Blue or grey recycling bins	each	6.00	5.31	0.69	6.00	HST included
Kitchen organics containers	each	4.00	3.54	0.46	4.00	HST included
Green organics bin	each	17.00	15.04	1.96	17.00	HST included
Backyard composters	each	21.00	18.58	2.42	21.00	HST included
Recycling carts - Commercial and Multi-Residential	each	69.00	61.06	7.94	69.00	HST included
32 gallon organic cart - Commercial and Multi-Residential	each	40.00	35.40	4.60	40.00	HST included
64 gallon organic cart - Commercial	each	69.00	61.06	7.94	69.00	HST included
Garbage tags for each container (bag/can) above the low-density residential (properties with one (1) to six (6) units) garbage limit	each	2.00	2.50	-	2.50	Exempt
Refrigerant removal stickers	each	20.00	20.00	-	20.00	Exempt

**For Landfill Sites & Residential Waste Drop-off Sites:**

**Residential and Commercial Tipping Fees:**

0 - 60 kg	flat charge	5.00	5.00	-	5.00	Exempt
Above 60 kg	per tonne	115.00	115.00	-	115.00	Exempt
Shingles	per tonne	75.00	75.00	-	75.00	Exempt
Asbestos	per tonne	300.00	300.00	-	300.00	Exempt
Residential concrete and asphalt	per tonne	10.00	10.00	-	10.00	Exempt
Residential clean soil	per load	-	-	-	-	Exempt
Residential and Commercial scrap metal	per tonne	-	-	-	-	Exempt
Commercial clean loads of Blue and Grey Box Materials, Electronics (e-waste), Tires, Batteries	per load	No Charge	-	-	-	Exempt
Residential clean loads of Blue and Grey Box Materials, Electronics (e-waste), Tires, Batteries, Leaf and Yard Waste, FOG, Propane Tanks, Used Motor Oil	per load	No Charge	-	-	-	Exempt
Commercial leaf and yard waste	per tonne	70.00	70.00	-	70.00	Exempt
Commercial clean soil - open landfill sites	per load	20.00	20.00	-	20.00	Exempt
Commercial contaminated soil	per tonne	30.00	30.00	-	30.00	Exempt
Commercial clean or slightly contaminated soil - Closed Landfill Sites (without operator/ equipment)	per load	40.00	40.00	-	40.00	Exempt
Commercial clean or slightly contaminated soil - Closed Landfill Sites (operator/equipment supplied)	per load	25.00	25.00	-	25.00	Exempt
Commercial concrete and asphalt	per tonne	10.00	10.00	-	10.00	Exempt
Appliances containing CFC's	per unit	20.00	20.00	-	20.00	Exempt
Weigh scale measurement (no drop off)	each	10.00	10.00	-	10.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Residential Waste Drop-off Locations - Weigh Scales not Operating:**

**Tipping Fees:**

Cars or mini-vans	per load	5.00	5.00	-	5.00	Exempt
Cars or mini-vans with trailer	per load	15.00	15.00	-	15.00	Exempt
Cube Van	per load	35.00	35.00	-	35.00	Exempt
Cube Van with trailer	per load	40.00	40.00	-	40.00	Exempt
Pick-up truck	per load	20.00	20.00	-	20.00	Exempt
Pick-up truck with trailer	per load	25.00	25.00	-	25.00	Exempt
Van or SUV	per load	15.00	15.00	-	15.00	Exempt
Van or SUV with trailer	per load	20.00	20.00	-	20.00	Exempt
Cargo Van	per load	20.00	20.00	-	20.00	Exempt

**Special Event Recycling (SER):**

Return of contaminated organics or recycling material	per event	59.00	52.21	6.79	59.00	HST included
Return of all organics carts or recycling containers empty or unused	per event	59.00	52.21	6.79	59.00	HST included
Disposal of contaminated organics or recycling material to landfill	per tonne	115.00	115.00	-	115.00	Exempt
SER materials not ready for pick up at prearranged time	per return trip	170.00	150.44	19.56	170.00	HST included
Replacement of damaged or missing 64 gal recycling cart	each	123.00	108.85	14.15	123.00	HST included
Replacement of damaged or missing 32 gal organics cart	each	61.00	53.98	7.02	61.00	HST included
Replacement of damaged or missing portable folding recycling container	each	135.00	119.47	15.53	135.00	HST included
Replacement of damaged or missing roll-off signs	each	74.00	65.49	8.51	74.00	HST included
Replacement of damaged or missing locks	each	8.00	7.08	0.92	8.00	HST included
Request to move roll-off container after placement	per move	170.00	150.44	19.56	170.00	HST included

**Environmental Enforcement:**

Hauled sewage - domestic/non-domestic	per 1,000 gallons	42.00	44.00	-	44.00	Exempt
Hauled sewage - hauler application fee	each	104.00	106.00	-	106.00	Exempt
Hauled sewage - hauler permit	first 3 vehicles	52.00	52.00	-	52.00	Exempt
Hauled sewage - access cards	each	16.00	16.00	-	16.00	Exempt
Batch discharge permit	each	104.00	150.00	-	150.00	Exempt
Administrative fee - failure to leave hauled sewage record after disposal	each	30.10	31.00	-	31.00	Exempt
Environmental audits information requests - industrial	each	398.89	360.00	46.80	406.80	HST included
Environmental audits information requests - commercial	each	398.89	360.00	46.80	406.80	HST included
Environmental audits information requests - residential	each	133.34	120.00	15.60	135.60	HST included
Sewer overstrength surcharge	per kg	1.52	1.55	-	1.55	Exempt
Surcharge agreement - application fee	each	130.50	150.00	-	150.00	Exempt
Restrictive discharge agreement - application fee	each	130.50	150.00	-	150.00	Exempt
Wastewater sampler rental	per month	294.93	266.00	34.58	300.58	HST included
Environmental Record Search	per request	78.50	150.00	19.50	169.50	HST included

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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**Transportation Services:**

**Traffic Data Fees:**

Eight hour intersection traffic count	each	165.00	234.51	30.49	265.00	HST included
24 hour automatic traffic recorder	each	55.00	48.67	6.33	55.00	HST included
24 hour automatic traffic recorder- Speed/Classification and Volume	each		234.51	30.49	265.00	HST included
24 hour automatic traffic recorder- Volume	each		75.22	9.78	85.00	HST included
Motor vehicle collision general inquiry report per location for 3-5 years history	each		138.94	18.06	157.00	HST included
Intersection capacity analysis summary information	each	275.00	243.36	31.64	275.00	HST included
Traffic signal timing	each	110.00	97.35	12.65	110.00	HST included
Transportation forecasts - area and specific plots	per hour	82.00	72.57	9.43	82.00	HST included
Transportation forecasts - custom analysis	per hour	82.00	72.57	9.43	82.00	HST included
Land use information by traffic zone	per hour	82.00	72.57	9.43	82.00	HST included

**Transportation Engineering:**

Design review for development related road improvements	per application	-	In accordance with executed agreement between Niagara Region and developer	applicable	In accordance with executed agreement between Niagara Region and developer	HST included
Inspection fee for development related road improvements	per application	-	In accordance with executed agreement between Niagara Region and developer	applicable	In accordance with executed agreement between Niagara Region and developer	HST included

**Road Permit Fees:**

Annual Permit fee (Tourism Bus Operators Over-Height Only); Fee is for annual utilization. Fee will not be pro-rated for any reason unless terminated by the Region.	each	55.00	55.00	-	55.00	Exempt
Commercial and industrial entrances (fees payable at the time of Permit Issuance)	each	220.00 + Inspection fee	220.00 + Inspection fee	-	220.00 + Inspection fee	Exempt
Residential entrances (fees payable at the time of Permit Issuance)	each	55.00 + Inspection Fee	55.00 + Inspection Fee	-	55.00 + Inspection Fee	Exempt
Inspection fee	each	82.00	72.57	9.43	82.00	HST included
Sign permit	each	82.00	82.00	-	82.00	Exempt
Detour fee (on Provincial Highway or Local Area Municipalities road and diverting traffic to Regional roads)	each		230.00	-	230.00	Exempt
Daily permit fee (single move - load below 63,500kg; the proposed route is not over regional structure, same route only, OBF check is not required)	each	55.00	100.00	-	100.00	Exempt
Daily permit fee (single move - load above 63,500kg; the proposed route is not over regional structure, same route only, OBF check is not required)	each		100.00	-	100.00	Exempt
Daily permit fee (single move - load above 63,500kg; the proposed route is over regional structure, same route only, OBF check is required)	each		450.00	-	450.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

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Project permit fee (granted for 12 weeks (3 months); multiple moves - load below 63,500kg; the proposed route is not over regional structure, same route only, OBF check is not required)	each	330.00	600.00	-	600.00	Exempt
Project permit fee (granted for 12 weeks (3 months); multiple moves - load above 63,500kg; the proposed route is not over regional structure, same route only, OBF check is not required)	each		600.00	-	600.00	Exempt
Project permit fee (granted for 12 weeks (3 months); multiple moves - load above 63,500kg; the proposed route is over regional structure, same route only, OBF check is required)	each		950.00	-	950.00	Exempt
Annual permit fee (multiple moves at unspecified intervals - load below 63,500kg)	each	330.00	330.00	-	330.00	Exempt
Full load (March, April)	each	165.00	165.00	-	165.00	Exempt
Special Events: Full Closure: This is an event that requires the complete closure of a Regional Road. Traffic movement must be diverted by a scheduled detour plan. Police must be at the event site for traffic control.	each		660.00	-	660.00	Exempt
Special Events: Partial Closure: This is a special event that requires lane closures, but allows traffic to continue in both directions. Police may be at the event site for traffic control.	each		300.00	-	300.00	Exempt
Special Events: Rolling Closure: This is a special event closure that does not require any permanent lane closures. Used mostly for small parade walks that use sidewalks only and/ or bike events that close roads for a very short period of time. All closures are contained to either (1) lane and monitored by police presence.	each		275.00	-	275.00	Exempt
Special Events: Charity Organization	each		50.00	-	50.00	Exempt
Road Occupancy	each	110.00	110.00	-	110.00	Exempt
Info bars	each	55.00	55.00	-	55.00	Exempt
Construction encroachment - no pavement cut (fees applicable when permit obtained before construction begins)	each	275.00 + Inspection Fee	275.00 + Inspection Fee	-	275.00 + Inspection Fee	Exempt
Construction encroachment - no pavement cut (fees applicable when permit obtained after construction begins)	each	550.00 + all applicable per visit Inspection Fees	550.00 + all applicable per visit Inspection Fees	-	550.00 + all applicable per visit Inspection Fees	Exempt
Construction encroachment - with pavement cut (fees applicable when permit obtained before construction begins)	each	550.00 + Inspection Fee	550.00 + Inspection Fee	-	550.00 + Inspection Fee	Exempt
Construction encroachment - with pavement cut (fees applicable when permit obtained after construction begins)	each	1,100.00 + all applicable per visit Inspection Fees	1,100.00 + all applicable per visit Inspection Fees	-	1,100.00 + all applicable per visit Inspection Fees	Exempt
Encroachment Agreement Application (fees set to offset the cost to administer the application, review, circulate, and respond to request)	each	330.00	330.00	-	330.00	Exempt
Construction encroachment (Local Area Municipal Access Agreements - Emergency Repair) (permit obtained within 30 days of repair)	each	-	-	-	-	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Construction encroachment (Local Area Municipal Access Agreements - Emergency Repair) (permit obtained after 30 days of repair)	each	275.00 - 550.00 + all applicable per visit Inspection Fees	275.00 - 550.00 + all applicable per visit Inspection Fees	-	275.00 - 550.00 + all applicable per visit Inspection Fees	Exempt
Landscaping (There will be no attributed encroachment fee for landscaping done on road allowance wherein the improvements are mutually beneficial and beautifying of Regional Property.)	each	-	-	-	-	Exempt
Encroachment of Structure/Sign/Patios (As result of ROW widening or as a result an existing build found during planning application)	each	-	-	-	-	Exempt
Annual Encroachment Agreement – (Residential) (Fee is for the annual utilization of the Region's lands. Fee will not be pro-rated for any reason, unless terminated by the Region.)	each	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$330.00	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$330.00	-	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$330.00	Exempt
Annual Encroachment Agreement – New Structure/Sign/Patio (Commercial) (Fee is for the annual utilization of the Region's lands. Fee will not be pro-rated for any reason unless terminated by the Region.)	each	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$550.00	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$550.00	-	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$550.00	Exempt
Annual Underground Structure Encroachment (Fee is for the annual utilization of the Region's lands. Fee will not be pro-rated for any reason unless terminated by the Region.)	each	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$1100.00	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$1100.00	-	8.0% of Market Value per square meter multiplied by the area of the encroachment, with minimum annual fee as \$1100.00	Exempt
Annual Private Infrastructure Encroachment (as per previous Agreement)	each	1.00	1.00	-	1.00	Exempt
Municipal Gateway Features/Streetscape Improvements (as per previous Agreement)	each	1.00	1.00	-	1.00	Exempt
Construction encroachment (Municipal Access Agreements - Annual Fee)	each	5,000.00	5,000.00	-	5,000.00	Exempt
Construction encroachment (Municipal Access Agreements - Resubmission)	each	200.00	200.00	-	200.00	Exempt
Encroachment Agreement (within Development Planning Agreements) (If pavement is less than 5 years old; Fee is refundable only if pavement reinstatement is done to the Region's standards and passes inspection.)	each	100% of estimated cost of repair	100% of estimated cost of repair	-	100% of estimated cost of repair	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Encroachment Agreement (within Development Planning Agreements) (If pavement is more than 5 years old; Fee is refundable only if pavement reinstatement is done to the Region's standards and passes inspection.)	each	15% of estimated value of project	15% of estimated value of project	-	15% of estimated value of project	Exempt
Canadian Tourism-Oriented Directional Signing (TODS)	per operator	150.00	132.74	17.26	150.00	HST included
Canadian Tourism-Oriented Directional Signing (TODS)	per assembly	300.00	265.49	34.51	300.00	HST included
Regional directional sign	each	50.00	44.25	5.75	50.00	HST included
Lane Occupancy (Lane occupancy without construction being done on roadway)	per lane, per day	250.00	250.00	-	250.00	Exempt
Community events (fee plus applicable operational costs are payable by the event organizer)	each	11.00 - 55.00	11.00 - 55.00	-	11.00 - 55.00	Exempt

*Road Permit Fees: "Market Value" means either the land value acquired from the associated MPAC value or approved land appraisal value.*

**Inter-Municipal Transit:**

Adults Cash Fare	each	6.00	6.00	-	6.00	Exempt
Adults 10-ride Card	each	45.00	45.00	-	45.00	Exempt
Adults Monthly Pass	each	160.00	160.00	-	160.00	Exempt
Adults Cash Fare Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Adults Cash Fare Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt
Seniors (65+) Cash Fare	each	5.00	5.00	-	5.00	Exempt
Seniors (65+) 10-ride Card	each	40.00	40.00	-	40.00	Exempt
Seniors (65+) Monthly Pass	each	130.00	130.00	-	130.00	Exempt
Seniors (65+) Cash Fare Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Seniors (65+) Cash Fare Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt
Elementary (6+) / High School Students Cash Fare	each	5.00	5.00	-	5.00	Exempt
Elementary (6+) / High School Students 10-ride Card	each	40.00	40.00	-	40.00	Exempt
Elementary (6+) / High School Students Monthly Pass	each	130.00	130.00	-	130.00	Exempt
Elementary (6+) / High School Students Cash Fare Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Elementary (6+) / High School Students Cash Fare Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Niagara Specialized Transit Fares:**

Adults Cash Fare	each	6.00	6.00	-	6.00	Exempt
Adults 10-ride Card	each	45.00	45.00	-	45.00	Exempt
Adults Monthly Pass	each	160.00	160.00	-	160.00	Exempt
Adults Cash Fare Trips to Hamilton	each	15.00	15.00	-	15.00	Exempt
Adults Cash Fare Trips - Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Adults Cash Fare Trips - Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt
Seniors (65+) Cash Fare	each	5.00	5.00	-	5.00	Exempt
Seniors (65+) 10-ride Card	each	40.00	40.00	-	40.00	Exempt
Seniors (65+) Monthly Pass	each	130.00	130.00	-	130.00	Exempt
Seniors (65+) Cash Fare Trips to Hamilton	each	14.00	14.00	-	14.00	Exempt
Seniors (65+) Cash Fare Trips - Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Seniors (65+) Cash Fare Trips - Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt
Elementary (6+) / High School Students Cash Fare	each	5.00	5.00	-	5.00	Exempt
Elementary (6+) / High School Students 10-ride Card	each	40.00	40.00	-	40.00	Exempt
Elementary (6+) / High School Students Monthly Pass	each	130.00	130.00	-	130.00	Exempt
Elementary (6+) / High School Students Cash Fare Trips to Hamilton	each	14.00	14.00	-	14.00	Exempt
Elementary (6+) / High School Students Cash Fare Trips - Fort Erie to Niagara Falls Link Service	each	3.50	3.50	-	3.50	Exempt
Elementary (6+) / High School Students Cash Fare Trips - Port Colborne to Welland Link Service	each	3.50	3.50	-	3.50	Exempt

**Tourism Oriented Destination Signage:**

Initial Fee for Manufacturing and Installation:						
Up to 30 cm x 120 cm (1' x 4') signs (for roads with speed limit of 60 km/h or less)	Per sign	367.25	325.00	42.25	367.25	HST included
Up to 45 cm x 180 cm (1.5' x 6') signs (for roads with speed limit greater than 60 km/h)	Per sign	565.00	500.00	65.00	565.00	HST included
Annual Maintenance Fee	Per sign	113.00	100.00	13.00	113.00	HST included

*Tourism signage initiated by a local municipality may be exempt from the annual maintenance fee; however, the municipality will be responsible for the cost of any modifications or replacements.*

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Planning and Development Services:**

Hourly rates (where applicable)	each	225.00	225.00	Varies	225.00	Varies with Service
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**Planning Services:**

**Regional Official Plan Amendments (ROPA):**

Regional Official Plan Amendment Review	per application	17,765.00	18,125.00	-	18,125.00	Exempt
Regional Official Plan Amendment Application Fee - Urban Boundary Expansion	per application		36,000.00	-	36,000.00	Exempt
ROPA to Establish or Expand a Pit or Quarry **	per application	111,650.00	113,885.00	-	113,885.00	Exempt
Advertising - Public Notice (Applicant is responsible for advertising cost over & above the fee)	per application	cost of advertising plus HST applicable	cost of advertising	applicable	cost of advertising plus HST applicable	HST included

*\*\* In addition to the fees set out above for Pits and Quarries (new and expansion fees), the owner/applicant shall bear any and all costs pertaining to Peer Reviews and for an Aggregate Advisor, if required. The owner/applicant shall be required to sign a cost acknowledgement agreement which must be signed and submitted as part of the application.*

**Local Official Plan Amendments:**

Major Official Plan Amendment Review (Change in land use designation, conversion, or significant change in policy direction)	per application	9,520.00	9,715.00	-	9,715.00	Exempt
Minor Official Plan Amendment Review (Change in policy)	per application	5,075.00	5,180.00	-	5,180.00	Exempt

**Development Services:**

**Subdivision, Vacant Land or Common Element Condominium Base Fee:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Draft Plan Review (Fee is based on the entire area of the subdivision)	per application	5,075.00 base fee + 1,120.00 per hectare to a maximum of 22,840.00	5,180.00 base fee + 1,145.00 per hectare	-	5,180.00 base fee + 1,145.00 per hectare	Exempt
Revision to Submission by Applicant (Prior to Draft Approval)	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Modification of Draft Plan Approval	per application	2,540.00	2,595.00	-	2,595.00	Exempt
Extension of Draft Plan Approval	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Extension of Draft Plan Approval (Approved prior to 2006)	per application	2,540.00	2,595.00	-	2,595.00	Exempt
Clearance of Draft Plan Conditions	per phase	2,540.00	2,595.00	-	2,595.00	Exempt

**Standard Condominium Base Fee:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Combined Standard Condominium and Site Plan Review Fee	per application	3,810.00	3,890.00	-	3,890.00	Exempt
Plan of Standard Condominium Review (where site plan review is not required)	per application	2,540.00	2,595.00	-	2,595.00	Exempt
Revisions to Submission by Applicant (Prior to Approval)	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Modification of Standard Draft Plan of Condominium Approval	per application	635.00	650.00	-	650.00	Exempt
Extension of Standard Draft Plan of Condominium Approval	per application	705.00	720.00	-	720.00	Exempt



**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
Extension of Standard Draft Plan of Condominium Approval (Approved prior to 2006)	per application	1,400.00	1,430.00	-	1,430.00	Exempt
Clearance of Conditions (Standard Plan of Condominium)	per application	705.00	720.00	-	720.00	Exempt

**Zoning By-law Amendments Base Fee:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Zoning By-law Amendment Review	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Agricultural purposes only (APO) zoning amendment *	per application	410.00	420.00	-	420.00	Exempt
Revision to Submission by Applicant (Prior to Approval)	per application	635.00	650.00	-	650.00	Exempt
Removal of holding symbol	per application	635.00	650.00	-	650.00	Exempt

\* Where the Region or Local Area Municipality has requested an APO zone as a condition of severance or subdivision approval there will be no charge for the APO application

**Consent Reviews Base Fees:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Consent Review - Urban	per application	605.00	620.00	-	620.00	Exempt
Consent Review - Rural /Outside Urban	per application	855.00	875.00	-	875.00	Exempt
Final certification fee (active consent files still remaining under the authority of the Region will be subject to Final Certification Fee, payable upon request for final certification, prior to registration.)	per application	255.00	265.00	-	265.00	Exempt

**Site Plan Reviews Base Fees:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Major Site Plan Review (Applications which entail a Regional response if the subject property is located on a Regional road or there are Regional infrastructure/facilities located nearby or the application has a Regional or Provincial issue as determined by the local municipal planner.)	per application	1,270.00	1,300.00	-	1,300.00	Exempt
Minor Site Plan Review (Minor Site Plans requiring Waste Collection Review, Entrance Permits, Encroachment Permits, Sign Permits.)	per application	510.00	525.00	-	525.00	Exempt
Revision to Submission by Applicant (Prior to Approval)	per application	635.00	650.00	-	650.00	Exempt
Review of Waste Management Only	per application	410.00	420.00	-	420.00	Exempt
Clearance of Site Plan Conditions	per application	1,270.00	1,300.00	-	1,300.00	Exempt

**Minor Variance Reviews Base Fees:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Minor Variance Review (excludes Septic) (Applications which require Regional Review if the subject property is located on a Regional road or there are Regional infrastructure/facilities located nearby or the application has a Regional or Provincial issue.)	per application	410.00	420.00	-	420.00	Exempt
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**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Niagara Escarpment Plan Applications:**

**Additional fees apply for Storm Water, Urban Design, Hydrogeology, EIS and/or Private Sewage System Reviews as required.**

Development Permit Review	per application	765.00	785.00	-	785.00	Exempt
Minor Development Permit Review (No Provincial or Regional concerns identified (i.e. sheds, garages, pools, etc.))	per application	410.00	420.00	-	420.00	Exempt

**All Development Applications are subject to the following additional fees as applicable:**

Storm Water Review more than 5 ha	per application	1,830.00	1,870.00	-	1,870.00	Exempt
Storm Water Review < 5 ha	per application	610.00	625.00	-	625.00	Exempt
Major Urban Design Review	per application	600.00	615.00	-	615.00	Exempt
Minor Urban Design Review	per application	250.00	255.00	-	255.00	Exempt
Hydrogeology Review	per application		1,200.00	-	1,200.00	Exempt
Major Environmental Impact Study (EIS) Review (2 or more features)	per application	2,200.00	2,245.00	-	2,245.00	Exempt
Minor EIS Review (1 feature)	per application	1,100.00	1,125.00	-	1,125.00	Exempt
EIS Terms of Reference (TOR) Review (To be deducted from EIS fee when EIS Submitted)	per application		400.00	-	400.00	Exempt
EIS Draft Review (To be deducted from EIS fee when EIS Submitted)	per application		400.00	-	400.00	Exempt
EIS Second Submission (Addendum) Review	per application		No Charge	-	No Charge	Exempt
EIS Third Submission (Addendum) Review	per application		1,200.00	-	1,200.00	Exempt
Private Sewage System Review	per lot or unit	400.00	400.00	-	400.00	Exempt

**Secondary Plans:**

Secondary Plans - Privately Initiated (Fee Includes Secondary Plan fee, Urban Design Review, Engineering Review, and OPA review)	per application	13,195.00	13,460.00	-	13,460.00	Exempt
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**Maintenance Fees:**

Maintenance Fees (Where a file is inactive for over one year, a final maintenance fee will apply to keep the file open. If the fee is not received within four weeks of a request, the file will be closed.)	per application	1,270.00	1,300.00	-	1,300.00	Exempt
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**LPAT Appeal Record Preparation:**

LPAT Appeal Record Preparation	per application	610.00	625.00	-	625.00	Exempt
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**Environmental Site Assessments (Brownfields) Requests to Use Non-potable Water Site Condition Standards:**

Response to request	per application	635.00	650.00	-	650.00	Exempt
Response to request - Update Letter	per application		100.00	-	100.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Urban Design Projects Associated with Development/Planning Applications:**

Urban Design - Concept Design	per hour	\$110.00 Hourly Rate applies unless work covered under Service Agreement	\$115.00 Hourly Rate applies unless work covered under Service Agreement	-	\$115.00 Hourly Rate applies unless work covered under Service Agreement	Exempt
Urban Design - Streetscape Design	per hour	\$110.00 Hourly Rate applies unless work covered under Service Agreement	\$115.00 Hourly Rate applies unless work covered under Service Agreement	-	\$115.00 Hourly Rate applies unless work covered under Service Agreement	Exempt
Urban Design & Architectural Peer Review	per hour	\$110.00 Hourly Rate applies unless work covered under Service Agreement	\$115.00 Hourly Rate applies unless work covered under Service Agreement	-	\$115.00 Hourly Rate applies unless work covered under Service Agreement	Exempt

**Sewage System Applications:**

New system	per application	1,100.00	1,100.00	-	1,100.00	Exempt
Holding tank	per application	1,100.00	1,100.00	-	1,100.00	Exempt
Septic tank replacement only	per application	600.00	600.00	-	600.00	Exempt
Hydrogeology review	per study		1,200.00	-	1,200.00	Exempt

**Small, On Lot Sewage Systems - Special Requests:**

Preliminary site inspection (where no other application has been made)	per application	400.00	400.00	-	400.00	Exempt
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**Small, On Lot Sewage Systems - Real Estate Inquiries Including Site Inspection Visits:**

Site inspection and report	per application	565.00	500.00	65.00	565.00	HST included
File searches only	per application	282.50	250.00	32.50	282.50	HST included

**MOE, Ontario Water Resources Act (Sec 52, 53):**

Admin processing	per application	200.00	200.00	-	200.00	Exempt
Admin amendments	per application	100.00	100.00	-	100.00	Exempt
MOE application processing fee for storm and sanitary sewers and appurtenances	per application	900.00	900.00	-	900.00	Exempt
MOE application processing fee for storm and sanitary sewers pump stations and force mains	per application	1,800.00	1,800.00	-	1,800.00	Exempt
Watermains and appurtenances, including hydrants	per application	1,000.00	1,000.00	-	1,000.00	Exempt
Servicing Review with Stormwater Management	per application	2,000.00	2,000.00	-	2,000.00	Exempt

**Regional Water & Sewer Lateral Connections:**

Water service connection	per application	1,250.00	1,250.00	-	1,250.00	Exempt
Sanitary sewer lateral connection	per application	1,250.00	1,250.00	-	1,250.00	Exempt

**Regional Municipality of Niagara**  
**2020 Fees and Charges**  
(effective January 1, 2020)

Fee/Charge Description	Unit of Measure	2019 Fee/Charge (\$)	2020 Base Fee/Charge (\$)	HST (\$)	2020 Total Fee/Charge (\$)	Tax Implication
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**Note - Development Services Fees:**

- All development review/processing fees must be received by the Development Services Division prior to the Region's submission of comment/recommendations to the approval authority.
- The Region's review/processing fees are not refundable if an application is refused or only partially approved by the approval authority.
- The Region's review/processing fees may be returned if the applicant voluntarily withdraws the application prior to staff commencing the review process.
- In addition to development review fees the Region may require the applicant to cover the cost of peer review for specific technical studies.
- All development applications initiated by a local municipality are exempt from the Region's development review fees.
- Wainfleet, Welland and West Lincoln do their own private sewage system review and therefore the Regional private septic system review fee is not required.
- All development applications are circulated to the Region for review, except where the Region has determined through pre-consultation that the development proposal is exempt from further circulation and review.

**Police Services:**

See Police Services Board by-law on user fees & charges.

**Note - Tax Implication:**

- If HST is found to be applicable where originally deemed not applicable, HST will be applied and payable by the user paying the fee or charge.
- Inter- and intra-municipal supplies are tax exempt and billed under the "2020 Base Fee/Charge" column unless they relate to supply of electricity, gas, steam, or telecommunication services made while acting as a public utility.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE THE BORROWING UPON  
SERIAL DEBENTURES IN THE PRINCIPAL AMOUNT OF  
\$4,000,000.00 FOR A CAPITAL WORK OF THE  
CORPORATION OF THE TOWNSHIP OF WEST 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 Township of West 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-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 entering into of a Financing Agreement dated effective as of the 27th day of October, 2017 for the provision of temporary and long-term borrowing

from Ontario Infrastructure and Lands Corporation (“OILC”) in respect of the Capital Work (the “Financing Agreement”);

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 pursuant to the Financing Agreement 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 an application to OILC for long-term borrowing through the issue of debentures to OILC in respect of the Capital Work (the “Application”) 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 serial debentures in the principal amount of \$4,000,000.00 dated December 19, 2019 and maturing on December 19, 2049, and payable in semi-annual instalments of combined principal and interest on the 19th day of June and on the 19th 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 Work, the borrowing upon the credit of the Upper-tier Municipality at large of the principal amount of \$4,000,000.00 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 Work in definitive form, not exceeding in total the said principal amount of \$4,000,000.00 (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 principal amount of \$4,000,000.00, 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 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 19th 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 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 19, 2049 and be payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 19th day of June and on the 19th 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 Work, 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 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 in accordance with the Financing Agreement.
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

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <>

## Schedule "A"

Item No.	(1) Description	(2) Account No.	(3) Authorizing By-law	(4) MOE File No.	(5) MOE Date	(6) Debentures Authorized by Council \$	(7) Debentures Previously Issued \$	(8) Debentures Now Being Issued \$	(9) Debentures Available for Future Use \$
	<b>The Corporation of the Township of West Lincoln</b>								
	<b><u>Term 1-30 Year Serial Debenture</u></b>								
	Capital costs in connection with the:								
1	construction of the West Lincoln Multi-Use Municipal Recreational Facility & Municipal Library		2017-83			20,285,692.00	15,000,000.00	4,000,000.00	-
						<b>20,285,692.00</b>	<b>15,000,000.00</b>	<b>4,000,000.00</b>	<b>-</b>
	<b>Total – Township of West Lincoln</b>					<b>20,285,692.00</b>	<b>15,000,000.00</b>	<b>4,000,000.00</b>	<b>-</b>

## Schedule "B"

THE REGIONAL MUNICIPALITY OF NIAGARA

No. OILC-19-04

\$4,000,000.00

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 19, 2049), the principal amount of

FOUR MILLION DOLLARS

----- (\$4,000,000.00) -----

by semi-annual instalments of combined equal principal and diminishing interest amounts on the 19th day of June and on the 19th 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 19, 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 19th day of December, 2019.

IN TESTIMONY WHEREOF and under the authority of By-law No. 2019-101 the Upper-tier Municipality duly passed on the 12th day of December, 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 19, 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

## AMORTIZATION SCHEDULE

Name.....: Niagara Region: The Corporation of the Township of West Lincoln

Principal: \$4,000,000.00

Rate.....: 02.80%

Term.....: 360 months

Paid.....: Semi-annually

Matures...: 12/19/2049

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
		\$	\$	\$	\$
1	06/19/2020	122,820.09	66,666.67	56,153.42	3,933,333.33
2	12/19/2020	121,884.20	66,666.67	55,217.53	3,866,666.66
3	06/19/2021	120,651.69	66,666.67	53,985.02	3,799,999.99
4	12/19/2021	120,012.42	66,666.67	53,345.75	3,733,333.32
5	06/19/2022	118,790.14	66,666.67	52,123.47	3,666,666.65
6	12/19/2022	118,140.64	66,666.67	51,473.97	3,599,999.98
7	06/19/2023	116,928.59	66,666.67	50,261.92	3,533,333.31
8	12/19/2023	116,268.86	66,666.67	49,602.19	3,466,666.64
9	06/19/2024	115,332.97	66,666.67	48,666.30	3,399,999.97
10	12/19/2024	114,397.08	66,666.67	47,730.41	3,333,333.30
11	06/19/2025	113,205.48	66,666.67	46,538.81	3,266,666.63
12	12/19/2025	112,525.30	66,666.67	45,858.63	3,199,999.96
13	06/19/2026	111,343.93	66,666.67	44,677.26	3,133,333.29
14	12/19/2026	110,653.52	66,666.67	43,986.85	3,066,666.62
15	06/19/2027	109,482.38	66,666.67	42,815.71	2,999,999.95
16	12/19/2027	108,781.74	66,666.67	42,115.07	2,933,333.28
17	06/19/2028	107,845.85	66,666.67	41,179.18	2,866,666.61
18	12/19/2028	106,909.96	66,666.67	40,243.29	2,799,999.94
19	06/19/2029	105,759.27	66,666.67	39,092.60	2,733,333.27

## Schedule "B"

20 12/19/2029	105,038.18	66,666.67	38,371.51	2,666,666.60
21 06/19/2030	103,897.72	66,666.67	37,231.05	2,599,999.93
22 12/19/2030	103,166.40	66,666.67	36,499.73	2,533,333.26
23 06/19/2031	102,036.17	66,666.67	35,369.50	2,466,666.59
24 12/19/2031	101,294.61	66,666.67	34,627.94	2,399,999.92
25 06/19/2032	100,358.72	66,666.67	33,692.05	2,333,333.25
26 12/19/2032	99,422.83	66,666.67	32,756.16	2,266,666.58
27 06/19/2033	98,313.06	66,666.67	31,646.39	2,199,999.91
28 12/19/2033	97,551.05	66,666.67	30,884.38	2,133,333.24
29 06/19/2034	96,451.51	66,666.67	29,784.84	2,066,666.57
30 12/19/2034	95,679.27	66,666.67	29,012.60	1,999,999.90
31 06/19/2035	94,589.96	66,666.67	27,923.29	1,933,333.23
32 12/19/2035	93,807.49	66,666.67	27,140.82	1,866,666.56
33 06/19/2036	92,871.60	66,666.67	26,204.93	1,799,999.89
34 12/19/2036	91,935.71	66,666.67	25,269.04	1,733,333.22
35 06/19/2037	90,866.85	66,666.67	24,200.18	1,666,666.55
36 12/19/2037	90,063.93	66,666.67	23,397.26	1,599,999.88
37 06/19/2038	89,005.30	66,666.67	22,338.63	1,533,333.21
38 12/19/2038	88,192.15	66,666.67	21,525.48	1,466,666.54
39 06/19/2039	87,143.75	66,666.67	20,477.08	1,399,999.87
40 12/19/2039	86,320.37	66,666.67	19,653.70	1,333,333.20
41 06/19/2040	85,384.48	66,666.67	18,717.81	1,266,666.53
42 12/19/2040	84,448.59	66,666.67	17,781.92	1,199,999.86
43 06/19/2041	83,420.64	66,666.67	16,753.97	1,133,333.19
44 12/19/2041	82,576.80	66,666.67	15,910.13	1,066,666.52
45 06/19/2042	81,559.09	66,666.67	14,892.42	999,999.85
46 12/19/2042	80,705.02	66,666.67	14,038.35	933,333.18
47 06/19/2043	79,697.54	66,666.67	13,030.87	866,666.51
48 12/19/2043	78,833.24	66,666.67	12,166.57	799,999.84
49 06/19/2044	77,897.35	66,666.67	11,230.68	733,333.17
50 12/19/2044	76,961.46	66,666.67	10,294.79	666,666.50
51 06/19/2045	75,974.43	66,666.67	9,307.76	599,999.83
52 12/19/2045	75,089.68	66,666.67	8,423.01	533,333.16
53 06/19/2046	74,112.88	66,666.67	7,446.21	466,666.49
54 12/19/2046	73,217.90	66,666.67	6,551.23	399,999.82
55 06/19/2047	72,251.33	66,666.67	5,584.66	333,333.15
56 12/19/2047	71,346.12	66,666.67	4,679.45	266,666.48
57 06/19/2048	70,410.23	66,666.67	3,743.56	199,999.81
58 12/19/2048	69,474.34	66,666.67	2,807.67	133,333.14
59 06/19/2049	68,528.22	66,666.67	1,861.55	66,666.47
60 12/19/2049	67,602.36	66,666.47	935.89	0.00

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5,709,232.44	4,000,000.00	1,709,232.44
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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 principal amount of \$4,000,000.00 dated December 19, 2019 and maturing on December 19, 2049 payable in semi-annual instalments of combined equal principal and diminishing interest amounts on the 19th day of June and on the 19th 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 19, 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 19th day of June and on the 19th 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 financing 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.....: Niagara Region: The Corporation of the Township of West Lincoln

Principal: \$4,000,000.00

Rate.....: 02.80%

Term.....: 360 months

Paid.....: Semi-annually

Matures...: 12/19/2049

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
		\$	\$	\$	\$
1	06/19/2020	122,820.09	66,666.67	56,153.42	3,933,333.33
2	12/19/2020	121,884.20	66,666.67	55,217.53	3,866,666.66
3	06/19/2021	120,651.69	66,666.67	53,985.02	3,799,999.99
4	12/19/2021	120,012.42	66,666.67	53,345.75	3,733,333.32
5	06/19/2022	118,790.14	66,666.67	52,123.47	3,666,666.65
6	12/19/2022	118,140.64	66,666.67	51,473.97	3,599,999.98
7	06/19/2023	116,928.59	66,666.67	50,261.92	3,533,333.31
8	12/19/2023	116,268.86	66,666.67	49,602.19	3,466,666.64
9	06/19/2024	115,332.97	66,666.67	48,666.30	3,399,999.97
10	12/19/2024	114,397.08	66,666.67	47,730.41	3,333,333.30
11	06/19/2025	113,205.48	66,666.67	46,538.81	3,266,666.63
12	12/19/2025	112,525.30	66,666.67	45,858.63	3,199,999.96
13	06/19/2026	111,343.93	66,666.67	44,677.26	3,133,333.29
14	12/19/2026	110,653.52	66,666.67	43,986.85	3,066,666.62
15	06/19/2027	109,482.38	66,666.67	42,815.71	2,999,999.95
16	12/19/2027	108,781.74	66,666.67	42,115.07	2,933,333.28
17	06/19/2028	107,845.85	66,666.67	41,179.18	2,866,666.61
18	12/19/2028	106,909.96	66,666.67	40,243.29	2,799,999.94
19	06/19/2029	105,759.27	66,666.67	39,092.60	2,733,333.27
20	12/19/2029	105,038.18	66,666.67	38,371.51	2,666,666.60
21	06/19/2030	103,897.72	66,666.67	37,231.05	2,599,999.93
22	12/19/2030	103,166.40	66,666.67	36,499.73	2,533,333.26
23	06/19/2031	102,036.17	66,666.67	35,369.50	2,466,666.59
24	12/19/2031	101,294.61	66,666.67	34,627.94	2,399,999.92
25	06/19/2032	100,358.72	66,666.67	33,692.05	2,333,333.25
26	12/19/2032	99,422.83	66,666.67	32,756.16	2,266,666.58
27	06/19/2033	98,313.06	66,666.67	31,646.39	2,199,999.91
28	12/19/2033	97,551.05	66,666.67	30,884.38	2,133,333.24
29	06/19/2034	96,451.51	66,666.67	29,784.84	2,066,666.57
30	12/19/2034	95,679.27	66,666.67	29,012.60	1,999,999.90
31	06/19/2035	94,589.96	66,666.67	27,923.29	1,933,333.23
32	12/19/2035	93,807.49	66,666.67	27,140.82	1,866,666.56
33	06/19/2036	92,871.60	66,666.67	26,204.93	1,799,999.89

## Schedule "C"

34 12/19/2036	91,935.71	66,666.67	25,269.04	1,733,333.22
35 06/19/2037	90,866.85	66,666.67	24,200.18	1,666,666.55
36 12/19/2037	90,063.93	66,666.67	23,397.26	1,599,999.88
37 06/19/2038	89,005.30	66,666.67	22,338.63	1,533,333.21
38 12/19/2038	88,192.15	66,666.67	21,525.48	1,466,666.54
39 06/19/2039	87,143.75	66,666.67	20,477.08	1,399,999.87
40 12/19/2039	86,320.37	66,666.67	19,653.70	1,333,333.20
41 06/19/2040	85,384.48	66,666.67	18,717.81	1,266,666.53
42 12/19/2040	84,448.59	66,666.67	17,781.92	1,199,999.86
43 06/19/2041	83,420.64	66,666.67	16,753.97	1,133,333.19
44 12/19/2041	82,576.80	66,666.67	15,910.13	1,066,666.52
45 06/19/2042	81,559.09	66,666.67	14,892.42	999,999.85
46 12/19/2042	80,705.02	66,666.67	14,038.35	933,333.18
47 06/19/2043	79,697.54	66,666.67	13,030.87	866,666.51
48 12/19/2043	78,833.24	66,666.67	12,166.57	799,999.84
49 06/19/2044	77,897.35	66,666.67	11,230.68	733,333.17
50 12/19/2044	76,961.46	66,666.67	10,294.79	666,666.50
51 06/19/2045	75,974.43	66,666.67	9,307.76	599,999.83
52 12/19/2045	75,089.68	66,666.67	8,423.01	533,333.16
53 06/19/2046	74,112.88	66,666.67	7,446.21	466,666.49
54 12/19/2046	73,217.90	66,666.67	6,551.23	399,999.82
55 06/19/2047	72,251.33	66,666.67	5,584.66	333,333.15
56 12/19/2047	71,346.12	66,666.67	4,679.45	266,666.48
57 06/19/2048	70,410.23	66,666.67	3,743.56	199,999.81
58 12/19/2048	69,474.34	66,666.67	2,807.67	133,333.14
59 06/19/2049	68,528.22	66,666.67	1,861.55	66,666.47
60 12/19/2049	67,602.36	66,666.47	935.89	0.00

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5,709,232.44	4,000,000.00	1,709,232.44
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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO AUTHORIZE LONG-TERM FINANCING  
(1-10 YEARS) IN THE AMOUNT OF \$6,350,000;  
NIAGARA REGION CAPITAL PROJECTS

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WHEREAS Section 408, *Municipal Act, 2001*, S.O. 2001, c.25. as amended, authorizes Regional Council to approve long term borrowing by the issue of debentures on the credit of the Regional Corporation, and

WHEREAS funding has been approved for capital projects included in the 2018 Capital Budget that was adopted by the Council of the Regional Municipality of Niagara on October 12, 2017, as shown on the Treasurer's Report attached to this by-law (Appendix I).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That long-term financing (1-10 Years) in the amount of \$6,350,000 be approved for the projects as shown on the Treasurer's Report attached to this by-law (Appendix I);
2. That the Treasurer be authorized to execute the Treasurer's Report attached to this By-law as Appendix I; and
3. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <>



## Appendix I – Treasurer's Report:

<b>TREASURER'S REPORT</b>			
<b><u>PROJECT IDENTIFICATION AND FINANCING INFORMATION</u></b>			
<b>Project ID</b>	<b>Description</b>	<b>Long-term Financing</b>	<b>Term (min-max)</b>
J_20000751	Canada Summer Games	\$ 6,350,000	1 - 10
	<b>TOTAL</b>	<b>\$ 6,350,000</b>	
<p align="center"><b><u>TREASURER'S VERIFICATION REPORT</u></b>  <b>(REQUIRED ONLY ON PROJECTS INVOLVING DEBENTURE FINANCING)</b>            This confirms that I have checked the "Debt Repayment Limit" for Regional Niagara and passage of the by-law to approve these projects will not cause the Region to exceed its limit.</p>			
<p><b>DATE</b> _____</p> <p><b>SIGNATURE</b> _____</p>			

## THE REGIONAL MUNICIPALITY OF NIAGARA

## BY-LAW NO. &lt;&gt;

A BY-LAW TO AMEND BY-LAW NO. 2017-99, BEING A  
BY-LAW TO PROVIDE FOR THE REIMBURSEMENT OF  
EXPENSES OF THE MEMBERS OF COUNCIL FOR THE  
REGIONAL MUNICIPALITY OF NIAGARA

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WHEREAS Memorandum CSC-C 26-2017 was received by Regional Council on November 16, 2017, recommending that Regional Council authorize the passing of a by-law related to the reimbursement of expenses of the members of Council for The Regional Municipality of Niagara (Niagara Region); and,

WHEREAS By-law No. 2017-99 was passed by Regional Council on November 16, 2017, being a by-law to provide for the reimbursement of expenses for the members of Council for The Regional Municipality of Niagara; and,

WHEREAS Regional Council deems it advisable to amend the policy as set out in Schedule "A" of By-law No. 2017-99, The Councillors' Expenses By-law;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Section 4.1 of Schedule "A" of By-law 2017-99 be deleted and replaced with the following:

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.

2. That Section 4.3 (d) of Schedule "A" of By-law 2017-99 be deleted and replaced with the following:

- 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.
3. That Section 4.5 (a) of Schedule "A" of By-law 2017-99 be deleted and replaced with the following:  
  
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.
4. That Section 4.5 (c) of Schedule "A" of By-law 2017-99 be deleted and replaced with the following:
 

Breakfast	\$15.00
Lunch	\$20.00
Dinner	\$30.00
Incidentals	<u>\$10.00</u>
	\$75.00
5. That Section 4.5 (f) of Schedule "A" of By-law 2017-99 be deleted and replaced with the following:  
  
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.
6. That Section 4.5 of Schedule "A" of By-law 2017-99 be amended by adding the following:
  - (h) The per diem rate may increase once per term of council based on the Consumer Price Index.
7. That Schedule "A" of By-law 2017-99 be amended by adding the following Section:
  - 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.
8. That Section 4.7(d) of Schedule "A" of By-law 2019-77 be deleted.

9. That Section 4.7(g) of Schedule “A” of By-law 2017-99 be deleted and replaced with the following:  
  
(g) 407 ETR, public transportation ticket
10. That Section 4.9(a) of Schedule “A” of By-law 2017-99 be deleted and replaced with the following:  
  
a) Legal costs arising from or in any way related to complaints under the Code of Conduct are Ineligible Expenses.
11. That Section 4.11(a) of Schedule “A” of By-law 2017-99 be deleted and replaced with the following:  
  
a) Members shall submit expense reports with itemized receipts attached at least on a monthly basis.
12. That Section 5.2 of Schedule “A” of By-law 2017-99 be amended by adding the following:  
  
h) Delegate approval of Councillor expenses to the Regional Clerk and to the CAO for the Regional Chair.
13. That Section 5.3 of Schedule “A” of By-law 2017-99 be deleted and replaced with the following:

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.

14. That this by-law shall come into force and effect on January 1, 2020.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO APPOINT SEWAGE SYSTEM INSPECTORS  
FOR THE REGIONAL MUNICIPALITY OF NIAGARA  
PURSUANT TO THE BUILDING CODE ACT AND TO  
REPEAL BY-LAW NO. 2017-31

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WHEREAS subsection 3(1) of the Building Code Act, 1992, R.S.O. 1992, c. 23, as amended (the “Act”), provides that the council of each municipality is responsible for the enforcement of the Act in the municipality;

WHEREAS subsection 3(5) of the Act provides that council of The Regional Municipality of Niagara (the “Region”) and one or more local municipalities within the region may enter into an agreement for the enforcement by the Region of the Act;

WHEREAS the Region entered into agreements with the Town of Fort Erie, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, and City of Thorold (the “Municipalities”) for the enforcement by the Region of the provisions of the Act related to sewage systems in the Municipalities;

WHEREAS subsection 3(6) of the Act provides that Regional Council shall appoint a Chief Building Official and such inspectors as are necessary for the enforcement of the Act, where an agreement under subsection 3(5) of the Act is in effect; and

WHEREAS subsections 15.11 (1), (2) and (3) of the Act provide that a person may be appointed as Chief Building Official or an Inspector only if he or she meets the qualifications prescribed by the Building Code.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. In this By-Law,
  - (a) “Building Code” means the regulations made under section 34 of the Act, as amended from time to time;
  - (b) “Sewage Systems” means sewage systems as defined in the Building Code.

2. That the following persons are hereby appointed as inspectors for the purposes of the Act and the Building Code related to Sewage Systems in the Municipalities:  
  
Justin Noort  
Michael Lim  
Tanya Killins  
Caitlin Goodale
3. That all inspectors appointed pursuant to this By-law shall have and maintain the qualifications prescribed by the Building Code.
4. That By-law No. 2017-31 is hereby repealed.
5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>

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 DECEMBER 12, 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 December 12, 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 Local Planning Appeal Tribunal approval is required, until such approval is obtained.
3. That the Chair and proper officials of The Regional Municipality of Niagara are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
4. That unless otherwise provided, the Chair and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Regional Municipality of Niagara to all documents necessary to give effect to the above-mentioned actions.
5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >