



THE REGIONAL MUNICIPALITY OF NIAGARA  
COUNCIL ORDER OF BUSINESS

CL 2-2020

Thursday, January 23, 2020

6:30 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

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Pages

1. CALL TO ORDER
2. LAND ACKNOWLEDGMENT STATEMENT
3. MOMENT OF REFLECTION
4. SINGING OF 'O CANADA'
5. ADOPTION OF AGENDA
  - 5.1 Addition of Items
  - 5.2 Changes in Order of Items
6. DISCLOSURES OF PECUNIARY INTEREST
7. PRESENTATIONS
8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS
9. DELEGATIONS
10. ADOPTION OF MINUTES
  - 10.1 Council Minutes CL 23-2019  
Thursday, December 12, 2019

Ugulini

4 - 20

**11. CORRESPONDENCE**

11.1 Receive and/or Refer  
None.

11.2 For Consideration

11.2.1 *CL-C 1-2020* *Zalepa* 21 - 25  
Regional Councillor Appointment to Niagara Regional Housing  
Affordable Housing Master Plan Team

**12. COMMITTEE REPORTS - OPEN SESSION**

12.1 Public Works Committee Rigby 26 - 67  
Minutes PWC 1-2020, Tuesday, January 14, 2020

12.2 Public Health and Social Services Committee Gibson 68 - 104  
Minutes PHSSC 1-2020, Tuesday, January 14, 2020

12.3 Corporate Services Committee Foster 105 - 137  
Minutes CSC 1-2020, Wednesday, January 15, 2020

12.4 Planning and Economic Development Committee Heit 138 - 221  
Minutes PEDC 1-2020, Wednesday, January 15, 2020

**13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)**  
None.

**14. MOTIONS**

**15. NOTICES OF MOTION**

**16. OTHER BUSINESS**

**17. CLOSED SESSION**

17.1 Council Minutes - Closed Session

17.1.1 Council Minutes CL 23-2019 Closed Session December 12,  
2019

## 17.2 Committee Reports - Closed Session

17.2.1 Public Works Committee Closed Session (Tuesday, January 14, 2020)  
Closed Session Minutes PWC 1-2020, Tuesday, January 14, 2020

17.2.2 Corporate Services Committee (Wednesday, January 15, 2020)

## 18. BUSINESS ARISING FROM CLOSED SESSION

## 19. BY-LAWS

Bylsma

- |      |  |           |
|------|--|-----------|
| 19.1 | <u>Bill 2020-02</u><br>A by-law to amend By-law No. 2018-75, being a bylaw to licence, regulate and govern vehicles for hire (taxicabs, transportation network company vehicles, specialty vehicles, auxillary services vehicles, shuttle buses, sightseeing vehicles, caleche, tow trucks) and businesses (secondhand good stores and dealers, salvage yards, auto-wrecking yards and taxicab brokers). | 222 - 224 |
| 19.2 | <u>Bill 2020-03</u><br>A by-law to amend By-law No. 2018-76, being a by-law to provide for the licencing, regulating and inspecting of adult entertainment parlours, owners and operators of adult entertainment parlours and entertainers at adult entertainment parlours.  | 225       |
| 19.3 | <u>Bill 2020-04</u><br>A by-law to authorize a 2020 Interim and waste management special upper-tier levy for The Regional Municipality of Niagara.   | 226 - 227 |
| 19.4 | <u>Bill 2020-05</u><br>A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on January 23, 2020.  | 228       |

## 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).

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

**CL 23-2019**

**Thursday, December 12, 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, Sendzik, Steele, Ugulini, Villella, Witteveen, Zalepa

Absent/Regrets: Bellows, Rigby, Whalen

Staff: D. Barnhart, Executive Officer to the Regional Chair, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, D. Giles, Director, Community & Long Range Planning, 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, M. Murphy, Associate Director, Budget Planning and Strategy, A.-M. Norio, Regional Clerk, T. Potts, Senior Budget Analyst, K. Scholtens, Manager Business Development Expedited Services, 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 6:32 p.m.

**2. LAND ACKNOWLEDGMENT STATEMENT**

Councillor Steele read the Land Acknowledgment Statement.

**3. MOMENT OF REFLECTION**

Councillor Easton 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 Darté  
Seconded by Councillor Witteveen

That Ted Kirkpatrick, Sales Manager, Heddle Shipyards, **BE PERMITTED** to appear before Council as a delegate respecting the portion of the 12.6) concerning the motion respecting Port Weller Dry Docks and National Ship Building Strategy (Minute Item 3.1).

**Carried**

Moved by Councillor Heit  
Seconded by Councillor Ugolini

That Councillor Kevin Townsend, City of St. Catharines, **BE PERMITTED** to appear before Council as a delegate respecting the portion of the Budget Review Committee of the Whole Minutes BRCOTW 10-2019 (Agenda Item 12.7) concerning the 2020 Levy Budget (Minute Item 5.1).

**Carried**

The Regional Chair called the vote to adopt the agenda, as amended, and declared it,

**Carried**

**6. DISCLOSURES OF PECUNIARY INTEREST**

Councillor Huson declared an indirect pecuniary interest with respect to Report CAO 16-2019, concerning Canada Summer Games Capital Budget Initiation (Minute Item 4.1 of Minutes CL 21-2019, Agenda Item 10), as the report deals with the Canada Summer Games agreement which Brock University is a party to and she has an employment relationship with Brock University. Councillor Huson was absent from the meeting during which, Report CAO 16-2019 was considered.

See Minute Item 12.7.1.

**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 **Port Weller Dry Docks and National Ship Building Strategy (Minute Item 3.1 of PEDC 11-2019 (Agenda Item 12.6))**

9.1.1 Ted Kirkpatrick, Sales Manager, Heddle Shipyards

Ted Kirkpatrick, Sales Manager, Heddle Shipyards, appeared before Council in support of the motion to endorse Heddle Shipyards' bid to become the third shipyard in the Federal Government's National Ship Building Strategy (Minute Item 3.1 of Minutes PEDC 12-2019, Agenda Item 12.6) and provided information respecting Heddle Shipyards and the National Shipbuilding Strategy.

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

This delegation request was withdrawn.

9.2.2 Councillor Kevin Townsend, City of St. Catharines, St. Catharines Youth Task Force

Councillor Kevin Townsend, City of St. Catharines, St. Catharines Youth Task Force, appeared before Council with respect to the 2020 Levy Operating Budget (Minute Item 5.1 of Minutes BRCOTW 10-2019, Agenda Item 12.7) and requested that Council include \$50,000 in the 2020 budget to support the WE Youth Event being held May 5, 2020.

Moved by Councillor Sendzik  
Seconded by Councillor Ip

That consideration of the funding request for \$50,000 to support the WE Youth Event **BE MOVED** to the consideration of the 2020 Levy Operating Budget (Minute Item 5.1 of Minutes BRCOTW 10-2019, Agenda Item 12.7).

**Carried**

**10. ADOPTION OF MINUTES**

Moved by Councillor Heit  
Seconded by Councillor Redekop

That the following minutes of Regional Council **BE ADOPTED**:

Open and Closed Session Minutes CL 19-2019, Thursday, November 14, 2019  
(Special)

Open and Closed Session Minutes CL 20-2019, Thursday, November 14, 2019  
(Regular)

Open and Closed Session Minutes CL 21-2019, Thursday, November 21, 2019  
(Special)

Open and Closed Session Minutes CL 22-2019, Thursday, December 5, 2019  
(Special)

**Carried**

**11. CORRESPONDENCE**

**11.1 Receive and/or Refer**

Moved by Councillor Darte  
Seconded by Councillor Gibson

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

CL-C 78-2019 respecting Appointment of Private Sewage System  
Inspectors under the Building Code Act, 1992, **BE RECEIVED**;

CL-C 79-2019 respecting Response to BRCOTW 10-2019 Councillor  
Information Requests, **BE RECEIVED**;

CL-C 81-2019 respecting Niagara Prosperity Initiative, **BE RECEIVED**;

CL-C 82-2019 respecting ProKids Program, **BE RECEIVED**; and

CL-C 84-2019 respecting 2020 Budget Deliberations, **BE RECEIVED**.

**Carried**

**11. CORRESPONDENCE**

**11.2 For Consideration**

**11.2.1 CL-C 77-2019**

Moved by Councillor Butters  
Seconded by Councillor Foster

That Correspondence Item CL-C 77-2019, being a memorandum from A.-M. Norio, Regional Clerk, dated December 12, 2019, respecting Request for Appointment to Women's Advisory Committee, **BE RECEIVED** and the following recommendation **BE APPROVED:**

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

**Carried**

**12. COMMITTEE REPORTS - OPEN SESSION**

**12.1 Budget Review Committee of the Whole**

Minutes BRCOTW 8-2019, Thursday, November 21, 2019

Moved by Councillor Disero  
Seconded by Councillor Zalepa

That Report BRCOTW 8-2019 being the Open Session minutes of the Budget Review Committee of the Whole meeting held on Thursday, November 21, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED.**

**Carried**

**12.2 Budget Review Committee of the Whole**

Minutes BRCOTW 9-2019, Thursday, November 28, 2019

Moved by Councillor Zalepa  
Seconded by Councillor Disero

That Report BRCOTW 9-2019 being the Open and Closed Session minutes of the Budget Review Committee of the Whole meeting held on Thursday, November 28, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED.**

**Carried**

12.3 Public Works Committee

Minutes PWC 12-2019, Tuesday, December 3, 2019

Moved by Councillor Edgar  
Seconded by Councillor Foster

That Report PWC 12-2019 being the Open Session minutes of the Public Works Committee meeting held on Tuesday, December 3, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

12.4 Public Health and Social Services Committee

Minutes PHSSC 12-2019, Tuesday, December 3, 2019

Moved by Councillor Chiocchio  
Seconded by Councillor Villella

That Report PHSSC 12-2019 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, December 3, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

12.5 Corporate Services Committee

Minutes CSC 12-2019, Wednesday, December 4, 2019

Moved by Councillor Foster  
Seconded by Councillor Edgar

That Report CSC 12-2019 being the Open Session minutes of the Corporate Services Committee meeting held on Wednesday, December 4, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

12.6 Planning and Economic Development Committee

Minutes PEDC 12- 2019, Wednesday, December 4, 2019

Moved by Councillor Huson  
Seconded by Councillor Darte

That Report PEDC 12-2019 being the Open Session minutes of the Planning & Economic Development Committee meeting held on Wednesday, December 4, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

12.7 Budget Review Committee of the Whole

Minutes BRCOTW 10-2019, Thursday, December 5, 2019

Moved by Councillor Zalepa  
Seconded by Councillor Easton

That Report BRCOTW 10-2019 being the Open Session minutes of the Budget Review Committee of the Whole meeting held on Thursday, December 5, 2019, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

12.7.1 Minute Item 5.1 respecting 2020 Levy Operating Budget

The recommendations contained in Minute Item 5.1 were considered separately 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.

Moved by Councillor Sendzik  
Seconded by Councillor Campion

1. That \$450,000 from the tax payer relief reserve and any remaining 2019 SNIP funds **BE INCLUDED** for the SNIP program in the 2020 budget; and
2. That the funds **BE USED** for projects around affordable housing, brownfield redevelopment and heritage preservations.

The following friendly **amendment** was accepted by the Regional Chair, and the mover and seconder of the motion:

2. ***That the original SNIP criteria*** ~~the funds BE USED for projects around affordable housing, brownfield redevelopment and heritage preservations~~ ***and affordable and subsidized housing initiatives BE INCLUDED.***

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

1. That \$450,000 from the tax payer relief reserve and any remaining 2019 SNIP funds **BE INCLUDED** for the SNIP program in the 2020 budget; and
2. That the original SNIP criteria **BE USED** and affordable and subsidized housing initiatives **BE INCLUDED**.

Clause 1 of the motion was considered separately as follows:

1. That \$450,000 from the tax payer relief reserve and any remaining 2019 SNIP funds **BE INCLUDED** for the SNIP program in the 2020 budget.

Recorded Vote:

Yes (15): Campion, Chiocchio, Dart, Diodati, Disero, Easton, Fertich, Greenwood, Jordan, Junkin, Nicholson, Redekop, Sendzik, Ugolini, Villella.

No (12): Butters, Bylsma, Edgar, Foster, Gibson, Heit, Huson, Insinna, Ip, Steele, Witteveen, Zalepa.

**Carried**

Clause 2 of the motion was considered separately as follows:

2. That the original SNIP criteria **BE USED** and affordable and subsidized housing initiatives **BE INCLUDED**.

Recorded Vote:

Yes (19): Campion, Chiocchio, Dart, Diodati, Disero, Easton, Fertich, Greenwood, Heit, Huson, Insinna, Jordan, Junkin, Nicholson, Redekop, Sendzik, Ugolini, Villella, Witteveen.

No (8): Butters, Bylsma, Edgar, Foster, Gibson, Ip, Steele, Zalepa.

**Carried**



Moved by Councillor Insinna  
Seconded by Councillor Fertich

That the \$294,000 allocated to the airport study **BE DEFERRED** to the 2021 budget process.

The Regional Chair ruled that the motion was out of order as it would be a reconsideration.

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

That the ruling of the Chair **BE SUSTAINED** to require a motion to reconsider the issue of the airport study funding.

Recorded Vote:

Yes (22): Butters, Bylsma, Campion, Dart, Diodati, Disero, Edgar, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Junkin, Nicholson, Redekop, Sendzik, Steele, Ugolini, Villella, Witteveen, Zalepa.

No (5): Chiocchio, Easton, Fertich, Foster, Jordan.

**Carried**

The Regional Chair declared the ruling was sustained and no motion to reconsider the matter was put forward.

Moved by Councillor Insinna  
Seconded by Councillor Foster

That \$250,000 for the ProKids program **BE INCLUDED** in the budget and **BE FUNDED** from the levy.

Councillor Edgar declared an indirect pecuniary interest with respect to the motion concerning the ProKids program as his wife is the Director of Children's Services.

At this point in the meeting Councillor Steele assumed the Chair.

Recorded Vote:

Yes (17): Butters, Campion, Chiocchio, Dart, Diodati, Disero, Easton, Fertich, Foster, Gibson, Huson, Insinna, Ip, Jordan, Sendzik, Ugulini, Villella.

No (8): Bylsma, Greenwood, Heit, Junkin, Nicholson, Redekop, Witteveen, Zalepa.

**Carried**

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

The Regional Chair 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 1.7% or \$3,226,858 over the 2019 departmental levy, for a total departmental levy of \$189,569,763, in accordance with the Budget Planning By-law for base services, as outlined in Appendix 1 of Report CSD 78-2019 and as amended to include ProKids, **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 the Smarter Niagara Incentive Program and 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 \$204,691,762 and ABCs of \$187,877,851 for a total of \$392,569,613 **BE APPROVED**; and
7. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Recorded Vote:

Yes (19): Butters, Campion, Chiocchio, Darte, Disero, Easton, Edgar, Foster, Gibson, Greenwood, Ip, Junkin, Nicholson, Sendzik, Steele, Ugulini, Villella, Witteveen, Zalepa.

No (4): Bylsma, Heit, Insinna, Redekop.

**Carried**

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

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

**Carried**

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

There were no Chief Administrative Officer Reports.

**14. MOTIONS**

**14.1 Whistleblower Policy**

Moved by Councillor Redekop  
Seconded by Councillor Darte

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:

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

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

That this resolution **BE CIRCULATED** to local area municipalities in Niagara for support.

**Carried**

14.2 Commendation

Moved by Councillor Sendzik  
Seconded by Councillor Ip

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;

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.

**Carried**

**15. NOTICES OF MOTION**

Councillor Easton advised that she would be bringing forward a motion to the next Council meeting respecting the rebuild of the West Lincoln Memorial Hospital capital plan.

**16. OTHER BUSINESS**

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

Moved by Councillor Steele  
Seconded by Councillor Foster

That Regional Council **EXTEND** this meeting's curfew to 11:00 p.m.

**Carried**

**17. CLOSED SESSION**

Moved by Councillor Huson  
Seconded by Councillor Insinna

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

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

**Carried**

Council resolved into closed session at 10:05 p.m.

**18. BUSINESS ARISING FROM CLOSED SESSION**

Council reconvened in open session at 10:28 p.m. with the following individuals present:

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

Absent/Regrets: Bellows, Gale, Redekop, Rigby, Whalen

Staff: D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, A.-M. Norio, Regional Clerk, A. Scott, Manager, Continuous Quality Improvement, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer

**18.1 Confidential Presentation and Verbal Update**

Moved by Councillor Edgar  
Seconded by Councillor Steele

That the Confidential Presentation and Verbal Update, respecting A Matter of Advice that is Subject to Solicitor Client Privilege and A Matter of Litigation or Potential Litigation – Burgoyne Bridge Update, **BE RECEIVED**; and

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

**Carried**

**19. BY-LAWS**

Moved by Councillor Ip  
Seconded by Councillor Nicholson

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

Bill 2019-88

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).

Bill 2019-89

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).

Bill 2019-90

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).

Bill 2019-91

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).

Bill 2019-92

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).

Bill 2019-93

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.

Bill 2019-94

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.

Bill 2019-95

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.

Bill 2019-96

A by-law to adopt the 2020 waste management budget for The Regional Municipality of Niagara.

Bill 2019-97

A by-law to adopt the 2020 capital budget for The Regional Municipality of Niagara.

Bill 2019-98

A by-law to adopt the 2020 operating budget and tax levy for The Regional Municipality of Niagara.

Bill 2019-99

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.

Bill 2019-100

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.

Bill 2019-101

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.

Bill 2019-102

A by-law to authorize long-term financing (1-10 years) in the amount of \$6,350,000, Niagara Region Capital Projects.

Bill 2019-103

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.

Bill 2019-104

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.

Bill 2019-105

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

**Carried**

**20. ADJOURNMENT**

There being no further business, the meeting adjourned at 10:32 p.m.

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Jim Bradley  
Regional Chair

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk



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## MEMORANDUM

**CL-C 1-2020**

**Subject: Regional Councillor Appointment to Niagara Regional Housing  
Affordable Housing Master Plan Team**

**Date: January 23, 2020**

**To: Regional Council**

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

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The Clerk's Office is in receipt of a request from the Niagara Regional Housing (NRH) Board respecting the appointment of a Regional Councillor to the NRH Affordable Housing Master Plan Team. In accordance with the request, the Regional Councillor appointed is not to be a current member of the Board.

Should Council wish to appoint a Regional Councillor to this team, a resolution is required. Suggested wording is as follows:

That Regional Council **APPOINT** <Councillor Name> to the Niagara Regional Housing Affordable Housing Master Plan Team.

Respectfully submitted and signed by

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Ann-Marie Norio  
Regional Clerk

Attachment: Request Letter from Niagara Regional Housing Board



**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)

January 20, 2020

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

Dear Ms. Norio,

At their January 17, 2020 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in report NRH 1-2020 (attached):

**That the NRH Board of Directors RECEIVE the report RFP - Affordable Housing Master Plan and add Board Members Gary Zalepa and Leanna Villella to the Affordable Housing Master Plan Team.**

The NRH Board of Directors is seeking a non Board Member Councillor for the Housing Master Plan Team.

Your assistance is requested in moving report NRH 1-2020 through appropriate channels to Council for approval.

Sincerely,

Mayor Walter Sendzik  
Chair



**REPORT TO:** Board of Directors of Niagara Regional Housing  
**SUBJECT:** RFP – Affordable Housing Master Plan

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## **RECOMMENDATION**

1. That the Niagara Regional Housing Board of Directors **RECEIVES** this report for information.
2. That the Niagara Regional Housing Board of Directors **FORWARDS** the report to Council to request for one Councilor (Non-Board Member) representation to be on the project team.

## **KEY FACTS**

- The Board of Directors (BOD) for NRH requested a feasibility study on the owned units as identified in the approved Business Plan for 2019-2020 (19-183-3.4 July 19, 2019) to explore regeneration/intensification opportunities
- The Board expanded this initiative to include Housing Providers
- In discussion with members of the Affordable Housing Strategy Steering Committee at Niagara Region, it was identified that the study should include available lands such as surplus lands that may be available from the Long Term Care developments, etc.
- The plan now is expanded from a feasibility study to a 20 year Affordable Housing Master Plan
- Staff are working on creating an RFP to develop the Master Plan

## **Report**

The purpose of a Master Plan is to provide a strategic framework to achieve the Board's vision and mission, which will focus on the NRH properties and those of the providers in our communities.

The Master Plan will direct NRH and the Region to present a vision and a strategy to revitalize community housing through redevelopment and growth as well as maintain the current housing stock in Niagara.

The Master Plan will explore how and when potential divestment strategies to either replace existing units or generate revenue to increase the supply of affordable housing in Niagara. This could include potential partnership opportunities.

The timing for this project is good for a variety of reasons including:

- a) NRH has recent building condition assessments on all properties including the owned and housing provider stock
- b) NRH performed reserve fund studies on all of the provider properties
- c) A Niagara Region Housing Market Analysis and Growth Scenario, which determines the current and future need for affordable housing, was recently completed for the Niagara Region and Niagara Regional Housing by the Canadian Centre for Economic Analysis (CANCEA). This analysis provides a breakdown of regional housing need by municipality, household income, and types of units out to 2041.
- d) The upcoming development for long term care may provide opportunity for available lands
- e) Canada Mortgage and Housing Corporation (CMHC) has programs available with various grant and funding streams

NRH has been engaging with a consultant to put together a draft scope of work for the project so that we have a starting point. Various regional experts are required to ensure we are identifying all pertinent information and content for this project.

Below is a draft list of members for the Housing Master Plan Project Team to develop the RFP and manage the project.

Staff are requesting that the report be forwarded to Niagara Region Council to provide one Councilor that is not on the NRH Board to be part of this team.

<b>List for Housing Master Plan RFP Project</b>		
<b>Project Team Members</b>		
<b>Name</b>	<b>Position</b>	
Donna Woiceshyn	CEO	NRH
Cameron Banach	Manager Housing Operation	NRH
Fred Elbe	Capital Works Manager	NRH
Gord Szaszi	Project Manager, Housing Development	NRH
Jenny Schikluna	Manager Housing Programs	NRH
Brian Wilson	Legal Counsel with CCDC experience	NR
James Hyatt	Board Co-chair, Chair of Dev. Committee	NRH
Gary Zalepa	1 Board Member/Councilor	NRH
Leanna Villella	1 Board Member/Councilor	NRH
1 non Board Member Councilor	TBD	NR
1 Housing Provider Rep	TBD	At Large
Donovan D'Amboise	Program Financial Specialist	NR
Jeff Sinclair	Homelessness Action Plan Advisor	NR
Alexandria Tikky	Planner	NR
Marian Bannerman	Grants and Incentives Manager	NR
Bart Menage	Director Procurement	NR
Jon Whyte	Development Industry Consult	NR
Dean Rurak	Director of Asset Management	NR
Craig Mustard	Real Estate Coordinator	NR
TBC	Niagara Home Builders' Association	NR

## RELATIONSHIP TO NRH and/or COUNCIL STRATEGIC PRIORITIES

The Master Plan will support the goals of Niagara Region's updated 10-Year Housing and Homelessness Action Plan (HHAP) related to increasing housing options and opportunities for low- and moderate-income households by enabling:

- Planning for affordable housing (Goal 3.7 in the HHAP)
- Development of affordable housing units (Goal 3.8 in the HHAP)
- Support for non-profit and co-operative housing providers (Goal 3.9 in the HHAP)

The Master Plan will also support the Council strategic priority of a healthy and vibrant community, including objective 2.3 Addressing Affordable Housing Needs.

**Submitted by:**



Donna Woiceshyn  
Chief Executive Officer

**Approved by:**



Walter Sendzik  
Chair

*This report was prepared by Donna Woiceshyn, CEO. in consultation with Cameron Banach, Manager Housing Operations.*

**Minute Item No. 5.1**

**PW 1-2020**

**Award of Contract 2019-T-231 Grimsby Water Storage System in the Town of Grimsby**

That Report PW 1-2020, dated January 14, 2020, respecting Award of Contract 2019-T-231 Grimsby Water Storage System in the Town of Grimsby, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2019-T-231 Grimsby Water Storage System in the Town of Grimsby **BE AWARDED** to ROMAG Contracting Ltd. at their bid price of \$20,110,610.00 (including 13% HST).

**Minute Item No. 5.2**

**PWC-C 2-2020**

**Recommendations from the Niagara Road 12 Landfill Site Citizens Liaison Committee (NR12 CLC)**

That Correspondence Item PWC-C 2-2020, being a memorandum from A.-M. Norio, Regional Clerk, dated January 14, 2020, respecting Recommendations from the Niagara Road 12 Landfill Site Citizens Liaison Committee (NR12 CLC), **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Victor Dirksen **BE APPOINTED** to the Niagara Road 12 Landfill Site Citizens Liaison Committee, for a term ending on November 14, 2022.

**Minute Item No. 6**

**Consent Items for Information**

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

PW 6-2020

Metrolinx Initial Business Case Update – Niagara Falls Rail Service Extension

PWC-C 1-2020

Transportation Infrastructure Means Protection Update 2

**Minute Item No. 9.1**

**Renewal of Contract Agreement with Thomas Nutrient Solutions**

That staff **BE DIRECTED** to initiate a Request for Proposal (RFP) process respecting the loading, haulage/transportation, lagoon management and land application of liquid biosolids and residual solids generated from Niagara Region water and wastewater treatment facilities; and

That staff **BE DIRECTED** to extend the agreement with Thomas Nutrient Solutions for biosolids management services (within the existing contract scope) for up to nine months; and

That staff **BE DIRECTED** to provide a report to the Public Works Committee at the meeting being held on Tuesday, February 11, 2020 respecting the contract with Thomas Nutrient Solutions and the RFP process.

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

**PWC 1-2020  
Tuesday, January 14, 2020  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Chiocchio, Junkin, Witteveen

Staff: D. Ane, Manager, Program Financial Support, M. Evely, Legislative Coordinator, W. Foebel, Program Manager, Biosolids, D. Gibbs, Director, Legal & Court Services, C. Habermehl, Director, Waste Management Services, T. Harrison, Commissioner/Treasurer, Corporate Services, D. Johnson, Associate Director, Wastewater Operations Maintenance & Lab Services, P. Lambert, Director, Infrastructure Planning & Development Engineering, B. Menage, Director, Procurement & Strategic Acquisition, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, J. Tonellato, Director, Water & Wastewater Services, S. Wood, Legal Counsel

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**1. CALL TO ORDER**

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

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

There were no presentations.

**4. DELEGATIONS**

Moved by Councillor Gale  
Seconded by Councillor Nicholson

That Larry Di Ianni, Doug Legge, and Mario Piro, Terrapure Environmental Solutions, **BE PERMITTED** to appear before the Public Works Committee as delegates respecting Report PW 3-2020, Niagara Region Liquid Biosolids Management Program Renewal of Contract Agreement with Thomas Nutrient Solutions (Agenda Item 5.3.)

**Carried**

**4.1.1 Larry Di Ianni, Doug Legge, and Maria Piro, Terrapure Environmental Solutions**

Larry Di Ianni, Doug Legge, and Maria Piro, Terrapure Environmental Solutions, appeared before Committee respecting Report PW 3-2020, Niagara Region Liquid Biosolids Management Program Renewal of Contract Agreement with Thomas Nutrient Solutions (Agenda Item 5.3) to express concern with the contract renewal process for the liquid biosolids and residual solids management program.

The delegation submission is attached to these minutes as PWC-C 5-2020.

**5. ITEMS FOR CONSIDERATION**

**5.1 PW 1-2020**

Award of Contract 2019-T-231 Grimsby Water Storage System in the Town of Grimsby

Moved by Councillor Ip  
Seconded by Councillor Foster

That Report PW 1-2020, dated January 14, 2020, respecting Award of Contract 2019-T-231 Grimsby Water Storage System in the Town of Grimsby, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Contract 2019-T-231 Grimsby Water Storage System in the Town of Grimsby **BE AWARDED** to ROMAG Contracting Ltd. at their bid price of \$20,110,610.00 (including 13% HST).

**Carried**

**Councillor Information Request(s):**

Provide information respecting possible federal or provincial funding opportunities to support the Grimsby Water Storage System project. Councillor Sendzik.



5.2 PWC-C 2-2020

Recommendations from the Niagara Road 12 Landfill Site Citizens Liaison Committee (NR12 CLC)

Moved by Councillor Steele  
Seconded by Councillor Insinna

That Correspondence Item PWC-C 2-2020, being a memorandum from A.-M. Norio, Regional Clerk, dated January 14, 2020, respecting Recommendations from the Niagara Road 12 Landfill Site Citizens Liaison Committee (NR12 CLC), **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Victor Dirksen **BE APPOINTED** to the Niagara Road 12 Landfill Site Citizens Liaison Committee, for a term ending on November 14, 2022.

**Carried**

There being no objection the consent items for information were dealt with at this time.

6. **CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Sendzik  
Seconded by Councillor Edgar

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

PW 6-2020

Metrolinx Initial Business Case Update - Niagara Falls Rail Service Extension

PWC-C 1-2020

Transportation Infrastructure Means Protection Update 2

**Carried**

5. **ITEMS FOR CONSIDERATION**

5.3 **PW 3-2020**

Niagara Region Liquid Biosolids Management Program Renewal of Contract Agreement with Thomas Nutrient Solutions

The Committee Chair advised that the presentation respecting Niagara Region Liquid Biosolids Management Program would be provided at a later date.

Moved by Councillor Sendzik  
Seconded by Councillor Foster

That Report PW 3-2020, dated January 14, 2020, respecting Niagara Region Liquid Biosolids Management Program Renewal of Contract Agreement with Thomas Nutrient Solutions, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Chair and Regional Clerk **BE AUTHORIZED** to execute a three (3) year contract renewal agreement with 2386246 ONTARIO INC. cob as THOMAS NUTRIENT SOLUTIONS to provide loading, haulage/transportation, lagoon management and land application of liquid biosolids and residual solids generated from Niagara Region water and wastewater treatment facilities on the same terms and conditions as in the existing agreement; and
2. That the three (3) year contract renewal agreement **BE PREPARED** in a form satisfactory to the Director of Legal and Court Services.

Moved by Councillor Gale  
Seconded by Councillor Ugolini

That Report PW 3-2020, respecting Niagara Region Liquid Biosolids Management Program Renewal of Contract Agreement with Thomas Nutrient Solutions, **BE REFERRED** to staff to engage in discussions with Terrapure Environmental Solutions and Thomas Nutrient Solutions to ensure a fair contract process and provide information to Committee respecting these discussions.

**Defeated**

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

That Report PW 3-2020, dated January 14, 2020, respecting Niagara Region Liquid Biosolids Management Program Renewal of Contract Agreement with Thomas Nutrient Solutions, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Chair and Regional Clerk **BE AUTHORIZED** to execute a three (3) year contract renewal agreement with 2386246 ONTARIO INC. cob as THOMAS NUTRIENT SOLUTIONS to provide loading, haulage/transportation, lagoon management and land application of liquid biosolids and residual solids generated from Niagara Region water and wastewater treatment facilities on the same terms and conditions as in the existing agreement; and
2. That the three (3) year contract renewal agreement **BE PREPARED** in a form satisfactory to the Director of Legal and Court Services.

**Defeated**

Committee requested advice respecting the contract. Staff advised that the advice would need to be discussed in closed session as it was subject to solicitor-client privilege. Therefore it was:

Moved by Councillor Steele  
Seconded by Councillor Ip

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

A Matter of Advice that is Subject to Solicitor-Client Privilege - Niagara Region Liquid Biosolids Management Program Renewal of Contract Agreement with Thomas Nutrient Solutions

**Carried**

Committee resolved into closed session at 10:37 a.m.

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

Committee reconvened in open session at 11:01 a.m. with the following individuals in attendance:

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

Absent/Regrets: Chiocchio, Junkin, Witteveen

Staff: D. Ane, Manager, Program Financial Support, M. Evelyn, Legislative Coordinator, W. Foebel, Program Manager, Biosolids, D. Gibbs, Director, Legal & Court Services, C. Habermebl, Director, Waste Management Services, T. Harrison, Commissioner/Treasurer, Corporate Services, D. Johnson, Associate Director, Wastewater Operations Maintenance & Lab Services, P. Lambert, Director, Infrastructure Planning & Development Engineering, B. Menage, Director, Procurement & Strategic Acquisition, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, J. Tonellato, Director, Water & Wastewater Services, S. Wood, Legal Counsel

**9.1 Renewal of Contract Agreement with Thomas Nutrient Solutions**

Moved by Councillor Sendzik  
Seconded by Councillor Ip

That staff **BE DIRECTED** to initiate a Request for Proposal (RFP) process respecting the loading, haulage/transportation, lagoon management and land application of liquid biosolids and residual solids generated from Niagara Region water and wastewater treatment facilities; and

That staff **BE DIRECTED** to extend the agreement with Thomas Nutrient Solutions for biosolids management services (within the existing contract scope) for up to nine months; and

That staff **BE DIRECTED** to provide a report to the Public Works Committee at the meeting being held on Tuesday, February 11, 2020 respecting the contract with Thomas Nutrient Solutions and the RFP process.

**Carried**

**Councillor Information Request(s):**

Consider including copies of contracts with reports. Councillor Sendzik.

**7. OTHER BUSINESS**

**7.1 Lighting at Regional Road 84 (Miller Road) and Highway 3**

Councillor Steele requested that staff, in consultation with the Ministry of Transportation, review the lighting at this intersection.

**7.2 On-Demand Transit Initiative**

Councillor Zalepa requested information respecting the On-Demand Transit Initiative.

**7.3 Regional Road 25 (Netherby Road) Traffic Signal Installation**

Councillor Insinna thanked staff for initiating the installation of a traffic signal on Regional Road 25 (Netherby Road) and requested information as to when the project would be completed. Carolyn Ryall, Director, Transportation Services, advised that she would verify with staff and advise the Councillor.

**7.4 Traffic Concerns on Regional Road 21 (Bowen Road)**

Councillor Insinna requested staff review the speed limit on Regional Road 21 (Bowen Road) at the QEW overpass.

**7.5 Snow Clearing Operations**

Councillor Gale requested information respecting any potential cost savings from snow clearing operations due to the mild winter we have had so far. He also inquired about the duties of plow operators when there is no snow clearing being done. Carolyn Ryall, Director, Transportation Services, advised that the drivers perform other road maintenance duties including road side clean up, ditching, and shouldering.

**7.6 Public Works Capital Projects**

Councillor Foster requested that staff provide a report summarizing the approved capital projects by municipality for Transportation Services including timelines for each project.

**7.7 QEW and Regional Road 89 (Glendale Avenue) Exit**

Councillor Heit requested an update respecting the Ministry of Transportation project at Regional Road 89 and the QEW.

7.8 City of St. Catharines Pilot Project

Councillor Sendzik requested staff allow Regional Road 87 (Main Street) in Port Dalhousie to be included as part of the City of St. Catharines pilot project to reduce the speed to 30km/h in that area as a Vision Zero concept in consideration of the two schools that are located there.

10. **NEXT MEETING**

The next meeting will be held on Tuesday, February 11, 2020 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

11. **ADJOURNMENT**

There being no further business, the meeting adjourned at 11:14 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



terrapure®  
Environmental Solutions

January 13, 2020

Ann Marie Norio - Niagara Region Clerk  
Jim Bradley - Niagara Region Chair  
Tim Rigby - Niagara Region Public Works Chair  
1815 Sir Isaac Brock Way  
Thorold, ON L2V 4T7

**RE: Niagara Region Liquid Biosolids and Residuals Management Program**

Dear Madam/Sirs:

On September 5<sup>th</sup>, 2019 Terrapure Environmental responded to a RFPQ from the Region of Niagara for its Liquid Biosolids and Residuals Management Program, No 2019-RFPQ-232. The RFPQ was issued on August 7<sup>th</sup>. The RFPQ was later cancelled after respondents submitted proposals. Terrapure has very serious concerns about the manner in which this procurement was conducted. It is our opinion that this procurement process was faulty and unfair to suppliers. I request that the Public Works Committee not proceed with a recommendation from staff (to be considered at the Tuesday, January 14<sup>th</sup> Public Works Committee Meeting) to negotiate a new contract with the incumbent supplier until our concerns are investigated fully.

Terrapure Environmental is of the opinion that:

1. The Region conducted a faulty and unfair procurement process and failed to meet its own standard under By-law No. 02-2016, Purposes, Goals and Objectives.
2. The staff report for the Tuesday, January 14<sup>th</sup>, meeting omits important information and mischaracterizes the capabilities of other suppliers.
3. The Region will pay (and has been paying) too much for biosolids services and assumes risk that should otherwise be the responsibility of the biosolids contractor.

Our opinions and concerns are addressed in detail below.

## **1. The Procurement Process.**

- Terrapure deployed considerable resources to respond carefully and thoughtfully to the RFPQ.
- The RFPQ process was subsequently cancelled (Notice of Cancellation) on October 4<sup>th</sup>. In the cancellation notice the Region states that the procurement process was cancelled because “bid submissions received did not meet the established pre-qualification requirements”.
- The Region sent a revised Notice of Cancellation on October 25<sup>th</sup> that omitted the above point (“bid submissions received did not meet the established pre-qualification requirements”).
- Both Notices stated that the Region anticipated that the procurement “may be retendered at a later date, yet to be determined”.
- We requested a debrief of the process (as allowed in the Section 3.3.2 of the RFPQ) to understand why Terrapure did not qualify. It was very difficult for us to understand how we could qualify for every major biosolids program in Ontario (e.g., Toronto, Hamilton, Halton, Waterloo, Durham, Ottawa) but fail to qualify for the Region of Niagara’s biosolids program and for which we had previously operated for 10-years. Our verbal response from the Region was that “because the Region was planning to re-issue the RFPQ that it would be inappropriate for NR Procurement to debrief Terrapure. This was confirmed in an email.
- Unsure of the advice we were provided we formally (email and letter) asked for a debrief on Oct 17<sup>th</sup>. We received no response to this request.
- A second Notice of Cancellation (actually two Notices of Cancellation were received that same day) on October 25<sup>th</sup>. The email note mentions that this second Notice was being sent to correct an earlier error in the original October 4<sup>th</sup> Notice. The wording in the second Notice omitted the previous sentence that the RFPQ had been cancelled because “bid submissions received did not meet the established pre-qualification requirements.
- There was no communication provided to vendors about the staff decision. We discovered the staff decision only by reading the documents for the Tuesday meeting (whereby the incumbent would be awarded a 3-year contract).

## **2. The staff report prepared for the Tuesday, January 14<sup>th</sup> meeting, that recommends a three year negotiated contract with the incumbent, is misleading in several areas.**

- The report fails to mention that, in fact, a RFPQ process was conducted earlier in the year but was then cancelled because no proponents, including the incumbent, were qualified. No explanation of why the three companies failed to meet the criteria is provided. This is important



information for the Committee to understand. It implies that NR is now prepared to negotiate a 3-year \$14,000,000 contract with an unqualified supplier.

- The report notes that another reason for selecting Thomas Nutrient Solutions (Thomas) is that Thomas is so familiar with the current operations and that this would result in a “seamless” transition for NR operations staff.
  - Terrapure operated this facility for a decade previously and would provide an equally seamless transition.
  - A seamlessness transition was not an issue 5 years ago when the Region opted to award the biosolids contract to Thomas despite the fact that Thomas had never handled one kilogram of biosolids prior to the award of a five year contract. Why is it now an important criteria?
- In Alternatives Reviewed (2 and 3), staff notes that the existing contract contains a renewal opportunity for either one or three years.
  - This is untrue. The current contract expired December 31, 2019 (with no further extensions) as noted in staff Key Facts and in Public Works document PW12-2017. Consequently, there is no existing contract with a renewal option.
  - The report notes that Thomas “expressed a willingness” (not a commitment) to invest an additional \$600,000 in equipment and that it would be impossible for an alternate company to provide at this late stage. It is important to note that as a result of NR failing to conduct its procurement process in 2019 it created the situation whereby a sole-source arrangement now has to be made. Terrapure could easily meet this condition and made this clear to NR in an email on October 17<sup>th</sup>. It is false to make this claim.
  - The many other listed reasons for selecting Thomas (significant capital investment, high volume, large unique equipment, highly skilled trained and experience people) are all conditions that could be met by other biosolids suppliers. The staff summary suggests that no other company could do this – that is false. Other respondents were not asked.

**3) As a result of sole sourcing a \$14,000,000, 3-year contract with TNS, the Region is not receiving competitive prices for biosolids services.**

- Is it appropriate to sole-source a \$14,000,000, multi-year, contract to an unqualified supplier (as determined by the Region in the RFPQ process) that has unreasonably increased prices and has shifted risk to the Region?
- The Region has accepted “weather risk” (as stated in the staff report) by allowing Thomas to increase the 2018 budget by 14% to accommodate for wet weather conditions. Terrapure

experienced the same wet weather conditions in 2018 with multiple programs but no client was asked for additional money. This is a risk that the vendor takes on. The Region should not be responsible for this risk condition.

- In 2018 the cost from the incumbent increased by 14 %, for “weather related issues”, but did not return to 2017 +CPI +CPI levels in 2019. Thomas has effectively increased the 2019 contract base amount arbitrarily and NR has accepted this cost increase despite the fact the vendor accepts weather risk.
- Staff notes that the investments to be made by Thomas will increase efficiency yet these efficiencies are not visible in projected costs for 2020, 2021 and 2022.
- In 2014 Thomas won the biosolids contract for approximately \$2,600,000. In 2019 the cost to the Region was (2019F) \$4,173,775. In 2022F the Region is on track to pay Thomas \$4,980,094. The 2019F cost is an approximate 60% increase over the first year of the contract (2014) and the 2022F cost is a 92% increase with respect to the 2014 contract. No municipality in Ontario has experienced such a dramatic cost increases for biosolids programs, nor would they accept this steep increase. Council should undertake a cost increase comparison with other large municipalities and compare. Compare these cost increases to the previous 10 years before Thomas became the liquid biosolids contractor.
- P.30 of the staff report states that fees (costs) are dependent on plant operating conditions and seasonal variations and weather conditions. Terrapure does not increase costs to its clients for weather related issues, this is risk that we manage as part of a biosolids contract. NR is now accepting and paying for risk normally accepted by the contractor.

There are substantial cost and procurement fairness issues that need to be reviewed prior to proceeding with the recommendation currently being made by NR staff.

I respectfully request your review of the staff recommendation to renegotiate this contract with Thomas Nutrient Solutions.

Yours truly,



Doug Legge P. Eng, MBA  
Vice-President

C.C.

Councillor Pat Chiocchio  
Councillor Jim Diodati  
Councillor Betty Disero  
Councillor Kelly Edgar  
Councillor Wayne Fertich  
Councillor Robert Foster  
Councillor Bob Gale  
Councillor Brian Heit  
Councillor Tom Insinna  
Councillor Laura Ip  
Councillor Marvin Junkin  
Councillor Peter Nicholson  
Councillor Walter Sendzik  
Councillor Bill Steele  
Councillor Terry Ugolini  
Councillor Albert Witteveen  
Councillor Gary Zalepa

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**Subject:** Award of Contract 2019-T-231 Grimsby Water Storage System in the Town of Grimsby

**Report to:** Public Works Committee

**Report date:** Tuesday, January 14, 2020

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## **Recommendations**

1. That Contract 2019-T-231 Grimsby Water Storage System in the Town of Grimsby **BE AWARDED** to ROMAG Contracting Ltd. at their bid price of \$20,110,610.00 (including 13% HST).

## **Key Facts**

- The purpose of this report is to seek Council's approval to award Contract 2019-T-231 Grimsby Water Storage System in the Town of Grimsby.
- Schedule B of Niagara Region's Procurement By-law 02-2016, as amended June, 2019, requires Council approval for all tender awards in excess of \$5,000,000.
- Proposed works include a new 15 Mega-Litres (ML) potable drinking water reservoir facility to provide floating storage to the water distribution system, which includes a 500 mm diameter watermain backfeed, and upgrades to the existing Park Road Booster Pumping Station (BPS) and Reservoir facility.
- Construction is scheduled from January 2020 to September 2021 with a contract completion date of September 15, 2021.
- On October 28, 2019, Niagara Region initiated a competitive public tender process (2019-T-231) to solicit bids from pre-qualified General Contractors for these works (2019-RFPQ-225 – Request for Pre-Qualification of General Contractors for Grimsby Water Storage System). The tender closed on December 5, 2019. Five (5) bid submissions were received and five (5) were opened with the lowest compliant bid being received from ROMAG Contracting Ltd. in the amount of \$ 17,797,000.00 (excluding HST).

## **Financial Considerations**

Project 10CW1302 Grimsby Water Storage System in the Town of Grimsby has a previously approved capital budget of \$26,889,173.70. The total estimated project cost after the award of Contract 2019-T-231 is \$22,914,400.90 (inclusive of 1.76% non-refundable HST), as detailed in Appendix 1 – Total Estimated Project Cost. The expected project surplus of \$3,974,772.80 will be returned to project funding sources. The project is funded as follows: approximately 65% by Water Development Charges, 30% Water Capital Reserve, and 5% debt financing.

## Analysis

The Grimsby Water Treatment Plant (WTP) was commissioned in 1994 as the newest water treatment plant owned and operated by Niagara Region. The system supplies potable water to the Town of Grimsby (via Grimsby WTP High Lift Pumping Station), the community of Beamsville in the Town of Lincoln (via Lincoln Booster Pumping Station), and the community of Smithville in the Township of West Lincoln (via Park Rd. BPS and Reservoir).

Based on the Master Servicing Plan (MSP) 2016, the Grimsby Water System has insufficient storage to meet 2041 demands. Of the 10 ML of storage at the Grimsby WTP, only 50% is considered to be available storage, due to the constraints in chlorine contact time. The existing water storage reservoirs in Smithville, Lincoln and West Lincoln are unable to service the area near the escarpment in Grimsby due to limitations in water storage volumes. This means that the Grimsby system is deficient in storage when compared to the Ministry of Environment, Conservation and Parks' (MECP) criteria. For this reason, additional floating storage is required in the area to support growth and provide emergency water storage.

The September 2011 Niagara Region Water and Wastewater Master Plan recommended an additional study to confirm the optimal location for additional floating storage in the Town of Grimsby. The addition of a new 15 ML reservoir would address the existing security of water supply issue and provide operational flexibility allowing better efficiency and optimization of the High Lift Pump operation at the Grimsby WTP.

In February 2015, Niagara Region completed a Class Environmental Assessment (EA) and confirmed the optimal storage location for the 15 ML reservoir site. The proposed site for the new reservoir is a 16 acre property located on the east side of Park Road South, half way between Ridge Road East and Elm Tree Road West. The property was purchased by Niagara Region for this project.

Appendix 2 illustrates the project work area limits.

Proposed works for the Grimsby Water Storage System project include:

- New in-ground 15 ML concrete water reservoir including:
  - 2 Cells (baffled) – 7.5 ML each complete with PRV altitude valve and isolation valves for maintenance.
  - Overflow chamber including de-chlorination.
  - Excavation and local dewatering needs as required.
  - Passive reservoir ventilation.
  - Valve house connected to reservoir complete with process piping and valves, electrical motor control centre line-up and a standby power generator.

- Connection to existing 300 mm and 450 mm watermains with automated valves to allow drawing and filling of the new 15 ML Reservoir to and from Grimsby and Smithville water distribution system.
  - SCADA system monitoring and operator flexibility (isolation valves on existing and new watermain to new reservoir).
  - Site works for driveway, parking and traffic flow, fencing, landscaping, and site buffering vegetative screenings to achieve a low visual environmental impact.
- Modifications to piping at the existing Park Road BPS and Reservoir to accommodate the proposed new 15 ML Reservoir storage including:
    - 500 mm diameter watermain to backfeed from the new water reservoir to the Grimsby water distribution system including a pressure reducing valve (PRV) at the connection point to the existing 500 mm watermain, north of the existing Park Road BPS and Reservoir.
    - Automated valves for system flexibility.
    - Control valve chamber at the pump station including a pressure sustaining valve (PSV) and isolation valves with SCADA monitoring.
    - New connection from the existing Park Road Reservoir directly to the Park Road BPS clearwell/pump well.
    - Re-Chlorination system review and modifications as necessary.
  - Roadway and site restoration works of all work areas.

In accordance with the Class EA requirements, Indigenous Groups were consulted during the Class EA and Archaeological Assessments (Phases 1, 2 & 3). Indigenous Groups will be participating as monitors during construction phase to ensure protection measures are implemented.

WSP Canada Group Ltd. (formerly MMM Group) was retained by Niagara Region through 2015-RFP-17 to complete detailed design and tendering. Contract administration and inspection services were evaluated during the original RFP period, and were approved by Change Purchase Order through the procurement process.

In accordance with Niagara Region Procurement By-law 02-2016, as amended June, 2019, and under the guidance of the Region's Procurement Department, a public tender process was initiated on Monday, October 28, 2019 with a closing date of Thursday, December 5, 2019.

Tender opening occurred on Thursday, December 5, 2019 at 2:15 pm and five (5) bids were received, and five (5) were opened with the lowest compliant bid being received from ROMAG Contracting Ltd. in the amount of \$ 17,797,000.00 (excluding 13% HST).



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

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

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

### **Alternatives Reviewed**

1. Proceed with Contract Award –This alternative would enable staff to proceed with contract award to ROMAG Contracting Ltd. to construct a new 15 ML potable water reservoir with a 500 mm diameter watermain backfeed, and upgrades required at the existing Park Road BPS and Reservoir to meet Niagara Region's objective of providing the required water distribution system floating storage, and safe and reliable drinking water supply to the communities of South Grimsby, Smithville, and Beamsville.
2. Do Nothing – This alternative does not adequately address the safe and reliable water distribution system supply of potable drinking water to the communities of South Grimsby, Smithville, and Beamsville, given that there is inadequate floating storage available to provide emergency storage requirements.

Staff recommend Alternative One (1) to proceed with contract award to ROMAG Contracting Ltd.

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

This recommendation is related to fostering Council's strategic priority for Responsible Growth and Infrastructure Planning, since the planned construction for a new reservoir storage facility as well as other associated facility and linear infrastructure improvements will ensure reliable infrastructure to support growth and economic development within the Town of Grimsby, Township of West Lincoln, and Town of Lincoln.

### **Other Pertinent Reports**

N/A.

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**Prepared by:**

Gino Giancola, B.Sc., C.E.T., PMP  
Project Manager, W-WW Engineering  
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 Tony Cimino, C.E.T., Associate Director, W-WW Engineering and Pamela Hamilton, Program Financial Specialist, W-WW, and reviewed by Joseph Tonellato, P.Eng., Director, W-WW and Bart Menage, Director, Procurement and Strategic Acquisitions.*

**Appendices**

Appendix 1	Total Estimated Project Cost	6
Appendix 2	Key Plan	7
Appendix 3	Summary of Bids	8



**PW1 - 2020 APPENDIX 1**  
**Total Estimated Project Cost**  
**Contract Award**

**Contract 2019-T-231 - Grimsby Water Storage System**

	<b>Council Approved Budget</b>	<b>Budget Increase/ Reallocation</b>	<b>Revised Council Approved Budget</b>	<b>Expended &amp; Committed as of 12/5/19</b>	<b>Contract Award/ Forecast</b>	<b>Budget Remaining</b>
	<b>(A)</b>	<b>(B)</b>	<b>(C) = (A) + (B)</b>	<b>(D)</b>	<b>(E)</b>	<b>(F) = (C)-(D)-(E)</b>
<b><u>Total Estimated Project Cost (10CW1302)*</u></b>						
(a) Construction (includes contract contingency)**	21,985,000		21,985,000		18,110,227	3,874,773
(b) Project Contingency	2,625,000	(120,000)	2,505,000		2,505,000	-
(c) Consulting Engineering Services (Design, Contract Administration, & Inspection)	1,339,174	320,000	1,659,174	1,421,918	237,256	-
(d) Project Management & Internal Costs	940,000	(200,000)	740,000	75,891	564,109	100,000
<b>Total Estimated Project Cost</b>	<b>26,889,174</b>	<b>-</b>	<b>26,889,174</b>	<b>1,497,810</b>	<b>21,416,591</b>	<b>3,974,773</b>

\*All costs include 1.76% non-refundable HST

\*\* Total Contract Award is equal to i) 17,797,000 before tax; ii) 18,110,227 including 1.76% non-refundable HST; iii) 20,110,610 including 13% HST



### **PW 1-2020 - Appendix 3 Summary of Bids (2019-T-231)**

<b>Vendor</b>	<b>Total Tender Price (excluding HST)</b>
ROMAG Contracting Ltd.	\$17,797,000.00
Maple Reinders Constructors Ltd.	\$17,935,500.00
Kenaidan Contracting Ltd.	\$18,189,094.00
North America Construction Ltd.	\$20,315,000.00
Newman Bros. Ltd.	\$20,554,569.14

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## MEMORANDUM

**PWC-C 2-2020**

**Subject: Recommendations from the Niagara Road 12 Landfill Site Citizens Liaison Committee (NR12 CLC)**

**Date: January 14, 2020**

**To: Public Works Committee**

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

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The Niagara Road 12 Landfill Site Citizens Liaison Committee, at its meeting held on October 16, 2019, passed the following motion:

Minute Item No. 7

New Committee Members

- Motion to consider appointing Victor Dirksen as a member of the NR12 CLC committee upon completion of application.

Moved by: Bob Hildebrandt

Seconded by: William Reilly

Mr. Dirksen submitted a completed application for membership on an advisory committee to Waste Management Services on November 15, 2019.

A resolution of Committee is required to approve the recommendation from the Niagara Road 12 Landfill Site Citizens Liaison Committee. Suggested wording is as follows:

That Victor Dirksen **BE APPOINTED** to the Niagara Road 12 Landfill Site Citizens Liaison Committee, for a term ending on November 14, 2022.

Respectfully submitted and signed by

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Ann-Marie Norio  
Regional Clerk

## **WASTE MANAGEMENT SERVICES DIVISION**

### **CITIZENS LIAISON COMMITTEE (CLC) – NIAGARA ROAD 12 LANDFILL SITE**

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Minutes of a meeting of the Niagara Road 12 Landfill Citizens Liaison Committee held at Niagara Road 12 Landfill Site, 7015 Concession 7 Road, in the Township of West Lincoln on October 16, 2019 commencing at 7:00 p.m.

#### **ATTENDANCE**

Committee: Ken Durham  
Peter Forsberg  
Councillor William Reilly, Town of West Lincoln  
Councillor Bob Hildebrandt, Town of Pelham

Guest: Brian Jaworsky, Victor Dirksen

Staff: Andrew Winters, Program Manager  
Emil Prpic –Associate Director, Waste Disposal Operations and Engineering  
Sandy Sawatzky-Upper, Waste Management Clerk/Program Administrator

Regrets: Mayor Jeff Jordan, Town of Grimsby, (Lianne Vardy)  
Councillor Greg Reimer, Town of Lincoln  
Robert Lee

#### **1. Distributed at meeting:**

Agenda  
Minutes for May 15, 2019 meeting

#### **2. Approval of Minutes from May 15, 2019:**

Moved by: Ken Durham  
Seconded by: Peter Forsberg

Carried

#### **3. Business Arising from previous meeting:**

- Collection Contract for Lincoln & West Lincoln ends when Emterra contract ends in October 2020
  - Some committee members are still hearing of collection issues in West Lincoln from residents.



#### **4. Selection of Committee Chair**

- Motion to select Ken Durham as Chair

Moved by: William Reilly

Seconded by: Bob Hildebrandt

Carried

#### **5. Summary Annual Landfill Report for MECP**

- Annual Monitoring report has not changed appreciably compared to previous years
- 2018 Operation report
  - See summary (attached)
- Next meeting will approve Annual Reports
- Summary attached to minutes

#### **6. Update on Projects**

##### **a) New Cell Development**

- First half (south section) of Cell #4 was completed in 2018
- North section half construction in 2019 and completed at end of August 2019
- September 3<sup>rd</sup> started placing waste in North section
- Will ensure three feet of waste coverage to protect leachate collection system.

##### **b) Pump Station Upgrade**

- New Building has been constructed.
- Two parts to project
  1. Pump station replacing pumps and insides to upgrade
  2. Chemical feed to put into Leachate when going into Forcemain to minimize odors down stream (Biocide)

##### **c) Drop off Depot**

- Upgrades to Drop-off Depot, repairs to wall. Modifications to accommodate trailers backing up to drop-off depot to allow residents to load right into trailers, i.e. Mattress Recycling
- Work to commence in 2020
- Work to commence in 2020

##### **d) Pond size evaluation at Niagara Road 12**

- Pond size is based on 25 year storm however the Ministry of Environment, Parks and Conservation (MECP) is requesting to increase size to accommodate a 100 year storm

- Project has been delayed slightly in order to prioritize other projects going on simultaneously
- Tender estimated to be issued in November 2019 and construction to start in spring of 2020

**e) Compost Giveaway**

- Compost provided to residents pre-bagged
- Available at 4 sites: Bridge Street, Humberstone Landfill, Niagara Road 12 and Recycling Centre (Niagara Falls)
- All donations of food and cash go back to food banks
- Spring results just under 4000 bags given out, \$1,450 and 1000 kgs of food donations were collected

**f) Mattress Recycling**

- Commenced end of July, 4 tractor trailer loads have been shipped
- Estimate 1 trailer every 2 weeks
- Suggestion for article to be included in the next Greenscene giving residents information on take back programs through retail stores when purchasing new mattresses
- There is still a charge at the Landfill for residents to dispose of mattresses

**7. Other Business**

- **Waste Reduction Week October 21-25, 2019**
  - <https://www.niagararegion.ca/news/article.aspx?news=997&t=Week-long+activities+to+celebrate+Waste+Reduction+Week>
- **Committee Site tour**
  - Interest in a Site tour for the committee in Spring 2019, next meeting will select a date
- **Bill 151**
  - Bill 151 is still moving forward
  - Programs continue to be transitioned over next year or so i.e. tires, electronics, Household Hazardous Waste, etc.
  - Still waiting on more details regarding the transition of the Blue Box over the next 3-5 years
  - Staff will be attending a workshop on October 29 in London presented by Association of Municipalities of Ontario (AMO) for an update on next steps regarding the Blue Box
  - There are talks about banning organics from Landfills, Province not yet sure how to implement

- When process comes into affect residence should not see a difference they will still place recycles at the curb, just not sure who will be collecting
- **Single Use Plastics**
  - Committee discusses the ban on single use plastics
  - Who will enforce bans?
- **New School Construction by TSC store**
  - Member comments on the construction and asked if any of the soil is coming to the Landfill
  - Soil is not coming to Landfill from this project
- **Staff Update**
  - Isaac Van Ravenswaay is now Landfill Technologist
  - Mariano Singzon is new Landfill Supervisor
- **New Committee Members**
  - Motion to accept Brian Jaworsky as a member of the NR12 CLC committee

Moved by: William Reilly

Seconded by: Peter Forsberg

Carried

- Motion to consider Victor Dirksen as a member of the NR12 CLC committee upon completion of application.

Moved by: Bob Hildebrandt

Seconded by: William Reilly

Carried

Next Meeting: Mid January 2020 (Wednesday or Thursday)

## **8. ADJOURNMENT: 8:30pm**

Moved by: Peter Forsberg

Seconded by: William Reilly

Carried



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**Subject:** Metrolinx Initial Business Case Update – Niagara Falls Rail Service Extension

**Report to:** Public Works Committee

**Report date:** Tuesday, January 14, 2020

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## Recommendations

That Report PW 6-2020 **BE RECEIVED** for information.

## Key Facts

- The purpose of this report is to provide a review and analysis of the Metrolinx's Updated Initial Business Case (IBC) for the Niagara Expansion.
- The updated IBC for extending rail service to Niagara recommends the Option 2 service pattern which results in 11 total daily train trips for Niagara (six (6) outbound trains from Niagara Falls to Union Station, five (5) trains inbound from Union Station to Niagara Falls), seven (7) days a week.
- As the next step of the expansion process, Metrolinx will refine the infrastructure scope and service patterns for Option 2. This analysis of refinements and optimizations will eventually be published as a Preliminary Design Business Case.
- Metrolinx's Board approved moving forward to a Preliminary Design Business Case using Option 2 as the targeted service levels at its November 2019 board meeting.

## Financial Considerations

There are no financial considerations related to this report.

## Analysis

Metrolinx has a four (4) stage, iterative Business Case process. Projects progress through the following business case cycle:

- 1) Initial Business Case—compares investment options and selects preferred option for further refinement and design
- 2) Preliminary Design Business Case—takes the recommended option of the IBC and reviews different approaches to refine and optimize it
- 3) Full Business Case—confirms a specific option including benefits, realization, financing, and delivery plans for procurement
- 4) Post In-Service Business Case—reviews the actual costs and performance of the investment after the asset has gone into service

There is no set period of time for when these business cases are undertaken or how long of a process it is from start to finish of the business case four stage cycle.

An IBC was completed for Niagara in 2015, however, Metrolinx has undertaken an update to the Niagara IBC due to new factors and new information that has materialized since the announcement of the project in 2016. Specifically, Metrolinx now has an enhanced relationship with Canadian National (CN) Railway. In addition, there is updated information from CN on the corridor capacity of the Grimsby Subdivision, and GO's recent Niagara rail expansion operations and ridership projections have changed including the examination of tourist demand in the region. The 2015 IBC did not account for these factors, especially the tourist demand. The updated IBC builds on the work completed in 2015. The newly updated IBC clarifies project scope, preliminary design, ridership demand, service patterns, benefits and costs for Niagara's expansion at a high level. The outcome of the 2019 IBC recommends that Option 2 be examined in more detail through the Preliminary Design Business Case.

The options for Niagara expansion examined in the 2019 IBC are: Base Case, Option 1, Option 2, and Option 3.

**Base Case:** Additional expansion of current GO Rail service levels to Niagara does not occur in this scenario. GO Rail services will only extend to the newly built Confederation GO Station for peak only services, and only once the infrastructure is completed (Note: this is dependent on a third party investment at Confederation for rail infrastructure).

**Option 1:** Year-round daily service of four trains per peak period to/from Union with two starting/terminating at Niagara Falls GO station and two starting/terminating at Confederation GO station. Seasonal summer rail service (seven trains; three departing from Union station and four departing from Niagara Falls GO Station) extended to daily, year-round service for a total of 11 daily trains (6 departures and 5 arrivals at Niagara Falls). Metrolinx would 'do minimum' at St. Catharines and Niagara Falls and expects third party investment at Grimsby and Confederation.

**Option 2:** Identical service pattern at Grimsby, St. Catharines and Niagara Falls GO stations as Option 1. In addition, hourly two-way, all-day service to/from Confederation GO Station all week. Union-bound trains would operate all stops to Oakville GO minus Appleby and Bronte GO Station and run express from Oakville GO to Union Station. Metrolinx would 'do minimum' at St. Catharines and Niagara Falls and expects third party investment at Grimsby and Confederation.

**Option 3:** Weekday service of half-hourly trains to/from St. Catharines GO Station (operating hourly on weekends) and hourly trains to/from Niagara Falls GO Station. Every second eastbound train arriving at St. Catharines GO Station would continue to Niagara Falls GO Station allowing for hourly service. Stations at Confederation, Grimsby, St. Catharines and Niagara Falls would see a full suite of station access measures and capital improvements. Track infrastructure in addition to Option 1 and 2 would be required on the CN Grimsby Subdivision to enable this service.

The IBC examines each option through four separate lenses: strategic, economic, financial, and deliverability and operations. Based on this comprehensive evaluation the report recommends a preferred option for further study.

### **Strategic Case**

The Strategic Case examines how the proposed options align with Metrolinx's 2041 Regional Transportation Plan (RTP) goals and discusses the expected outcomes. The outcomes examined are: population and jobs served by the expansion, increase in ridership, improvements to the transit network, improvements to transit travel time, improvements to transit reliability, reduction in auto vehicle trips, encouragement of active modes of transportation, and natural heritage impact.

The Strategic Case summarized the following outcomes in relation to Metrolinx's 2041 RTP goals for the Option 2 level of service.

- Population and jobs served by Niagara Rail Extension: 11,200 people and 9,300 jobs within 800 metres of a station along the Niagara Extension with direct access to rail services by 2031
- Increase GO Ridership in Hamilton and Niagara: 2031 annual ridership of 1,826,000 and average weekend day ridership of 200
- Improve the Transit Network: Improved connections to local and regional transit networks in Niagara Region and Hamilton with four GO Rail stations
- Improve Travel Time: Significant travel time reductions from Union Station to Niagara Falls of up to 15-45 minutes from current train-bus services
- Improve Transit Reliability: Transit service will have a separate right-of-way from road vehicles, but will share the corridor with freight traffic. Contingent on Welland Canal crossing agreement with the St. Lawrence Seaway Management Corporation (SLSMC)
- Reduce Auto Vehicles Trips: Three of four proposed stations are centrally located and would promote non-auto access to GO stations and provide direct GO Rail access for Hamilton and Niagara Region
- Encourage Active Modes of Transportation: Three of four proposed locations would be in residential areas, encouraging active modes of station access

### **Economic Case**

The Economic Case is one of two chapters that focuses on the rationale for pursuing the investment. While the Strategic Case evaluates options based on a project specific policy/plan oriented evaluation framework, the Economic Case determines if the expected benefits of this investment exceed the costs required to deliver it. This analysis considers the magnitude of costs and benefits over a 60-year project lifecycle and determines the Benefit Cost Ratio (BCR) and the Net Present Value (NPV).

Costs are the required investment to deliver the Niagara Falls Rail Extension and are divided into Capital Costs and Operating and Maintenance Costs.

Capital costs for Option 1 and 2 are identical as the physical infrastructure does not change to operate either option. However, Option 2 accumulated over \$130M in additional operating and maintenance costs due to operating hourly services to and from Confederation GO Station. Capital costs for Option 3 is around \$50M more than Option 1 and 2, these costs would be to improve infrastructure to enable two-way, all-day rail operations to St. Catharines and Niagara Falls GO Stations. The operating and maintenance costs for Option 3 exceed those of Option 2 by \$923M over the project lifecycle (60 years) which is the reason why Option 3 is currently not recommended for further analysis.

The Economic Case analysis includes evaluation of expected benefits which are categorized as user impacts and societal impacts.

User impacts occur for three main groups: existing GO Bus/Rail passengers, new GO Rail passengers, and auto users. Existing and new user time savings account for the largest share of user impacts.

Societal impacts are when people change their mode of transportation from a less efficient mode to GO Rail which then reduces the externalities on society. Externalities include emissions that pollute the air or injuries that can occur from collisions.

Results indicate that Option 2 generates the greatest return on investment per dollar spent. For every dollar spent \$1.2 of benefits are returned to society.

## **Financial Case**

The Financial Case assesses the overall financial impact of proposed investment options. This includes a review of total revenues (fares) gained and expenditures (capital, operating and maintenance) required over the lifecycle of the investment, which is calculated at 60 years.

Capital costs for Option 2 consists of infrastructure at stations and track work in select areas of CN's Grimsby Subdivision to meet the proposed service pattern. Major infrastructure improvements would primarily occur between West Harbour and St. Catharines GO Stations; however, overall there is a smaller amount of required track than in Option 3, while the Lewis Road Layover Facility and existing GO/VIA stations in St. Catharines and Niagara Falls would see minor capital improvements. All scenario costs assume that the proposed GO station in Grimsby will be paid for by third parties under a market-driven strategy. Operating and maintenance costs cover all aspects of keeping the investment running including staffing, fuel, vehicle and track upkeep and

other state of good repair costs. Operating and maintenance costs increase proportionally to rail service increases across the options.

Revenue impacts are based on forecasted fare revenues. Option 2 has the highest revenue to cost ratio of 38% indicating that it achieves the best balance between capital and operating and maintenance costs and expected revenues.

### **Deliverability and Operations Case**

The deliverability and operations case is an analysis of investment delivery, operations and maintenance, service plans and any other issues that may prevent the realization of an option. This case scopes the work to be undertaken for each option. The recommended Option 2 requires the following:

- Track work at Confederation GO Station to allow for access on both north and south sides of the platform
- Expansion of the Lewis Road train layover facility and double tracking of sections of the Grimsby subdivision
- On-corridor infrastructure work—signaling, tracks, and communication upgrades
- Minimal infrastructure at Grimsby GO Station provided by a third party
- New self-serve PRESTO machines in St. Catharines and Niagara Falls GO/VIA Station

Option 2 deliverability has two dependencies: operating agreements with CN Rail and an operating agreement with SLSMC at the Welland Canal. SLSMC has indicated that the two peak period train crossings in the morning and evening can be dedicated times and would not be impacted by marine movements in the canal, leaving the seven off-peak trains vulnerable to delays due to movements within the canal, if no formal agreement for dedicated crossing times can be reached.

The IBC determines that Option 2 is technically feasible and requires a medium amount of investment in existing and new infrastructure due to reduced station and infrastructure scope. Although there are stakeholder risks, the 11 trains per day over the Welland Canal makes an operational agreement with the SLSMC achievable.

### **Next Steps**

Option 2 was supported by the Metrolinx Board. Now a Preliminary Design Business Case will begin assessing the preferred option at a more detailed level of analysis further refining project scope, service pattern, benefits and costs. The Preliminary Design Business Case is the second stage of the four-stage business case process at Metrolinx and will be followed by a Full Business Case and a Post In-Service Business Case.

## **Alternatives Reviewed**

Option 1 and 3 were reviewed in the IBC. Option 1 was not the recommended option due to the same capital requirements as Option 2 but with fewer daily trains and lower ridership which made the BCR less than what is anticipated with Option 2 service levels.

Option 3 was also tested; this service option proposed two-way, full-day half hourly service to St. Catharines with hourly service to Niagara Falls. Ultimately the capital, and operating and maintenance costs were not offset by the benefits and projected fare revenue. However, Option 3 is not precluded from future implementation if demand, conditions, and Provincial direction are met. Option 2 is simply the initial proposed level of service delivery for the Niagara Expansion. This approach is consistent with Metrolinx's approach to service expansion to new service areas and increased service beyond Option 2 will be driven by ridership demand.

The Updated IBC did not examine any future impacts or analysis related to Lincoln. That review and analysis requires a separate IBC process to be undertaken by third party proponents.

## **Relationship to Council Strategic Priorities**

The Metrolinx Updated Initial Business Case—Niagara Falls Rail Service Extension with a recommended service option for GO Rail service and a recommendation to proceed to the next stage is directly related to Council Strategic Priority: Responsible Growth and Infrastructure Planning Objective 3.1 of Advancing Regional Transit and GO Rail Services.

## **Other Pertinent Reports**

Confidential CSD 17-2019 – Niagara GO Station Development Strategy

[Metrolinx Initial Business Case Update—Niagara Falls Rail Service Extension](http://www.metrolinx.com/en/regionalplanning/projectevaluation/benefitscases/2019-11-14-Niagara-Falls-Rail-Extension-IBC-Update-FINAL.pdf)

<http://www.metrolinx.com/en/regionalplanning/projectevaluation/benefitscases/2019-11-14-Niagara-Falls-Rail-Extension-IBC-Update-FINAL.pdf>

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**Prepared by:**

Cheryl Selig  
Project Planning Lead,  
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 Matt Robinson, Director, GO Implementation Office, and reviewed by Heather Talbot, Financial and Special Projects Consultant.*

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**MEMORANDUM****PWC-C 1-2020****Subject: Transportation Infrastructure Means Protection Update 2****Date: January 14, 2020****To: Public Works Committee****From: Frank Tassone, C.E.T., Associate Director Transportation Engineering**

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The purpose of this memo is to provide an update to Public Works Committee, regarding the Infrastructure Means Protection project, as a follow-up to report PW 24-2019, April 16, 2019 and Memorandum PWC-C 25-2019, October 8, 2019.

Tender documents 2019-T-290, (installation of infrastructure means protection system), were made available to the public on October 31, 2019 and the tender period closed on November 26, 2019. Staff received four (4) bids with the lowest compliant bid being submitted by Rankin Construction Inc. in the amount of \$2,647,600.00. Subsequently, Rankin Construction Inc. has been officially awarded the project.

During the tender period several contractors expressed a concern with Niagara Region's aggressive completion date being early March 2020. The basis for this concern was the time requirements for ordering the specialized materials for the fabrication of the woven mesh protection to be placed in the center of the structure (below the arch). Upon review with the material suppliers, it was determined that these concerns did have merit and a review of the construction schedule was performed to establish a completion date that would be reasonable and fair to all bidders. The completion date was subsequently amended to April 24, 2020. The design team has engaged the Ministry of Transportation (MTO) for the purposes of construction encroachment permitting and have received a favourable response. There is an understanding that the MTO contract on Hwy 406 will take precedence, however, given the timing of construction the design team does not currently see this as a risk.

Niagara Region Staff have previously reported that the means protection system will be constructed of Aluminum (PWC-C 25-2019). The use of this material has been extensively reviewed by our engineering consultant (Parsons). During the design phase of the project, wind tunnel testing was performed on a scaled down model of the means protection system to determine the amount of vibration dampening required. These tests proved that dampening of the means protection system was feasible. Upon the advisement of Parsons, Staff have required the fabrication of a full scale model of the outer barrier for further wind tunnel testing as a contract item in the tender. The addition of this step will serve to further solidify the extent of vibration dampening that has been designed into the means protection system and allow for minor modifications, if required.



An important part of the success of this project is a working knowledge of the design and specialized materials that have been selected for this project. The selection of Aluminum was an innovative approach to the means protection system. Parsons' knowledge and understanding of the structure is unmatched given their experience as the designers of the bridge. This knowledge has gained further depth as Parsons moved through the design of the means protection system. The design process has allowed Parson the opportunity to further understand the effects of the means protection system and the materials that are being used on the project along with their expected reactions once erected.

In order to maintain the highest level of continuity as we move through the fabrication and erecting process staff have retained the services of Parsons to undertake the construction administration of the project. The procurement of these services has been retained via single source (in accordance with the procurement by-law) as it is unreasonable and would lend Parsons an unfair advantage in a competitive process given their prior involvement and depth of experience on the structure and the design of the means protection system. The contract administration costs are over and above the contract costs noted above.

Staff will continue to bring further updates to Public Works Committee as major milestones are achieved on this project and at a minimum on March 10, 2020 and April 7, 2020.

Respectfully submitted and signed by,

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Frank Tassone, C.E.T.  
Associate Director, Transportation Engineering

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**Subject:** Niagara Region Liquid Biosolids Management Program Renewal of Contract Agreement with Thomas Nutrient Solutions

**Report to:** Public Works Committee

**Report date:** Tuesday, January 14, 2020

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## **Recommendations**

1. That the Chair and Regional Clerk **BE AUTHORIZED** to execute a three (3) year contract renewal agreement with 2386246 ONTARIO INC. cob as THOMAS NUTRIENT SOLUTIONS to provide loading, haulage/transportation, lagoon management and land application of liquid biosolids and residual solids generated from Niagara Region water and wastewater treatment facilities on the same terms and conditions as in the existing agreement.
2. That the three (3) year contract renewal agreement **BE PREPARED** in a form satisfactory to the Director of Legal and Court Services.

## **Key Facts**

- The purpose of this report is to seek Council's approval of a three (3) year contract renewal agreement with Thomas Nutrient Solutions for the provision of loading, haulage/transportation, lagoon management and land application of liquid biosolids and residual solids generated from Niagara Region water and wastewater treatment facilities, effective January 1, 2020 and expiring December 31, 2022.
- The existing three (3) year contractual agreement with Thomas Nutrient Solutions for liquid biosolids and residual solids management services formally expired on December 31, 2019. The agreement provides a negotiated renewal opportunity for an additional term of one (1) to three (3) years.
- Staff have engaged in discussions with Thomas Nutrient Solutions wherein the contractor has expressed a willingness to execute a three (3) year renewal of services on the same terms and conditions as the existing agreement. This would be the second three (3) year renewal term with this contractor for biosolids management services (as described in PW 12-2017 the service was previously extended following the last competitive procurement in 2013).
- Given the timing of the expiry of the existing agreement (December 31, 2019), the Chief Administrative Officer provided approval for a three (3) month (January 1, 2020 – March 31, 2020) interim extending agreement with Thomas Nutrient Solutions for biosolids management services to continue the existing contract scope

in order to allow this report to be provided for Council approval for the proposed 3 year renewal term.

- Niagara Region's current Liquid Biosolids Management Program seeks to achieve diversification in options available to manage liquid biosolids and residual solids generated from Niagara Region's owned and operated water and wastewater treatment facilities. Approximately fifty (50) percent of liquid biosolids and residual solids generated from Niagara Region treatment facilities are land applied for agricultural purposes between April 1 and November 30 annually as a contracted service (currently Thomas Nutrient Solutions).

## Financial Considerations

Thomas Nutrient Solutions provides the following services as part of the current contract: biosolids loading, haulage and transportation (transportation), land application of biosolids and lagoon management. The first two service types, transportation and land application, are charged to the Niagara Region based on a set rate per cubic meter of liquid material (\$/m3) multiplied by the volume of material managed by the service provider. The third service type, lagoon management, is charged based on a flat management fee.

The fees in the contract are subject to an annual percentage change based on a combination of the Consumer Price Index (CPI) and diesel fuel prices. Also impacting the total cost of the contract is the volume of material managed by Thomas Nutrient Solutions which is dependant on plant operating conditions, seasonal variations and weather conditions.

Over the three year contract, the total costs have increased each year as a result of changes in contract prices and volumes of material managed by Thomas Nutrient Solutions. In 2018, the total cost of the contract increased by 14% mainly due to increased transportation volumes as a result of digester failures in the Niagara Falls Wastewater Treatment Plant. In addition, contract prices increased as a result of changes in CPI and diesel prices as per the terms of the contract. In 2019, total contract costs are forecasted to decrease by 1%. This is due to wet weather that resulted in unfavourable conditions for land application services. Please see Table 1 below for a breakdown of actual and forecasted costs of the previous contract with Thomas Nutrient Solutions (including 1.76% non-recoverable HST).

TABLE No. 1: Existing Contract Costs for Biosolids Management Services With Thomas Nutrient Solutions					
Year	Biosolids Loading & Haulage /Transportation	Biosolids Land Application	Lagoon Management	Total Annual Contract Value	Total Annual Contract % Change
2017	\$2,549,462.91	\$1,083,629.28	\$49,862.50	\$3,682,954.69	n/a
2018	\$3,100,391.80	\$1,055,510.55	\$52,222.56	\$4,208,124.91	14%
2019F	\$3,203,337.77	\$917,461.35	\$52,976.52	\$4,173,775.64	-1%

Based on discussions with Thomas Nutrient Solutions, the existing rate structure is to be maintained within the three (3) year contract renewal. Utilizing forecasted CPI and diesel prices, it is expected that the contract rates will be subject to a percentage increase each year. Transportation volumes are expected to increase by 3% each year as a result of preventative maintenance on digesters throughout the region and increasing influent volumes. Land application volumes are forecasted using the 2018 volumes as a proxy when favourable weather conditions permitted a larger volume of biosolids to be land applied.

These assumptions result in a total estimated cost for the contract renewal starting at \$4,531,967.31 (including 1.76% non-recoverable HST) in 2020. As mentioned, this estimate is highly dependent on actual volumes managed and is felt to be conservative. The anticipated contracted amount is accommodated in the 2020 operating budget and will be accommodated in future year operating budgets. For a detailed breakdown of the cost projections for the contract renewal based on above noted conservative assumptions, (including 1.76% non-recoverable HST) please refer to Table No. 2 below:

TABLE No. 2: Estimated Contract Renewal Costs for Biosolids Management Services With Thomas Nutrient Solutions					
Year	Biosolids Loading & Haulage /Transportation	Biosolids Land Application	Lagoon Management	Total Annual Contract Value	Total Annual Contract % Change
2020F	\$3,392,049.71	\$1,085,454.09	\$54,463.52	\$4,531,967.31	9%
2021F	\$3,583,707.25	\$1,113,382.91	\$55,864.87	\$4,752,955.02	5%
2022F	\$3,782,068.58	\$1,140,786.04	\$57,239.84	\$4,980,094.46	5%

## Analysis

An analysis has been undertaken by staff to assess the strengths and weaknesses of the Niagara Region's Biosolids Management Program and the scope of service provided by Thomas Nutrient Solutions as per the existing contract agreement. The most desirable path for the Liquid Biosolids Management Program, transitioning into 2020 and extending through to 2023, is to focus on the further intensification of the land application of liquid biosolids and residual solids, provided that a sufficient inventory of agricultural land is available and weather conditions are suitable. While Niagara Region cannot control the latter, it is essential that Niagara Region continue to build and strengthen relationships with Niagara's agricultural community, Thomas Nutrient Solutions and landowners to ensure ongoing participation in the Liquid Biosolids Management Program. The most recent revision of the Biosolids Management Master Plan concluded that a sufficient land bank is available within the Niagara Region to support land application of the Region's liquid biosolids and residual solids to 2031.

In assessing daily operations, Thomas Nutrient Solutions and their staff have significant experience and are well integrated with the Niagara Region water and wastewater

systems and facilities, thereby providing a seamless transition for biosolids operations for the next three (3) years. The contractor's employees are well trained and familiar with all requirements of the Niagara Region's Liquid Biosolids Management Program. Furthermore, equipment owned and operated by Thomas Nutrient Solutions is exclusive to, and in some instances modified to meet the specific needs of Niagara Region. The above are essential in eliminating potentially significant process and technical risks as there are multiple capital construction projects either ongoing or nearing initiation at Niagara Region water and wastewater facilities. These projects are ultimately supported by the liquid biosolids and residual solids contract service provider and require careful coordination and competent completion of sensitive tasks involving all stakeholders. Staff's assessment determined that the renewal terms and financial costs are reasonable for the three (3) year term. Staff is satisfied with the performance of the service provider and have a high level of confidence in their ability to successfully execute the scope of services required by the contract agreement.

## **Alternatives Reviewed**

Niagara Region's options in obtaining these services were limited to the following:

- 1) Undertake a formal procurement process for the required liquid biosolids and residual solids management services,
- 2) Exercise the renewal opportunity within the existing contract agreement to negotiate a minimum renewal term of one (1) year,
- 3) Exercise the renewal opportunity within the existing contract agreement to negotiate a maximum renewal term of three (3) years.

Option #3, exercise the renewal opportunity within the existing contract agreement to negotiate a maximum renewal term of three (3) years was pursued for the following reasons:

- The liquid biosolids and residual solids program is significant in that it is extremely diverse and covers the entire geography of Niagara Region;
- To be successful, there are significant requirements of the supplier including:
  - Significant capital investment,
  - High volume (number of available units) equipment commitments,
  - Large/unique equipment requirements,
  - Highly skilled, trained and experienced staff;
- For the three (3) year renewal term, the supplier has expressed a willingness to purchase new equipment and upgrades valued in excess of \$600,000.00 exclusively supporting the Niagara Region Biosolids Management Program.

These will improve overall performance, increase efficiency and provide redundancy in case of equipment breakdowns.

With the exception of the new equipment purchases and upgrades valued in excess of \$600,000.00, the above requirements are necessary immediately upon the contract start date. This would not be feasible for a new service provider as financial costs and lead times to acquire the scope of equipment necessary to successfully meet the contract requirements are significant. This will be considered in timing the release of any future Requests For Tender for liquid biosolids and residual solids management services.

## **Relationship to Council Strategic Priorities**

### **Supporting Businesses and Economic Growth:**

Many of the highly skilled staff employed by Thomas Nutrient Solutions for the purposes of servicing the Niagara Region liquid biosolids and residual solids program are Niagara residents. The supplier actively seeks to hire and develop a Regional talent network to support their work within Niagara. Thomas Nutrient Solutions continues to experience success in hiring Niagara College and other local technical program graduates.

### **Healthy and Vibrant Community:**

The liquid biosolids and residual solids management program is essential in appropriately managing liquid biosolids and residual solids generated from Niagara Region water and wastewater treatment facilities. The program is critical to ensuring the Health and wellbeing of Niagara Region residents and the natural environment. Representation from Thomas Nutrient Solutions and Niagara Region staff work collaboratively with Niagara's local area Municipalities throughout the year to plan liquid biosolids land application sites and biosolids transport routes to ensure the program fosters safe and inclusive neighbourhoods and communities.

### **Responsible Growth and Infrastructure Planning:**

Terms of the existing contract agreement require Thomas Nutrient Solutions to load, haul/transport, manage, process and land apply liquid biosolids and residual solids in strict compliance with applicable law and stringent Regional requirements and bylaws. Niagara Region staff and the contract service provider work continually to develop strategic alliances with local Municipal partners and representatives from various regulatory agencies to ensure the liquid biosolids management program operates in manner which supports the natural environment and has zero impact on area residents and locally owned infrastructure.

### **Sustainable and Engaging Government:**

Thomas Nutrient Solutions works diligently with Niagara Region staff to design, implement and sustain outstanding public relations programs. Niagara Region's liquid biosolids and residual solids management program continues to effectively engage with Niagara's agricultural community, local area Municipalities and the residents of Niagara to increase public knowledge through education and promotion of liquid biosolids and residual solids management within Niagara Region.

### **Other Pertinent Reports**

- PWA 05-2012 Niagara Region Biosolids Master Plan, Water & Wastewater Services (January 10, 2012)
- PW 12-2017, Niagara Region Liquid Biosolids Management Program Contract Renewals (February 21, 2017).

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#### **Prepared by:**

Wesley Foebel  
Biosolids Program Manager  
Water & Wastewater Services

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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 Pamela Hamilton, Program Financial Specialist, Bart Menage, Director Procurement and Strategic Acquisitions, and reviewed by Joseph Tonellato, P.Eng., Director W-WW.*

**Minute Item No. 5.1**

**PHD 1-2020**

**Niagara Emergency Management Program Annual Report**

That Report PHD 1-2020, dated January 14, 2020, respecting Niagara Emergency Management Program Annual Report, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Regional Council **APPOINT** the members of the Niagara Region's Municipal Emergency Control Group by position, as required by the Office of the Fire Marshal and Emergency Management as outlined in Report PHD 1-2020.

**Minute Item No. 5.2**

**COM 1-2020**

**Community Homelessness Prevention Initiative Investment Plan 2020-21**

That Report COM 1-2020, dated January 14, 2020, respecting Community Homelessness Prevention Initiative Investment Plan 2020-21, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Ministry mandated Community Homelessness Prevention Initiative Investment plan for the 2020-21 funding allotment, **BE APPROVED**; and
2. That the Regional Chair and senior staff **BE DIRECTED** to continue to advocate for additional Community Homelessness Prevention funding to make Niagara Region whole in comparison to other Regions of similar size.

**Minute Item No. 6**

**Consent Items for Information**

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

COM-C 1-2020

EarlyON System Transformation Update

CWCD 455-2019

2019 Book Distribution Event

COM-C 2-2020

Activities related to Niagara's 10-Year Housing and Homelessness Action Plan for November and December 2019



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

**PHSSC 1-2020  
Tuesday, January 14, 2020  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Bellows, Chiochio (Committee Co-Chair), Darte, Nicholson

Staff: A. Alfieri-Maiolo, Director, Clinical Services, C. Cousins, Director, Homelessness and Community Engagement, G. Durfey, Emergency Management Program Advisor, D. Edgar, Director, Children's Services, Dr. A. Feller, Associate Medical Officer of Health, Dr. M. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, K. Lotimer, Legislative Coordinator, P. Martel, Emergency Management Program Specialist, A.-M. Norio, Regional Clerk, K. Smith, Chief/Director, Emergency Medical Services

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**1. CALL TO ORDER**

Committee Co-Chair Greenwood called the meeting to order at 1:00 p.m.

**3. PRESENTATIONS**

**3.1 E-Cigarette Update**

Diana Teng, Manager Chronic Disease and Injury Prevention, provided an update on E-Cigarettes. Topics of the presentation included:

- Youth Perception
- Public Health Agency of Canada Investigation
- Centres for Disease Control & Prevention Investigation
- Legislative Status

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 PHD 1-2020**

Niagara Emergency Management Program Annual Report

Moved by Councillor Foster

Seconded by Councillor Whalen

That Report PHD 1-2020, dated January 14, 2020, respecting Niagara Emergency Management Program Annual Report, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Regional Council **APPOINT** the members of the Niagara Region's Municipal Emergency Control Group by position, as required by the Office of the Fire Marshal and Emergency Management as outlined in Report PHD 1-2020.

**Carried**

**5.2 COM 1-2020**

Community Homelessness Prevention Initiative Investment Plan 2020-21

Moved by Councillor Rigby

Seconded by Councillor Ip

That Report COM 1-2020, dated January 14, 2020, respecting Community Homelessness Prevention Initiative Investment Plan 2020-21, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Ministry mandated Community Homelessness Prevention Initiative Investment plan for the 2020-21 funding allotment, **BE APPROVED**.

Moved by Councillor Sendzik

Seconded by Councillor Butters

That the motion **BE AMENDED** to add clause 2 as follows:

2. That the Regional Chair and senior staff **BE DIRECTED** to continue to advocate for additional Community Homelessness Prevention Initiative funding to make Niagara Region whole in comparison to other Regions of similar size.

**Carried**

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

That Report COM 1-2020, dated January 14, 2020, respecting Community Homelessness Prevention Initiative Investment Plan 2020-21, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Ministry mandated Community Homelessness Prevention Initiative Investment plan for the 2020-21 funding allotment, **BE APPROVED**; and
2. That the Regional Chair and senior staff **BE DIRECTED** to continue to advocate for additional Community Homelessness Prevention funding to make Niagara Region whole in comparison to other Regions of similar size.

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Rigby  
Seconded by Councillor Heit

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

COM-C 1-2020  
EarlyON System Transformation Update

CWCD 455-2019  
2019 Book Distribution Event

COM-C 2-2020  
Activities related to Niagara's 10-Year Housing and Homelessness Action Plan for November and December 2019

**Carried**

**7. OTHER BUSINESS**

**7.1 Mental Health Assistance to Niagara Regional Police**

Councillor Rigby requested information respecting the role of Niagara Region's Mental Health staff in assisting the Niagara Regional Police Service (NRPS) in situations where mental health is a factor. Dr. Hirji, Acting Medical Officer of Health, advised that the NRPS have an arrangement with a community agency to provide mental health assistance during calls that may require it. It was also noted that police officers receive ongoing training to handle situations in which mental health is a factor.

7.2 February 11, 2020 Public Health and Social Services Committee Meeting

Dr. Hirji, Acting Medical Officer of Health, advised Committee members that the Province is planning a full day regional consultation session respecting proposed changes to the public health sector and emergency health services on February 11, 2020. In order to allow for participation in the session by Public Health staff and Regional Councillors, the meeting scheduled on February 11, 2020 may be cancelled.

8. **NEXT MEETING**

The next meeting will be held on Tuesday, February 11, 2020 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 1:53 p.m.

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Councillor Greenwood  
Committee Co-Chair

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Kelly Lotimer  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk



# **E-CIGARETTE UPDATE**

**Public Health and Social Services Committee**

**January 14, 2020**

# Agenda

1

Youth Perception

2

Public Health Agency of Canada Investigation

3

Centres for Disease Control & Prevention Investigation

4

Legislative Status

# Perceived Risk of Smoking E-Cigarettes Regularly

of Grade 7 to 12 students, in Niagara believe,...



# Perceived Risk of Smoking E-Cigarettes Regularly

of Grade 7 to 12 students, in Ontario believe,...

**37%**

there is a slight risk

**23%**

there is a medium risk

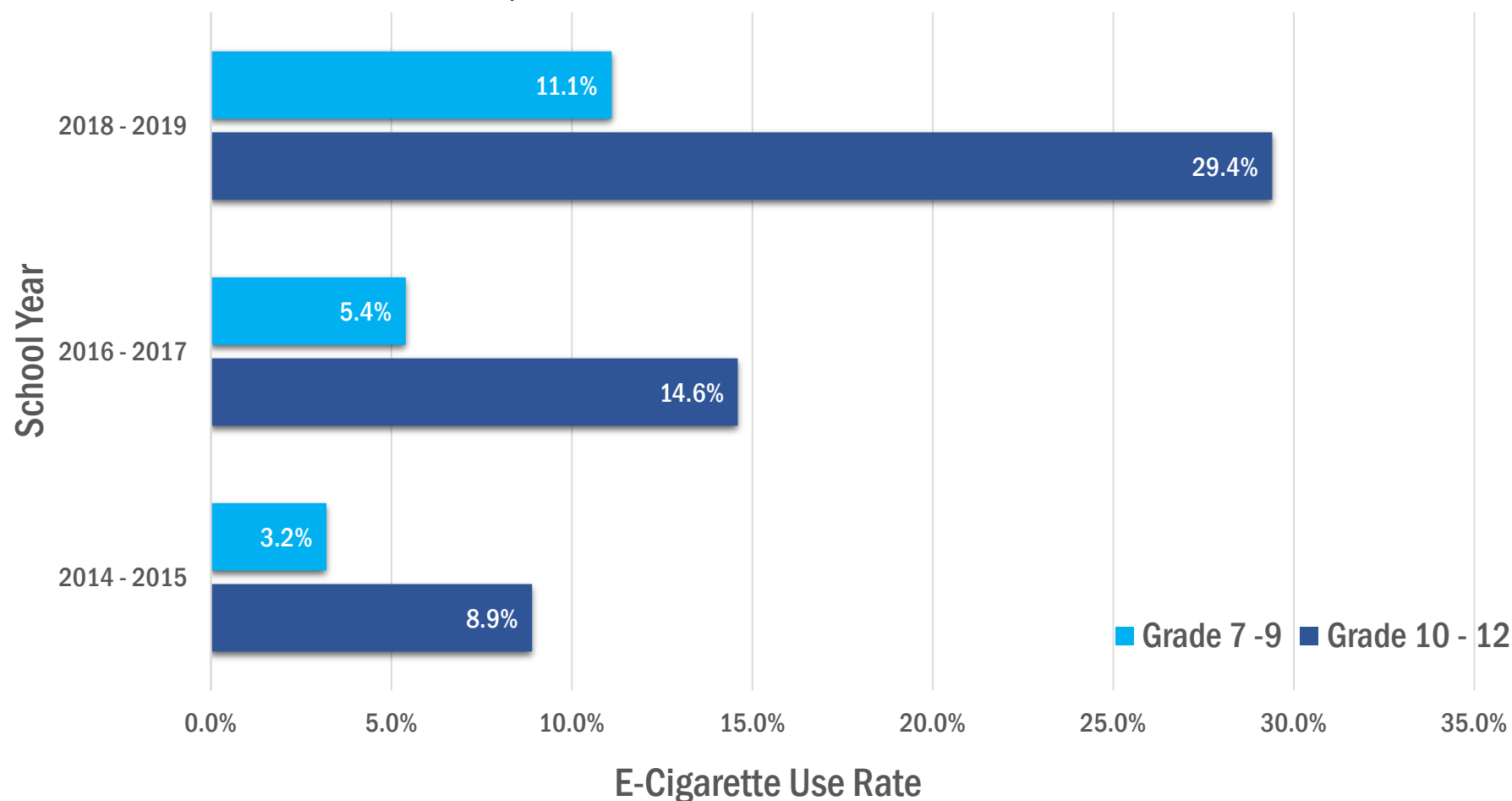
**19%**

don't know the risk



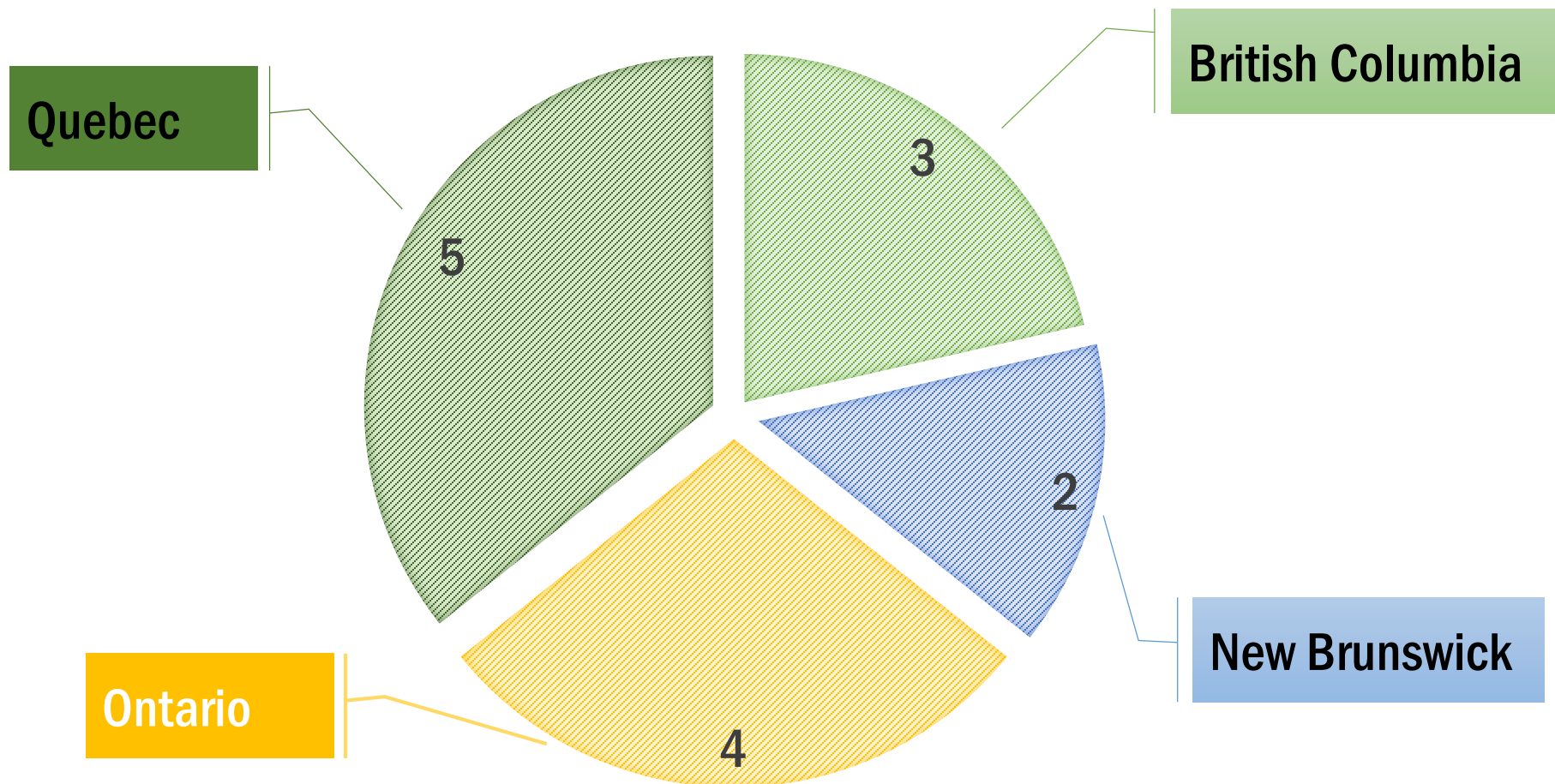
# E-Cigarette Use in the past 30 days

of Grade 7 to 12 students, in Canada



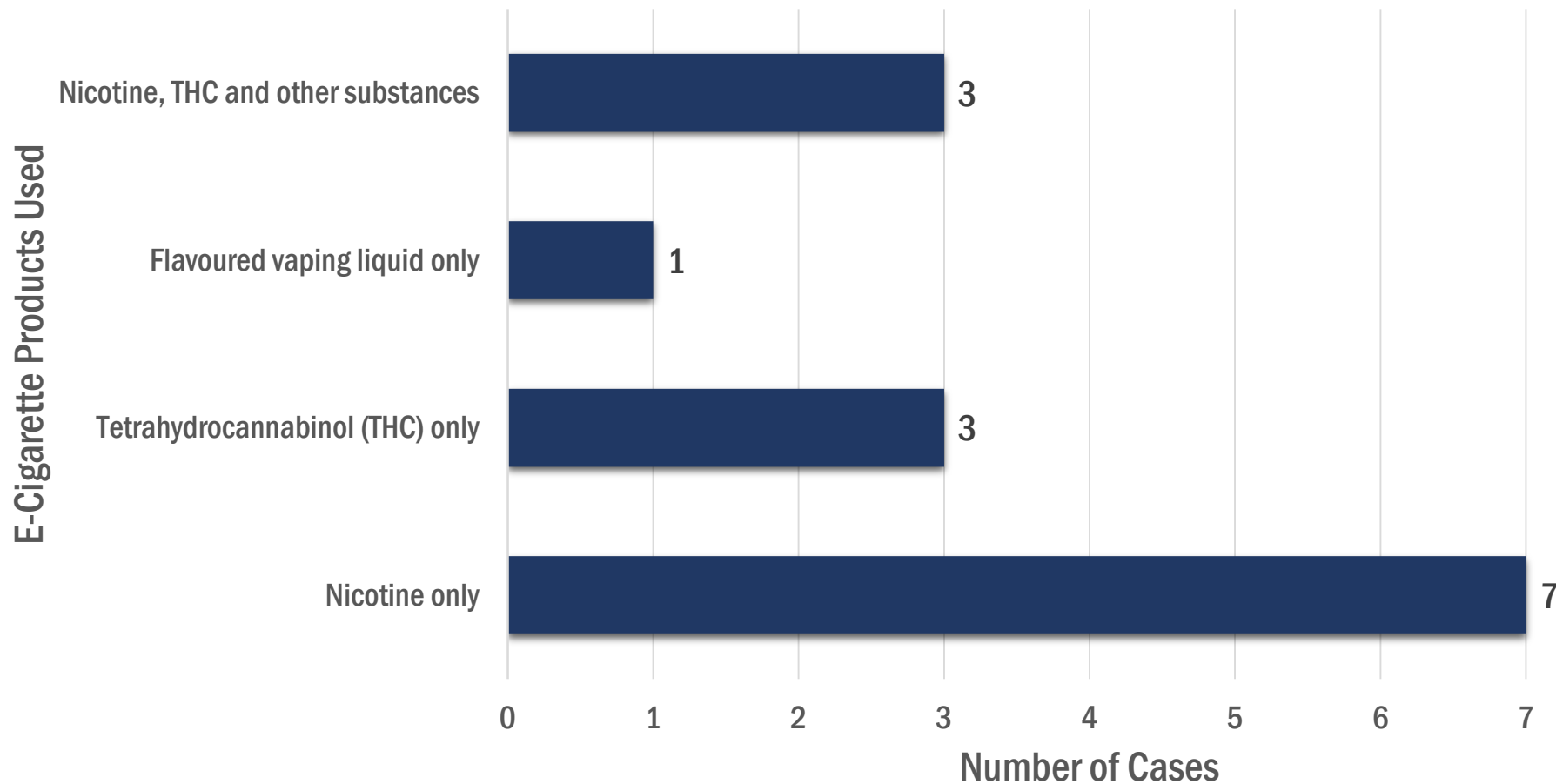
# PHAC Investigation

Lung Illness Associated with E-Cigarette Use, in Canada



# PHAC Investigation

## Lung Illness Associated with E-Cigarette Use



# CDC Investigation

Data from December 17, 2019

**2,506**  
hospitalizations

**54**  
deaths

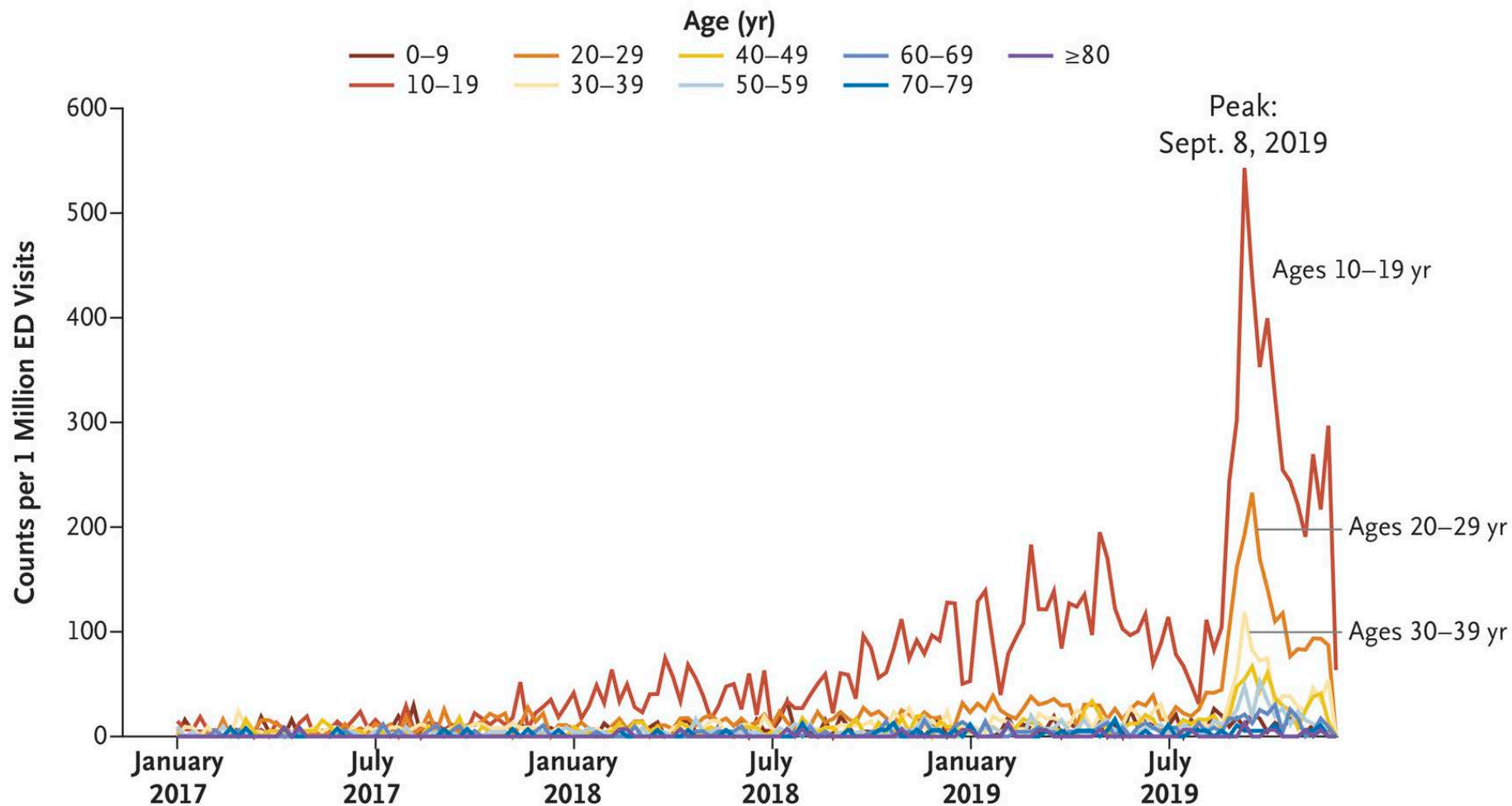
**50**  
states

**27**  
states

Patient Exposure:

Vitamin E acetate  
THC  
THC sources

# CDC Investigation



# Legislative Overview



# Legislative Opportunities

## Provincially

Automatic Prohibition for selling e-cigarettes to minors

Ban flavoured products

Restrict purchases to registered specialty stores

Provide public education



## Nationally

Ban flavoured products

Set maximum nicotine concentrations

Plain and stand packaging

Treatment for youth cessation

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**Subject: Niagara Emergency Management Program Annual Report**

**Report to: Public Health and Social Services Committee**

**Report date:** Tuesday, January 14, 2020

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## **Recommendations**

That Regional Council **APPOINT** the members of the Niagara Region's Municipal Emergency Control Group by position, as required by the Office of the Fire Marshal and Emergency Management.

## **Key Facts**

- The Niagara Emergency Management Program is required under the Office of the Fire Marshal and Emergency Management's *Emergency Management and Civil Protection Act Compliance Guide for Municipalities* to provide an annual report to Council on its activities.
- The *Act* requires the formation and appointment of an Emergency Control Group (ECG) responsible to direct the municipality's response in an emergency, including the implementation of the municipality's emergency response plan.
- The program has had an ECG made up of key identified positions within the Niagara Region as part of its Emergency Plan, however these positions have not historically been appointed by Council.
- This report is intended to ensure compliance with the *Act* and to provide a brief summary of the key activities of the Program in 2019.

## **Financial Considerations**

There are no financial implications to this report. Emergency Management programming is included within the 2020 Niagara Region Levy Operating Budget.

## **Analysis**

The Niagara Emergency Management program operates in accordance with legislative requirements and staff continuously monitor our compliance with any changes. The Province now requires that members of the Region's Emergency Control Group (referred to as the Municipal Emergency Control Group (MECG) by the Province) be appointed by Council. Section 12 of the *Act* states:

Municipal emergency control group:

12. (1) Every municipality shall have a municipal emergency control group. *O. Reg. 380/04*, s. 12 (1).



- (2) The emergency control group shall be composed of,
- (a) such officials or employees of the municipality as may be appointed by the council; and
  - (b) such members of council as may be appointed by the council. *O. Reg. 380/04, s. 12*

An annex to the Region's Emergency Plan has been developed to list these positions.

These positions (or their designated alternates) are:

- Niagara Region CAO
- Commissioner Enterprise Resource Management Services
- Commissioner Public Works
- Commissioner Community Services
- Commissioner Planning & Development Services
- Commissioner Public Health and Emergency Services/Medical Officer of Health
- Director/Chief Emergency Medical Services (serves as Chief Emergency Management Coordinator (CEMC))
- Director, Transportation Services
- Associate Director Strategic Communications and Public Affairs

A recommendation is provided for Council to endorse this list and thereby appoint its members.

This past year the Region's Emergency Management Program participated in a number of emergencies that occurred across the municipality.

### **Incidents and Responses**

As of November 25, 2019, activation levels for the Niagara Region EOC were developed. These activation levels include:

- Routine monitoring
- Enhanced monitoring
- Partial activation
- Full activation.

In 2019 (as of December 23, 2019), the following numbers of incidents required activation by Niagara Region:

- Enhanced monitoring: 39 incidents
- Partial activation: 5 incidents
- Full activation: 0 incidents

## **Assistance to Local Municipalities**

Niagara Region Emergency Management provided assistance as requested to local municipalities for a variety of purposes including emergency response to the Greenhouse Fire in St. Catharines and the October 31<sup>st</sup> windstorm that affected Port Colborne, Wainfleet and Fort Erie. Emergency information was provided to the Community Emergency Management Coordinators of the 12 municipalities for a number of potential hazardous events to ensure that they were supported. In addition, support to local municipalities was provided in training, public education and the development and review of hazard identification and risk assessment materials.

## **Emergency Management Committee**

With the formation of the new Regional Council in early 2019, Councillor Tom Insinna was appointed as Council's representative on the Emergency Management Committee. This Committee met on three occasions on the following dates; January 15<sup>th</sup>, May 21<sup>st</sup>, and September 24<sup>th</sup>. Topics of discussion included the Region's Emergency Management Program, emergency notification software, incidents experienced in Niagara in 2019, the Building a Disaster Resilient Niagara Symposium, training, public education, flooding, and the Province's request for Host Communities. Minutes were circulated to all Committee members.

## **Training**

The Province has created a new Instructor Certification Program for teaching Provincial Emergency Management Courses. The Emergency Management Program Specialist was identified as part of the Province's pilot project for instructor training to provide input and has been fully certified. The new Emergency Management Program Advisor is participating in the process to become certified up to Incident Management System (IMS) 200 level.

All Emergency Operations Centre (EOC) staff are required to attend annual training under the *Emergency Management & Civil Protection Act (EMCPA)*. A variety of training opportunities were held for both new and experienced EOC staff members with the goal of enhancing emergency preparedness and response. The number of total staff trained increased in 2019 with more than 97 regional staff receiving training by taking at least one of the multiple courses offered. A basic introductory online course to emergency management was developed and rolled out to staff. This course is targeted at staff who are new to filling an EOC position. Three sessions of IMS 200 training with fifty people from both the Region and the Municipalities were held on March 25<sup>th</sup> - 26<sup>th</sup>, September 18<sup>th</sup> - 19<sup>th</sup>, and October 22<sup>nd</sup> - 23<sup>rd</sup>. A single session of Basic Emergency Management (BEM) training was held on May 8<sup>th</sup> - 9<sup>th</sup>, as requested by municipalities. A combined exercise and training session was held for all EOC staff to ensure familiarity with the Everbridge notification system and the Facility Closure Plan. While a new in-house

scribe course is being developed, Niagara Region Emergency Management partnered with the Ontario Association of Emergency Managers to run two sessions of scribe training as a temporary measure until the new training is ready for release. Both sessions were sold out and a total of 48 people attended. More than 202 people attended at least one session of Emergency Management training in 2019.

To advance the training program forward and to ensure a quality learning experience, in addition to a new scribe course, the province's IMS 200 course is undergoing a redesign by Niagara Region Emergency Management to better meet the needs of Niagara. This redesign will be submitted to the Province for approval.

In addition, a training schedule for 2020 has been developed to help guide EOC staff in achieving the desired level of training.

## **Public Education**

Public education is a key function of emergency management programs and is mandated under the *Emergency Management and Civil Protection Act*. A variety of public education initiatives were undertaken in 2019 intended to reach more people. Initiatives included:

- A two-page article on Preparedness and Hazards in Niagara featured on the front page of the Welland Tribune on April 30<sup>th</sup>.
- Emergency Management booths at Regional Headquarters, Niagara College and the St. Catharines Market on May 6<sup>th</sup>, 7<sup>th</sup>, and 9<sup>th</sup>. More than 225 people were engaged and the outreach was well received.
- Partnering with the Red Cross to provide Household Emergency Preparedness presentations and hand out 72 Hour Guides to retirement home residents, families, and staff. An additional 80 guides were provided to the Respite Caregivers for clients and families.
- Hosting an Environment Canada CANWARN Storm Spotter Training session on May 8<sup>th</sup>. More than 100 people attended this session. In addition to hosting, Emergency Management also had a display and distributed 72 Hour booklets.
- 72 Hour booklets were given out to the municipalities and were available to the public and staff year round at Regional headquarters.
- Additional emergency management presentations were given to other partners including schools, universities and others upon request.
- The Emergency Management Program website was refreshed with the help of Strategic Communications & Public Affairs and now contains information on preparedness, hazards in Niagara, and the emergency plan.

## **Symposium**

The Region's Emergency Management Program continued to co-chair the Building a Disaster Resilient Niagara Symposium, which was held on January 18, 2019 with more than 250 people in attendance. Presentation topics included the emergency responses to the Ottawa Tornadoes, the Humboldt Broncos Bus Crash, the Casino Vehicle Intrusion Incident, and the joint exercise between Grimsby and Lincoln. This event provided education on emergency management in Niagara for emergency managers, first responders, senior management, and other important emergency management stakeholders. Work has been ongoing in 2019 to plan for the 2020 symposium, which will be held on March 13, 2020.

## **Planning**

The former Severe Weather Plan was reviewed and redesigned into the Emergency Facility Closure Plan based on the needs of the Region and best practices. This plan was a key component of the training and exercise requirements for EOC staff in 2019. The Emergency Drinking Water Plan was finalized with input from multiple Regional departments including Water/Wastewater, Emergency Social Services, and Public Health. The Niagara Region Emergency Response Plan was reviewed as required for annual compliance.

## **EOC Readiness and Annual Exercise**

A discussion based exercise approach was selected for the 2019 exercise requirement. Four exercise sessions were made available to all EOC staff (primaries and alternates). All EOC staff actively participated in a session. The exercise explored the needs of staff to respond virtually during an emergency that prohibited them from traveling to a physical EOC (e.g. a snowstorm). The exercise was well received and opportunities to strengthen EOC processes and increase resiliency.

Due to the activities mentioned above, the Region's Emergency Management Program is well on track to meet and exceed the compliance requirements under the *Emergency Management and Civil Protection Act* for 2019. The program continues to strive for excellence in emergency management.

## **Alternatives Reviewed**

The Emergency Management program is constantly assessing priorities and best methodologies for service delivery. With the completion of the provincial municipal review, it is essential for the Emergency Program to best understand the role and support required for each local municipality relevant to the Region's provision of such support. In Q1 of 2020, a recommendation will be made to the Regional Emergency Management Program Committee to undertake a full program review focused on an

evidence-based approach and best practices for the continuance of emergency management services at both the regional and local levels. This review will enable Niagara Region to become a leader in emergency management in Ontario and will increase Niagara's resilience to disasters and emergencies. The 2020 review will help to guide the way to a fully operational program based on best practices.

## **Other Pertinent Reports**

PHD 14-2016 Amendments to the Niagara Emergency Management Program

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### **Prepared by:**

Kevin Smith

Chief, Niagara Emergency Medical Services & Director, Emergency Services  
Public Health & Emergency Services

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### **Recommended by:**

M. Mustafa Hirji, MD, MPH, FRCPC

Medical Officer of Health & Commissioner (Acting)  
Public Health & Emergency Services

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### **Submitted by:**

Ron Tripp, P.Eng.

Chief Administrative Officer (Acting)

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**Subject:** Community Homelessness Prevention Initiative Investment Plan 2020-21

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, January 14, 2020

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## Recommendations

That the Ministry mandated Community Homelessness Prevention Initiative investment plan for the 2020-21 funding allotment, **BE APPROVED**.

## Key Facts

- The Ministry of Municipal Affairs and Housing (MMAH) provided notification on April 17, 2019 of funding allocations for the Community Homelessness Prevention Initiative (CHPI), which included the year 2020-21.
- Based on the April 17, 2019 notice, Niagara will receive \$7,847,786 per annum for the two-year term April 1, 2020 through March 31, 2022.
- Consistent with previous years, MMAH requires service managers to submit the CHPI investment plan for 2020-21 by February 15, 2020 outlining the planned spending in the directed categories of: emergency shelter solutions, housing with related supports, other services and supports, homelessness prevention and program administration.
- The proposed Investment Plan included in the report has been developed based on the CHPI program guidelines (January 2017), in alignment with Niagara's recently updated Ten Year Housing and Homelessness Action Plan and with consideration to existing funding allocations to support a stable homelessness system in Niagara.
- In 2018, homelessness services in Niagara assisted 464 unique households through outreach, 1,835 with emergency hostel services, 2,162 with prevention services, and 258 with supportive housing services.

## Financial Considerations

The total 100% provincial CHPI funding provided for 2020-21 is anticipated to be \$7,847,786. It should also be noted that Niagara Region is allocating \$2,589,233 of levy funding to the same priority funding categories beyond the proposed provincial amounts (assuming a consistent levy allocation in Q1 2021). Niagara Region also receives \$941,096 of Federal funding for Reaching Home (largely to fund Housing First programs, and to support Coordinated Access and Built for Zero participation) and \$750,490 in Provincial funding for Home for Good (intensive supportive housing). These other funding sources are not included in the CHPI investment plan prepared for the MMAH.

Current homelessness service contracts expire March 31, 2020. Niagara Region funds and works collaboratively with 22 agencies to deliver homelessness services to the residents of Niagara. Niagara Region is currently in the process of reviewing Negotiated Request for Proposal (RFP) submissions for each of the CHPI categories and will work to have contract awards align with the CHPI investment plan for 2020-21, subject to submissions received.

## Analysis

The proposed CHPI investment plan is designed to align with the CHPI program guidelines issued in January 2017 (revised May 2019). The Ministry requires that an investment plan be submitted each year indicating how Niagara Region plans to use the funding provided based on the categories identified by the province, and additionally, recognizing the four provincial homelessness priorities of chronic homelessness, youth, Indigenous persons and homelessness following transitions from provincially-funded institutions and service systems.

The vision for CHPI is to have “A coordinated and holistic service delivery system that is people-centered, evidence informed and outcomes-based, and reflects a Housing First approach that focuses on homelessness prevention and reduces reliance on emergency services.”<sup>1</sup> This vision reflects a shift towards a system that focuses on proactive and permanent housing solutions rather than reactive responses to homelessness.

The chart below shows the funding plan submitted for 2018-19, 2019-20, the proposed plan to be submitted for 2020-21 and the changes in funding allocations, over the prior year.

### 2020-21 CHPI INVESTMENT PLAN

	2018-19	2019-20	2020-21	Change
Emergency Shelter Solutions	\$2,186,223	\$2,421,799	\$2,753,623	\$331,824
Housing with Related Supports	\$1,071,155	\$956,155	\$852,179	(\$103,976)
Other Services and Supports	\$178,592	\$314,016	\$397,521	\$83,505
Homelessness Prevention	\$3,811,701	\$3,555,701	\$3,555,701	\$0

<sup>1</sup> Community Homelessness Prevention Initiative Program Guidelines, January 2017, Ministry of Housing.

	2018-19	2019-20	2020-21	Change
Program Administration	\$288,762	\$288,762	\$288,762	\$0
<b>Total</b>	<b>\$7,536,433</b>	<b>\$7,536,433</b>	<b>\$7,847,786</b>	<b>\$311,353</b>

The relative amounts set out in Niagara's investment plan align with provincial expectations, and ensure funding levels in each category support stability in the Niagara homelessness system while allowing for the capacity to move the system forward in achieving provincially identified priorities. The types of services that will be funded under the CHPI categories, as well as some specific work related to system improvements, are outlined below:

### Emergency Shelter Solutions

- Funding would support: a low barrier, safe bed, offered in a variety of settings, necessary basic needs, and meals, along with support services including transportation to the shelter.
- Shelter providers will operate using a Housing Focused philosophy in the delivery of services, and utilize Shelter Diversion practices building off the successful youth shelter diversion pilot offered in 2019.
- Funding increase provides dollars for more beds in the shelter system and additional funding for hotel rooms to address Emergency Shelter overflow, and to accommodate special needs (e.g. accessibility, service animals, and health and safety concerns). In addition, funding provides for an After Hours service to assist clients when shelters are at capacity.
- Staff continue to monitor the impact of the implementation of best practice Housing First and Home for Good Supportive Housing programming, as well as Shelter Diversion, on shelter stays, in reducing demand for emergency shelters.
- There will be continued focus and effort to align with provincial policy expectations, emphasizing prevention over emergency responses.

### Housing with Related Supports

- Consistent with best practices, funding will support Housing First units and, where appropriate, transitional housing programming in Niagara. These critical programs aim to increase housing stability, and reduce reliance on emergency shelters.
- Funded services will also include case management to assist clients with access to medical needs, supports related to mental health, substance use, and crisis intervention. Coordinated Access to these resources is another key component in Niagara's work associated with Built for Zero.
- Landlord engagement, to assist in finding community-based units, is also addressed in this category.



## **Other Services and Supports**

- This category captures Niagara's outreach services, including assertive street outreach support workers who provide help to find stable housing, and connections to other services including mental health programs, healthcare, addictions services, and legal aid. Assertive Street Outreach is another key component in Niagara's movement to its improved 'System 2.0' and work associated with Built for Zero.

## **Homelessness Prevention**

- Homelessness Prevention funding supports programs which address eviction prevention, assistance to secure (most critical for those exiting shelter) and retain housing, and assistance with budgeting, banking, and trusteeship.
- This category also funds programs specific to vulnerable youth and young adults who are at risk of homelessness to keep them housed and avert their entry into the system.
- This category includes the Housing Stability Plan (HSP), which as in prior years, is an important component of the Homelessness Prevention program. HSP provides financial assistance for rent arrears, and rent deposits (quite helpful for those leaving shelter), and can assist with diversion efforts.
- This category also includes funding towards the Niagara Emergency Energy Fund to address utility arrears in order to support clients to retain housing.
- Niagara Region, in alignment with provincial direction, continues to emphasize prevention programs to reduce the need for emergency shelters, facilitate rapid rehousing efforts and support people to access and retain stable housing.

## **Program Administration**

- Funding supports capacity building and training for staff and leaders at all third party agencies delivering programs.
- While permitted under the Administration category, Niagara Region does not allocate the full 10% available under the CHPI guidelines for administration, focusing as much funding as possible to direct client service delivery.

## **Risk Management planning for CHPI**

Under the CHPI program guidelines (January 2017), there is a requirement to identify potential risks and mitigation strategies.

The risks that will be identified in this investment plan include:

<b>RISKS</b>	<b>MITIGATION</b>
➤ Effectively meeting the provincially mandated capacity, assessment and development requirements for	➤ Continue to monitor the sector for best practice developments and evolving policy changes.

RISKS	MITIGATION
municipal service managers and all third party agencies delivering programs on our behalf (particularly as the province has not yet shared expectations and targets for this requirement).	➤ Continue to allocate administration monies to this initiative and work with all agencies to identify system wide training needs, ensuring system capacity along with standard processes. Plans for 2020 include further Housing First training.
➤ An affordability risk in Niagara, as the provincial funding available remains inadequate to support local needs and address existing demand for services. Ongoing reliance on the local not-for-profit sector contributions and levy sources is not sustainable.	➤ Local funding allocations and contract award processes seek to ensure that selected agencies utilize outcome-based models and best practices. Niagara Region will continue to ensure effective monitoring of contracts and outcomes. Dialogue will continue with MMAH related to local needs and relative funding levels.

## Alternatives Reviewed

N/A.

## Relationship to Council Strategic Priorities

This recommendation is aligned to Council's strategic priority of ensuring a "Healthy and Vibrant Community." By approving this report, Niagara Region is able to receive this provincial funding and support clients through the stages of the housing continuum

## Other Pertinent Reports

- COM 08-2015 Community Homelessness Prevention Initiative Funding Allocations 2015-16 and 2016-17
- COM 02-2017 Community Homelessness Prevention Initiative Investment Plan 2017-18
- COM 02-2018 Community Homelessness Prevention Initiative Investment Plan 2018-19
- COM 01-2019 Community Homelessness Prevention Initiative Investment Plan 2019-20

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**Prepared by:**

Cathy Cousins, CPA, CA  
Director, Homelessness Services &  
Community Engagement  
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 Stephanie Muhic, Program Financial Specialist.*

## MEMORANDUM

**COM-C 1-2020**

**Subject:** EarlyON System Transformation Update  
**Date:** January 14, 2020  
**To:** Public Health and Social Services Committee  
**From:** Adrienne Jugley, Commissioner, Community Services

As of January 1, 2018, Niagara Region Children's Services became responsible for the local planning and administration of EarlyON Child and Family Centres, on behalf of the province. Niagara Region Children's Services has been charged to locally implement the provincial vision of an integrated and coordinated early years system, with seamless transitions between programs and services that support early learning and healthy child development.

At the initiation of this new responsibility, as a short-term strategy, Niagara Region Children's Services entered into temporary service agreements with existing service providers to allow for a period of local planning, analysis and review of provincial policy. As part of the local planning, a needs assessment and environmental scan was completed in 2017. Throughout 2018, ongoing planning, data collection, and community engagement with key stakeholders (children and their parents and caregivers, service providers, and staff) was used to inform a procurement framework and process.

As a step toward implementing the provincial vision, Niagara Region Children's Services issued a (Negotiated) Request for Proposals (NRFP) to help identify service providers that would support the transition and transformation of the existing EarlyON service system to be aligned with the Ministry of Education expectations within provincial budget allocations.

With the recent conclusion of the NRFP process for EarlyON service delivery in Niagara, the successful proponents are:

Agency/Organization	Zone(s)
District School Board of Niagara	Zone 10
Niagara Catholic District School Board	Zone 8, 11 and 13
Port CARES	Zone 1, 2, 3, 9 12, 14, 15 and 16
YMCA of Niagara	Zone 4, 5, 6 and 7

These agencies/organizations will operate an EarlyON Child and Family Centre in one (1) or more of the sixteen (16) service zones across Niagara, and participate in a new integrated early years system.

Appendix 1 offers a map that provides more detailed information regarding the service zones where each service provider will operate an EarlyON Centre.

In order to ensure minimal disruptions to service, Niagara Region Children's Services allocated funding to support a six-month transition period for sites as required. This will allow for the continued operation of a number of impacted sites while Niagara transitions to the new system. The six months will also allow for adequate planning regarding any changes to staffing, locations, and hours of operation.

Niagara Region Children's Services, in its role as service system manager, will continue to work closely with the successful proponents to ensure EarlyON services are accessible in all communities, increasing hours of service where appropriate, ensuring locations are well situated and utilized, and delivering the EarlyON service system within the current provincial funding available.

Niagara Region looks forward to working with EarlyON services providers, municipalities, educators, community agencies and parents/caregivers to ensure EarlyON Child and Family Centres continue to provide quality programs and services that meet community needs, and support the healthy development and learning of children across Niagara.

Respectfully submitted and signed by

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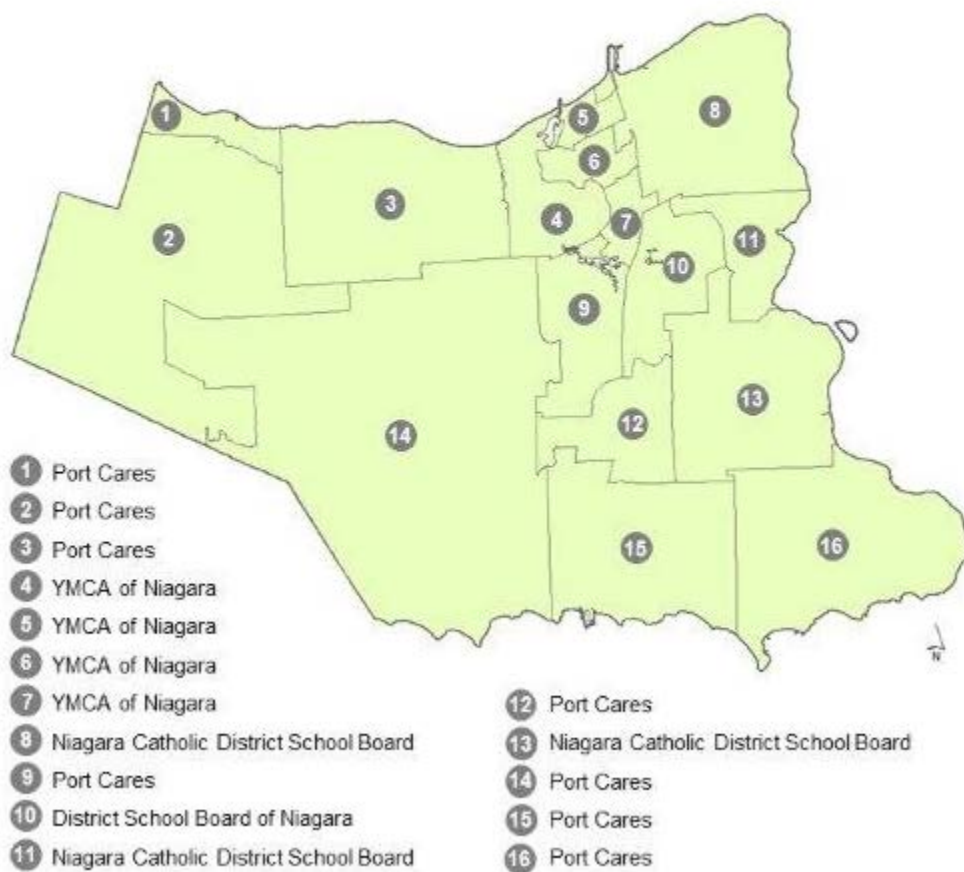
Adrienne Jugley, MSW, RSW, CHE  
Commissioner

Appendix 1 EarlyON Service Zones awarded

Appendix 1

COM C 1-2020  
January 14, 2019

Niagara Region EarlyON Child and Family Centre Service Zones  
with Successful Service Delivery Agencies



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**MEMORANDUM****CWCD 455-2019****Subject: 2019 Book Distribution Event****Date: December 6, 2019****To: Regional Chair and Council****From: Darlene Edgar, RECE, Director Children's Services**

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Since 2017, Niagara Region Children's Services has been collaborating with First Book Canada, a registered Canadian charity which acts as a clearinghouse for large-scale book donations from publishing companies. Every May and November, Children's Services plans and hosts a book distribution event, with new, unused books, appropriate for different age groups, from infants to children 18 years of age. The books provided by First Book Canada are distributed through hundreds of representatives from a multitude of local schools, agencies and organizations serving low-income children and youth from families across the region.

Over the last few years the book distribution events have grown substantially and have created a "book dependency" in Niagara. However, at the same time, the number of books that Niagara Region Children's Services was able to secure from First Book Canada has declined, due to the increasing needs in communities across Canada. Children's Services reached out to the local retail store 'The Book Outlet', located in St. Catharines, to inquire if the store would like to consider donating books. The Book Outlet generously donated over 200,000 new, unused books.

In addition to the 200,000 books donated by The Book Outlet, 75,000 books were provided by First Book Canada. In the end, the Niagara Book Distribution Event, held the week of November 11 to 15, 2019, had nearly 280,000 books to be given to children and youth in need across Niagara.

The event was also made possible through the generous support of local businesses: Seaway Mall provided free storage space and the event locale; and Fontaine Trucking of Port Colborne, provided transportation for the books to Niagara. As well, Children's Services wishes to acknowledge the numerous volunteers who donated their time to help set-up for the event.

Including the recent book distribution event, there have been five (5) such events, helping to put approximately 600,000 new, unused books in the hands of children and youth across Niagara. The total value of these books has been conservatively estimated at \$6.5million dollars.

The following examples provided by community agencies, programs and services demonstrate how the book distribution events have made an impact in the community.

- Family & Children's Services of Niagara: Families receiving assistance are visited by Caseworkers who bring donated books with them on home visits. Since Caseworkers often discover there is very little, or at times nothing for the child to play with, they can now leave a book behind for each child.
- Public Health Nurses: Nurses visit parents with new born babies in their homes and leave a book behind to encourage reading and connecting with the baby.
- Holy Trinity Food & Hygiene Bank: Last December they put out a selection of books and wrapping paper and encouraged visitors to select and wrap a book as a gift for their family members. One grandfather broke down in tears, thankful that he now had gifts to give his grandchildren.
- Adult Literacy and Credit Programs: The books are used for reading projects and allow clients to take home books as gifts for their families.
- Public Health's Mobile Dental Clinic: Staff share books with children coming in for a dental appointment so they can read while they wait and bring the book home.
- Children's Services: When Fee Subsidy Caseworkers meet with families who are applying for financial assistance for their child care costs, families pick from a selection of books for their children to keep.

Children's Services is committed to working with local businesses and not-for-profit organizations to support Niagara families and their children in creating home libraries. Language development in the first 5 years of a child's life is crucial, with parents as their children's first teacher playing a critical role in supporting their child's early literacy. Language and communication provide the tools necessary for learning, engaging in social relationships and the ability to self-regulate emotions.

Respectfully submitted and signed by



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Darlene Edgar, RECE  
Director, Children's Services  
Appendix 1. Letter of Thanks from First Book Canada





Darlene Edgar  
Director, Children's Services  
Niagara Region  
P.O. Box 344  
1815 Sir Isaac Brock Way  
Thorold, ON L2V 3Z3

November 19<sup>th</sup>, 2019

Dear Darlene,

We want to thank you for all your help with the Niagara Regional Pop-Up and Reading Celebration this week. First Book Canada is committed to providing equal access to high-quality books and educational resources to educators and children in low-income areas, and we couldn't do that without you.

The Niagara Region's generosity, commitment and support of such a massive project is greatly appreciated and it does not go unnoticed. Karen Schmidt did an amazing job directing the entire event and her dedication to its execution was second to none. She was an invaluable asset throughout the entire week. Every aspect of the event, from visiting the elementary school classes to the distribution of over 280,000 books will make a huge impact on the teachers, students, libraries and other groups serving children in need around the Niagara Community and across Southwestern Ontario.

So, from First Book Canada, thank you for taking the time to help us in our mission, provide books to hundreds of groups who need them, and give kids an opportunity to reach their full potential. Please also thank Karen and all your staff who volunteered last week for all their hard work and special efforts to make the whole event and school visits so successful.



Sincerely,

A handwritten signature in black ink that reads "Tom Best".

Tom Best,

Executive Director

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## MEMORANDUM

**COM-C 2-2020**

**Subject:** Activities related to Niagara's 10-Year Housing and Homelessness Action Plan for November and December 2019

**Date:** January 14, 2020

**To:** Public Health and Social Services Committee

**From:** Jeff 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 provide 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 November and December 2019:

- The updated 10-Year Housing and Homelessness Action Plan was submitted to the Ministry of Municipal Affairs and Housing for approval. Regional Council approved this plan in October 2019, pending Ministry approval. At the direction of Council, staff are preparing an information session about the updated action plan for Regional Councillors, and a presentation to be offered to local municipal councils in 2020.
- Through agency visits, and the launch of Niagara's inaugural Built for Zero Partner Newsletter in November 2019, staff provided information to homelessness service providers about the Built for Zero Canada (BFZ-C) initiative and its role in ending chronic homelessness in Niagara.
- The BFZ-C Home Team selected two areas of focus for the first half of 2020, to be initiated at the BFZ-C learning session for participating communities in Toronto in January 2020:
  - Mapping and coordinating street outreach
  - Promoting provider participation in common assessment.
- Niagara Region hosted a presentation by Iain De Jong to nearly 300 attendees, including elected officials, service providers and other stakeholders, at the Scotiabank Centre on December 19, 2019. Mr. De Jong, an internationally recognized expert on ending homelessness, challenged commonly held assumptions, debunked myths about homelessness and provided insight about effective evidence-based approaches to ending homelessness in the Canadian context.

- The tendering process to select providers for homelessness services in alignment with the revised system model during 2020-2022 continues, with submissions closed for four of six service categories:

Service Category	Status
Emergency Shelter	Bidding closed, proposals under review
Street Outreach	Bidding closed, proposals under review
Prevention	Bidding closed, proposals under review
Housing with Supports – Transitional Housing	Bidding closed January 7, 2020
Housing First	Bidding closes January 16, 2020
Home for Good	Bidding closes January 16, 2020

- The tendering process for a Regional investment of \$1.7 million in affordable housing through a joint venture model continues. Bidding closed in October 2019 and submitted proposals are currently under review.
- Niagara Regional Housing (NRH) hosted ONPHA's (Ontario Non-Profit Housing Association) Ready Set (re)Build training over two days in December 2019. Local non-profits, cooperatives, church groups, and a private sector participant attended to learn about how to successfully develop or redevelop affordable housing.
- In November, 12 households from the centralized housing waitlist moved into the newly completed units at Roach Avenue in Welland.
- Gateway Residential and Support Services (Gateway) prepared to accept 18 new Home for Good supportive housing clients experiencing chronic homelessness, into program spaces that will be available starting December 2019 through to February 2020. Eight of these clients will be housed at Gateway's new supportive housing facility in Port Colborne and 10 will be housed in Niagara's rental market with rent subsidy, case management and other more intensive supports. Clients were prioritized for access to these new program spaces through a process which incorporated components of coordinated access and common assessment of need in alignment with BFZ-C. These are significant steps in Niagara's effort to end chronic homelessness.
- Demolition began in December 2019 at the NRH Hawkins Street site in Niagara Falls, where intensification will add 62 net new community housing units (for a total of 74 units) with a target completion of summer 2021.

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

**Minute Item No. 5.3**

**CSD 5-2020**

**Amendments to Vehicle for Hire and Businesses and Adult Entertainment Parlour By-laws**

That Report CSD 5-2020, dated January 15, 2020, respecting Amendments to Vehicle for Hire and Businesses and Adult Entertainment Parlour By-laws, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the recommended amendments contained in Appendix 1 and 2 to Report CSD 5-2020, to Niagara Region By-law 2018-75 (Vehicles for Hire and Businesses) and 2018-76 (Adult Entertainment) **BE APPROVED**; and
2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration.

**Minute Item No. 5.1**

**CSD 1-2020**

**Approval of Interim Levy Dates and Amounts**

That Report CSD 1-2020, dated January 15, 2020, respecting Approval of Interim Levy Dates and Amounts, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the interim amounts for the Regional levy **BE APPROVED** by Regional Council in the amounts shown in Appendix 1 to Report CSD 1-2020;
2. That the Regional Clerk ensures that the appropriate by-law **BE PREPARED** for presentation to Regional Council for consideration and approval; and
3. That Report CSD 1-2020 **BE CIRCULATED** to the Councils of the local area municipalities for information.

**Minute Item No. 5.2**

**CSD 4-2020**

**Appointments to the Licensing Appeals Committee**

That Report CSD 4-2020, respecting Appointments to the Licensing Appeals Committee, **BE REFERRED** to staff to provide additional information respecting the selection process and qualifications of the recommended appointees for the Corporate Services Committee meeting being held on February 12, 2020.

**Minute Item No. 5.4**

**CSC-C 1-2020**

**Recommendations for Consideration from the Joint Board of Management -  
Niagara Courts meeting held on December 12, 2019**

That Correspondence Item CSC-C 1-2020, being a memorandum from A.-M. Norio, Regional Clerk, dated January 15, 2020, respecting Recommendations for Consideration from the Joint Board of Management – Niagara Courts meeting held on December 12, 2019, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the delinquent cases summarized in the Analysis Section of Report JBM-C 13-2019, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) Provincial Offences Act Write-off Directive and Operating Guideline and Niagara Region Courts approved write off criteria (POA Write-off Criteria).

**Minute Item 7.1**

**Review of Ride Sharing and Vehicles for Hire Policies**

That staff **BE DIRECTED** to undertake a thorough review of the policies related to ride sharing and vehicles for hire and provide a report for the April 8, 2020 Corporate Services Committee meeting respecting how those regulations can be better communicated to ride share drivers and vehicles for hire licensed to deliver service in Niagara, including regulations with respect to driver and rider safety.

**Minute Item 7.2**

**Transfer of Property to Niagara Regional Housing**

That the property located at 745 Crescent Road, in the Town of Fort Erie, **BE INCLUDED** as part of the inventory in the Niagara Regional Housing Master Plan and that staff not proceed with any action to dispose of the property at this time.

**Minute Item 9.1**

**Confidential Report CSD 7-2020**

**A Matter Respecting a Proposed Acquisition of Land by the Municipality -  
Emergency Medical Services Lease Agreement**

That Confidential Report CSD 7-2020, dated January 15, 2020, respecting A Matter Respecting a Proposed Acquisition of Land by the Municipality - Emergency Medical Services Lease Agreement, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Minute Item 9.2**

**Confidential Report CSD 11-2020**

**A Confidential Matter Respecting Litigation before Administrative Tribunal under s. 239(2) of the Municipal Act, 2001 - Assessment Appeal Update and Proposed Settlement Information - General Motors Canada, St. Catharines**

That Confidential Report CSD 11-2020, dated January 15, 2020, respecting A Confidential Matter Respecting Litigation before Administrative Tribunal under s. 239(2) of the Municipal Act, 2001 - Assessment Appeal Update and Proposed Settlement Information - General Motors Canada, St. Catharines, **BE RECEIVED** for information.

**THE REGIONAL MUNICIPALITY OF NIAGARA  
CORPORATE SERVICES COMMITTEE  
OPEN SESSION**

**CSC 1-2020  
Wednesday, January 15, 2020  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Butters, Campion, Diodati, Easton, Edgar, Fertich, Gale, Heit, Ip, Redekop, Rigby, Whalen (Committee Vice Chair)

Absent/Regrets: Bradley (Regional Chair), Foster (Committee Chair)

Staff: A. Apfelbaum, Manager, Business Licensing, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, M. Leckey, Program Financial Specialist, K. Lotimer, Legislative Coordinator, R. McDougall, Manager, Emergency Medical Services Logistics, B. Menage, Director, Procurement & Strategic Acquisitions, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk

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**1. CALL TO ORDER**

Committee Vice Chair Whalen 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**

Moved by Councillor Ip  
Seconded by Councillor Diodati

That Sabrina Hill, resident, City of St. Catharines, **BE PERMITTED** to appear before Committee as a delegate respecting Amendments to Vehicle for Hire and Businesses and Adult Entertainment Parlour By-laws (Agenda Item 5.3).

**Carried**



4.1 Ride Sharing Issues in Niagara

Sabrina Hill, resident, City of St. Catharines, appeared before Committee to express concerns respecting ride sharing in Niagara and a number of systemic administrative deficiencies. Ms. Hill advised there is a lack of policies to strengthen safety for both drivers and passengers, a lack of policy oversight and enforcement and generally a lack in communication, education and accountability. Ms. Hill requested that Committee request a thorough review of all policies pertaining to ride sharing and the method of communicating these regulations with ride share drivers licensed in the Region.

5. ITEMS FOR CONSIDERATION

Moved by Councillor Easton  
Seconded by Councillor Campion

That the order of the agenda **BE AMENDED** to consider Minute Item 5.3, Report CSD 5-2020 at this time.

**Carried**

5.3 CSD 5-2020

Amendments to Vehicle for Hire and Businesses and Adult Entertainment Parlour By-laws

Moved by Councillor Diodati  
Seconded by Councillor Fertich

That Report CSD 5-2020, dated January 15, 2020, respecting Amendments to Vehicle for Hire and Businesses and Adult Entertainment Parlour By-laws, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the recommended amendments contained in Appendix 1 and 2 to Report CSD 5-2020, to Niagara Region By-law 2018-75 (Vehicles for Hire and Businesses) and 2018-76 (Adult Entertainment) **BE APPROVED**; and
2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration.

**Carried**

5.1 CSD 1-2020

Approval of Interim Levy Dates and Amounts

Moved by Councillor Rigby

Seconded by Councillor Diodati

That Report CSD 1-2020, dated January 15, 2020, respecting Approval of Interim Levy Dates and Amounts, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the interim amounts for the Regional levy **BE APPROVED** by Regional Council in the amounts shown in Appendix 1 to Report CSD 1-2020;
2. That the Regional Clerk ensures that the appropriate by-law **BE PREPARED** for presentation to Regional Council for consideration and approval; and
3. That Report CSD 1-2020 **BE CIRCULATED** to the Councils of the local area municipalities for information.

**Carried**

5.2 CSD 4-2020

Appointments to the Licensing Appeals Committee

Moved by Councillor Gale

Seconded by Councillor Champion

That Report CSD 4-2020, dated January 15, 2020, respecting Appointments to the Licensing Appeals Committee, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the recommendation contained in Confidential Appendix 1 to Report CSD 4-2020, **BE APPROVED** confirming the citizen appointments to the Licensing Appeals Committee; and
2. That the Licensing Appeals Committee Terms of Reference (Appendix 2 of Report CSD 4-2020), **BE APPROVED**.

Moved by Councillor Rigby  
Seconded by Councillor Campion

That Report CSD 4-2020, respecting Appointments to the Licensing Appeals Committee, **BE REFERRED** to staff to provide additional information respecting the selection process and qualifications of the recommended appointees for the Corporate Services Committee meeting being held on February 12, 2020.

**Carried**

5.4 CSC-C 1-2020

Recommendations for Consideration from the Joint Board of Management - Niagara Courts meeting held on December 12, 2019

Moved by Councillor Ip  
Seconded by Councillor Diodati

That Correspondence Item CSC-C 1-2020, being a memorandum from A.-M. Norio, Regional Clerk, dated January 15, 2020, respecting Recommendations for Consideration from the Joint Board of Management – Niagara Courts meeting held on December 12, 2019, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the delinquent cases summarized in the Analysis Section of Report JBM-C 13-2019, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) Provincial Offences Act Write-off Directive and Operating Guideline and Niagara Region Courts approved write off criteria (POA Write-off Criteria).

**Carried**

**Councillor Information Request(s):**

Provide a breakdown of the number of individuals that comprise the 1225 cases to be written-off under the category of Deceased Person shown in the 2019 Court Services Write-Off Summary in Report JBM-C 13-2019.  
Councillor Redekop.

6. **CONSENT ITEMS FOR INFORMATION**

There were no items for information.

**7. OTHER BUSINESS**

**7.1 Review of Ride Sharing and Vehicles for Hire Policies**

Moved by Councillor Ip  
Seconded by Councillor Edgar

That staff **BE DIRECTED** to undertake a thorough review of the policies related to ride sharing and vehicles for hire and provide a report for the April 8, 2020 Corporate Services Committee meeting respecting how those regulations can be better communicated to ride share drivers and vehicles for hire licensed to deliver service in Niagara, including regulations with respect to driver and rider safety.

**Carried**

**7.2 Transfer of Property to Niagara Regional Housing**

Councillor Redekop enquired about the vacant parcel of land located at 745 Crescent Road, in the Town of Fort Erie and if it could be transferred to Niagara Regional Housing for possible development.

Moved by Councillor Redekop  
Seconded by Councillor Heit

That the property located at 745 Crescent Road, in the Town of Fort Erie, **BE INCLUDED** as part of the inventory in the Niagara Regional Housing Master Plan and that staff not proceed with any action to dispose of the property at this time.

**Carried**

**8. CLOSED SESSION**

Committee did not resolve into closed session.

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

**9.1 Confidential Report CSD 7-2020**

A Matter Respecting a Proposed Acquisition of Land by the Municipality -  
Emergency Medical Services Lease Agreement

Moved by Councillor Easton

Seconded by Councillor Butters

That Confidential Report CSD 7-2020, dated January 15, 2020, respecting  
A Matter Respecting a Proposed Acquisition of Land by the Municipality -  
Emergency Medical Services Lease Agreement, **BE RECEIVED** and the  
recommendations contained therein **BE APPROVED**.

**Carried**

**9.2 Confidential Report CSD 11-2020**

A Confidential Matter Respecting Litigation before Administrative Tribunal  
under s. 239(2) of the Municipal Act, 2001 - Assessment Appeal Update  
and Proposed Settlement Information - General Motors Canada, St.  
Catharines

Moved by Councillor Ip

Seconded by Councillor Rigby

That Confidential Report CSD 11-2020, dated January 15, 2020,  
respecting A Confidential Matter Respecting Litigation before  
Administrative Tribunal under s. 239(2) of the Municipal Act, 2001 -  
Assessment Appeal Update and Proposed Settlement Information -  
General Motors Canada, St. Catharines, **BE RECEIVED** for information.

**Carried**

**10. NEXT MEETING**

The next meeting will be held on Wednesday, February 12, 2020 at 9:30 a.m. in  
the Council Chamber, Regional Headquarters.

**11. ADJOURNMENT**

There being no further business, the meeting adjourned at 10:50 a.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

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**Subject:** Amendments to Vehicle for Hire and Businesses and Adult Entertainment Parlour By-laws

**Report to:** Corporate Services Committee

**Report date:** Wednesday, January 15, 2020

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## Recommendations

1. That the recommendations contained in Appendix 1 and 2 to Report CSD 5-2020 **BE APPROVED** outlining amendments to Niagara Region By-law 2018-75 (Vehicles for Hire and Businesses) and 2018-76 (Adult Entertainment)
2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration.

## Key Facts

- The purpose of this report is to seek Council's approval to make amendments to the Vehicle for Hire and Businesses and Adult Entertainment By-laws.
- Council of the Regional Municipality of Niagara is authorized under Part II section 11 and Part IV of the Municipal Act, 2001, S.O. 2001 c.25, as amended to pass by-laws licensing, regulating and governing businesses.
- On June 01, 2019 the Region took over licensing responsibilities from Niagara Regional Police "as-is" including the by-law structure.
- The Region has an existing Fees and Charges by-law that was updated on December 12, 2019 to include Licensing Fees and Charges.

## Financial Considerations

Revenue received from the issuance of business licences offsets the direct costs of the Business Licensing Division.

## Analysis

On June 01, 2019 business licensing responsibility was transferred from Niagara Regional Police to Niagara Region and the operation, including by-law structure, was on-boarded "as-is".

The structure for both the Vehicle for Hire and Businesses and Adult Entertainment by-laws included a licence fees schedule. The Region maintains a separate Fees and Charges by-law. This by-law contains all fees charged by the Region including Business

Licensing fees. It is staff's intention to complete a thorough review of all applicable licensing fees associated with these services once a full year of operations has been completed.

Staff are recommending to remove the fees schedule from both licensing by-laws, and amend applicable sections within the by-laws to reference the Fees and Charges by-law and not the schedules. This will eliminate any confusion for licence holders in determining what fees need to be paid and place licensing fees in the correct by-law.

### **Alternatives Reviewed**

No Applicable

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

The Region's Fees and Charges By-law is the only location where this type of information should be contained. By removing the fees schedule from the Region's business licensing by-laws it supports the following Niagara Region Council Strategic Priorities:

- Sustainable and Engaging Government

### **Other Pertinent Reports**

No Applicable

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#### **Prepared by:**

Angelo Apfelbaum  
Manager, Business Licensing  
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 Adam Niece, Program Financial Specialist and Helen Chamberlain, Director Financial Management & Planning/Deputy Treasurer.*



## **Appendices**

Appendix 1	Recommended By-law Amendments By-law 2018-75
Appendix 2	Recommended By-law Amendments By-law 2018-76

Recommended By-law Amendments By-law 2018-75

Section/Schedule Number	Current Wording	Amended Wordings/Deletions
5.1(a)(iv)	the fee prescribed in Schedule 2 by way of cash, certified cheque, credit card or debit;	the fee prescribed <b>in the Fees and Charges By-law, as amended</b> , by way of cash, certified cheque, credit card or debit;
5.1(d)	In the event that the licensee delivers the documents and fees referred to in subsection 6(a) to the Licencing Division after the expiry date of the drivers licence, but within thirty (30) days of the expiry date, the licensee shall be required to pay a late filing fee as prescribed in Schedule 2.	In the event that the licensee delivers the documents and fees referred to in subsection 6(a) to the Licensing Division after the expiry date of the drivers licence, but within thirty (30) days of the expiry date, the licensee shall be required to pay a late filing fee as prescribed <b>in the Fees and Charges By-law, as amended</b> .
15.1(a)(ii)	an application fee prescribed in Schedule 2.	an application fee prescribed <b>in the Fees and Charges By-law, as amended</b> .
18(f)(vi)	the fee prescribed in Schedule 2, less any application fee already paid;	the fee prescribed <b>in the Fees and Charges By-law, as amended</b> , less any application fee already paid;
20(a)(vii)	the renewal fee prescribed in Schedule 2;	the renewal fee prescribed <b>in the Fees and Charges By-law, as amended</b> ;
20(d)	In the event that the licensee delivers the documents and fees referred to in subsection 20(a) to the Licencing Officer after the expiry date of the licence, but within thirty (30) days of the expiry date, the licensee shall be required to pay a late filing fee as prescribed in Schedule 2.	In the event that the licensee delivers the documents and fees referred to in subsection 20(a) to the Licensing Officer after the expiry date of the licence, but within thirty (30) days of the expiry date, the licensee shall be required to pay a late filing fee as prescribed <b>in the Fees and Charges By-law, as amended</b> .
22(a)(iii)	an application fee prescribed in Schedule 2.	an application fee prescribed <b>in the Fees and Charges By-law, as amended</b> .
26(c)(e)	the spare vehicle fee prescribed in Schedule 2.	the spare vehicle fee prescribed <b>in the Fees and Charges By-law, as amended</b> .
27.1(d)	The applicable licencing fee as shown on Schedule 2 to this by-law.	The applicable licensing fee as <b>prescribed in the Fees and Charges By-law, as amended</b> .

29(o)	A TNC shall remit to the Licencing Officer the per trip charges referenced in Schedule 2 on a monthly basis, such remittance to be made to the Licencing Officer by the 15th of the month following the month to which the remittance relates, and upon request, shall provide the records establishing the basis of the calculation of the said per trip charges;	A TNC shall remit to the Licensing Officer the per trip charges <b>prescribed in the Fees and Charges By-law, as amended</b> , on a monthly basis, such remittance to be made to the Licensing Officer by the 15th of the month following the month to which the remittance relates, and upon request, shall provide the records establishing the basis of the calculation of the said per trip charges;
69(b)	The fees listed in Schedule 2 to this By-law shall be paid by the respective classes of applicants or licencees referred to in section 3 in respect of applications for annual or temporary licences by means of cash, certified cheque, credit card or debit.	The fees <b>prescribed in the Fees and Charges By-law, as amended</b> , shall be paid by the respective classes of applicants or licencees referred to in section 3 in respect of applications for annual or temporary licences by means of cash, certified cheque, credit card or debit.
Schedule 2		<b>Deleted</b>

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Recommended By-law Amendments By-law 2018-76

Part/Section/Schedule Number	Current Wording	Amended Wordings/Deletions
PART XIII	SCHEDULES	<b>FEES AND CHARGES</b>
73	The following schedules form part of this By-law: Schedule 1 - Fees	<b>Fees shall be as prescribed in the Fees and Charges By-law, as amended</b>
Schedule 1		<b>Deleted</b>

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**Subject:** Approval of Interim Levy Dates and Amounts

**Report to:** Corporate Services Committee

**Report date:** Wednesday, January 15, 2020

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## Recommendations

1. That the interim amounts for the Regional levy **BE APPROVED** by Regional Council in the amounts shown in **Appendix 1**;
2. That the Regional Clerk ensures that the appropriate by-law **BE PREPARED** for presentation to Regional Council for consideration and approval; and
3. That report CSD 1-2019 **BE CIRCULATED** to the Councils of the local area municipalities for information.

## Key Facts

- The purpose of this report is to approve the interim levy amounts and due dates.
- Section 316 of the Municipal Act provides that the council of an upper-tier municipality may requisition an amount equivalent to 50% of the prior year's approved levy from each area municipality in order to continue core services prior to the adoption of budget estimates for the year.
- The Region's Budget Control Bylaw (2017-63, section 6.3 paragraph a.) provides that prior to Council's approval of the Operating Budget bylaw, a current year's expenditures may be incurred if a budget for a similar item existed in the previous year's operating budget and the expenditures is at the same service level as the prior year and does not exceed 50% if the amount appropriated in the previous year's operating budget.
- The Region's Budget Control Bylaw (2017-63, section 6.3 paragraph b.) provides that prior to Council's approval of the Capital Budget Bylaw, expenditures for new capital projects may be permitted if an individual capital project is deemed a priority by Council and specifically approved by Council in advance of the general capital budget bylaw (section 6.3. paragraph b).
- Interim levy dates are consistent with the prior years. The local area municipalities were consulted and no alternative dates are considered.

## Financial Considerations

The interim levy amounts to be requisitioned from the local area municipalities totals \$182,862,828 (General Levy) and \$17,664,148 (Waste Management) for a total of \$200,526,976 or 50% of the 2019 levied amounts. The interim levy will provide sufficient

cash flows for current year Region operations until approval of the 2020 operating budget and levy amounts.

## **Analysis**

The authority to incur expenditures by Regional departments, boards and agencies is granted by Regional Council through the annual approved operating budget as prescribed by the Municipal Act. Prior to the an annual budget being adopted by Regional Council, bylaw 2017-63 as approved by Regional Council provides that Regional departments, boards and agencies may incur expenses up to 50% of their prior year's operating budget in order to maintain business as usual for Regional services.

Further to this, Section 316 of the Municipal Act authorizes Council through a bylaw to provide an interim levy equivalent to 50% of the prior year's approved estimates (subject to certain adjustments) before the adoption of budget estimates for the year. It has been the Region's past practice to levy an interim levy in order to fund Regional services prior to the approval of the annual budget and final levy amounts.

Expenditures for new capital projects prior to Council's approval of the 2020 consolidated capital budget bylaw may be permitted if an individual capital project is deemed a priority by Council and specifically approved by Council in advance of the general capital budget bylaw (section 6.3. paragraph b).

## **Alternatives Reviewed**

Alternative thresholds were not considered as the interim levy of 50% permitted by the Municipal Act will generally ensure cash inflows in the shorter term are able to accommodate the level of expenditures. The Municipal Act does not have a requirement to approve a spending limit in advance of the budget approval however the practice has been adopted by the Region through bylaw 2017-63.

## **Relationship to Council Strategic Priorities**

Not Applicable.

## **Other Pertinent Reports**

Not Applicable.

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**Prepared by:**

Rob Fleming, MBA  
Senior Tax & Revenue 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 & Strategy and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer*

**Appendices**

Appendix 1                      Interim Levy Payments and Dates

Page 4

**Appendix 1 - Interim Levy Payments and Dates**

<b>General Levy</b>			
<b>Municipality</b>	<b>March 11, 2020</b>	<b>May 13, 2020</b>	<b>Total Interim Levy</b>
Fort Erie	5,726,046	5,726,046	11,452,091
Grimsby	6,852,188	6,852,188	13,704,377
Lincoln	5,341,710	5,341,710	10,683,420
Niagara Falls	19,292,739	19,292,739	38,585,479
Niagara-on-the-Lake	7,863,682	7,863,682	15,727,363
Pelham	3,790,363	3,790,363	7,580,725
Port Colborne	2,979,336	2,979,336	5,958,671
St. Catharines	24,269,932	24,269,932	48,539,864
Thorold	3,636,661	3,636,661	7,273,323
Wainfleet	1,377,324	1,377,324	2,754,648
Welland	7,460,447	7,460,447	14,920,894
West Lincoln	2,840,987	2,840,987	5,681,975
<b>Total</b>	<b>91,431,414</b>	<b>91,431,414</b>	<b>182,862,828</b>

<b>Waste Management Special Levy</b>			
<b>Municipality</b>	<b>March 11, 2020</b>	<b>May 13, 2020</b>	<b>Total Interim Levy</b>
Fort Erie	669,137	669,137	1,338,273
Grimsby	462,426	462,426	924,851
Lincoln	400,600	400,600	801,200
Niagara Falls	1,732,600	1,732,600	3,465,200
Niagara-on-the-Lake	386,227	386,227	772,453
Pelham	301,185	301,185	602,370
Port Colborne	442,770	442,770	885,540
St. Catharines	2,718,320	2,718,320	5,436,640
Thorold	368,883	368,883	737,766
Wainfleet	136,860	136,860	273,720
Welland	990,994	990,994	1,981,988
West Lincoln	222,074	222,074	444,149
<b>Total</b>	<b>8,832,074</b>	<b>8,832,074</b>	<b>17,664,148</b>

<b>Total General &amp; Waste Management Interim Levy</b>			
<b>Municipality</b>	<b>March 11, 2020</b>	<b>May 13, 2020</b>	<b>Total Interim Levy</b>
Fort Erie	6,395,182	6,395,182	12,790,364
Grimsby	7,314,614	7,314,614	14,629,228
Lincoln	5,742,310	5,742,310	11,484,620
Niagara Falls	21,025,339	21,025,339	42,050,678
Niagara-on-the-Lake	8,249,908	8,249,908	16,499,816
Pelham	4,091,548	4,091,548	8,183,095
Port Colborne	3,422,106	3,422,106	6,844,211
St. Catharines	26,988,252	26,988,252	53,976,504
Thorold	4,005,544	4,005,544	8,011,088
Wainfleet	1,514,184	1,514,184	3,028,368
Welland	8,451,441	8,451,441	16,902,882
West Lincoln	3,063,062	3,063,062	6,126,123
<b>Total</b>	<b>100,263,488</b>	<b>100,263,488</b>	<b>200,526,976</b>



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**Subject:** Appointments to the Licensing Appeals Committee

**Report to:** Corporate Services Committee

**Report date:** Wednesday, January 15, 2020

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## Recommendations

1. That the recommendation contained in Confidential Appendix 1 to Report CSD 4-2020, **BE APPROVED** confirming the citizen appointments to the Licensing Appeals Committee; and
2. That the Licensing Appeals Committee Terms of Reference (Appendix 2 of Report CSD 4-2020), **BE APPROVED**.

## Key Facts

- The purpose of this report is to seek Council's approval to appoint citizen members to the Licensing Appeals Committee.
- On June 1, 2019 the Region took over licensing responsibilities from Niagara Regional Police, part of the on-boarding was to establish a Licensing Appeals Committee.
- Advertising for members of the Licensing Appeals Committee was done on Niagara Region's website and on social media with a final closing date of September 6, 2019.

## Financial Considerations

Costs associated with the appointment process and the stipend for committee members are contained within the existing 2020 operating budget approved on December 12, 2019. Additional funding resources are not required.

## Analysis

On June 1, 2019, business licensing responsibility was transferred from Niagara Regional Police to Niagara Region and the operation was on-boarded "as-is". The Niagara Regional Police Services Board would no longer be providing appeals review and the Region needed to establish their own appeals committee with defined terms of reference.

An advertisement calling for applications from interested citizens was placed on the Niagara Region website on June 10, 2019 with a closing date of July 5, 2019. Advertising was also placed on Facebook and LinkedIn from July 8, 2019 to September 6, 2019.

Business Licensing and Clerks staff reviewed the submitted applications and their recommended appointments are included in Confidential Appendix 1 to this report for consideration.

### **Alternatives Reviewed**

Not Applicable

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

The Licensing Appeals Committee members will provide fact and evidence based recommendations and decisions based on information presented to them at an appeal with respect to:

- Suspended Licences
- Revoked Licences

This Licensing Appeals Committee supports the following two Regional Council Strategic Priorities

- Healthy and Vibrant Community
- Sustainable and Engaging Government

### **Other Pertinent Reports**

Not Applicable

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#### **Prepared by:**

Angelo Apfelbaum  
Manager, Business Licensing  
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 Jeanette Bax, Business Improvement Program Manager and reviewed by Ann-Marie Norio, Regional Clerk.*

## **Appendices**

- Confidential Appendix 1      Recommended Citizen Appointments to the Licensing Appeals Committee *(Distributed under separate cover to members of Council only)*
- Appendix 2                      Terms of Reference Licensing Appeals Committee

## **Licensing Appeals Committee**

### **Terms of Reference**

#### **1. PREAMBLE**

The Licensing Appeals Committee is an all-citizens Committee appointed by Council to conduct hearings of appeals under The Regional Municipality of Niagara Business Licensing By-laws.

#### **2. MANDATE**

The Licensing Appeals Committee conducts hearings to decide whether or not to uphold the decision of the Licensing Officer with respect to the refusal, revocation, suspension, or the addition of conditions on a business licence.

#### **3. MEMBERSHIP**

##### **3.1 Composition**

The Committee shall be composed of a minimum of three (3) and a maximum of seven (7) members with membership preference given to those with backgrounds in law, academics, enforcement and/or industry stakeholders.

In addition, members should have knowledge and understanding of the *Municipal Act* and interpretation of legislation, proven analytical and decision-making skills, and experience working on a committee, administrative tribunal, task force or similar setting.

The Committee shall not include any individual who is a current business licence holder.

When an appeal has been filed only three (3) of the seven (7) members of the Committee shall comprise the Committee for the purposes of reviewing and considering the appeal.

The Clerk shall determine the selection of the three (3) sitting members of the Committee from the pool of members based on availability.

##### **3.2 Term**

The term of the Committee shall be concurrent with the term of Council.

##### **3.3 Privacy**

The meetings of the Licensing Appeals Committee are public. Members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Member information, other than name or

municipality, will be kept confidential in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

**4. COMMITTEE CHAIR**

The Committee members shall select a Chair from amongst its three (3) sitting members at the first meeting.

**5. STAFF SUPPORT**

Clerk's Office staff will provide administrative support to the Committee.

**6. COMPENSATION**

Members shall receive an honorarium of \$50.00 for meetings held to consider licence appeal applications. Members will be paid mileage from their place of residence to the meeting location for any other meetings.

**7. MEETINGS**

The Appeals Committee shall conduct its meetings on an as-required basis and in public.

The Committee shall conduct its meetings in accordance with the Rules of Practice and Procedure for the Licensing Appeals Committee and the *Statutory Powers Procedures Act*, with modifications as deemed necessary.

**8. CONFLICTS**

Committee members shall comply with the *Municipal Conflict of Interest Act* and shall disclose a pecuniary interest in advance of any meeting, where possible or absent him/herself from meetings for the duration of the consideration of the appeal, discussion and voting with respect to the matter.

In the event a member discloses a pecuniary interest respecting the appeal in advance of the meeting, the Clerk shall select another member to replace him/her on the Committee.

**9. PRACTICES AND PROCEDURES**

The Clerk shall establish administrative practices and procedures for the Committee.

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## MEMORANDUM

CSC-C 1-2020

**Subject: Recommendations from the Joint Board of Management – Niagara Courts meeting held on December 12, 2019 for consideration**

**Date: January 15, 2020**

**To: Corporate Services Committee**

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

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The Joint Board of Management – Niagara Courts, at its meeting held on December 12, 2019, passed the following motion for consideration by the Corporate Services Committee:

That this Board **RECOMMENDS** to the Corporate Services Committee:

1. That Report JBM-C 13-2019, dated December 12, 2019, respecting the Court Services Write-Off Recommendations for the period ending October 31, 2019, **BE RECEIVED**; and
2. That the delinquent cases summarized in the Analysis Section of Report JBM-C 13-2019, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) Provincial Offences Act Write-off Directive and Operating Guideline and Niagara Region Courts approved write off criteria (POA Write-off Criteria).

A copy of the minutes of the Joint Board of Management – Niagara Courts meeting held on December 12, 2019 and the associated report are attached to this memorandum.

Respectfully submitted and signed by

---

Ann-Marie Norio  
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA  
JOINT BOARD OF MANAGEMENT - NIAGARA COURTS  
OPEN SESSION**

**JBM 5-2019  
Thursday, December 12, 2019  
Campbell East (CE) 101  
Niagara Region Headquarters, Campbell East  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: C. Genesse (Pelham), D. Gibbs (Niagara Region), S. Hanson (Port Colborne), H. Salter (Board Chair), G. Stephenson (Fort Erie)

Absent/Regrets: D. Jaques (Niagara Falls), J. Tosta (Board Vice Chair)

Staff: J. Foley, Acting Manager, Court Services, K. Lotimer, Legislative Coordinator, S. Mota, Program Financial Specialist

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**1. CALL TO ORDER**

H. Salter, Board Chair, called the meeting to order at 3:32 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 JBM-C 13-2019**

Court Services Write-Off Recommendations for the Period Ending October 31, 2019

Moved by C. Genesse  
Seconded by S. Hanson

That this Board **RECOMMENDS** to the Corporate Services Committee:

1. That Report JBM-C 13-2019, dated December 12, 2019, respecting Court Services Write-Off Recommendations for the period ending October 31, 2019, **BE RECEIVED**; and

2. That the delinquent cases summarized in the Analysis Section of Report JBM-C 13-2019, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) Provincial Offences Act Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria (POA Write-off Criteria).

**Carried**

5.2 JBM-C 14-2019

Recommended 2020 Meeting Dates for Joint Board of Management - Niagara Courts

Moved by G. Stephenson

Seconded by C. Genesse

That Correspondence Item JBM-C 14-2019, being a memorandum from J. Foley, Acting Manager, Court Services, dated December 12, 2019, respecting Recommended 2020 Meeting Dates for Joint Board of Management - Niagara Courts, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Joint Board of Management - Niagara Courts meetings **BE HELD** on Thursdays at 3:30 p.m. on the following dates in 2020:

March 5, June 4, August 13, November 5 and December 17.

**Carried**

6. **CONSENT ITEMS FOR INFORMATION**

Moved by D. Gibbs

Seconded by G. Stephenson

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

JBM-C 15-2019

Court Services Strategic Plan

JBM 4-2019

Joint Board of Management – Niagara Courts

Meeting Minutes - November 18, 2019

**Carried**



**7. OTHER BUSINESS**

**7.1 Court Services Manager Recruitment**

Donna Gibbs, Director, Legal Court Services, advised Board members that second round interviews for the position of Court Services Manager have been completed, a preferred candidate has been identified and reference checks are currently being conducted.

**8. NEXT MEETING**

The next meeting will be held on Thursday, March 5, 2020 at 3:30 p.m. in Committee Room 4.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 3:44 p.m.

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Heather Salter  
Board Chair

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Kelly Lotimer  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk

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**REPORT TO:** Joint Board of Management, Niagara Region Courts

**MEETING DATE:** Thursday, December 12, 2019

**SUBJECT:** Court Services Write-off Recommendations For the period ending October 31, 2019

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## RECOMMENDATIONS

1. That Report JBM-C 13-2019, dated December 12, 2019, respecting the Court Services Write-off Recommendations for the period ending October 31, 2019, **BE RECEIVED**.
2. That the delinquent cases summarized in the Analysis Section of the Report, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) *Provincial Offences Act* Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria (POA Write-off Criteria).

## KEY FACTS

- In February 2008, the Ministry of the Attorney General (MAG) released a *Provincial Offences Act* Write-Off Directive and Operating Guideline document which provides municipalities with the authority to establish write-off criteria for delinquent cases deemed uncollectible.
- Staff reported on this issue in report JBM 02-2008 dated September 25, 2008 and pursuant to the MAG directive, the Joint Board of Management and Regional Council approved the POA Write-off Criteria for delinquent Provincial Offences deemed uncollectible (Appendix I).
- Writing off these fines will reduce the overall amount for outstanding defaulted receivables for Court Services. These cases would be written off for accounting purposes only and will not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity.

## CONSIDERATIONS

- 1416 delinquent cases valued at \$1,275,757.15 have been identified for write-off for the period November 1, 2018 to October 31, 2019.

- Writing off these fines will reduce the overall amount for outstanding defaulted receivables for Court Services; however, there is no impact to the local area municipalities as these cases will be written off for accounting purposes only. Such write-offs do not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity.

## ANALYSIS

- Each fine that meets the criteria for write-off is thoroughly investigated to make sure there are no options to collect the fines such as garnishing wages or adding the fine to municipal tax roll.
  - Deceased Persons are identified through submissions of Proof of Death either to the Court or to the Ministry of Transportation.
  - Cases with a small outstanding balance (\$25.00 or less) are reviewed by staff and if they meet the criteria listed in Appendix I are identified for write-off.
- Each month the Integrated Court Offences Network (ICON) system generates a list of cases that have been identified as meeting the criteria listed in Appendix I.
- At the end of the year, all of the monthly reports are compiled to create the write-off report.
- The electronic record of the delinquent case is removed from ICON, however all original source documents are retained by the court office in accordance with MAG's directive.
- If funds are received on a delinquent fine that has been previously written off, the case is written back on and the payment accepted.
- All fines on this report have been investigated and none qualify for further collections activity.
- Staff submits these cases in accordance with the Ministry of the Attorney General (MAG) *Provincial Offences Act* Write-Off Directive and Operating Guideline and the Niagara Region Courts approved write-off criteria ("POA Write-off Criteria").

<b>2019 COURT SERVICES WRITE-OFF SUMMARY</b> <b>For the period</b> <b>November 1st, 2018 to October 31, 2019</b>		
<b>Write-off Category</b>	<b>No. of Cases</b>	<b>Dollar Value</b>
Deceased Person (DP)	1225	\$1,237,223.40
Under Payment (UP)	90	\$634.79
POA Write-off – Unable to Enforce (PW)	101	\$37,898.96
Company in Default – Bankrupt or Insolvent (CD)	0	0
Signed Affidavit – Aged (SA)	0	0
<b>TOTAL</b>	<b>1416</b>	<b>\$1,275,757.15</b>

**ALTERNATIVES REVIEWED**

No alternatives were reviewed.

**RELATIONSHIP TO COUNCIL STRATEGIC PRIORITIES**

N/A

**OTHER PERTINENT REPORTS**

- JBM 02-2008 POA Write-off Criteria for delinquent Provincial Offences deemed uncollectible dated September 25, 2008

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**Prepared by:**

Jackie Foley  
Acting Manager Court Services

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**Recommended by:**

Donna Gibbs  
Director, Legal and Court Services

*This report was prepared by Jackie Foley, Acting Manager Court Service and reviewed by Donna Gibbs, Director, Legal and Court Services.*

ICON Code	Write-off Category	Write-off Criteria	Comments
UP	Under Payment	Case balance of \$25.00 or less	Small balances/Administrative Fees
DP	Deceased Person	Satisfactory proof of death – not applicable when case is secured by a Writ of Seizure and Sale	Satisfactory proof includes: 1. Funeral Director's Death Certificate, or 2. Government issued Death Certificate, or 3. Notification of death from MTO/enforcement agency, or 4. Copy of newspaper obituary.
SA	Signed Affidavit	Requires statutory declaration by the Offender as to payment and payment details	Requires investigation and approval from the Supervisor, POA Collections
CD	Company in Default (Bankrupt, Dissolved, Inactive)	Requires satisfactory proof of dissolution, inactive status or bankrupt corporation	Satisfactory proof includes: 1. Articles of Dissolution, or 2. Notice of Bankruptcy, or 3. Ministry notification that the corporation is inactive/cancelled.
PW	POA Write-off Unable to Enforce	Requires satisfactory proof that the case is unenforceable, that the charging document cannot be located for enforcement or supervisor approval obtained	Applies to cases <b>over 2 years past due</b> : 1. Where the charging document does not contain a date of birth or address, or 2. When the Offender is not a legal entity, or 3. Where the charging document cannot be located for enforcement, or 4. Where technical issues with ICON prevent the case from completing once payment has been satisfied
PW	POA Write-off Deemed Uncollectible	N/A	Applies to aged cases (over six yrs. Past due) once all reasonable collection efforts have been exhausted and the case is deemed uncollectible.
CW	Final Write-Off Code (Approval Obtained)	CW code indicates that appropriate approval from JBM, Treasurer (and where applicable), Corporate <b>Services</b> Committee and Regional Council has been obtained.	CW is the final write-off code. All CW cases will be purged from ICON twice yearly and must be reported to MAG annually.
NOTE:	Cases may be written-off for accounting purposes only and do not absolve a convicted offender from the requirement to pay a fine as debts to the Crown are owed in perpetuity and never forgiven.		

**Minute Item No. 6.1**

**PDS 1-2020**

**New Niagara Official Plan – Public Consultation Summary**

That Report PDS 1-2020, dated January 15, 2020, respecting New Niagara Official Plan – Public Consultation Summary, **BE RECEIVED** for information and **BE CIRCULATED** to the Local Area Municipalities.

**Minute Item No. 6.2**

**ED 1-2020**

**Q4 Economic Development Quarterly Update and Annual Strategic Action Plan Report Card**

That Report ED 1-2020, dated January 15, 2020, respecting Q4 Economic Development Quarterly Update and Annual Strategic Action Plan Report Card, **BE RECEIVED** for information; and

That the Director of Economic Development **BE DIRECTED** to engage the lower tier municipal Economic Development offices respecting a ten-year economic development strategy including funding opportunities and resource allocation and provide a report respecting the outcome of this engagement.

**Minute Item No. 6.3**

**ED-C 1-2020**

**Tourism Stakeholder Consultation**

That Correspondence Item ED-C 1-2020, being a memorandum from V. Kuhns, Acting Director, Economic Development, dated January 15, 2020, respecting Tourism Stakeholder Consultation, **BE RECEIVED** for information.

**Minute Item No. 7.1**

**Port Colborne Quarry Aquifer**

That staff **BE DIRECTED** to consider the highly vulnerable aquifer as an important, vital source of water to our rural residents in Niagara from Wainfleet, through Port Colborne to Fort Erie and ensure specific Official Plan policies are developed to reflect the importance and subsequent protection of this water source.

**Minute Item No. 7.2**

**68 Church Street, St. Catharines**

That staff **BE DIRECTED** to initiate a review of the potential uses for the property located 68 Church Street in the City of St. Catharines currently operated by Niagara Regional Police 1 District; and

That this review **BE CONDUCTED** in cooperation with the City of St. Catharines.

**THE REGIONAL MUNICIPALITY OF NIAGARA  
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE  
MINUTES**

**PEDC 1-2020  
Wednesday, January 15, 2020  
Council Chamber  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Bylsma, Campion, Fertich, Foster, Greenwood, Heit, Huson (Committee Chair), Junkin, Redekop, Rigby, Sendzik, Ugulini, Witteveen, Zalepa

Absent/Regrets: Bellows, Darte (Committee Vice-Chair), Easton

Staff: E. Acs, Manager, Community Planning, P. Busnello, Manager, Development Planning, K. Costantini, Planning Analyst, Regional Official Plan, M. Evely, Legislative Coordinator, D. Giles, Director, Community & Long Range Planning, D. Heyworth, Official Plan Policy Consultant, V. Kuhns, Acting Director, Economic Development, P. Lambert, Director, Infrastructure Planning & Development Engineering, D. Morreale, Director, Development Approvals, R. Mostacci, Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, S. Norman, Senior Planner, L. Savage, Senior Planner, Regional Official Plan

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**1. CALL TO ORDER**

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

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

There were no presentations.

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

There were no items for consideration.

**6. CONSENT ITEMS FOR INFORMATION**

**6.1 PDS 1-2020**

**New Niagara Official Plan - Public Consultation Summary**

David Heyworth, Consultant, Official Plan Policy, Lindsey Savage, Senior Planner, Official Plan, and Karen Costantini, Planning Analyst, Regional Official Plan, provided information respecting New Niagara Official Plan - Public Consultation Summary. Topics of the presentation included:

- Project Timeline
- Public Consultation Formats
- Public Information Centres (PICs) - November 2019
  - Map Where You Live
  - Digital Survey
  - Interactive Boards
- Next Steps

Moved by Councillor Foster

Seconded by Councillor Greenwood

That Report PDS 1-2020, dated January 15, 2020, respecting New Niagara Official Plan – Public Consultation Summary, **BE RECEIVED** for information and **BE CIRCULATED** to the Local Area Municipalities.

**Carried**

**6.2 ED 1-2020**

**Q4 Economic Development Quarterly Update and Annual Strategic Action Plan Report Card**

Val Kuhns, Acting Director, Economic Development, provided information respecting Q4 Economic Development Quarterly Update and Annual Strategic Action Plan Report Card. Topics of the presentation included:

- Economic Development Strategic Action Plan 2019-2024
- Regional Council Strategic Priorities 2019-2022
  - Objective 1.1 Economic Growth and Development
  - Objective 1.2 Support Retention and Development of a Skilled Labour Force
  - Objective 1.3 Collaborative Approach to Business Growth and Retention
  - Objective 1.4 Strategically Target Industry Sectors
  - Economic Development Long Term Strategy



Moved by Councillor Ugulini  
Seconded by Councillor Witteveen

That Report ED 1-2020, dated January 15, 2020, respecting Q4 Economic Development Quarterly Update and Annual Strategic Action Plan Report Card, **BE RECEIVED** for information.

Moved by Councillor Sendzik  
Seconded by Councillor Redekop

That the motion **BE AMENDED** to add the following clause:

That the Director of Economic Development **BE DIRECTED** to engage the lower tier municipal Economic Development offices respecting a ten-year economic development strategy including funding opportunities and resource allocation and provide a report respecting the outcome of this engagement.

**Carried**

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

That Report ED 1-2020, dated January 15, 2020, respecting Q4 Economic Development Quarterly Update and Annual Strategic Action Plan Report Card, **BE RECEIVED** for information; and

That the Director of Economic Development **BE DIRECTED** to engage the lower tier municipal Economic Development offices respecting a ten-year economic development strategy including funding opportunities and resource allocation and provide a report respecting the outcome of this engagement.

**Carried**

6.3 ED-C 1-2020  
Tourism Stakeholder Consultation

Moved by Councillor Butters  
Seconded by Councillor Rigby

That Correspondence Item ED-C 1-2020, being a memorandum from V. Kuhns, Acting Director, Economic Development, dated January 15, 2020, respecting Tourism Stakeholder Consultation, **BE RECEIVED** for information.

**Carried**

**7. OTHER BUSINESS**

**7.1 Port Colborne Quarry Aquifer**

Councillor Redekop requested information respecting how much the Region has been engaged in the Port Colborne quarry proposal and any action taken as part of the Region's obligations under Provincial policies.

Moved by Councillor Butters  
Seconded by Councillor Redekop

That staff **BE DIRECTED** to consider the highly vulnerable aquifer as an important, vital source of water to our rural residents in Niagara from Wainfleet, through Port Colborne to Fort Erie and ensure specific Official Plan policies are developed to reflect the importance and subsequent protection of this water source.

**Carried**

**7.2 68 Church Street, St. Catharines**

Moved by Councillor Rigby  
Seconded by Councillor Heit

That staff **BE DIRECTED** to initiate a review of the potential uses for the property located 68 Church Street in the City of St. Catharines currently operated by Niagara Regional Police 1 District; and

That this review **BE CONDUCTED** in cooperation with the City of St. Catharines.

**Carried**

**7.3 Greenbelt Plan Legislation**

Councillor Rigby requested information respecting previously approved developments and if they are subject to the provisions of greenbelt legislation (i.e. grandfathering provisions). Diana Morreale, Director, Development Approvals, advised that she would provide information at a future meeting of the Planning and Economic Development Committee.

**8. NEXT MEETING**

The next meeting will be held on Wednesday, February 12 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 3:16 p.m.

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Councillor Huson  
Committee Chair

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Mark Evely  
Legislative Coordinator

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Ann-Marie Norio  
Regional Clerk



making our mark

# **NIAGARA**

## OFFICIAL PLAN

# New Niagara Official Plan

## Public Consultation Summary

Planning and Economic Development Committee  
January 15, 2020



# Project Timeline



# Public Consultation Formats

- Public Surveys (Imagine Niagara)
- Special Council Meeting
- Stakeholder Meetings and Local Council Updates
- Direct Public Input (Public Information Centres)
- Planning Advisory Committee



# Imagine Niagara (2013/14) and Shape Niagara (2018) – Top Priority Themes



infrastructure  
tourism engagement  
housing  
growth water jobs agriculture  
transportation  
environment





# Special Council Meeting – July 2018

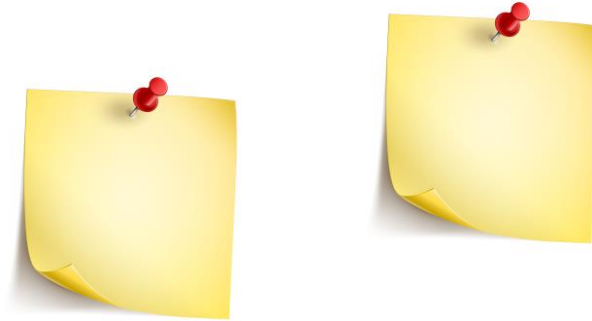
## Key Themes:

- Agriculture
- Natural environment
- Growth management
- Consultation
- Land use designations



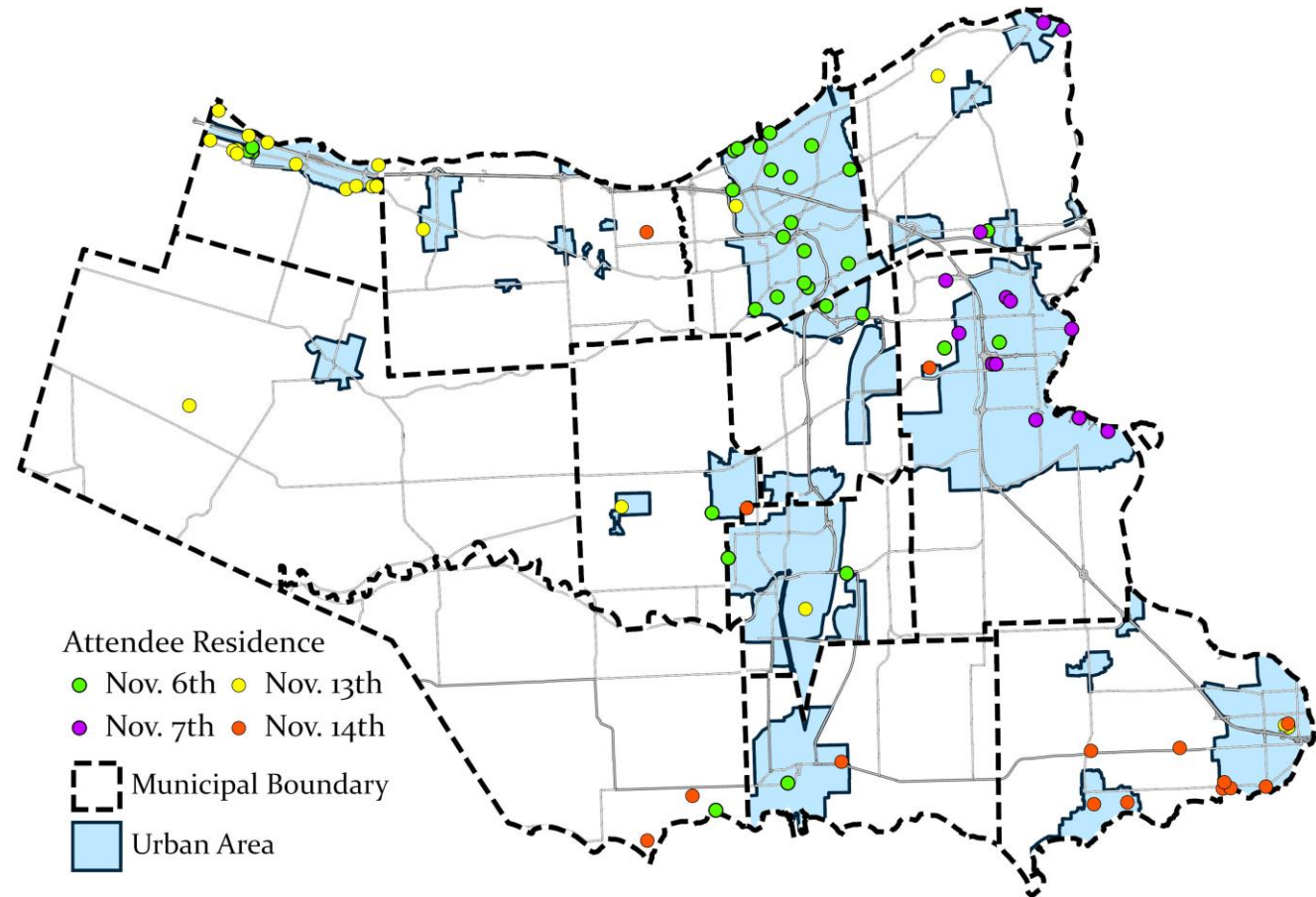
# Public Information Centres (PICs)– November 2019

- 4 PICs:
  - Nov. 6 - Thorold
  - Nov. 7 - Niagara Falls
  - Nov. 13 - Grimsby
  - Nov. 14 - Fort Erie
- 161 attendees
- 213 interactive board comments
- 61 surveys completed



# PICs– Map Where You Live

- 79 participants
  - 70% urban area
  - 30% rural area



# PICs – Digital Survey

Survey Question	Top 3 Results
What is most important for the future of Niagara?	<ol style="list-style-type: none"> <li>1. More transportation options</li> <li>2. More housing options for all ages and incomes</li> <li>3. More jobs</li> </ol>
What is most important when it comes to managing growth in Niagara?	<ol style="list-style-type: none"> <li>1. Directing growth to appropriate locations</li> <li>2. Using our land and resources wisely</li> <li>3. Ensuring growth is supported by infrastructure</li> </ol>
What do you value the most about Niagara's rural and agricultural areas?	<ol style="list-style-type: none"> <li>1. The natural environment, open space and scenery</li> <li>2. Wineries, events and tourism</li> <li>3. Access to a variety of local food</li> </ol>
What is most important for employment areas?	<ol style="list-style-type: none"> <li>1. Access to major infrastructure</li> <li>2. Locational / financial competitiveness</li> <li>3. Flexible land use patterns</li> </ol>
When planning growth in Niagara, it is important to address climate change.	<ol style="list-style-type: none"> <li>1. Strongly agree (32)</li> <li>2. Agree (11)</li> <li>3. Strongly disagree (7)</li> </ol>

Have your say!



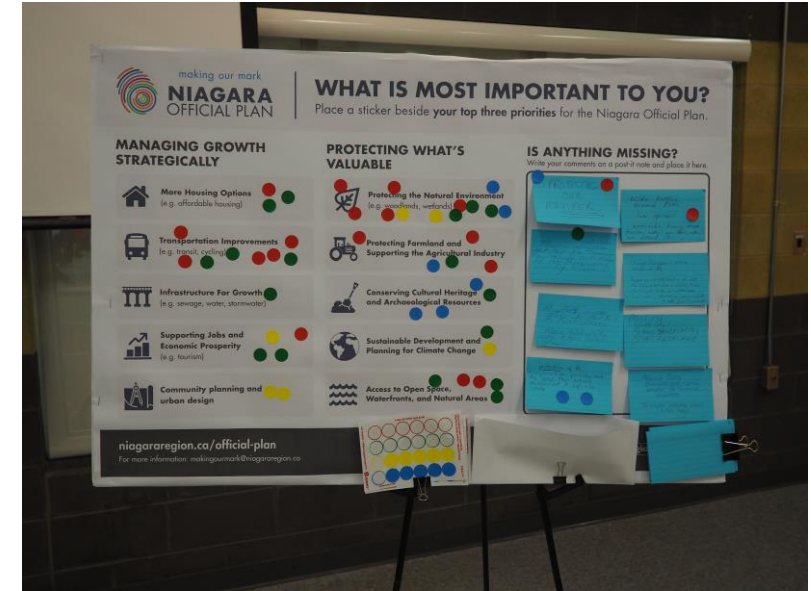


# PICs– Interactive Boards

**What is most important to you?**

**Top 5 Results:**

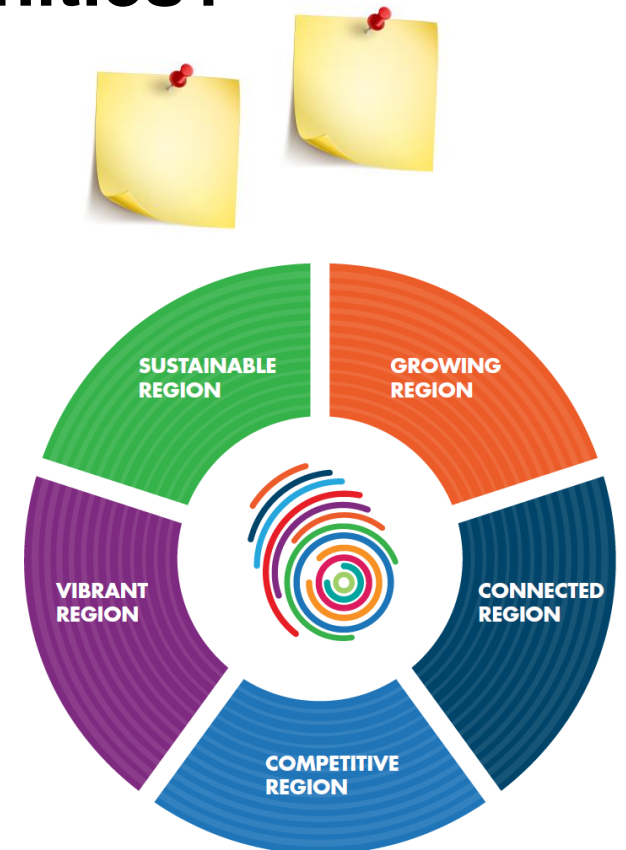
1. Protecting the natural environment
2. Transportation improvements
3. More housing options
4. Access to open space, waterfronts and natural areas
5. Supporting jobs and economic prosperity



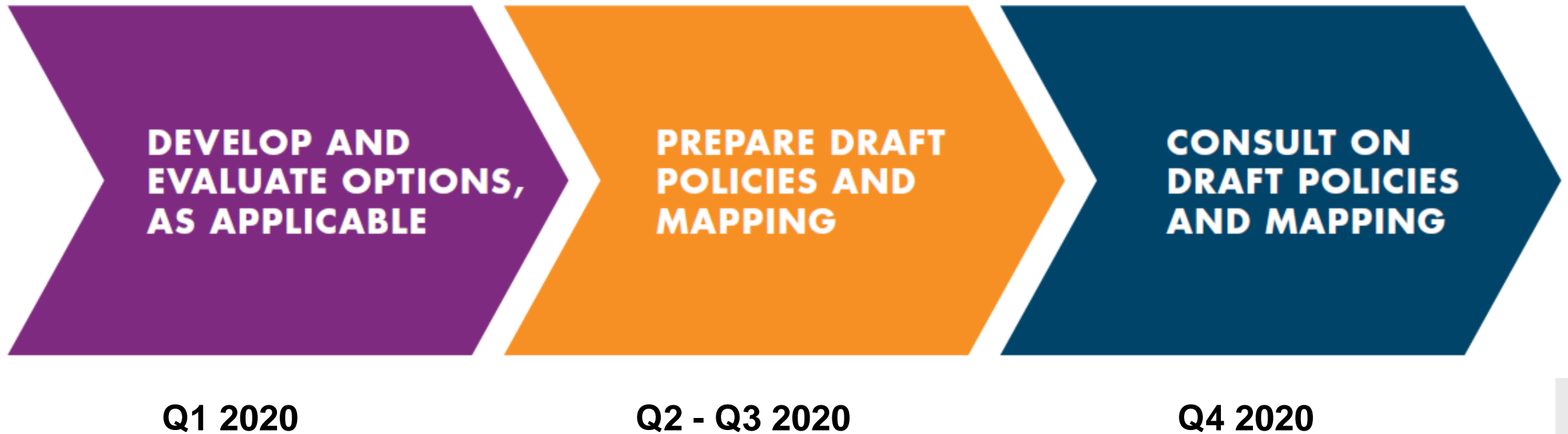
# PICs– Interactive Boards

## What are our biggest challenges and opportunities?

Biggest Challenges	Biggest Opportunities
<ul style="list-style-type: none"> <li>• Low density development</li> <li>• Housing diversity</li> <li>• Proactive planning</li> <li>• Archaeological assessment</li> <li>• Public transit</li> <li>• Resource extraction</li> <li>• Infrastructure for growth</li> <li>• Impacts to natural environment</li> <li>• Extreme weather events</li> </ul>	<ul style="list-style-type: none"> <li>• Higher-density development</li> <li>• More housing options</li> <li>• More secondary plans</li> <li>• Regional Archaeological Management Plan</li> <li>• Public transit/complete streets</li> <li>• GO train</li> <li>• Manage resource extraction</li> <li>• Protect natural environment</li> <li>• Action on climate change</li> </ul>



# Next Steps



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**Subject:** New Niagara Official Plan - Public Consultation Summary

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, January 15, 2020

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## **Recommendations**

1. That Report PDS 1-2020 **BE RECEIVED** for information; and
2. That a copy of Report PDS 1-2020 **BE CIRCULATED** to the Local Area Municipalities.

## **Key Facts Key Facts**

- Consultation on the new Niagara Official Plan takes place at four different levels as outlined in this report.
- Significant stakeholder and public input has been received on the structure and contents of new Niagara Official Plan and on the key findings of the background studies that will inform the Official Plan.
- This report provides a summary of the input received to date through public surveys, stakeholder input, direct public input and the Planning Advisory Committee.

## **Financial Considerations**

Council approved the resources to complete the new Niagara Official Plan (NOP) over a 5 year period as part of the 2017 Budget Process, predominantly funded through Development Charges.

## **Analysis**

Public and stakeholder input is an important component of the Niagara Official Plan process and is required in to provide input into the preparation of planning policy and to provide a mechanism for Council to gauge public sentiment.

There are four different consultation formats where input has been received to date, details of which are as follows:



## **1. Public Surveys**

The key themes that the public identified as being important to address were identified through Imagine Niagara (October 2013 – June 2014) and confirmed through Shape Niagara (March – August 2018). Together both of these surveys involved significant community outreach and generated thousands of responses. A summary of the important themes of these initiatives is shown in Appendix 1.

A Special Meeting of Council was also held in July 2018 to hear input on the need for a new Official Plan and what planning matters it could address. A more detailed summary of public comments can be found in Appendix 2.

## **2. Stakeholder Input**

The Official Plan is being informed by various background studies/reports which have involved the input of relevant stakeholder groups. For example, the Natural Environment and Water Systems (NE&WS) background work involved meetings with environmental, agricultural and developer stakeholder groups. These groups will have further opportunity to provide input into the evaluation of options for the NE&WS. Local municipal planning staff also participate via Technical Advisory Groups and are updated on background work.

Local Councils have been updated on the new Niagara Official Plan process and the status of supporting background work twice to date. In general, local Council concerns or questions focused on: bringing local Official Plans in to conformity with the Regional Official Plan; affordable housing; natural heritage and water resource protection; urban boundary expansions; employment land conversions; protecting agricultural land and recognizing the importance of agriculture.

Discussions are ongoing with Indigenous groups.

## **3. Direct Public Input**

Four Public Information Centres (PICs) were held to inform the public and gather input on key findings of the background studies. The PICs were held at Regional Headquarters, Niagara Falls, Grimsby and Fort Erie.

In general, the input provided by the public was confirming as to what planning staff believe to be the relevant planning issues, challenges and opportunities.

Key attendance and input highlights from the PICs are as follows:

- 161 people attended the four PICs;
- Each PIC had a few attendees from outside the host municipality, ranging from four to 9.
- The attendee distribution was about 70% urban and 30 % rural
- Over 200 comments were received; and
- 61 survey results were received;

### ***Interactive PIC Board Input***

A variety of interactive boards were placed around the room at the open houses to seek input on each of the topic areas. The first activity board (**Figure 1**) asked participants to place a sticker beside their top three priorities for the new Niagara Official Plan. The top priorities overall were protecting the natural environment, transportation improvements, and more housing options.

**Figure 1 – What is most important to you?**

Priorities	Sticker Tally
Protecting the natural environment (e.g. woodlands, wetlands)	32
Transportation improvements (e.g. transit cycling)	26
More housing options (e.g. affordable housing)	25
Access to open space, waterfronts and natural areas	21
Supporting jobs and economic prosperity (e.g. tourism)	19
Protecting farmland and supporting the agricultural industry	17
Infrastructure for growth (e.g. sewer, water, stormwater)	14
Sustainable development and planning for climate change	11
Conserving cultural heritage and archaeological resources	9
Community planning and urban design	9

Participants were also asked if anything was missing from the list. The majority of the comments related to the priorities identified in some capacity. However, some notable examples of additional priorities included poverty reduction, accessibility and inclusion.

The other activity boards asked participants to identify the biggest challenges and opportunities relative to various themes. Key challenges and opportunities are identified in **Figure 2** below. A more detailed summary of comments is included in Appendix 3.

**Figure 2 – What are our biggest challenges and opportunities?**

<b>Theme</b>	<b>Biggest Challenge</b>	<b>Biggest Opportunity</b>
<b>Growing Region</b> (growth, development & housing)	<ul style="list-style-type: none"> <li>• Low-density development and uneven growth</li> <li>• Lack of diversity in housing types and affordable options, including for seniors and youth</li> </ul>	<ul style="list-style-type: none"> <li>• Higher-density development, including in proximity to GO Transit stations</li> <li>• More housing options (row housing, semi-detached, apartment buildings, etc.)</li> </ul>
<b>Vibrant Region</b> (urban design & cultural resources)	<ul style="list-style-type: none"> <li>• Development occurring without proactive, comprehensive plans, such as a secondary plans, and appropriate archaeology assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure plans are in place to guide development in order to achieve design excellence and conserve archaeological resources</li> </ul>
<b>Competitive Region</b> (employment, agriculture & resources)	<ul style="list-style-type: none"> <li>• Limited public transit to access employment opportunities</li> <li>• Impacts of resource extraction on the natural environment, including our water resources</li> </ul>	<ul style="list-style-type: none"> <li>• Boost employment and tourism through public transit, including the GO train</li> <li>• Strong policies to manage resource extraction and final rehabilitation</li> </ul>
<b>Connected Region</b> (transportation & infrastructure)	<ul style="list-style-type: none"> <li>• Ensuring infrastructure (transportation, water, wastewater, sewer) has the capacity to support growth</li> </ul>	<ul style="list-style-type: none"> <li>• Fast, efficient and accessible public transit network and complete streets that accommodate all road users</li> </ul>
<b>Sustainable Region</b> (natural environment & climate change)	<ul style="list-style-type: none"> <li>• Loss of trees and other natural features</li> <li>• Adapting to impacts of extreme weather events, such as flooding</li> </ul>	<ul style="list-style-type: none"> <li>• Stronger protections for the natural environment</li> <li>• Meaningful action on climate change across all sectors</li> </ul>

### **Digital Survey**

For those that participated in the digital survey the following planning themes were ranked in order of importance: more transportation options; more housing options for all ages and incomes; more jobs; protecting the natural environment; preserving farmland; and planning for climate change. There was no one dominant planning theme. Further planning for the other themes all impact climate change.

The top three planning objectives confirmed for managing growth were: directing growth to strategic locations; using our land and resources wisely; and ensuring growth is supported by infrastructure.

The natural environment, open space and scenery was significantly more valued than other reasons for enjoying the agricultural and rural areas such as wineries, events and tourism; access to a variety of local food; recreation opportunities; jobs and economic opportunities.

### ***Urban Boundary (Settlement Area) Expansions***

A variety of requests to expand urban boundaries were submitted as part of the Municipal Comprehensive Review/new Niagara Official Plan process, as well as part of the Comprehensive Provincial Plan review in 2017.

<b>Source of Request</b>	<b>Number of Requests</b>	<b>Area (ha)</b>	<b>Number in Greenbelt</b>
Greenbelt Review	34	558	34
Municipal Council Request	6	1,136	1
Private Land Owner	35	592	16
<b>Summary</b>	<b>76</b>	<b>2,286*</b>	<b>51</b>

\* 2,150 ha - accounting for overlap between municipal and private requests

At the time the above-referenced submissions were received, urban boundaries could be expanded only through the Region's Municipal Comprehensive Review/new Niagara Official Plan process. Earlier this year, the Province amended the Growth Plan to allow the consideration of expansions up to 40 Ha, and boundary adjustments, in certain cases and subject to specific criteria, outside of the Official Plan process.

The Region's review of expansion requests is linked to the analysis of lands needs and will be reported further in 2020. In many cases, requests for urban expansions cannot be accommodated because they are located in the Greenbelt Area which automatically disqualifies consideration. Land owners who have made requests in these areas will be notified accordingly.

## **4. Planning Advisory Committee**

To date, the Planning Advisory Committee (PAC), consisting of eight citizens with a professional/academic background, has been providing input on visioning, directives and background information that will inform the development of the new Niagara Official Plan.

## **Alternatives Reviewed**

The public consultation is following a consultation framework approved by Council in March 2019.

## **Relationship to Council Strategic Priorities**

This report highlights the various consultation steps to date on the new Niagara Official Plan as well as a summary of public input received to date. This process is important to address Council's priority as a Sustainable Engaging Government. The new Niagara Official Plan addresses Council's other priorities, being: Supporting Businesses and Economic Growth; Healthy and Vibrant Community; and Responsible Growth and Infrastructure Planning.

## **Other Pertinent Reports**

PDS 9-2019 New Official Plan Consultation Timeline Framework  
PDS 33-2019 Growth Management Program Update for New Official Plan  
CWCD 421-2019 New Niagara Official Plan Updates

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### **Prepared by:**

Dave Heyworth, MCIP, RPP  
Official Plan Policy Consultant  
Planning and Development

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### **Recommended by:**

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

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### **Submitted by:**

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

*This report was prepared in consultation with Lindsey Savage, Senior Planner; Karen Costantini, Planning Analyst; and reviewed by Doug Giles, Director of Community and Long Range Planning.*

## **Appendices**

Appendix 1	Important themes- Imagine Niagara and Shape Niagara
Appendix 2	Summary of Public Comments- Special Council Meeting
Appendix 3	Detailed summary of PIC Comments

## Appendix 1 – Priority Themes from Imagine Niagara and Shape Niagara

<b>Imagine Niagara (2013-14) Municipal Comprehensive Review – Official Plan</b>	<b>Shape Niagara (2018) Council Strategic Plan</b>
<p><b>8 priority themes, in order of importance:</b></p> <ol style="list-style-type: none"> <li>1. Growing the economy</li> <li>2. Employment</li> <li>3. Natural environment</li> <li>4. Rural and agriculture</li> <li>5. Infrastructure</li> <li>6. Transportation</li> <li>7. Managing growth</li> <li>8. Engagement</li> </ol> <p><b>Gap areas</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Youth retention</li> <li>• Community and social services</li> <li>• Culture</li> <li>• Health services</li> </ul>	<p><b>17 priority themes, in order of importance:</b></p> <ol style="list-style-type: none"> <li>1. Jobs and economic prosperity</li> <li>2. Transportation connecting people to jobs and services</li> <li>3. Supporting populations in need through employment, affordable housing, transit</li> <li>4. Environmental responsibility and sustainable development</li> <li>5. Accountable and collaborative government</li> <li>6. Active transportation</li> <li>7. Preserving Niagara's natural assets</li> <li>8. Infrastructure in support of growth</li> <li>9. Affordable housing</li> <li>10. Quality of life and public safety</li> <li>11. Equitable access to regional services</li> <li>12. Water and waste management</li> <li>13. Tourism as an economic driver</li> <li>14. Communication and engagement with the community</li> <li>15. Youth and young family retention</li> <li>16. Responsible spending</li> <li>17. Mental health services</li> </ol>

## **Appendix 2 – Overview of Comments from July 6, 2018 Special Council Meeting**

### **Overview**

- Requests to re-designate certain lands, remove certain lands from the Greenbelt Plan, and bring certain lands into the urban boundary
- Concerns regarding loss of tender fruit production in favour of grape production and cannabis, as well as illegal dumping on prime farmland
- Concerns regarding endangered special, ash die-off, Environment Impact Study review process, loss of forests, and climate change impacts
- Importance of watershed planning and protection of local fisheries
- Concerns regarding impacts of de-designating urban lands and the speed and location of development
- Importance of transparent consultation process and ensuring adequate time and care in the development of the new Niagara Official Plan

### **Key Themes**

#### **Requests to re-designate certain lands**

- Request to re-designate certain lands from Agriculture to Rural in Pelham
- Request to re-designate certain lands in Thorold, Niagara Falls and Pelham from Good General Agriculture to Tender Fruit and Grape

#### **Requests to remove certain lands from the Greenbelt Plan**

- Request to remove certain lands from the Greenbelt Plan in Grimsby and St. Catharines that is not considered to be viable farmland
- Concern that the Greenbelt Plan is not sufficiently flexible to address on-the-ground realities of farming and agricultural viability

#### **Requests to include certain lands within the urban boundary**

- Request for certain lands in Niagara Falls to be included in the urban boundary

#### **Protection of agricultural land and tender fruit production**

- Concerns regarding loss of tender fruit production in favour of grape production and cannabis in Niagara-on-the-Lake
- Concern regarding illegal dumping on farmland and in environmental features and areas
- Agricultural and environmental policies are closely linked, particularly when it comes to watershed planning

## **Protection of the natural environment**

- Need to address endangered species within Niagara Region
- There should be an automatic review peer review process for Environmental Impact Studies
- Ash die-off should not be used to remap Environmental Conservation Areas
- Concerns regarding impacts of illegal dumping and garbage dumps on drainage patterns
- Concern regarding loss of forests and impacts on climate change
- Request for watershed planning both inside and outside of the urban boundary and protection of local fisheries

## **Growth Management**

- Concern regarding the speed of development in Grimsby and high-rise condominiums being built in appropriate locations
- If de-designation of urban lands takes place, it should be done on protected wetlands at the urban boundary

## **Other Comments**

- Stakeholder consultations should be based on formal committee that are transparent
- Need to take considerable care to develop the new Niagara Official Plan to ensure it is an improvement over the status quo



### Summary of Comments from July 6, 2018 Special Council Meeting

File No.	Type of Representation*	Name(s)	Organization	Municipality	Summary of Comments
CL-C 36-2018	Written submission & presentation	Gloria J Katch Andy Nero	Residents	Pelham	<ul style="list-style-type: none"> <li>Request for properties located at 1155 and 1307 Rice Road in the Town of Pelham to be re-designated from agriculture to rural in the new Official Plan</li> <li>This should be part of the Region taking a closer look at the east side of Rice Road</li> </ul>
CL-C 37-2018	Written submission	Irene Murray Sue Bates Michelle Wallis	Residents	Niagara-on-the-Lake	<ul style="list-style-type: none"> <li>Concerns regarding depletion of tender fruit production in favour of grape production in NOTL, as well as cannabis production in specialty crop areas- the best farmland in Canada</li> </ul>
CL-C-38-2018	Written submission	Marco Marchionda	Marcasa Homes Inc.	Grimsby	<ul style="list-style-type: none"> <li>Request for information regarding his property at 548 Main Street West in Grimsby as well as the 25 acres that surrounds his property</li> <li>Indicates his property is located within the Greenbelt Plan but Grimsby Town staff would like to see the land developed</li> </ul>
CL-C-41-2018	Written submission	Ray and Liz Kowalik	Residents	St. Catharines	<ul style="list-style-type: none"> <li>Request for property located at 1406 Third Street in St. Catharines to be removed from the Greenbelt Plan specialty crop designation</li> <li>The property is not viable farmland due to the small parcel size (resulting from MTO expropriation for the Highway 406 overpass) and salt damage</li> <li>Concerns that Greenbelt Plan lacks the flexibility required to address on-the-ground realities of farming and agricultural viability</li> </ul>

File No.	Type of Representation*	Name(s)	Organization	Municipality	Summary of Comments
CL-C-43-2018	Written submission & presentation	Dr. John Bacher	Preservation of Agricultural Lands Society	N/A	<ul style="list-style-type: none"> <li>• The need for a new Regional Official Plan is questionable</li> <li>• Agricultural and environmental policies are closely linked</li> <li>• Prospect of de-designation of lands within the urban boundary is disturbing; if de-designation of urban lands takes place, it should be done on protected wetlands at the urban boundary</li> <li>• Stakeholder consultations should be based on formal committees that are transparent</li> <li>• Comments on agricultural policy – lands between the Niagara Escarpment and Highway 20 mapped as Good General Agriculture in Thorold, Niagara Falls and Pelham should be designated as Tender Fruit and Grape</li> <li>• Comments on environmental policies – need to address endangered species; there should be an automatic peer review process for Environmental Impact Studies; ash die-off should not be used to remap Environmental Conservation Areas</li> <li>• Do not rush the Official Plan process; need to take considerable care to develop the plan</li> </ul>
CL-C-45-2018	Written submission	S.A. Branscombe	River Realty Development	Niagara Falls	<ul style="list-style-type: none"> <li>• Request for 63 acres of River Realty-owned lands in northwest Niagara Falls to be included in the urban boundary</li> </ul>
CL-C-46-2018	Written submission	Matt Johnston	Urban Solutions	Grimsby	<ul style="list-style-type: none"> <li>• Request for 2.37 ha of land in Grimsby to be removed from the Greenbelt Plan</li> </ul>

File No.	Type of Representation*	Name(s)	Organization	Municipality	Summary of Comments
n/a	Written submission	Gauruv Lall	Remax Escarpment Realty	Grimsby	<ul style="list-style-type: none"> <li>Request to remove 18 acres from the Greenbelt Plan to develop the site (e.g. potential for residential development).</li> </ul>
n/a	Written submission	George Trifunovic Philip Trifunovic Mike Trifunovic Peter Trifunovic	Resident	Grimsby	<ul style="list-style-type: none"> <li>Request to build the Livingston Avenue extension and remove all properties that have been divided into two parcels by the extension from the Greenbelt Plan</li> <li>This includes 21 acres of land located at 468 Main Street West in Grimsby</li> </ul>
n/a	Written submission	Sandra Horvath Nancy McKay Tom Smith	Christ Our Saviour Lutheran Church	Grimsby	<ul style="list-style-type: none"> <li>Request to remove property located at 448 Main Street West in Grimsby from the Greenbelt Plan and complete the Livingston Avenue extension</li> </ul>
n/a	Written submission & presentation	Jean Grandoni	Resident	Niagara Falls	<ul style="list-style-type: none"> <li>Re-designate land between Niagara Falls and Thorold and between the Welland River and the Niagara Escarpment from Good General to Tender Fruit and Grape</li> <li>Illegal dumping – stop illegal dumping on prime farmlands and in floodplains, creeks and creek valleys, drainage ditches, etc.</li> <li>Climate change – illegal dumping and garbage dumps alters drainage patterns; climate change is further impacted by cutting down forests; need stronger forestry protection</li> <li>Watershed planning – need watershed planning inside and outside the urban boundary; no diversions should occur; fisheries are forgotten local food supply</li> </ul>
n/a	Written submission	Chris Jack	Resident	Grimsby	<ul style="list-style-type: none"> <li>Slow down development, preserve farmland and do not build high-rise condos in places they do not belong in what used to be the fruit belt</li> </ul>

<b>File No.</b>	<b>Type of Representation*</b>	<b>Name(s)</b>	<b>Organization</b>	<b>Municipality</b>	<b>Summary of Comments</b>
					<ul style="list-style-type: none"> <li>Concerns about lack of community consultation, traffic and crime</li> </ul>

### Appendix 3A – Summary of Interactive Board Comments

Theme	Biggest Challenges	Biggest Opportunities
<b>Growing Region</b>	<ul style="list-style-type: none"> <li>Protecting farmland and the natural environment, including water resources (e.g. our aquifer)</li> <li>Planning for climate change and extreme weather events (e.g. flooding)</li> <li>Sprawling, low-density development</li> <li>Ensuring intensification/density planning is done right</li> <li>Uneven growth and inconsistent development strategies</li> <li>Achieving a mix of housing and employment uses that allows people to work where they live</li> <li>Building complete communities for residents and visitors year-round, not just in the summer months</li> <li>Lack of diversity in housing types, including rental housing and affordable options for seniors, persons with disabilities and youth</li> <li>Lack of affordable retirement homes</li> <li>Concerns regarding the impact of investor activity and home-sharing (e.g. Airbnb) on the rental housing stock and housing affordability</li> <li>Limited transportation options for seasonal workers and youth</li> <li>Not enough proactive, comprehensive community planning (e.g. secondary plans, masterplans)</li> </ul>	<ul style="list-style-type: none"> <li>Higher density, mixed use development in areas supported by infrastructure and services</li> <li>More apartment buildings, row housing, semi-detached dwellings, tiny homes and multi-ownership housing to expand affordable housing options</li> <li>Ensure affordable housing and support services are mixed into our communities rather than isolated</li> <li>Zoning to support residential intensification and home-based businesses</li> <li>Prioritize brownfield redevelopment over greenfield development</li> <li>Build the GO Transit Stations and undertake associated transportation improvements</li> <li>More housing options in proximity to Niagara's GO Transit Stations</li> <li>Implement Niagara Region's Transportation Master Plan to support development and attract a diverse labour pool</li> <li>Protect the natural environment and build sustainable, healthy, liveable communities</li> <li>Plan for climate change by preserving greenspace, building bike lanes and supporting transit</li> <li>Nature-based tourism</li> <li>Opportunities associated with rehabilitated quarries (e.g. housing, recreation, ecotourism)</li> <li>Prepare secondary plans and master plans in consultation with the community for orderly growth</li> </ul>
<b>Vibrant Region</b>	<ul style="list-style-type: none"> <li>"Not in my backyard" (NIMBY) mentality</li> </ul>	<ul style="list-style-type: none"> <li>Address NIMBYism</li> <li>Protect the environment and cultural and archaeological resources</li> </ul>

Theme	Biggest Challenges	Biggest Opportunities
	<ul style="list-style-type: none"> <li>• Political support for design excellence rather than large-scale development</li> <li>• Low-density development</li> <li>• Large-scale development occurring without secondary plans</li> <li>• Following and enforcing by-laws</li> <li>• Assessing important archaeological sites in an appropriate manner</li> <li>• Paying for services should the population base decline</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate Niagara's natural assets into urban design plans</li> <li>• Plant more trees to shade streets</li> <li>• Support and leverage the growth of culture and the arts in Niagara</li> <li>• Develop vibrant community hubs</li> <li>• Support intensification and improve the mix of housing and employment uses to allow people to work where they live</li> <li>• Build GO Train Stations that are easily accessible for vehicles, bikes and pedestrians</li> <li>• Ensure that regional plans recognize and leverage the strengths and success of individual communities within Niagara</li> <li>• Leverage the expertise of urban design staff at Niagara Region</li> </ul>
<b>Competitive Region</b>	<ul style="list-style-type: none"> <li>• Loss of industry as the economy transitions</li> <li>• Limited public transit</li> <li>• High volume of commuters</li> <li>• Expansive parking lots that act at heat sinks</li> <li>• Protecting water resources</li> <li>• Concern regarding aggregate extraction deep into the aquifer</li> <li>• Concern that aggregate companies are not following regulations and are not held accountable (threat of aquifer contamination and negative impact on farmland)</li> <li>• Concern regarding fill in wet quarries and impact on the aquifer</li> <li>• Concern regarding wet quarries being converted to garbage dumps</li> <li>• Importation of fill from the Greater Toronto Area</li> </ul>	<ul style="list-style-type: none"> <li>• Protect a sufficient supply of employment lands across the region</li> <li>• Build GO Transit Stations and undertake associated transportation improvements to boost tourism</li> <li>• Increase density at GO Transit Stations</li> <li>• Implement Niagara Region's Transportation Master Plan to support development</li> <li>• Explore regional rail service</li> <li>• Develop Fort Erie QEW Corridor</li> <li>• Limit importation of fill from the Greater Toronto Area</li> <li>• Prohibit fill in wet quarries</li> <li>• Recycle aggregate resources</li> <li>• Limit the amount of quarrying that can occur in a given area</li> <li>• Explore opportunities for community development in proximity to rehabilitated quarries</li> </ul>

Theme	Biggest Challenges	Biggest Opportunities
		<ul style="list-style-type: none"> <li>• Explore creative opportunities to reuse depleted quarries, such as outdoor theatres or concert venues</li> <li>• Transform depleted quarries into geo-parks</li> <li>• Protect the natural environment and support eco-tourism</li> <li>• Promote international events in Niagara, such as ploughing matches, automotive exhibitions, and natural resource summits</li> <li>• Attract employment, educational and residential opportunities by capitalizing on Niagara's strengths, such as agriculture, natural environment, resources, new urban development, etc.</li> <li>• Attract green technology and internet technology businesses</li> <li>• Develop a regional employment program that addresses marketing the Region, housing for students and seasonal workers and transportation</li> </ul>
<b>Connected Region</b>	<ul style="list-style-type: none"> <li>• Making necessary infrastructure investments</li> <li>• Ensuring transportation infrastructure has capacity to support new development</li> <li>• Limited transportation options for aging population</li> <li>• Need densities to support transit</li> <li>• Need more cycling lanes within and between communities that are separated from traffic</li> <li>• Raw sewage overflows</li> <li>• Water quality at beaches</li> <li>• Protecting our drinking water</li> <li>• Need to recognize the role of existing wetlands and dangers of</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Niagara Region's Transportation Master Plan</li> <li>• Build the GO Transit Stations and make associated transportation improvements (e.g. Livingston Ave. and Casablanca Blvd. in Grimsby)</li> <li>• Rethink rail service in Niagara to address climate change</li> <li>• Better connections between GO Transit stations and local transit</li> <li>• Connect smaller municipalities with nearby city centres through transit</li> <li>• Improve bus connections</li> <li>• Make bus travel faster and more efficient to improve ridership</li> <li>• Provide bus passes free of charge</li> <li>• Direct intensification to areas that support transit</li> </ul>

Theme	Biggest Challenges	Biggest Opportunities
	<p>disrupting the course of water flows, especially in light of climate change</p>	<ul style="list-style-type: none"> <li>• Build complete streets and improve active transportation</li> <li>• Reduce commute times</li> <li>• Challenges and opportunities associated with a possible Mid-Peninsula Highway</li> <li>• Sewage lagoons can double as wetlands and waterfowl habitat</li> <li>• Adopt bolder vision for Water and Wastewater Master Servicing Plan</li> </ul>
<b>Sustainable Region</b>	<ul style="list-style-type: none"> <li>• Urban sprawl</li> <li>• Urban boundary expansions</li> <li>• Protecting drinking water</li> <li>• Waterfront development</li> <li>• Increase in algae making beaches unsafe to swim</li> <li>• Flooding and storm damage to waterfronts</li> <li>• Shoreline erosion (e.g. Lake Erie)</li> <li>• Loss of forest cover and natural features due to development</li> <li>• Concern that aggregate companies are not following regulations which impacts the natural environment</li> <li>• Inappropriate development</li> <li>• Challenge to achieve open creek conveyance (rather than pipes)</li> <li>• Illegal dumping in natural areas</li> <li>• Impact of infrastructure development on the natural environment (e.g. in Greenbelt)</li> </ul>	<ul style="list-style-type: none"> <li>• Protect the natural environment, including natural features and areas within smaller communities and urban areas</li> <li>• Reduce tree-cutting for development, as trees sequester carbon and absorb water</li> <li>• Park naturalization and green roofs</li> <li>• Low impact development standards</li> <li>• Increase buffers for lakeshores, wetlands, and watercourses and naturalize the buffers</li> <li>• Connect natural features and areas within a natural heritage system</li> <li>• Purchase and protect land that can serve as linkages between natural features and areas</li> <li>• Protect vulnerable areas from recreational uses that may damage natural features</li> <li>• Establish targets relative to the protection of natural environment (e.g. tree canopy target)</li> <li>• Eliminate invasive phragmites</li> <li>• Replant areas that have been cleared due to ash borer</li> <li>• Identify flood zones and prohibit development in flood-prone areas</li> <li>• Develop a water usage plan</li> </ul>



Theme	Biggest Challenges	Biggest Opportunities
		<ul style="list-style-type: none"> <li>• Ensure that sustainability and climate change is central to all chapters of the Official Plan</li> <li>• Go beyond provincial minimum requirements for climate change, which are inadequate</li> <li>• Set strong greenhouse gas reduction targets, including targets for net-zero communities</li> <li>• Use natural features and areas to mitigate and adapt to climate change</li> <li>• Prioritize sustainable development to address climate change</li> <li>• Electric vehicle infrastructure</li> <li>• More transit and cycling infrastructure</li> <li>• Relief roads to reduce congestion and pollution on the QEW</li> <li>• Ensure scientific studies guide planning and development</li> <li>• More recycling and community involvement</li> <li>• Electrify more of the Niagara River</li> </ul>

## **Appendix 3B – Written Submissions**

### **Overview of Top Three Themes**

#### **Protection of the natural environment**

- Concerns regarding loss of environmental features and wildlife habitat
- Need a mapped natural heritage system and stronger environmental policies to protect the natural environment and plan for climate change
- Any references to biological offsetting should be eliminated from the plan
- Establish an Environmental Advisory Committee
- Hold meetings with environmentalists at more accessible locations (e.g. Fort Erie, Niagara Falls, St. Catharines)
- Importance of scenic conservation (e.g. scenic by-ways)

#### **Managing growth and housing**

- Need to use our land wisely and limit the number of single-detached dwellings, parking lots and big box smart centre plazas
- Concerns regarding lack of affordable housing
- Concerns that “Not In My Backyard” (NIMBY) opposition from residents and councillors is limiting the development of affordable housing
- Concerns regarding social impacts of higher-density development

#### **Ensuring infrastructure supports growth**

- Concerns regarding sewage overflows in extreme weather events and sewage flowing into Lake Ontario
- Should bury all hydro wires
- Expand GO Train service in Niagara
- Make improvements to Casablanca Blvd. and expand Livingston Ave. in Grimsby
- Request to add a portion of Highway 122 between Garrison Road and Dominion Road in Fort Erie to the Bikeways Master Plan
- Need infrastructure and political coordination and alignment to meet the aggressive population and employment numbers for Niagara Region
- Need to ensure infrastructure can adapt to the impacts of climate change
- Requests to include specific requirements relating to TransCanada Pipelines infrastructure in the new plan

# ECONOMIC DEVELOPMENT STRATEGIC PLANNING

PLANNING AND ECONOMIC DEVELOPMENT COMMITTEE

Wednesday January 15, 2020

**NIAGARA**  
CANADA

# ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN 2019-2024

- Developed in collaboration with local economic development officers, Niagara businesses, industry associations and post-secondary institutions
- Addresses issues that are important for Niagara's continued economic growth and prosperity
- Action Plan results can only be achieved through meaningful partnerships and collaboration with stakeholders
- Annual update on the Strategic Action Plan documents a number of initiatives that are supported but not necessarily led by regional economic development

# REGIONAL COUNCIL STRATEGIC PRIORITIES 2019-2022

## 01 STRATEGIC PRIORITY SUPPORTING BUSINESS AND ECONOMIC GROWTH

### Objective 1.1 Economic Growth and Development

*Forward thinking approach to economic development in Niagara through long term strategic planning and leveraging partnerships with post-secondary institutions*

### Objective 1.2 Support Retention and Development of a Skilled Labour Force

### Objective 1.3 Collaborative Approach to Business Growth and Retention

### Objective 1.4 Strategically Target Industry Sectors

# REGIONAL COUNCIL STRATEGIC PRIORITIES 2019-2022

## 01 STRATEGIC PRIORITY SUPPORTING BUSINESS AND ECONOMIC GROWTH

### CORPORATE IMPLEMENTATION PLAN

Project Name: Economic Development Long Term Strategy

Project Timeline: 2020-2021

Project Objective: Improve economic growth within a 20 year horizon, inform future decision making and tie into other Regional plans

# REGIONAL COUNCIL STRATEGIC PRIORITIES 2019-2022

## 01 STRATEGIC PRIORITY SUPPORTING BUSINESS AND ECONOMIC GROWTH

### GOING FORWARD

- Project partners and establish steering committee and working group (January)
- Issue RFP, technical evaluation of proposals and award contract to consultants (February)
- Initial project meeting with consultants and approve work plan (February/March)
- Regional Council participation (2020-2021)
- Reporting to PEDC and Council (Quarterly)





# QUESTIONS



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**Subject:** Q4 Economic Development Quarterly Update and Annual Strategic Action Plan Report Card

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, January 15, 2020

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## Recommendation

That this report **BE RECEIVED** by the Planning and Economic Development Committee (PEDC) for information.

## Key Facts

- Economic Development provides quarterly updates to the PEDC. The purpose of this report is to provide the Committee with an update on the department's activities for the fourth quarter (Q4) 2019.
- Economic Development activities support the Economic Development Strategy and Action Plan approved by PEDC in March 2019. An update on the Action Plan is provided as an appendix to this report.
- Economic Development functional activities: Trade and Investment; Expedited Services for Business; Strategic Economic Initiatives and Strategic Marketing Initiatives, are grouped under the seven themes of the Strategy.
- The development of a Long Term Economic Development Strategy is one of Regional Council's strategic priorities. Work will begin on this strategy in 2020.

## Financial Considerations

The activities described in this report have been accommodated within the Council approved 2019 Economic Development operating budget.

## Analysis

*Niagara Economic Development, in collaboration with local businesses, industry associations, community stakeholders, and post-secondary education institutions, has developed a five-year strategic action plan. The action plan is based on the extensive stakeholder engagement that was conducted throughout 2018. The success of Niagara Economic Development's Strategic Action Plan can only be achieved through meaningful partnerships and collaboration with our partners across Niagara.*

Seven themes emerged from the development of the Economic Development Strategic Action Plan:

- Economic Development: Supporting Business Growth and Diversification across Niagara Region
- Employment Land Strategy: Identifying and Creating a Provincially Significant Employment Zone
- Marketing Niagara Region: Raising the Profile of Niagara as a Place to Live and Do Business
- Streamline Planning Processes: Expediting Approvals Process
- Increase Niagara's Competitiveness: Addressing Unnecessary Regulatory Burdens on Businesses
- Workforce: Meeting Current and Future Talent, Professional, Skilled Trades and Labour Needs
- Advocacy: Improving Transportation Infrastructure Ensuring Niagara Remains Competitive in Global Economy

***Economic Development: Supporting Business Growth and Diversification across Niagara Region***

*Niagara Economic Development provides on-going assistance to the local municipalities to support their economic development functions. This includes: the services of the Niagara Foreign Trade Zone Manager, to engage companies in federal programs and encourage export activity; economic and business research and analysis; expedited development services and support to the local area municipalities without economic development offices on regionally significant projects.*

Economic Development Officer (support for tourism, agriculture, succession planning and Local Area Municipalities (LAMs)).

Stakeholder meetings: 22 meetings with 16 different stakeholders including:

- Venture Niagara; Niagara Workforce Planning Board; Financial Institutions, Local Area Municipality economic development departments, etc.

Agri-business: 22 meetings with 15 stakeholders including:

- Partnership and promotion of the Niagara College Food and Beverage Summit to agri-business operators and stakeholders;
- Meetings with stakeholders to advance an Irrigation Ambassador position to advance the Niagara Irrigation Strategy;
- Coordination of a SWIFT presentation to the Agriculture Policy and Action Committee meeting;
- Co-coordination of the cannabis regulation presentation to PEDC and cannabis land-use planning sessions;
- Coordination of meetings with Niagara Region wastewater team and Niagara winery producers;
- Working with Cannabis regulatory bodies on potential Niagara presentation;

- Golden Horseshoe Food and Farming Alliance (GHFFA) project advancement: working group meetings, and meeting for the Long Term Care Home local procurement project, updating the agri-business asset mapping tool with new data.

Tourism: 32 meetings with 25 stakeholders including:

- 3 RFPs released and promoted for Niagara 2021 Canada Summer Games business opportunities. RFPs included: project management services, merchandising and mascot fabrication;
- Brock University's Sports Tourism Report – engagement with stakeholders on the final report for feedback;
- Preparation of the Analysis of the Region's Role in Tourism report for PEDC, included engagement with tourism operators on the recommendation for a special event bid fund;
- Niagara Airports Feasibility and Future Business Modelling Study: RFP work was completed, document was provided to the Region in draft format, and internal/external stakeholders were engaged for feedback through 2 face-to-face sessions;
- Additional meetings include: sport tourism bid fund discussions, Canada Summer Games programming requests, Ministry of Tourism, Culture and Sport discussions, GO train marketing meetings, etc.;
- Niagara Gateway Information Centre Q3 2019 reporting – The third quarter of 2019 saw an increase of 7,186 visitors to the kiosk compared to the same date range in 2018. Ticket sales sold through the kiosk totaled more than \$70,000 at the end of Sept. Roughly 27,769 tourists visited the kiosk between July, August and September.

LAM development: 33 meetings touching 9 local area municipalities:

- On-going support to advance 9 active site selection inquiries;
- Work includes Economic Development strategic planning in multiple municipalities, business expansion assistance to 4 existing businesses, Local Area Municipality fund application assistance, data and analysis preparation for multiple municipalities;
- Local Area Municipality Fund: 9 of 12 local area municipalities submitted projects that the Region partnered on and contributed to. These projects range from traffic studies, to downtown development projects, to agri-business innovation initiatives. Reporting for these projects will be submitted by end of Q1 2020.

Research/information requests, referrals, stakeholder engagement: 111 inquiries and requests from businesses and stakeholders. Examples include hiring assistance programs, sector information, data requests, stakeholder introductions, and partnership referrals.

Manager, Economic Research & Analysis (support to LAMs through information provision; support to Niagara Economic Development investment, trade and sector activities; and, support to business and other economic development stakeholders)

Research Projects:

- Information and Communications Technology (ICT) Policy Brief with Niagara Community Observatory (completed);
- Exploring Goods Movement and Export Diversification for Niagara Region Firms (in progress);
- Niagara Trade Profile update (in progress);
- Niagara Tourism Profile (in progress);
- Transportation Data Portal Pilot Program with Transport Canada (in progress);
- Niagara Community Observatory: Transportation and Logistics Sector Policy Brief (in progress);
- Niagara Shop Floor Manufacturing Study with Niagara Industrial Association (in progress).

Research Inquiries:

- Total: 86
- Brock University: 8
- Niagara College: 2
- Internal (Niagara Region): 17
- Businesses: 17
- Stakeholders (e.g. Greater Niagara Chamber of Commerce, Niagara Industrial Association, provincial/federal governments, port authority, news media, tourism organizations, Innovate Niagara): 23
- Local Area Municipalities: 19 (St. Catharines: 7; West Lincoln: 1; Fort Erie: 1; Niagara Falls: 1; Grimsby: 4; Welland: 3; Niagara-On-The-Lake: 1; Port Colborne: 1)

Presentations and Public Outreach:

- CKTB Interview: Manufacturing, September 30;
- Rotary Club Fonthill: Niagara Economic Update, October 20;
- CKTB Interview: Food & Beverage, October 7;
- Brock Presentation: Recreation & Sport Research, October 23;
- CKTB Interview: Niagara Economic Update, October 28;
- Niagara Economic Summit Presentation: Niagara Economic Update, November 1;
- CKTB Interview: Agriculture, November 4;
- RBC Presentation: Niagara Economic Update, November 19;
- CKTB Interview: Information Communications Technology (ICT), December 2;
- CKTB Interview: Charitable Donations, December 9;
- Niagara College Executive Team Presentation: Niagara Economic Update, December 12;
- CIBC Presentation: Niagara Economic Update, December 16.

Niagara Foreign Trade Zone Manager (export diversification for Niagara companies, outreach, marketing, implementation of the Niagara Foreign Trade Zone (NFTZ) strategy).

#### Business Outreach Program

- NFTZ added 14 clients to our Q3 list, now servicing 110 clients, from the manufacturing, agribusiness, and logistics sectors.
- Conducted two seminars at the Regional Headquarters and City Hall, Welland and completed five seminars in total as the NFTZ Series 2 for 2019. Series 2 seminars were comprehensive and included presentations by representatives from Canada Border Services Agency (CBSA), Canada Revenue Agency (CRA), EDC, International Trade Centres, and the St. Lawrence Seaway Management Corporation. Officials from the Netherlands presented on exporting opportunities into the EU during the Welland seminar. A total number of 62 firms and 81 participants attended the Series 2 Seminar from various municipalities within Niagara; most of them were first-time learners about the NFTZ services.
- NFTZ presentations were made to Innovate Niagara, TD Bank and ongoing support was provided to BMO and RBC.
- Participated in 5 Networking events which included:
  - Excellence in Manufacturing Consortium (EMC) Annual Conference dedicated to helping manufacturers grow and become more competitive at home and around the world.
  - Canadian Manufacturers and Exporters Annual Conference to strengthen the competitive advantage of our manufacturers & exporters by building knowledge and capacity in key areas, like LEAN and productivity; trade and export; energy and environment; leadership development; safety and more.
  - The annual HWY H2O Conference had insights related to business development for the Great Lakes St. Lawrence Seaway System. The event catered to a global market within the maritime industry.
  - Propel Port Colborne – Labour Force Breakfast, one of the initiatives undertaken by the City of Port Colborne based on a new Economic Development Strategy and Action Plan. This was an opportunity to network with key Niagara industry leaders and discuss opportunities to further explore the issue of labour and skills shortages within the City and the Region.
  - Latin America Export Forum hosted by MEDJCT and Hamilton Niagara Partnership focused on exports to Latin America. It was well attended by our businesses and included the opportunity for them to have one-on-one meetings with Area Directors of specific markets.

#### Value Support

- Serviced clients with regular updates on FTZ programs and connected specific task force agencies with companies for client-specific support.

- Workshop on Export Business Plan: Trade Accelerator Program (TAP) hosted by the World Trade Centre/Toronto Board of Trade and co-hosted with support from Niagara Region. This was a two-day workshop assisting businesses in their strategic planning and support services for export markets. NFTZ made a presentation. Eight Niagara businesses participated in TAP. There were a total of twelve companies in the program. The NFTZ manager was a participant in the panel which provided mentoring sessions to the companies, to help them to build their business plan.

#### Administrative Update

- Regular administrative work updates were provided to the Economic Development Director and Niagara Development Corridor Partnership Inc. (NDCPi) CEO through bi-monthly meetings. Ongoing support and updates were given to Team Niagara representatives.
- The two year agreement between the Niagara Region and the NDCPi, to manage the day to day operations of the NFTZ, finished on December 31, 2019. Going forward the NFTZ will be administered through a position within Niagara Economic Development. A final report on metrics has been presented by NDCPi to Niagara Region Economic Development, as required by the agreement. It describes the successful leveraging of the NFTZ brand and the benefits to Niagara exporters, since its inception in 2017.

Manager, Business Development and Expedited Services (Incentives Review, research impact of Development Charges on economic development).

- Site Selection Support: A total of twenty-one site selection requests were received this quarter. This included leads directly related to the work done by the Manager of Trade and Investment, inbound inquiries through the Niagara Canada website, direct inquiries from private investors, and leads provided by the Consulate General.
- As part of a business development initiative NED has been working closely with an Ontario-based brownfield remediation consulting firm that is attempting to bring new products to market. They have identified Niagara as their first choice to establish a new manufacturing facility that would allow them to commercialize and manufacture their proprietary technology.
- Two Industrial Development Charge Grant applications were approved. This program has supported \$2.9 million in new investment and the creation of 30 jobs this quarter.
- Niagara Region has received one new application to the Niagara Gateway Economic Zone & Centre Community Improvement Plan. This has attracted an estimated \$8 million in new investment; upon project completion will create an estimated 51 to 74 new jobs.

As part of the on-going Regional incentive review and feedback provided to KPMG in respect to the on-going Sustainability Review, the Manager of Business Development and Expedited Services organized two inter-municipal meetings.

***Employment Land Strategy: Identifying and Creating Regionally Significant Employment Lands***

*Existing employment lands in Niagara, which are located throughout the region, are generally smaller sites, which has limited the ability to create a truly regional employment area. Niagara Region Planning and Development, with support from Niagara Region Economic Development, is reviewing the opportunity to create a large provincially significant regional employment zone.*

Manager, Business Development and Expedited Services (Support the Regional Employment Lands Study and act on recommendations, provide input into the Municipal Review /Official Plan, Site Finder, Premier Sites.)

- Collaborated with Niagara Region Planning and Development on the creation of a Niagara Employment Areas Strategy. This included one workshop with community and industry stakeholders and the revision of draft strategy materials.
- In collaboration with Niagara Planning and Development a joint event was held at White Oaks in Niagara on the Lake. This included community outreach regarding changes to policy surrounding employment areas as well as a Commercial and Industrial Real Estate update.
- In partnership with the City of Port Colborne and the St. Lawrence Seaway Management Corporation, NED hosted a workshop to investigate efficiencies to reduce servicing timelines and costs. This focused on a Regional force main project and water and wastewater servicing for approximately 86 acres of un-serviced lands managed by the St. Lawrence Seaway.

***Marketing Niagara Region: Raising the Profile of Niagara as a Place to Live and Do Business***

*The success of the Niagara Region, in terms of economic and population growth, is dependent on successfully marketing the region to target audiences. There are two distinct marketing initiatives. The first initiative is aimed at foreign and domestic companies and promotes Niagara as a competitive location in which to do business. The second initiative is focused on attracting new and recent immigrants to Ontario, to the region to increase the population and workforce and achieve long-term sustainable growth.*

Manager, Trade and Investment (Identify Foreign Direct Investment (FDi) target markets and sectors, lead investment missions with partners, lead generation, organize and participate in inward missions.)

- The 4<sup>th</sup> Quarter was partially dedicated to continuing the process of adopting and compiling the last three year's FDI files in the new Index CRM system, utilizing the 'qualified leads' generated under the Trade & Investment platform as the "beta test" for the NED Team. In summary, this initial loading of active leads yielded the following data banks: 37 leads from the U.S. Great Lakes States; 47 leads from the United Kingdom; 45 leads from Europe; and, 23 leads from Mexico (the latter Mexican leads were generated by the Hamilton-Niagara Partnership; but the Manager, Trade and Investment, NED, was the only participant in the Mexican lead meetings on behalf of the Partnership), for a total of 152 working leads. By the close of Q4, this working qualified leads list had been reduced to 48 Active Follow-Up Leads. Q4 was dedicated to follow-up with these active leads; in addition to an ongoing 20 Qualified Lead Mission focused on the Great Lakes States. Note: U.S.-China trade tensions have impacted the delivery of this contract within the allotted time. As a result, the contract was extended into Q1, 2020.
- Also, in Q4, a Foreign Direct Investment Study was completed; and another one was launched. The first study, "A Comprehensive Review of Current Foreign Direct Investment Trends, as they impact Niagara Region", was completed to meet our expectations on December 20<sup>th</sup>. The second study, "An Investigation of Potential New U.S. Foreign Direct Investment (FDI) Markets – with Qualified Lead Generation", contract was awarded on December 20<sup>th</sup> 2019.

Manager, Strategic Marketing (Implementation of marketing plan to target audiences as a location for business and investment and to attract immigrants, Niagara Ambassador program, communications/PR campaign to promote Niagara's business and investment successes, implementation of a CRM system.)

#### Key Marketing Results

- Marketing plan on track for Q4 deliverables.
- Key results from fall advertising are strong, including:
  - Website traffic has doubled year-over-year, comparing the period from Oct 1 to Dec 15: 2019 traffic is 11,279 visits vs. 2018 traffic of 5,451 visits.
  - Contact Us form submissions from the website have also doubled during the same time period: 40 in 2019 vs. 21 in 2018.
  - Business inquiries and leads have tripled in the same time period: in an average month, we receive 5-7 organic inquiries or leads. With print and digital advertising we are averaging 20-25 per month.
  - Approximately 80 new subscribers have opted in to the Niagara Economic Development e-newsletter during this time period.



## Marketing Projects

- Fall Advertising Campaign for business attraction, resident attraction and immigrant attraction launched at the end of Q3, with a large amount of activity executed in Q4, including:
  - Digital Marketing, including programmatic, social media advertising and Pay Per Click (PPC) advertising
  - Globe & Mail article, launched October 21  
<https://www.theglobeandmail.com/business/adv/article-for-growing-businesses-niagara-is-the-place-to-be/>
  - Toronto Life article, launched October 28  
<https://torontolife.com/city/life/eleven-reasons-to-move-to-niagara/>
  - National Post article, launched November 4  
<https://nationalpost.com/sponsored/life-sponsored/niagara-attracts-newcomers-with-social-supports-and-lower-cost-of-living>
  - National Post article, launched December 2  
<https://business.financialpost.com/sponsored/business-sponsored/niagaras-secret-superpower-in-manufacturing>
  - Canadian Immigrant article, launched Nov 19  
<https://canadianimmigrant.ca/living/niagara-a-welcoming-place-for-everyone>
  - Advertising in multicultural publications (Canadian Immigrant, Sing Tao, Latinos Magazine, CanIndia News) – October 3-November 15
- Additional advertising in Maclean's Magazine, Today's Parent, and the National Post will launch in January and February 2020.
- Website updates to niagaracanada.com, welcomeniagaracanada.com and liveinniagaracanada.com have been completed and launched in Q4
- Updated video for business attraction has been completed in Q4
- Updates to existing print and digital marketing collateral has been scoped and will be completed in Q1 of 2020.

## Media & Thought Leadership

- Sponsorship of the CKTB 610 Business Trip from September 30 to December 13. This included daily promo reels and mentions of Niagara Economic Development, as well as speaking/interview opportunities for Economic Development and the Niagara Region on the following dates:
  - Blake Landry, Monday September 30 (manufacturing)
  - Valerie Kuhns, Friday October 4 (manufacturing)
  - Blake Landry, Monday October 7 (food and beverage processing)
  - Blake Landry, Monday October 28 (Niagara Economic Update)
  - Valerie Kuhns, Friday November 1 (Niagara Economic Summit)
  - Chair Jim Bradley, Friday November 1 (Niagara Economic Summit)
  - Blake Landry, Monday November 4 (agriculture)
  - Blake Landry, Monday November 11 (tourism)

- David Heyworth (Planning), Monday November 18 (environment & planning)
- Norman Kraft (Niagara Recycling), Wednesday November 20 (Region's recycling program and facility)
- Catherine Habermehl (Waste Management), Friday November 22 (waste management)
- Blake Landry, Monday December 2 (tech & innovation)
- Blake Landry, Monday December 9 (charitable sector & corporate responsibility)
- Ron Tripp, Friday December 13 (holiday food drive)
- Chair Jim Bradley, Friday December 13 (holiday food drive)

Manager, Business Development and Expedited Services

- Attended the 2019 Society of Industrial and Office Realtors' Broker of the Year Awards in Toronto on Tuesday, November 26.

### ***Streamline Planning Processes: Expediting Approvals Process***

*Niagara Region has been proactive in supporting business growth and economic prosperity. Niagara Economic Development will continue to identify and reduce barriers to new private sector investment.*

Manager, Business Development and Expedited Services (expedite approval processes working with the LAMs and Regional departments, host a workshop to identify and address barriers to industrial and commercial development.)

- Facilitated an in-person discussion between a property owner, the NPCA, and West Lincoln to understand environmental constraints and the ability to develop the property for agriculture and agriculture-related uses.
- Supporting Corporate Services to expedite the divesture process of 401A Lakeshore Road, St. Catharines, Ontario. This three parcel assembly is comprised of 18 acres of employment lands. NED is supporting Corporate Services to bring a report to Council in 2020 recommending the sale of the lands.

### ***Increasing Niagara's Competitiveness: Addressing Unnecessary Regulatory Burdens on Business***

*Niagara Economic Development supports the Province's initiative to reduce the regulatory burden on business. In Niagara, development is regulated by a number of different bodies and complex policies. This has the effect of increasing the difficulty of manufacturers and agribusiness to do business that affects Niagara's competitiveness.*

- Manager, Business Development and Expedited Services participated in a municipal workshop with Niagara Region Planning and local municipalities regarding changes to the Greater Golden Horse Show Growth Plan and the creation of Provincially Significant Employment Zones.
- In partnership with Planning and Development, NED responded to the Ministry of Economic Development, Job Creation, and Trade's request for submissions to their Ontario Job Site Challenge. The purpose of the job site challenge was to assist the Province in identifying employment lands between 500 and 1,500 acres in size that would be promoted by the Province of Ontario in their Foreign Direct Investment initiatives.

***Workforce: Meeting Current and Future Talent, Professional, Skilled Trades and Labour Needs***

*Access to a talented, professional, skilled and educated workforce is increasingly a concern for businesses and essential to ensure the continued growth of the regional economy.*

Manager, Strategic Marketing (Promote Niagara as destination for skilled immigrants, working with the LIP)

- Welcome Niagara Canada website updates launched on October 1, with the immigration microsite being built out to increase accessibility and usability to newcomer audiences
- Advertising for resident and immigrant attraction, including sponsored content and digital advertising launched in Q4.
  - Digital Marketing, including programmatic, social media advertising and PPC advertising
  - Toronto Life article, launched October 28  
<https://torontolife.com/city/life/eleven-reasons-to-move-to-niagara/>
  - National Post article, launched November 4  
<https://nationalpost.com/sponsored/life-sponsored/niagara-attracts-newcomers-with-social-supports-and-lower-cost-of-living>
  - Canadian Immigrant article, launched Nov 19  
<https://canadianimmigrant.ca/living/niagara-a-welcoming-place-for-everyone>
  - Advertising in multicultural publications (Canadian Immigrant, Sing Tao, Latinos Magazine, CanIndia News) – October 3-November 15
- Additional advertising in Today's Parent, and the National Post will launch in January and February 2020.
- Website traffic to the immigration site has increased almost 7-fold. Traffic from October 1 to December 15 was 7,060 in 2019 vs. 1,085 in 2018.

***Advocacy: Improving Transportation Infrastructure Ensuring Niagara Remains Competitive in a Global Economy***

*Key infrastructure investments are required to increase Niagara's competitiveness and support business in the region as well as facilitate trade.*

Meetings with the Niagara Region Government Stakeholder Relations Specialist to provide information as the Government Relations Strategy is developed.

**Alternatives Reviewed**

None applicable.

**Relationship to Council Strategic Priorities**

Economic development activities described in this report directly support three of Council's 2019-2022 Strategic Priorities:

- Supporting Businesses and Economic Growth
- Responsible Growth and Infrastructure Planning
- Sustainable and Engaging Government

**Other Pertinent Reports**

ED 1-2019 Economic Development Overview  
ED 2-2019 Economic Development Strategy  
ED 4-2019 Q1 Economic Development Quarterly Update Report  
ED 8-2019 Q2 Economic Development Quarterly Update Report  
ED 11-2019 Q3 Economic Development Quarterly Update Report

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**Prepared by:**

Valerie Kuhns  
Acting, Director  
Economic Development

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

## Appendix 1: Niagara Economic Strategic Action Plan Report Card 2019

2019 has been an impressive year for the Niagara region in terms of the continued economic growth, new investments in Brock Linc, the Canada Summer 2021 Games, the recently announced Ryerson University and City of Niagara Falls Innovation Hub, and many more. Despite these successes it is imperative that the Niagara Region continue to take a proactive approach to supporting economic growth and attracting new investment to the region. With a forward looking agenda we will continue to report to Committee and Council on a quarterly basis in 2020 to ensure that our community stakeholders are informed of the actions and work being done by Niagara Economic Development.

Niagara Economic Development, in collaboration with local businesses, associations, community stakeholders, and post-secondary education institutions, has developed a five-year strategic action plan. The activities included below are based on strengths of the Niagara economy and addresses identified weaknesses, or gaps, that affect the region's competitiveness and ability to retain and attract investment. Most importantly, based on the extensive stakeholder engagement that was conducted throughout 2018 the result is that many of the activities reflect the input provided by the participants of the consultations. The success of Niagara Region Economic Development's Action Plan will only be achieved through meaningful partnerships and collaboration with our partners across Niagara.

Throughout the consultation process it became clear that no single department, government, association, institution, or business is capable of supporting the continued growth and success of the Niagara economy alone. It is with this in mind that the proposed Niagara Economic Strategic Action Plan has identified leaders and partners that will be necessary to enact this plan and support the continued economic growth of Niagara. This five-year plan provides a high-level overview and has been divided into seven target areas/goals based on the findings from the Stakeholder Consultation Plan:

- Economic Development: Supporting Business Growth and Diversification across Niagara Region
- Employment Land Strategy: Identifying and Creating a Provincially Significant Employment Zone
- Marketing Niagara Region: Raising the Profile of Niagara as a Place to Live and Do Business
- Streamline Planning Processes: Expediting Approvals Process
- Increase Niagara's Competitiveness: Addressing Unnecessary Regulatory Burdens on Businesses
- Workforce: Meeting Current and Future Talent, Professional, Skilled Trades and Labour Needs
- Advocacy: Improving Transportation Infrastructure Ensuring Niagara Remains Competitive in Global Economy

Each of the target areas will be operationalized through identified activities and associated timelines, activity leads, partners, and performance measures. Within the next five years Niagara Region Economic Development will undertake a long-term strategy review with a 20-year time

horizon. A successful Niagara Economic Strategic Action Plan will include increased job creation and retention; accelerated economic and greater competitiveness and prominence of the region through the action taken in associated with each of the seven target areas/goals.

The following Action Plan should be read using the following:

- **Time-Line:** The expected time horizon for the successful completion of the described economic development activity:
  - On-going: No assigned timeline
  - Short: One to two years (2019-2020)
  - Medium: Three to four years (2021-2022)
  - Long: Five plus years (2023+)
- **Activity:** The described activity to support regional economic development
- **Lead:** Identified organization(s), departments, or community stakeholder who will be responsible for the success of the Activity
- **Partners:** Identified organization(s), departments, or community stakeholder who will be necessary partners for the success of the Activity
- **Performance Measure:** How the success of the Activity will be measured

## Economic Development: Supporting Business Growth and Diversification across Niagara Region

The Niagara region is home to a diverse economy that includes strong agri-business, manufacturing, and tourism sectors. The economic success of the region will be founded on supporting local businesses to grow and expand as well as attracting new businesses to the region. Niagara Region Economic Development is orientated towards facilitating inward investment, but has an important and critical role to support local economic development offices to facilitate growth within existing businesses.

### **GOAL: INCREASED BUSINESS DEVELOPMENT SUPPORT**

Time-Line	Activity	Lead	Partners	Performance Measure
On-Going	Niagara Region Economic Development will support local municipalities in their economic development functions. This includes the services of the Niagara Foreign Trade Zone Manager to engage companies in federal programs to encourage export activity; economic and business research and analysis; expedited development services; and, support to communities without economic development officers on regionally significant projects.	Team Niagara	Niagara Region Economic Development: Director, Economic Development; Economic Development Officer; Manager, Economic Research and Analysis; Manager, Business Development and Expedited Services; NFTZ Manager.	Increased collaborative economic development activities between Niagara Region Economic Development and local economic development offices are achieved.
Throughout 2019, the Niagara Economic Development team has supported local municipalities by providing research and analysis; the services of the Foreign Trade Zone Manager to encourage local companies export activities; advice to municipalities without economic development offices; and expedited development services. In addition, Niagara Economic Development is responsible for external marketing and investment attraction. All of these activities have been reported quarterly to PEDC in reports ED 4-2019, ED 8-2019, ED 11-2019, and ED 1-2020.				
On-Going	Promote the Niagara Foreign Trade Zone programs through marketing activities and support the export diversification of existing Niagara manufacturing companies into new foreign markets.	Niagara Development Corridor Partnership Inc. (NDCPi) Niagara Region Economic Development:	Team Niagara NFTZ Task Force Local chambers of commerce Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade	Performance measures are outlined in the Niagara Foreign Trade Zone Strategy.

Time-Line	Activity	Lead	Partners	Performance Measure
		Niagara Foreign Trade Zone (NFTZ) Coordinator; Manager, Strategic Marketing		
<p>For the past year the Niagara Foreign Trade Zone has been actively involved in supporting the diversification of exports for existing Niagara manufacturers.</p> <p>The performance measure metrics achieved are:</p> <ol style="list-style-type: none"> <li>1. Numbers of serviced clients: 110 clients which is 26% of database of exporters.</li> <li>2. Numbers of prospects: 230 companies representing 52% of database of exporters.</li> <li>3. Outreach program: 8 meetings with International Trade Centres.</li> <li>4. CBSA Duty Relief Programs: \$700,000 Duty Relief K90 Claims; \$358,000 Duty Drawback K32 Claims; \$380,000 Surtax Claims.</li> <li>5. Inbound Missions: 3 inbound missions (Latvia, Czech Republic, and India).</li> <li>6. Networking Events: 18 (including Innovate Niagara, Spark Niagara, TD Bank, BMO, and RBC).</li> <li>7. Seminars held: 5 with a total of 62 companies and 81 participants (St. Catharines, Niagara Falls, Niagara Region, Lincoln, and Welland).</li> </ol>				
Short	Engage the private sector as advisors to Niagara Region Economic Development through the Economic Development Working Group. Representation will include all sectors and major stakeholders.	Team Niagara Niagara Region Economic Development: Director, Economic Development	Niagara Industrial Association Private sector businesses Brock University Niagara College	Regular Economic Development Working Group meetings to provide input into Niagara Region Economic Development initiatives.
<p>In 2019 the Province of Ontario announced that it would be conducting a Governance Review of Ontario's eight upper-tier municipalities; this included Niagara and the 12 lower-tier municipalities. The purpose of the review was to ensure that municipalities were working effectively and efficiently in relation to governance, decision-making, and service delivery. Due to the uncertainty created by the Governance Review, there were no meetings of the Economic Development Working Group throughout 2019. However, the group will be brought together again in 2020 to allow private sector stakeholders to provide input into the Niagara Region Economic Development initiatives, in particular the Long Term Strategy.</p>				
Short	Participate in a review of Niagara Region development charges, waivers, and other incentive programs.	Niagara Region Planning and Development Niagara ERMS	Niagara Region Economic Development: Manager, Business Development and Expedited Services	Ensure Niagara Region has competitive development charges and incentives available for investors.



Time-Line	Activity	Lead	Partners	Performance Measure
<p>In 2018 Niagara Region began the process of conducting an internal review of existing grants and incentive programs; not including development charge grants. This resulted in the creation of an advisory committee made up of representatives from Planning and Development, Corporate Services, and Economic Development.</p> <p>Over the course of 2019, a number of meetings and workshops were held to discuss how best to initiate an internal review of Niagara Region's grant and incentive programs. This resulted in the identification of four target areas: affordable housing, brownfield remediation, employment, and public realm. The grant and incentive review will determine if the current suite of grants and incentives are meeting these goals, and if they are not, what changes need to be made. This process also included workshops with the local area municipalities to incorporate their participation into the Niagara Region's Grants and Incentives Review process.</p> <p>In January 2020, Niagara Region's Planning and Development Department will bring a report to the Planning and Economic Development Committee advising on the plan for consultation with the local area municipalities and the development of new grant and incentive policies and programs.</p>				
Medium	Conduct research into the impact of development charges on economic development with a focus on investment attraction, business expansion, and sector development.	Team Niagara Local municipal finance departments Niagara Region Economic Development: Manager, Economic Research and Analysis	Tourism stakeholders Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Niagara Region ERMS Niagara Region Planning and Development	Development Charge Impact Report is completed and circulated.
<p>The Niagara Region's Development Charge By-Law will expire in 2022. Corporate Services will be issuing an RFP in 2020 to retain the services of a consultant to conduct a new background study to support the creation of the Region's new Development Charge By-Law. This will require incorporating provincially mandated changes under Bill 108. The Development Charge Background Study will be done in tandem with a comparative analysis of Niagara Region to other municipalities and the efficacy of development charge incentives in business attraction, retention and expansion. This will ensure that the Region's by-laws, policies, and programs are positioned to effectively attract new investment to the region.</p>				
Medium	Define the role of Niagara Region Economic Development in tourism including research into new opportunities e.g. sports tourism.	Niagara Region Economic Development: Director, Economic Development; Economic Development Officer	Team Niagara Tourism Sector Stakeholders	Tourism role defined and supported with appropriate resources.

Time-Line	Activity	Lead	Partners	Performance Measure
<p>The Tourism sector plays an important role in Niagara's economy and there is a robust network of stakeholders comprised of the Tourism Partnership of Niagara (RTO2), local Destination Marketing Organizations, Niagara Parks Commission, and others, currently supporting the sector. Report ED 7-2019 Brock University Centre for Sport Capacity on Sports Tourism was presented to PEDC in July and was referred back to the tourism stakeholders for feedback, with a report to PEDC. At the PEDC meeting on September 11<sup>th</sup>, Niagara Economic Development was also asked to provide a report on Niagara Region's role in the tourism sector including the identification of gaps in the current tourism sector support. Report ED 12-2019 Analysis of Niagara Region's Role in Tourism was presented to PEDC on November 6th. The recommendation was that the staff recommendation, to create a special event bid fund, be referred to the 2020 budget process and that the report be circulated for comment. Regional Council deferred the special event bid fund for consideration in the 2021 budget process. Comments from the Local Area Municipalities and tourism stakeholders on ED 12-2019 will be received until end of December 2019 with a report coming back to PEDC in early 2020.</p>				
Medium	Advance projects of regional significance, including but not limited to opportunities in new agricultural and manufacturing industries, and supply chain development opportunities to support business growth and retention.	Team Niagara	Niagara Region Economic Development: Economic Development Officer Agricultural producers Food processors Niagara Industrial Association Niagara College Ministry of Economic Development, Job Creation and Trade Local chambers of commerce Agriculture federations Niagara Region Agriculture Policy and Action Committee	Key projects are identified and necessary support provided.
<p>Throughout the year, Niagara Economic Development has been involved in a number of regionally significant projects, with other stakeholders, including: Divestiture of the Seaway lands; Regional Employment Lands study; Municipal Comprehensive Review; Economic Trade Corridor/National Trade Corridors Fund; Irrigation strategy; Promotion of skilled trades opportunities; Inter-regional transit; Incentives Review; Expansion of Go Train services, rural Broadband coverage etc. All are mentioned in more detail in other sections of the report card.</p>				
Medium	Support and coordinate facilitated stakeholder events to provide succession planning solutions for Niagara-based companies. For example, this could include identifying	Team Niagara Niagara Industrial Association Local chambers of commerce	Niagara Region Economic Development: Manager, Business Development and Expedited Services	Succession planning strategies are promoted through stakeholders.

Time-Line	Activity	Lead	Partners	Performance Measure
	opportunities for the purchase of existing operations as a succession strategy.	Ministry of Economic Development, Job Creation and Trade Financial institutions with business advisory services		
Although the issue of succession planning is important for Niagara companies, no strategy has been developed to date. There have been informal discussions with other stakeholders who also have an interest, for example Niagara Industrial Association, Greater Niagara Chamber of Commerce. As this activity is aligned with the local EDO mandate, this will be brought to a Team Niagara meeting early in 2020 to determine next steps towards supporting a strategy.				
Long	Develop a joint aftercare program with local economic development offices to support new company investments in the region. This program will engage companies that have recently expanded into Niagara and their parent company to acknowledge their investment and the early identification of potential issues.	Team Niagara	Niagara Region Economic Development: Manager, Trade and Investment; Economic Development Officer; Manager, Business Development and Expedited Services; NFTZ Coordinator	Aftercare program will be in place and functioning.
Providing on-going support to business that have chosen Niagara as the location for their investment is part of providing a high-level of customer service. It demonstrates that we are interested in not only attracting investment, but retaining those companies and helping them succeed. This is a long term objective and has not been addressed in 2019. Under the terms of the Memorandum of Understanding (MOU), signed by all 13 municipalities in 2012, it delineates economic development responsibilities between the Region and the LAMs. Company aftercare would be the responsibility of the local economic development offices. In 2020 Niagara Economic Development will identify if there are any gaps in aftercare provision that could be supported at the regional level.				
Long	Consult with sector stakeholders to explore the need for a formalized collaborative group to support and strengthen the nascent information technology sector in Niagara.	Innovate Niagara Spark Niagara Niagara Region Economic Development: Manager, Strategic Initiatives	Team Niagara Innovation and information technology sector stakeholders Niagara College Private sector partners, if needed Spark Niagara	Explore the need for additional support of the technology sector if required.

Time-Line	Activity	Lead	Partners	Performance Measure
	<p>In November 2019, Brock University's Niagara Community Observatory released, "Elusive Quest or Emerging Reality: Niagara's ICT Innovation Cluster", which took an in-depth look at Niagara's ICT sector. The report, based on research and analysis, demonstrated that Niagara's nascent ICT sector will require on-going support. It should not be considered a standalone sector, rather, it is a platform that will be foundational to every other sector of the region's 21<sup>st</sup> century economy. As a result, the report found a need for a clearer vision and a more strategic approach to investment in the region's ICT sector.</p> <p>For example, Ryerson University and Spark Niagara recently announced \$3 million in Federal funding for the development of a Ryerson University-Niagara Falls Innovation Hub that will be built in downtown Niagara Falls. This will create a new and unique space that will add to the entrepreneur ecosystem in Niagara. Niagara Economic Development will continue to work with local partners to ensure that Niagara's ICT sector receives the required on-going support.</p>			

## Employment Land Strategy: Identifying a Creating Regionally Significant Employment Lands

Existing employment lands in Niagara are located throughout the region. The development of these lands has historically been aligned with the economic development initiatives of the individual municipalities with little regional involvement. This has resulted in a number of smaller employment areas that have limited the ability to create a truly regional employment area. Niagara Region Planning and Development, with support from Niagara Region Economic Development, is reviewing the opportunity to create a large provincially significant regional employment zone. This will allow Niagara region to be more competitive in its investment attraction initiatives, both foreign and domestic.

### **GOAL: SUPPORT THE AVAILABILITY OF SHOVEL READY INDUSTRIAL LAND IN NIAGARA FOR DEVELOPMENT**

Time-line	Activity	Lead	Partners	Performance Measure
Long	Work with the St. Lawrence Seaway to identify and promote development opportunities for Transport Canada owned lands to attract investment in manufacturing, shipping, and distribution.	Niagara Region Economic Development: Manager, Business Development and Expedited Services	Transport Canada St. Lawrence Seaway Management Company Hamilton Oshawa Port Authority Niagara Region Planning and Development Niagara Region Public Works Team Niagara NFTZ Coordinator	Identify lands for development and estimate development costs.
<p>The St. Lawrence Seaway Management Company has been experiencing increased year-over-year traffic through the Seaway system that connects ports as far west as Duluth, Minnesota to the North Atlantic. The Hamilton Oshawa Port Authority has also been experiencing increased traffic. The result of the increased traffic and exports is the exploration of new development opportunities in the Niagara region that could result in new local economic growth.</p> <p>Niagara Economic Development has been involved in discussions and meetings with the City of Port Colborne and the St. Lawrence Seaway to identify opportunities that could expedited the servicing of City owned employment lands and a parcel of St. Lawrence Seaway managed lands. As part of an on-going Environmental Assessment to determine the best location to bring services under the canal Niagara Economic Development is ensuring an economic development perspective is incorporated to ensure that the servicing of employment lands is included.</p> <p>Niagara Economic Development has also had on-going meetings with the Hamilton Oshawa Port Authority as they are considering alternative solutions to the expansion their port facilities in Hamilton. This has included looking at locations in Niagara, along the Welland canal, where</p>				

Time-line	Activity	Lead	Partners	Performance Measure
additional port facilities could be located. This would create new job opportunities throughout the region and relieve pressure from the Hamilton facilities.				
Long	Niagara Economic Development will support the Regional Employment Lands Study and act on the recommendations that involve regional economic development.	Niagara Region Planning and Development	Niagara Region Economic Development: Managers, Strategic Initiatives and Business Development and Expedited Services Niagara Region Public Works Local Area Planning Departments Team Niagara	Employment Lands Study will be completed and finalized. Determine the feasibility of creating a Regionally owned provincially significant employment zone within the Niagara Economic Zone & Centre
In 2019 the Ministry of Municipal Affairs and Housing made changes to the Greater Golden Horseshoe Growth Plan that directly impact the employment lands and employment areas. This update involved changes to employment lands, areas, and the creation of Provincially Significant Employment Zones. This announcement required Niagara Region's Planning and Development Department to reflect those changes in their on-going Employment Lands Study. Phase One is expected to be completed in early 2020 and allow for recommendations, such as the creation of a new potential employment area, to be incorporated into Phase Two. This will have a direct impact on the Niagara Region's new Official Plan.				
Long	Provide input into the Niagara Region's Municipal Comprehensive Review (Official Plan) to ensure the economic development perspective is considered.	Niagara Region Planning and Development	Niagara Region Economic Development: Director, Economic Development; Manager, Business Development and Expedited Services; Economic Development Officer Team Niagara Local Planning Departments	Collaboration with Niagara Region Planning and Development Department and input into the Official Plan provided.
Niagara Economic Development and the Planning and Development Department have worked collaboratively throughout the Municipal Comprehensive Review process to ensure that any policy changes related to employment were through an economic development lens. Niagara Economic Development is participating in the review and implementation of the Regional Official Plan Act 16 – Employment Policies amendment to the current Official Plan. This will in turn inform the new Regional Plan that will be drafted in 2020-2021.				

## Marketing Niagara Region: Raising the Profile of Niagara as a Place to Live and Do Business

The success of the Niagara region, in terms of economic and population growth, is dependent on successfully marketing the region to target audiences. Niagara Region Economic Development, through collaboration and partnership with local stakeholders, will manage two distinct marketing initiatives. One will be targeted at foreign and domestic companies that are looking to expand their operations with the goal of raising the profile of the Niagara region as a competitive place to do business. The second will be predicated on the successful attraction of new residents to the region to increase the population for the long-term sustainable growth of the Niagara region. In collaboration with other community stakeholders Niagara Region Economic Development will work towards attracting new and recent immigrants to Ontario as well as families that are looking for an alternative to the lifestyle available to them in the Greater Toronto Area.

### **GOAL: MARKET NIAGARA TO ATTRACT NEW BUSINESS INVESTMENT AND RESIDENTS**

Time-Line	Activity	Lead	Partner(s)	Performance Measures
On-Going	Identify target markets for investment attraction activities in designated sectors and geographies. This includes leading investment missions, qualified lead generation initiatives, and participating in trade shows and events.	Niagara Region Economic Development: Director, Economic Development; Manager, Trade and Investment Team Niagara	Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Niagara Development Corridor Partnership	KPIs in Manager, Trade and Investment work plan achieved including qualified lead generation, trade missions, and trade shows.
Investment attraction activities in 2019 have been focused on the U.S., U.K. and Europe within the target sectors of manufacturing and agribusiness. Investment missions have included participation by economic development officers from the LAMs (in U.S. missions) and have resulted in 152 working leads which by the end of 2019 were converted to 48 active follow up leads. All of these are captured in the CRM. Global events are having a major influence on Foreign Direct Investment (FDi) activity including the uncertainty over BREXIT and the U.S. tariff war with China. A study to review FDi trends as they relate to Ontario and Niagara was completed in December 2019 and will inform the 2020 FDi work plan. A second study to look specifically at potential new U.S. markets was started in December 2019 and will also inform the 2020 work plan. Quarterly Team Niagara meetings have included updates on the FDi work plan throughout the year.				
On-Going	Conduct targeted marketing activities to promote Niagara as a location for business investment.	Niagara Region Economic Development: Managers, Strategic Marketing and Trade and Investment	Team Niagara	Marketing plan developed with the associated KPIs achieved.

Time-Line	Activity	Lead	Partner(s)	Performance Measures
An annual marketing review of past results, and an annual marketing plan have been developed on an ongoing basis. In the annual marketing plan, targeted activities include a mix of media relations, digital advertising, social media advertising, print advertising, content marketing, and sponsorships.				
Short	Coordinate with stakeholders to develop a communications and public relations campaign to promote Niagara's business and investment successes.	Team Niagara Niagara Region Economic Development: Manager, Strategic Marketing	Niagara Region Strategic Communications and Public Affairs Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Economic Development Working Group Niagara College Local chambers of commerce	Communications Plan developed and implemented.
<ul style="list-style-type: none"> <li>The 2019 Fall Marketing Campaign was specifically focused on highlighting business and partner success stories, as supporting reasons for why businesses in the GTA should invest in Niagara.</li> <li>Four articles were developed for the Financial Post/National Post, Globe &amp; Mail, and Maclean's Magazine focused on agri-business, manufacturing, the startup/innovation sector, and investment advantages in Niagara.</li> <li>Partners and businesses included or profiled in these articles include: Niagara College, Vineland Research, Brock University, Steelcon Fabrication, Colliers International Niagara, Peninsula Plastics, Niagara Industrial Association, Caddle, Innovate Niagara and Spark Niagara.</li> <li>Additional articles for resident and immigrant attraction were developed for the National Post, Toronto Life, Canadian Immigrant Magazine, and Today's Parent, as well as supplementary digital marketing and social media marketing.</li> <li>The CKTB 610 Business Trip was sponsored to highlight the interesting and innovative business stories in Niagara, to drive more awareness of business activity locally.</li> <li>Interim marketing results demonstrate doubling of website traffic year-over-year, and tripling of business investment inquiries and leads compared to a similar time period last year.</li> </ul>				
Short	Develop and implement a Niagara Ambassadors program with local business leaders from different sectors to promote the region and meet potential investors in Niagara.	Team Niagara Niagara Region Economic Development: Manager of Strategic Marketing, Manager, Trade and Investment; NFTZ Coordinator	Economic Development Working Group Local chambers of commerce Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Niagara-based businesses	Ambassadors identified and engaged in both inbound and outbound investment attraction activities.



Time-Line	Activity	Lead	Partner(s)	Performance Measures
The Niagara Ambassador Program was launched in May to positive local reception. There are currently 46 ambassadors: 40 are digital ambassadors, and 24 have opted in to be business ambassadors. Regular digital communications are distributed to the Ambassador group to promote the region, and individual business ambassadors have been engaged to be profiled in marketing initiatives and to attend business delegations held in Niagara.				

## Streamline Planning Processes: Expediting Approvals Process

Under the direction of Niagara Regional Council, Niagara Region has been proactive in supporting business growth and economic prosperity. Over the next five years, Niagara Region Economic Development will continue to identify and reduce barriers to new private sector investment. This will be accomplished by ensuring that the Niagara Region and local area municipalities have competitive and complementary permit approval processes. Niagara Region Economic Development with local area municipalities will proactively engage the private sector to have a customer-first approach to business development and investment in Niagara.

### **GOAL: ENSURE THAT NIAGARA REMAINS PRO-DEVELOPMENT AND BECOMES A DESTINATION OF CHOICE FOR FUTURE INVESTMENT**

Time-Line	Activity	Lead	Partners	Performance Measure
On-Going	Engage and work with Regional and local area planning staff on industrial and commercial projects. This could include identifying opportunities for closer collaboration with local municipal partners to ensure timely approval processes.	Team Niagara Niagara Region Planning and Development	Local planning and building departments Niagara Region Economic Development: Manager, Business Development and Expedited Services	Increased investor awareness regarding permit and development timelines.
<p>In November 2019, the Ministry of Economic Development, Job Creation, and Trade announced the Southwestern Ontario Development Fund that will provide grants and loans to businesses and support to economic development initiatives. The first round of program intake for this new program will be in January 2020. To ensure that the Niagara region is positioned to take advantage of this new provincial funding a workshop with the Senior Business Advisor for Niagara from the Ministry was organized with representatives from the local area municipalities. This ensures that any applications to the program will be coordinated and adhere to the requirements outlined by the Province.</p> <p>In 2019 Niagara Region's Planning and Development Department, in conjunction with the 12 Local Area Municipalities, agreed to an updated Memorandum of Understanding that confirms that roles and responsibilities of the Niagara Region and the Local Area Municipalities. Key changes to the MOU included:</p> <ul style="list-style-type: none"> <li>• Develop a model that demonstrates how planning services are appropriately resourced and structured;</li> <li>• Deliver timely, accurate, effective, and customers-focused planning services;</li> <li>• Pursue improvements that achieve good planning, streamlining, predictability, and consistency;</li> <li>• Eliminate unnecessary duplication to maximize existing resource, technical expertise, and support departmental coordination.</li> </ul>				
On-Going	Host a facilitated workshop with businesses and stakeholders to identify	Team Niagara	Niagara Region planning and development	Meeting scheduled with development

Time-Line	Activity	Lead	Partners	Performance Measure
	and address barriers to industrial and commercial development.	Niagara Region Economic Development: Manager, Business Development and Expedited Services	Local planning and building departments Commercial and industrial realtors Industrial, commercial, and institutional construction companies	stakeholders to ensure open communication. Barriers and challenges addressed on an on-going basis.
<p>Niagara Economic Development, in collaboration with Niagara Region Planning and Development Department, coordinated a workshop for commercial and industrial realtors and developers. The workshop focused on providing an update on recent regional policies and initiatives that had been undertaken to address identified barriers to commercial and industrial development. It was also an opportunity for the private sector to provide feedback to the Niagara Region. The majority of the feedback provided focused on changes to the Greater Golden Horseshoe Growth Plan and the impact that the new Glendale District Plan will have on future development opportunities.</p> <p>It is important to note that the Greater Toronto industrial real estate market is currently experiencing unprecedentedly low vacancy rates. Some commercial and industrial brokers believe the Toronto market's industrial vacancy rate could be as low as 0.2%. This has led to companies looking outside of the GTA for new opportunities to either lease or build new employment space. The majority of employers, however, are not looking for owner operated and properties. This has created an opportunity for developers to build new industrial buildings to meet a growing demand for businesses that are looking to lease space. This is a great opportunity for the Niagara region to accommodate businesses that considering locating outside of the GTA, but require to be in close proximity to that market.</p>				

## Increasing Niagara's Competitiveness: Addressing Unnecessary Regulatory Burdens on Businesses

Niagara Region Economic Development supports the Province's initiative to reduce the regulatory burden on businesses across Ontario. Development in Niagara is regulated by a number of different polices and bodies including, but not limited to, the Green Belt, Niagara Escarpment, Provincial Policy Statement (Provincially Significant Wetlands), Niagara Peninsula Conservation Authority, Niagara Escarpment Commission, and provincial ministries. This complex regulatory environment has the effect of increasing the difficulty of doing business and affecting Niagara's economic development competitiveness. Niagara Region Economic Development will work with local community stakeholders to address concerns regarding the existing regulatory environment and advocate for necessary changes that are aligned with Niagara Region's pro economic development agenda, while ensuring that Niagara's unique environmental landscapes are recognized economic assets and protected.

### **GOAL: REDUCE REGULATORY BURDEN ON BUSINESSES IN NIAGARA**

Time-Line	Activity	Lead	Partners	Performance Measures
On-Going	Support advocacy initiatives to the federal government for the Niagara region to receive the Economic Trade Corridor designation and infrastructure funding through the National Trade Corridors Fund.	The Offices of the Regional Chair and CAO Local Mayors	Niagara Region Economic Development: Manager Strategic Initiatives; NFTZ Coordinator Niagara Region Planning and Development Niagara Region Public Works Local Members of Parliament Local chambers of commerce	Application submitted and infrastructure funding awarded from the National Trade Corridors Fund and the Economic Trade Corridor designation.
In collaboration with Public Works, Niagara Economic Development, assisted in the development of a second Expression of Interest to the National Trade Corridors Fund, with support from MP Vance Badawey's office. Research on trade activity, including exports and imports, conducted by Niagara Economic Development helps to build the case for Niagara to receive the Economic Trade Corridor federal designation and have an Expression of Interest accepted to get to the full application phase of the National Trade Corridors Fund. All of this work would be in support of the start of the construction of the East West Corridor. Niagara Economic Development is a partner in a project with Transport Canada and the McMaster Institute for Transportation and Logistics, 'Exploring Goods Movement and Export Diversification for Niagara Region Firms' to understand issues faced by exporters in Niagara. This study will be completed early in 2020 and initial results support the need for increased infrastructure to support the flow of goods across the border.				
Medium	Support the work of agricultural stakeholders to find solutions to on-going irrigation issues.	Agriculture sector stakeholders	Team Niagara	Identify resources to implement the irrigation strategy.

Time-Line	Activity	Lead	Partners	Performance Measures
			Niagara Region Economic Development: Economic Development Officer Niagara Region Planning and Development APAC	
<p>In 2017, an Irrigation Strategy was funded in part by the Niagara Region in partnership with agriculture stakeholders to address the issue of access to irrigation water for St. Catharines, Lincoln, and Niagara-On-The-Lake farmers as a pilot program. The Irrigation Strategy was completed and circulated to partnering parties, but the action items were never advanced on due to lack of funding and a single point of contact responsible for advancing them. An application was made in 2018 to the EcoAction Plan program for an Irrigation Ambassador position, but the application was not chosen for funding.</p> <p>In partnership with the Planning Department, funding of \$32,000 was provided by the Niagara Region to the Ontario Tender Fruit Growers to revive the commitment from these pilot municipalities to advance the Irrigation Strategy. The Town of Lincoln, the City of St. Catharines, the Town of Niagara-On-the-Lake, and others have all contributed funds and support to create a 12 month-contract Irrigation Ambassador position meant to advance on a number of action items from the Irrigation Strategy 2017. The position was posted in Fall 2019 and will be awarded in early 2020. The position will work out of the Ontario Tender Fruit Growers office and will be accountable to an Irrigation Steering Committee representative of the funding organizations.</p>				
Long	Support regional advocacy initiatives to advance land use planning policies that support agriculture uses and business development opportunities where appropriate.	Niagara Region Planning and Development	Niagara Region Economic Development: Director of Economic Development Local area municipalities Niagara Peninsula Conservation Authority Niagara Escarpment Commission Agriculture sector stakeholders	Advocacy plan developed and implemented.
<p>The Niagara Region recently provided a response to the Ministry of Economic Development, Job Creation, and Trade's request for information on their "Job Site Challenge" initiative. This provided the Niagara Region with the opportunity to provide direct feedback to the Province regarding its policies surrounding employment lands and the unique assets, but also challenges that face Niagara region in being competitive in attracting new investments that would require large investments that were aligned with the Province's initiative.</p>				

## Workforce: Meeting Current and Future Talent, Professional, and Skill Trades and Labour Needs

Access to a talented, professional, skilled, and educated workforce is increasingly a top concern for businesses and essential to ensure the continued growth of the regional economy. The proximity of the Niagara region to significant national and global economic drivers makes the region both attractive to new investment as well and new opportunities build, attract, and retain a talented and skilled workforce within Niagara. Correspondingly, the existing job skills gap is not isolated to Niagara, but affecting communities across Canada. This challenge has been raised not only by local businesses looking to recruit new workers, but also companies looking to expand into Niagara. Finding a solution to this issue will require efforts and action from all levels of government, educational stakeholders, and employers themselves. Niagara Region Economic Development will work with local partners to create a solution that address the challenges directly related to Niagara's workforce. Additionally, developments in other jurisdictions have shown the importance of ensuring that the local workforce has the on-going training and professional development not only for today's jobs, but for the jobs of the future.

### **GOAL: WORKFORCE DEVELOPMENT TO ADDRESS SKILL GAPS THAT ARE AFFECTING TALENT RECRUITMENT**

Time-Line	Activity	Lead	Partner(s)	Performance Measure
Short	Niagara Region Economic Development to partner with the Local Immigration Partnership to promote Niagara as a destination for skilled immigrants.	Niagara Region Economic Development: Manager, Strategic Marketing	Local Immigration Partnership Niagara College Niagara Workforce Planning Board Niagara Folks Arts Festival Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Welland Heritage Council (?)	Marketing plan will be developed with associated KPIs achieved.
<p>Niagara Region Economic Development to partner with the Local Immigration Partnership to promote Niagara as a destination for skilled immigrants.</p> <ul style="list-style-type: none"> <li>Economic Development and the Local Immigration Partnership have partnered to update the immigrant attraction website, specifically to increase accessibility and usability to newcomer audiences. Focus groups were conducted in partnership with the Niagara Folk Arts Multicultural Centre in Q1 2019, and website updates planned and executed in Q2 and Q3.</li> <li>Advertising for resident and immigrant attraction, including sponsored content and digital advertising were planned in Q3 and launched in Q4. <ul style="list-style-type: none"> <li>Digital Marketing, including programmatic, social media advertising and Pay Per Click advertising</li> <li>Toronto Life article, launched October 28 <a href="https://torontolife.com/city/life/eleven-reasons-to-move-to-niagara/">https://torontolife.com/city/life/eleven-reasons-to-move-to-niagara/</a></li> </ul> </li> </ul>				

Time-Line	Activity	Lead	Partner(s)	Performance Measure
	<ul style="list-style-type: none"> <li>○ National Post article, launched November 4 <a href="https://nationalpost.com/sponsored/life-sponsored/niagara-attracts-newcomers-with-social-supports-and-lower-cost-of-living">https://nationalpost.com/sponsored/life-sponsored/niagara-attracts-newcomers-with-social-supports-and-lower-cost-of-living</a></li> <li>○ Canadian Immigrant article, launched Nov 19 <a href="https://canadianimmigrant.ca/living/niagara-a-welcoming-place-for-everyone">https://canadianimmigrant.ca/living/niagara-a-welcoming-place-for-everyone</a></li> <li>○ Advertising in multicultural publications (Canadian Immigrant, Sing Tao, Latinos Magazine, CanIndia News) – October 3- November 15</li> <li>• Additional advertising in Today's Parent, and the National Post will launch in January and February 2020.</li> <li>• Website traffic to the immigration site has increased almost 7-fold. Traffic from October 1 to December 15 was 7,060 in 2019 vs. 1,085 in 2018.</li> </ul> <p>Economic Development sits on the LIP Regional Council, as well as the Community and Inclusivity Working Group which is also led by the LIP, and works in partnership with local community partners like the Niagara Workforce Planning Board, Niagara Folk Arts Multicultural Centre, Fort Erie Multicultural Centre, and others to advance immigrant attraction and inclusivity in the Niagara region.</p>			
Medium	Develop an educational campaign aimed at parents and students to promote skilled trade occupations in collaboration with other stakeholders.	Niagara Workforce Planning Board Niagara Region Economic Development: Manager, Strategic Marketing	Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Niagara College Local boards of education Team Niagara Local chambers of commerce	Educational campaign developed and promoted.
	<p>Educational campaigns are being developed at different levels of government, industry associations and school boards. All have the same objective to promote skilled trade occupations. In 2019 both the federal and provincial governments set up advisory boards to look at this issue. Locally, the Niagara Industrial Association is reaching out to high schools via its members to recruit apprentices directly, with some success. The Niagara Workforce Planning Board, in collaboration with Niagara College, is partnering with local school boards to bring in panel members from industry to speak to students and their parents.</p>			
Long	Facilitate the development of stakeholder partnerships to meet current and future talent, professional, skilled trades, and labour needs through collaboration with Brock University and Niagara College.	Niagara Workforce Planning Board Niagara Region Economic Development: Manager, Strategic Initiatives	Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Brock University Niagara College Team Niagara Local Boards of Education Local Chambers of Commerce	Alignment of stakeholder strategies to develop a work-ready labour force.

Time-Line	Activity	Lead	Partner(s)	Performance Measure
The availability of a skilled workforce is a priority for a number of stakeholders in Niagara. Each organization or company is addressing this issue as part of their strategic plan. At the moment these strategies are not formally aligned, although there is collaboration between the various stakeholders. As a Long Term Economic Development Strategy will be developed in 2020, in partnership with stakeholders, there will be an opportunity to bring the strategies together and strengthen the work to develop a skilled workforce for Niagara.				
Medium	Support the capacity for increased innovation, science, and technology transfer between post-sector educational institutions and Niagara-based businesses to increase their competitiveness.	Brock University Niagara College Niagara Industrial Association Niagara Region Economic Development: Manager, Strategic Initiatives	Team Niagara Niagara Workforce Planning Board Local board of education Local chambers of commerce MEDJCT	Alignment of research and academic programming to support regional economic development, including ongoing training, professional development for individuals participating in the workforce across the region.
<p>Brock University announced in 2019 the official launch of BrockLinc, which will provide local industry, entrepreneurs, and community members access to:</p> <ul style="list-style-type: none"> <li>• The opportunity to participate in hard and soft skill development through experiential learning.</li> <li>• General business and skills development through resources of the Goodman Group, Innovate Niagara, and other community resources</li> <li>• The implementation of a curricular/co-curricular program that will allow for life-long learning opportunities</li> </ul> <p>Niagara College is also home to the Walker Advanced Manufacturing and Innovation Centre and the Canadian Food and Wine Institute. These two institutes are mandated to work with small businesses to assist companies adopt new technologies and adopt “lean” production best practices. Niagara College is actively investigating opportunities to identify where increases increase competitiveness can be achieved via technological adoption and increased productivity.</p> <p>Staff from Niagara Economic Development sit on the advisory boards for the Walker Advanced Manufacturing and Innovation Centre and the Canadian Food and Wine Institute to ensure that economic development remains at the forefront of these two institutions.</p>				



## Advocacy: Improving Transportation Infrastructure Ensuring Niagara Remains Competitive in Global Economy

The Niagara region is strategically located on one of the key transportation corridors into the eastern United States. This provides businesses the opportunity to move goods in and out of the region, which is fundamental to their success. To further leverage our geographic advantage it is critical that transportation infrastructure can support increased trade with the United States. This requires key investments, in partnership with the federal and provincial governments, in regional infrastructure to increase Niagara's competitiveness and attractiveness to new businesses.

In 2019 there were a number of new initiatives that were focused on improving Niagara's transportation and other supporting infrastructure that is seen as critical to supporting the business and economic growth. This ranged from Federal transportation corridor funding applications, increased support for public transportation, and continued investment in broadband infrastructure just to name a few. These are all areas that are critical not only to economic growth, but the sustainability of Niagara as a whole.

### **GOAL: IMPROVE NIAGARA'S TRANSPORTATION AND INFRASTRUCTURE**

Time-Line	Activity	Lead	Partner(s)	Performance Measure
On-Going	Support advocacy efforts to the provincial government for funding of the East/West Corridor highway.	The Offices of the Regional Chair and CAO Niagara Region Public Works Niagara Economic Development: Manager, Strategic Initiatives	Niagara Region Planning and Development NFTZ Coordinator Local area municipalities City of Hamilton Regional MPs/MPPs	Solid business case established and presented to the provincial government.
On-going conversations are taking place with Vance Badaway, MP's office regarding Niagara region as an Economic Trade Corridor. The Niagara Region is looking forward to another submission opportunity to the National Trade Corridors Fund. After the last Expression of Interest submission, the Niagara Region participated in a debriefing with the Federal Government. Going forward Niagara Economic Development will work with the Government Relations Specialist and their strategy. This will include engaging the Provincial government; the Local Area Municipalities, and building the relationship with the City of Hamilton to demonstrate a start to finish partnership for the East West Corridor.				
Short	Support advocacy efforts for the development of a fully integrated intra-regional transit system with schedules that support employment.	Niagara Region Public Works	Niagara Region Planning and Development Niagara Region Economic Development: Director of Economic Development	Regional transit system developed.

Time-Line	Activity	Lead	Partner(s)	Performance Measure
			Local area municipalities Local chambers of commerce Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Brock University Niagara College Tourism stakeholders Niagara Workforce Planning Board	
The 2020 budget provides funding for a pilot project to provide on-demand transit in West Niagara providing connections into existing transit services in Niagara ultimately allowing for intra-regional travel throughout the entire region. There is also a governance study in progress that will review governance models and recommend a preferred model for Niagara Region going forward to ensure full integration of transit in Niagara.				
Medium	Ensure access to broadband is available to all areas in Niagara, both urban and rural.	SWIFT NRBN The Office of the Regional Chair and CAO Appointed Regional Councilor	Niagara Region Economic Development: Manager, Strategic Initiatives Niagara Region IT Local area municipalities Agriculture sector stakeholders	Progress in achieving regional broadband coverage for Niagara.
<p>The Niagara Region is providing on-going investments in IT infrastructure that will help address the needs of residents and businesses in rural Niagara. Currently, 54% of Niagara's population lack access to reliable and affordable broadband service. The Niagara Region is incentivizing the construction of fiber and other digital infrastructure in areas that will not be immediately served by the private sector therefore trying to serve the widest area possible. Agribusinesses that are primarily located outside of Niagara's urban areas are continuously adding new technologies to their operations. Increasingly, rural businesses require broadband internet access in order to compete in a global market place.</p> <p>Niagara Region's IT department has been actively involved with Southwestern Integrated Fiber Technology (SWIFT) to address the lack of broadband internet access in rural Niagara. In 2019 SWIFT began the Request For Proposal that will release upwards of \$180 million in Federal funding to build out high-speed internet infrastructure in underserved Southwestern Ontario regions. It is expected that Niagara Region and community partners like the Niagara Region Broadband Network (NRBN) will be able to access this funding in late 2020. This should result in the rapid roll-out of new IT infrastructure beginning in 2021.</p>				

Time-Line	Activity	Lead	Partner(s)	Performance Measure
NRBN has applied to the Connect to Innovate Federal program that will invest \$500 million to bring high speed internet to rural communities across Canada. The Niagara Region has committed \$1.4 million, and should NRBN's application be successful, will be used.				
Medium	Support the creation of a business case for expanded services in Niagara with Metrolinx.	GO Implementation Team Metrolinx	Niagara Economic Development: Manager, Strategic Initiatives Tourism Stakeholders	Maintain on-going support.
In November 2019 Metrolinx released an updated Initial Business Case for the Niagara Expansion project with a recommended service option. The Niagara Expansion project will now proceed to a Preliminary Design Business Case to refine costs and scope of the proposed service option. Work with Metrolinx continues with respect to service expansion. Niagara Economic Development is a member of the GO Implementation Team.				
Long	Support expanded economic opportunities at municipally owned airports.	Niagara Region Planning and Development Niagara Region Public Works: Director of Transportation Niagara Region Economic Development: Director; Economic Development Officer	Niagara District Airport Niagara Central Airport Local area municipalities Tourism stakeholders Team Niagara	Maintain on-going support to the Airport Strategic Plan.
In July 2019 the Niagara Airports Feasibility and Future Business Modelling Study RFP was awarded to HM Aero by Niagara Economic Development. In December an internal and external presentation was made on the draft report to get stakeholders' feedback. The final report is due to be presented to Regional Council in February 2020. This report identifies potential business opportunities for the Niagara District Airport and the Niagara Central Dorothy Rungeling Airport. It does not address potential governance models or potential transition planning to the Region. It will be used, in conjunction with other reports, to inform Regional Council as they consider ownership of the airports in 2020.				
Long	Research the feasibility for public-private partnerships to extend natural gas into rural areas of Niagara.	Niagara Region Economic Development: Director, Economic Development; Manager, Research and Analysis	Private-sector natural gas providers Team Niagara Local area municipalities Niagara Region Public Works Niagara Region Planning and Development Federations of Agriculture	Completed feasibility report.
The Province of Ontario is currently focused on increasing broad band internet access to rural and northern communities across the province. As a result, the desire to extend natural gas servicing areas into non-urban areas is not a priority. It would therefore be a better use of Niagara				

Time-Line	Activity	Lead	Partner(s)	Performance Measure
Economic Development's resources and time to focus on the areas that are aligned with the Province. At this time, however, we need more information about the rural areas that are most in need of servicing and what Enbridge, and other natural gas providers, business plans are for the near future.				
Long	Support advocacy efforts to the provincial government for lower electricity costs to regain the manufacturing sector's competitiveness in southern Ontario.	The Office of the Regional Chair and CAO Niagara Region Economic Development: Director, Economic Development	Team Niagara Local offices of Niagara's Members of Provincial Parliament Local chambers of commerce Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Large scale users of electricity	Provide business case research to support advocacy efforts.
In 2019, the Niagara Industrial Association contracted with Armstrong Strategy to provide a response to the Province about high electricity pricing. This is an issue for large hydro users. Niagara has lower transmission costs due to our proximity to the source but still pays the same prices as the rest of the province. Our direct competitors in the New York State have lower hydro costs which give their manufacturers a competitive advantage.				
Long	Support the Region's advocacy efforts to develop a provincially funded campaign to promote skilled trades and labour and the available careers in manufacturing and other sectors to parents and students to ensure positions are filled.	The Office of the Regional Chair and CAO Niagara Economic Development: Director of Economic Development; Manager Strategic Initiatives	Team Niagara Niagara Industrial Association Ministry of Economic Development, Job Creation and Trade Niagara College Brock University Local chambers of commerce Niagara Workforce Planning Board	Provincial campaign in place with results.
Both the Federal and Provincial governments are starting to address the need to educate parents and students about careers in skilled trades. In 2019 the Federal government has set up an industry advisory committee to lay the groundwork for a national campaign to encourage apprenticeships and promote the skilled trades as a career of choice. The Province has recently appointed two Training and Skills Advisors to consult with industry and stakeholders on modernizing the skilled trades and apprenticeship system. Locally, the Ministry of Training, Colleges, and Universities has set up the Niagara Strategic Engagement Apprenticeship Team to support the growth of apprenticeships locally.  Niagara Economic Development and the Niagara Industrial Association recognize the importance of encouraging youth to enter the skilled trades. Niagara Economic Development will continue to work with community stakeholders and educational institutions to ensure that skilled trades and other opportunities in the manufacturing sector are recognized as viable careers.				

Time-Line	Activity	Lead	Partner(s)	Performance Measure
Long	Collaborate with and support key stakeholders to determine the feasibility of a Niagara port facility.	Hamilton Oshawa Port Authority St. Lawrence Seaway Management Company	Niagara Region Economic Development: Director, Economic Development; Manager, Strategic Initiatives; Manager, Trade & Investment Team Niagara Transport Canada	Feasibility study completed.
<p>Niagara Economic Development is actively involved in on-going conversation with both the Hamilton Oshawa Port Authority and the St. Lawrence Seaway Management Company on the possibility of new investment and the creation of port facilities in the Niagara region. There have already been significant investments in 2018 and 2019 at the Port Weller Dry Docks by Heddle Marine and the St. Lawrence Seaway. These investments will enhance Port Weller's ability to expand its operational capacity beyond its current capacity. In a presentation to both Planning and Economic Development Committee and Regional Council Heddle Marine outlined its proposal to become Canada's third official shipyard in a National shipbuilding Strategy. Heddle Marine had requested a Letter of Support from the Niagara Region, which Niagara Economic Development was in complete and full support.</p>				

## **MEMORANDUM**

**ED-C 1-2020**

**Subject: Tourism Stakeholder Consultation**

**Date: January 15, 2020**

**To: Planning and Economic Development Committee**

**From: Valerie Kuhns, Acting Director, Economic Development**

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The purpose of this memo is to update Planning and Economic Development Committee on the request made at the November 6, 2019 meeting related to report ED 12-2019.

At the Committee meeting, Economic Development staff presented Report ED 12-2019 - Analysis of Niagara Region's Role in Tourism. Following the presentation, staff were directed to circulate the report the tourism stakeholders for comment.

The list of stakeholders consulted included the Tourism Partnership of Niagara, representatives from the 5 Destination Marketing Organizations in Niagara, the Niagara Park Commission, and all local area municipalities.

The Clerk's department circulated this report to stakeholders for comment with a deadline of providing comments back to the Economic Development Officer of Friday, December 20, 2019.

The feedback received from the stakeholders includes the attached letter co-written by the Chair of Niagara Parks Commission, Sandie Bellows, and the CEO of the Niagara Parks Commission, David Adames (Attached as Appendix 1).

No other comments were received from the remaining stakeholders that were consulted.

Respectfully submitted and signed by

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Valerie Kuhns  
Acting Director, Economic Development



December 12, 2019

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

RE: Niagara Region's Role in Tourism Report ED 12-2019

Dear Regional Chair:

Niagara Parks would like to thank you and Regional Council for forwarding Report ED 12-2019, Niagara Region's Role in Tourism. The Niagara Parks' Board of Commissioners received a copy of the Report at its meeting of December 12, 2019 and appreciates the opportunity to provide comment.

As you and your colleagues know, Niagara Parks is proud to work with stakeholders like the Region to support and grow tourism in Niagara and very much views collaboration as important to continuing to position Niagara as the leader in tourism in Canada. We concur with the Region that it does have a very important role to play in tourism and that tourism, as a key economic sector and driver for Niagara, must be part of the Region's Economic Development Strategy. As we have previously presented to Regional Council, Niagara Parks' most recent economic impact study shows that our contribution and impact to tourism includes the following:

- Niagara Parks employs over 1,800 staff in high season
- Niagara Parks welcomes over 3.8 million unique visitors
- Economic impact from visitors' spending contributes:
  - Over \$1 billion to GDP
  - 15,900 jobs
  - \$458 million in tax revenue to three levels of government





In terms of Report ED 12-2019, Niagara Parks offers the following comments:

- **Transportation:** For any key tourism destination, transportation, and the access that different modes of transportation provides, is essential to supporting tourism growth. Enhancing transportation options in Niagara will provide more opportunities for both tourists and local residents to explore and take advantage of the rich tourism offerings across the region. It is important to support the four international border crossings into Niagara; the Metrolinx service; intra-regional transit; state of good repair for highways; cycling lanes on regional roads and cycling paths/routes; and future growth of Niagara District Airport, supporting the potential of water access across Lake Ontario to Toronto and encouraging the re-activation of VIA Rail service to Niagara. Niagara Parks has been working with Metrolinx over the past three years on a promotional partnership supporting the weekend tourism train service to Niagara and will continue this relationship, including providing WEGO transit connection to the train station in conjunction with the City of Niagara Falls. Niagara Parks is developing a cycling strategy and will continue to partner with key cycling organizations to support this growing market segment.
- **Wayfinding Signage:** Niagara Parks would like to work with the Region on the development of a wayfinding plan. Over the past year, Niagara Parks has been implementing our wayfinding plan along the 56km Niagara River corridor and will be finishing the final phases over the course of 2020 and 2021.
- **Economic Development Strategy:** Niagara Parks will continue to work with the Region, City of Niagara Falls and Metrolinx on extending the service into Niagara, to ensure a seamless connection for visitors.
- **Facilitation and Coordination/Planning and Policy:** Niagara Parks is a proud supporter of the Niagara 2021 Canada Summer Games and is looking forward to hosting golf at Legends on the Niagara as well as the closing ceremonies at Queen Victoria Park. From an investment attraction perspective, Niagara Parks is moving forward





with key tourism product development and investment, including the Niagara Parks Marina at Miller's Creek and the adaptive re-use of the de-commissioned hydro-electric power plants located within Queen Victoria Park. These projects are intended to attract significant investment and Niagara Parks welcomes the support of the Region in advancing these important projects.

- Special Event Bid Fund: Sport tourism, already a key part of the tourism industry in Niagara, could be strengthened significantly through the legacy of hosting the Niagara 2021 Canada Summer Games. Niagara Parks would be pleased to support the Region's efforts to bid and host future national and international sport events.

Please contact me at your convenience to discuss this correspondence should you have any questions. We look forward to working with you and staff on advancing tourism for the benefit of Niagara.

Sincerely,

David Adames  
Chief Executive Officer

Sandie Bellows  
Chair

- c. Niagara Parks Commissioners  
Mark Evely, Legislative Coordinator, Office of the Regional Clerk  
Kelly Provost, Economic Development Officer, Region of Niagara

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO AMEND BY-LAW NO. 2018-75, BEING A  
BY-LAW TO LICENCE, REGULATE AND GOVERN  
VEHICLES FOR HIRE (TAXICABS, TRANSPORTATION  
NETWORK COMPANY VEHICLES, SPECIALTY  
VEHICLES, AUXILIARY SERVICES VEHICLES, SHUTTLE  
BUSES, SIGHTSEEING VEHICLES, CALECHE, TOW  
TRUCKS) AND BUSINESSES (SECOND-HAND GOOD  
STORES AND DEALERS, SALVAGE YARDS, AUTO  
WRECKING YARDS AND TAXICAB BROKERS)

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WHEREAS on September 13, 2018, Regional Council passed By-law No. 2018-75, being a By-law to Licence, Regulate and Govern Vehicles for Hire (Taxicabs, Transportation Network Company Vehicles, Specialty Vehicles, Auxiliary Services Vehicles, Shuttle Buses, Sightseeing Vehicles, Caleche, Tow Trucks) and Business (Second-Hand Good Stores and Dealers, Salvage Yards, Auto Wrecking Yards and Taxicab Brokers) ;

WHEREAS Regional Council wish to amend the said By-law in order to reference the Fees and Charges By-law for Licensing Fees;

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

1. That Part II, Section 5.1(a)(iv) of By-law 2018-75 be amended as follows:

“The fee prescribed in the Fees and Charges By-law, as amended, by way of cash, certified cheque, credit card or debit;”

2. That Part II, Section 5.1(d) of By-law 2018-75 be amended as follows:

“In the event that the licensee delivers the documents and fees referred to in subsection 6(a) to the Licensing Division after the expiry date of the drivers licence, but within thirty (30) days of the expiry date, the licensee shall be required to pay a late filing fee as prescribed in the Fees and Charges By-law, as amended.”

3. That Part III, Section 15.1(a)(ii) of By-law 2018-75 be amended as follows:

“An application fee prescribed in the Fees and Charges By-law, as amended.”

4. That Part III, Section 18(f)(vi) of By-law 2018-75 be amended as follows:

“The fee prescribed in the Fees and Charges By-law, as amended, less any application fee already paid;”

5. That Part III, Section 20(a)(vii) of By-law 2018-75 be amended as follows:  
“The renewal fee prescribed in the Fees and Charges By-law, as amended;”
6. That Part III, Section 20(d) of By-law 2018-75 be amended as follows:  
“In the event that the licensee delivers the documents and fees referred to in subsection 20(a) to the Licensing Officer after the expiry date of the licence, but within thirty (30) days of the expiry date, the licensee shall be required to pay a late filing fee as prescribed in the Fees and Charges By-law, as amended.”
7. That Part III, Section 22(a)(iii) of By-law 2018-75 be amended as follows:  
“An application fee prescribed in the Fees and Charges By-law, as amended.”
8. That Part III, Section 26(c)(e) of By-law 2018-75 be amended as follows:  
“The spare vehicle fee prescribed in the Fees and Charges By-law, as amended.”
9. That Part IV, Section 27.1(d) of By-law 2018-75 be amended as follows:  
“The applicable licensing fee as prescribed in the Fees and Charges By-law, as amended.”
10. That Part IV, Section 29(o) of By-law 2018-75 be amended as follows:  
“A TNC shall remit to the Licensing Officer the per trip charges prescribed in the Fees and Charges By-law, as amended, on a monthly basis, such remittance to be made to the Licensing Officer by the 15th of the month following the month to which the remittance relates, and upon request, shall provide the records establishing the basis of the calculation of the said per trip charges;”
11. That Part XII, Section 69(b) of By-law 2018-75 be amended as follows:  
“The fees prescribed in the Fees and Charges By-law, as amended, shall be paid by the respective classes of applicants or licensees referred to in section 3 in respect of applications for annual or temporary licences by means of cash, certified cheque, credit card or debit.”
12. That Schedule 2, of By-law 2018-75 be deleted.

13. 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:

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO AMEND BY-LAW 2018-76, BEING A BY-LAW TO PROVIDE FOR THE LICENSING, REGULATING AND INSPECTING OF ADULT ENTERTAINMENT PARLOURS, OWNERS AND OPERATORS OF ADULT ENTERTAINMENT PARLOURS AND ENTERTAINERS AT ADULT ENTERTAINMENT PARLOURS

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WHEREAS ON September 18, 2018, Regional Council passed By-law No. 2018-76, being a By-law to provide for the Licensing, Regulating and Inspection of Adult Entertainment Parlours, Owners and Operators of Adult Entertainment Parlours and Entertainers at Adult Entertainment Parlours;

WHEREAS Regional Council wish to amend the said By-law in order to reference the Fees and Charges By-law for Licensing Fees;

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

1. That Part XIII, Section 73 of By-law 2018-76 be amended by adding the following  
**“Part XIII Fees and Charges**  
  
73. Fees shall be as prescribed in the Fees and Charges By-law, as amended.”
2. That Schedule 1 – Licensing Fee Schedule of By-law 2018-76 be deleted.
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:

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO AUTHORIZE A 2020 INTERIM AND WASTE  
MANAGEMENT SPECIAL UPPER-TIER LEVY FOR THE  
REGIONAL MUNICIPALITY OF NIAGARA

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WHEREAS subsection 316 (1) and (2) of the *Municipal Act* S.O., 2001, Chapter 25, as amended, authorizes the Council of an upper-tier municipality to requisition an amount not exceeding 50% of the prior year's levy from each lower-tier municipality prior to Niagara Regional Council's adoption of its final levy for the year; and,

WHEREAS in order for the Niagara Region to continue providing services and pay the related costs, it is necessary to request, as an interim measurer, a levy from the Area Municipalities to bridge the period until the tax rate by-law is approved.

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

1. That an interim levy in the amount of \$182,862,828 which represents 50% of the Niagara Region's 2019 levy, be requested from the Area Municipalities, pending Niagara Regional Council's approval of its final levy for the year 2020.
2. That an interim requisition in the amount of \$17,664,148 which represents 50% of the Region's special upper-tier levy for 2019 Waste Management purposes, be requested from the Area Municipalities.
3. That the respective Area Municipalities be required to remit the interim levy in two equal installments on the dates, and in the amounts, as outlined in Schedule A attached hereto (from Report CSD 1-2020).
4. 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>

## Schedule A

<b>General Levy</b>			
<b>Municipality</b>	<b>March 11, 2020</b>	<b>May 13, 2020</b>	<b>Total Interim Levy</b>
Fort Erie	5,726,046	5,726,046	11,452,091
Grimsby	6,852,188	6,852,188	13,704,377
Lincoln	5,341,710	5,341,710	10,683,420
Niagara Falls	19,292,739	19,292,739	38,585,479
Niagara-on-the-Lake	7,863,682	7,863,682	15,727,363
Pelham	3,790,363	3,790,363	7,580,725
Port Colborne	2,979,336	2,979,336	5,958,671
St. Catharines	24,269,932	24,269,932	48,539,864
Thorold	3,636,661	3,636,661	7,273,323
Wainfleet	1,377,324	1,377,324	2,754,648
Welland	7,460,447	7,460,447	14,920,894
West Lincoln	2,840,987	2,840,987	5,681,975
<b>Total</b>	<b>91,431,414</b>	<b>91,431,414</b>	<b>182,862,828</b>

<b>Waste Management Special Levy</b>			
<b>Municipality</b>	<b>March 11, 2020</b>	<b>May 13, 2020</b>	<b>Total Interim Levy</b>
Fort Erie	669,137	669,137	1,338,273
Grimsby	462,426	462,426	924,851
Lincoln	400,600	400,600	801,200
Niagara Falls	1,732,600	1,732,600	3,465,200
Niagara-on-the-Lake	386,227	386,227	772,453
Pelham	301,185	301,185	602,370
Port Colborne	442,770	442,770	885,540
St. Catharines	2,718,320	2,718,320	5,436,640
Thorold	368,883	368,883	737,766
Wainfleet	136,860	136,860	273,720
Welland	990,994	990,994	1,981,988
West Lincoln	222,074	222,074	444,149
<b>Total</b>	<b>8,832,074</b>	<b>8,832,074</b>	<b>17,664,148</b>

<b>Total General &amp; Waste Management Interim Levy</b>			
<b>Municipality</b>	<b>March 11, 2020</b>	<b>May 13, 2020</b>	<b>Total Interim Levy</b>
Fort Erie	6,395,182	6,395,182	12,790,364
Grimsby	7,314,614	7,314,614	14,629,228
Lincoln	5,742,310	5,742,310	11,484,620
Niagara Falls	21,025,339	21,025,339	42,050,678
Niagara-on-the-Lake	8,249,908	8,249,908	16,499,816
Pelham	4,091,548	4,091,548	8,183,095
Port Colborne	3,422,106	3,422,106	6,844,211
St. Catharines	26,988,252	26,988,252	53,976,504
Thorold	4,005,544	4,005,544	8,011,088
Wainfleet	1,514,184	1,514,184	3,028,368
Welland	8,451,441	8,451,441	16,902,882
West Lincoln	3,063,062	3,063,062	6,126,123
<b>Total</b>	<b>100,263,488</b>	<b>100,263,488</b>	<b>200,526,976</b>

Note: Differences may exist due to rounding

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 JANUARY 23 2020

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 January 23, 2020, 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: < >