



THE REGIONAL MUNICIPALITY OF NIAGARA COUNCIL AGENDA

CL 5-2020

Thursday, March 26, 2020

6:30 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

Pages

1. CALL TO ORDER
2. LAND ACKNOWLEDGMENT STATEMENT
3. MOMENT OF REFLECTION
4. SINGING OF 'O CANADA'
5. ADOPTION OF AGENDA
 - 5.1 Addition of Items
 - 5.2 Changes in Order of Items
6. DISCLOSURES OF PECUNIARY INTEREST
7. PRESENTATIONS
8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS
9. DELEGATIONS
10. ADOPTION OF MINUTES
 - 10.1 Council Minutes CL 3-2020 (Regular Meeting)
Thursday, February 20, 2020

5 - 18

10.2 Council Minutes CL 4-2020 (Special Meeting)
Wednesday, March 18, 2020

To be distributed.

11. CORRESPONDENCE

11.1 Receive and/or Refer

11.1.1 CHR 1-2020

A memorandum from Regional Chair Bradley, dated March 26, 2020, respecting Disclosure of Confidential Information.

To be distributed.

11.1.2 CL-C 10-2020

A memorandum from D. Barnhart, Executive Officer to the Regional Chair, dated March 26, 2020, respecting Update on Niagara Region's Advocacy Priorities, State of the Region.

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11.1.3 CL-C 11-2020

A memorandum from A.-M. Norio, Regional Clerk, dated March 26, 200, respecting Options for Investigation into Leaks of Confidential Information.

To be distributed.

11.1.4 CL-C 12-2020

A memorandum from A.-M. Norio, Regional Clerk, dated March 26, 2020, respecting Supplemental Information respecting Whistleblower Policy (Appendix 1 to Report CLK 4-2020).

To be distributed.

11.2 For Consideration
None.

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Committee of the Whole

Minutes COTW 1-2020, Thursday, February 27, 2020

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12.2 Public Works Committee

Minutes PWC 3-2020, Tuesday, March 10, 2020

87 - 404

12.3 Public Health and Social Services Committee

Minutes PHSSC 3-2020, Tuesday, March 10, 2020

405 - 492

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| 12.4 | <u>Corporate Services Committee</u>
Minutes CSC 3-2020, Wednesday, March 11, 2020 | 493 - 734 |
| 12.5 | <u>Planning and Economic Development Committee</u>
Minutes PEDC 3-2020, Wednesday, March 11, 2020 | 735 - 886 |
|
 | | |
| 13. | <u>CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)</u> | |
| 14. | <u>MOTIONS</u> | |
|
 | | |
| 14.1 | <u>Climate Summit</u>
In accordance with the notice and submission deadline requirements of Sections 18.1(a) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Sendzik a motion to be brought forward for consideration at the March 26, 2020 Council meeting respecting a Climate Summit. | 887 - 888 |
| 14.2 | <u>Chief Administrative Officer Recruitment</u>
In accordance with the notice requirements of Section 18.1(a) Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Foster a notice of motion to be brought forward for consideration at the March 26, 2020 Council meeting respecting the Chief Administrative Officer Recruitment.

To be distributed. | |
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| 15. | <u>NOTICES OF MOTION</u> | |
| 16. | <u>OTHER BUSINESS</u> | |
| 17. | <u>CLOSED SESSION</u> | |
| 17.1 | <u>Council Minutes - Closed Session</u>
Council Minutes CL 3-2020 Closed Session February 20, 2020 | |
| 17.2 | <u>Committee Reports - Closed Session</u> | |
| 17.2.1 | Public Works Committee Closed Session (Tuesday, March 10, 2020) | |
| 17.2.2 | Public Health and Social Services Committee Closed Session (Tuesday, March 10, 2020)
Closed Session Minutes PHSSC 3-2020, Tuesday, March 10, 2020 | |
| 17.2.3 | Corporate Services Committee Closed Session (Wednesday, March 11, 2020) | |

18. BUSINESS ARISING FROM CLOSED SESSION

19. BY-LAWS

19.1 Bill 2020-14

A by-law to provide for the regulation of traffic on Regional Highways

To be distributed.

19.2 Bill 2020-15

A by-law to provided for the regulation of traffic on Regional Highways -
Removal of All-Way Stop Control

To be distributed.

19.3 Bill 2020-16

A by-law to amend By-law 2020-11 being a by-law to amend By-law
120-2010, The Procedural By-law.

To be distributed.

19.4 Bill 2020-17

A by-law to adopt, ratify and confirm the actions of Regional Council at
its meeting held on March 26, 2020.

To be distributed.

20. ADJOURNMENT

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

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

CL 3-2020

Thursday, February 20, 2020

Council Chamber

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

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

Absent/Regrets: Campion, Diodati, Disero, Fertich, Gale

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, A. Jugley, Commissioner, Community Services, V. Kuhns, Acting Director, Economic Development, F. Meffe, Director, Human Resources, A.-M. Norio, Regional Clerk, K. Scholtens, Manager, Business Development Expedited Services, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works/Acting Chief Administrative Officer, D. Vanecko, Director, Organizational and Foundational Standards

1. CALL TO ORDER

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

2. LAND ACKNOWLEDGMENT STATEMENT

Councillor Butters read the Land Acknowledgment Statement.

3. MOMENT OF REFLECTION

Councillor Foster read the moment of reflection.

4. SINGING OF 'O CANADA'

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

5. ADOPTION OF AGENDA

Moved by Councillor Bellows
Seconded by Councillor Gibson

That Council Agenda CL 3-2020, **BE ADOPTED.**

Carried

6. DISCLOSURES OF PECUNIARY INTEREST

Councillor Edgar declared an indirect pecuniary interest with respect to the portion of the Audit Committee minutes AC 1-2020 (Agenda Item 12.1) concerning Report COM 34-2019 respecting Approval of 2018 Child Care Services Schedule of Revenues and Expenses (Minute Item 6.0) as his wife is the Director of Children's Services.

Councillor Huson declared an indirect pecuniary interest with respect to the portion of the Planning and Economic Development Committee minutes (Agenda Item 12.5) concerning Report ED 2-2020 respecting Brock University LINC (Minute Item 5.2) as she has an employment relationship with Brock University.

See Minute Item 7.1

7. PRESENTATIONS

7.1 2020 Hockey Canada Foundation Gala

Larry Landon, Executive Director, Professional Hockey Players Association, and Marcel Dionne, Co-Chair, 2020 Hockey Canada Foundation Gala, provided information respecting 2020 Hockey Canada Foundation Gala. Topics of the presentation included:

- Hockey Canada Foundation
- Gala & Golf Event Overview
- Legacy & Legacy Initiatives

Councillor Ip declared an indirect pecuniary interest with respect to the presentation concerning 2020 Hockey Canada Foundation Gala (Agenda Item 7.1) as the legacy initiatives include a project to develop a multi-use, all-season outdoor para pad for Heartland Forest and she has an employment relationship with Heartland Forest.

8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

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

9. **DELEGATIONS**

There were no delegations.

10. **ADOPTION OF MINUTES**

Council Minutes CL 1-2020, Thursday, January 23, 2020 (Special meeting)
Council Minutes CL 2-2020, Thursday, January 23, 2020 (Regular meeting)

Moved by Councillor Insinna
Seconded by Councillor Steele

That Minutes CL 1-2020 being the Open and Closed Session minutes of Special Regional Council and Minutes CL 2-2020 being the Open Session minutes of the Regular Regional Council meetings held on Thursday, January 23, 2020, **BE ADOPTED.**

Carried

11. **CORRESPONDENCE**

Ron Tripp, Acting Chief Administrative Officer, advised Council that he would be excusing himself from the discussion on Agenda Item 11.1.1, respecting Chief Administrative Officer Roles and Responsibilities By-law, and Agenda Item 11.2.1, respecting Chief Administrative Officer Recruitment, Selection and Offer of Employment Procedure so as to avoid any real or perceived conflict. He further noted he would be excusing himself from the discussion respecting Acting Chief Administrative Officer 2019 Performance Appraisal (Agenda Item 17.3.3).

11.1 **Receive and/or Refer**

11.1.1 CL-C 4-2020

Chief Administrative Officer Roles and Responsibilities By-law

Moved by Councillor Whalen
Seconded by Councillor Easton

That Correspondence Item CL-C 4-2020 being a memorandum from A.-M. Norio, Regional Clerk, dated February 20, 2020 respecting Chief Administrative Officer Roles and Responsibilities By-law, **BE RECEIVED** for information.

Carried

11.2 For Consideration

11.2.1 CL-C 5-2020

Report HR 01-2020 Revised - Amendments to Procedure - Chief Administrative Officer - Recruitment, Selection, and Offer of Employment

Moved by Councillor Redekop
Seconded by Councillor Heit

That Correspondence Item CL-C 5-2020, being a memorandum from F. Meffe, Director, Human Resources, and A.-M. Norio, Regional Clerk, dated February 20, 2020, respecting Report HR 01-2020 Revised - Amendments to Procedure - Chief Administrative Officer - Recruitment, Selection, and Offer of Employment, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Report HR 1-2020 REVISED, dated February 12, 2020, respecting Chief Administrative Officer (CAO) Recruitment, Selection, Offer of Employment and Performance Management Policy and Procedures, **BE RECEIVED**;
2. That the Chief Administrative Officer Recruitment, Selection, Offer of Employment and Performance Management Policy, attached to Report HR 1-2020 REVISED as Appendix 1, **BE APPROVED**;
3. That the amended Chief Administrative Officer Recruitment, Selection, and Offer of Employment Procedure, attached to Report HR 1-2020 REVISED as Appendix 2, **BE APPROVED**; and
4. That the Chief Administrative Performance Management Procedure, attached to Report HR 1-2020 REVISED as Appendix 3, **BE APPROVED**.

Carried

12. COMMITTEE REPORTS - OPEN SESSION

12.1 Audit Committee

Minutes AC 1-2020, Monday, January 20, 2020

Moved by Councillor Rigby

Seconded by Councillor Whalen

That Report AC 1-2020 being the Open and Closed Session minutes of the Audit Committee meeting held on Monday, January 20, 2020, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.2 Public Works Committee

Minutes PWC 2-2020, Tuesday, February 11, 2020

Moved by Councillor Rigby

Seconded by Councillor Edgar

That Report PWC 2-2020 being the Open and Closed Session minutes of the Public Works Committee meeting held on Tuesday, February 11, 2020, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.3 Public Health and Social Services Committee

Minutes PHSSC 2-2020, Tuesday, February 11, 2020

Moved by Councillor Chiocchio

Seconded by Councillor Villella

That Report PHSSC 2-2020 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, February 11, 2020, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

12.4 Corporate Services Committee

Minutes CSC 2-2020, Wednesday, February 12, 2020

Moved by Councillor Foster

Seconded by Councillor Junkin

That Report CSC 2-2020 being the Open and Closed Session minutes of the Corporate Services Committee meeting held on Wednesday, February 12, 2020, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**, save and except Minute Item 6.1 respecting Chief Administrative Officer (CAO) Recruitment, Selection, Offer of Employment and Performance Management Policy and Procedures.

Carried

12.5 Planning and Economic Development Committee

Minutes PEDC 2-2020, Wednesday, February 12, 2020

Moved by Councillor Huson

Seconded by Councillor Ip

That Report PEDC 2-2020 being the Open Session minutes of the Planning & Economic Development Committee meeting held on Wednesday, February 12, 2020, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

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

13.1 CAO 4-2020

Update on Outstanding Recommendations from the Ontario Ombudsman Report "Inside Job"

Moved by Councillor Steele

Seconded by Councillor Insinna

That Report CAO 4-2020 dated February 20, 2020, respecting Update on Outstanding Recommendations from the Ontario Ombudsman Report "Inside Job", **BE RECEIVED** for information.

Carried

13.2 CAO 5-2020

Final Update Ontario Ombudsman Report "Press Pause"

Moved by Councillor Jordan

Seconded by Councillor Chiocchio

That Report CAO 5-2020 dated February 20, 2020, respecting Final Update Ontario Ombudsman Report "Press Pause", **BE RECEIVED** for information.

Carried

14. MOTIONS

14.1 Direct Election of the Regional Chair

Moved by Councillor Ip

Seconded by Councillor Darté

WHEREAS the Province has completed its governance review and decided to leave governance reform in the purview of each municipality;

WHEREAS section 218.2 of the *Municipal Act, 2001*, provides a municipality the power to change the method of selecting its head of Council under section 218 of the Act for any regular election after 2018;

WHEREAS the upper tier municipalities of Durham Region, Halton Region, and Region of Waterloo directly elect their Regional Chair;

WHEREAS upper tier and single-tier municipalities in Ontario with larger populations and/or larger geographic areas than Niagara have directly elected Heads of Council;

WHEREAS Niagara is a progressive municipality with diverse interests; and

WHEREAS all of the voting citizens of Niagara deserve to have a direct say in who shall represent them as Regional Chair.

NOW THEREFORE BE IT RESOLVED:

1. That The Regional Municipality of Niagara **EXERCISE** its power and follow the necessary process under section 218 of the *Municipal Act, 2001*, to change the method of selecting the Head of Council so that beginning with the 2022 municipal election and for all future municipal elections the Regional Chair is elected by general vote by the voting citizens of all 12 local area municipalities in the Niagara region in accordance with the *Municipal Elections Act, 1996*.

Moved by Councillor Insinna
Seconded by Councillor Steele

That the motion respecting Direct Election of the Regional Chair **BE REFERRED** to the Corporate Services Committee to allow for consideration of additional governance matters.

Recorded Vote:

Yes (17): Chiocchio, Edgar, Foster, Gibson, Heit, Huson, Insinna, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen.

No (8): Butters, Bylsma, Dart, Easton, Greenwood, Ip, Witteveen, Zalepa.

Carried

14.2 Reconsideration of Minute Item 1.1 of Closed Session Minutes CL 1-2020 January 23, 2020 - Legal Advice respecting litigation concerning Former Senior Administration Officials Employment Contracts

Moved by Councillor Nicholson
Seconded by Councillor Steele

That, in accordance with subsection 2.4 of Niagara Region's Procedural By-law, the rules of procedure, specifically subsection 19.16 "Motion to Reconsider" of the Procedural By-law, **BE SUSPENDED** to permit Council to reconsider Minute Item 1.1 of Closed Session Minutes CL 1-2020 from January 23, 2020.

Recorded Vote:

Yes (22): Butters, Bylsma, Chiocchio, Dart, Easton, Edgar, Foster, Gibson, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Sendzik, Steele, Ugulini, Villella, Whalen, Zalepa.

No (3): Greenwood, Rigby, Witteveen.

Having achieved a two thirds majority, the Chair declared the vote,

Carried

Moved by Councillor Nicholson
Seconded by Councillor Bylsma

That Minute Item 1.1 of Closed Session Minutes CL 1-2020 respecting Legal Advice respecting litigation concerning Former Senior Administration Officials Employment Contract, **BE RECONSIDERED** at this time.

The Regional Chair advised that in accordance with section 19.16 (f) of the Procedural By-law, the mover of a reconsideration motion may provide a brief statement outlining the reasoning for proposing the reconsideration. He further stated that as the subject of the motion related to a closed session matter, the reasons would need to be provided in closed session. Therefore it was:

Moved by Councillor Nicholson
Seconded by Councillor Huson

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

A Matter of Advice that is Subject to Solicitor-Client Privilege & A Matter of Litigation or Potential Litigation under s. 239(2) of the Municipal Act, 2001 - Legal Advice respecting litigation concerning Former Senior Administration Officials Employment Contracts - Reconsideration of Minute Item 1.1 of Closed Session Minutes CL 1-2020 January 23, 2020.

Recorded Vote:

Yes (12): Bylsma, Easton, Greenwood, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Villella.

No (13): Butters, Chiocchio, Dart, Edgar, Foster, Gibson, Heit, Sendzik, Steele, Ugulini, Whalen, Witteveen, Zalepa.

Defeated

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

That Minute Item 1.1 of Closed Session Minutes CL 1-2020 respecting Legal Advice respecting litigation concerning Former Senior Administration Officials Employment Contract, **BE RECONSIDERED** at this time.

Recorded Vote:

Yes (1): Nicholson.

No (24): Butters, Bylsma, Chiocchio, Dart, Easton, Edgar, Foster, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Redekop, Rigby, Sendzik, Steele, Ugolini, Villella, Whalen, Witteveen, Zalepa.

Defeated

14.3 New West Lincoln Memorial Hospital

Moved by Councillor Easton

Seconded by Councillor Jordan

WHEREAS West Lincoln Memorial Hospital (WLMH) has a critical and urgent need to rebuild its facilities in order to continue providing safe, high-quality hospital services for all residents of West Niagara;

WHEREAS Hamilton Health Sciences, the oversight system for WLMH, received approval from the Ontario government on December 19, 2019, to proceed to Stage 2 of the government's capital planning process for a new hospital in order to rebuild West Lincoln Memorial Hospital;

WHEREAS the Province of Ontario's cost share policy for hospital capital projects provides a provincial investment of 90% of the capital construction costs, conditional upon commitment from local fundraising partners to contribute both a 10% local share of financing for the capital construction cost, plus a 100% share of financing for the cost of all furniture, fixtures and equipment (FF&E) and any required parking infrastructure;

WHEREAS approval from the Ontario government to proceed with Stage 3 planning for the rebuilding of West Lincoln Memorial Hospital requires the timely submission by Hamilton Health Sciences of a financial plan in Stage 2 outlining the contributors to the local share of financing for the new hospital;

WHEREAS Hamilton Health Sciences is engaged in a dialogue with three west Niagara municipalities to determine how the local area municipalities may assist with fulfilling the needed commitment to the local share of financing, and provide a commitment by June 1, 2020, in order to satisfy the Province of Ontario's requirements to proceed with the next stage of planning for a new West Lincoln Memorial Hospital;

WHEREAS part of the required local funding could include a potential ask to Niagara Region;

WHEREAS the respective Chief Administrative Officers from Lincoln, West Lincoln and Grimsby, together with the Regional Chief Administrative Officer have had preliminary conversations on past practices of the Region in supporting hospital redevelopment projects;

WHEREAS there requires more formal conversations to take place between the local area municipalities and Regional staff to investigate potential funding options;

NOW THEREFORE BE IT RESOLVED:

That staff from Niagara Region **BE DIRECTED** to begin to formally discuss and engage in exploratory conversations with staff from all three West Niagara municipalities respecting a new West Lincoln Memorial Hospital to determine next steps and any potential options for consideration pertaining to funding opportunities from Niagara Region.

Carried

15. NOTICES OF MOTION

15.1 Climate Summit

Councillor Sendzik advised that he would be bringing forward a motion to the next Council meeting respecting Niagara Region organizing and hosting a climate summit.

16. OTHER BUSINESS

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

16.1 2020 Hockey Canada Foundation Gala

Moved by Councillor Ugulini
Seconded by Councillor Nicholson

That the presentation respecting 2020 Hockey Canada Foundation Gala
BE REFERRED to the Planning and Economic Development Committee.

Carried

17. **CLOSED SESSION**

Moved by Councillor Huson
Seconded by Councillor Gibson

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

A Matter respecting Personal Matters about an Identifiable Individual under s. 239(2) of the Municipal Act, 2001 - Appointment of a Temporary Commissioner of Public Works

A Matter respecting Personal Matters about an Identifiable Individual under s. 239(2) of the Municipal Act, 2001- Acting Chief Administrative Officer 2019 Performance Appraisal

Carried

Council resolved into closed session at 8:58 p.m.

18. **BUSINESS ARISING FROM CLOSED SESSION**

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

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

Absent/Regrets: Champion, Diodati, Disero, Fertich, Gale, Sendzik

Staff: D. Barnhart, Executive Officer to the Regional Chair, F. Meffe, Acting Director, Human Resources, A.-M. Norio, Regional Clerk

18.1 Confidential CL-C 6-2020

A Matter respecting Personal Matters about an Identifiable Individual under s. 239(2) of the *Municipal Act, 2001* - Appointment of a Temporary Commissioner of Public Works

Moved by Councillor Rigby
Seconded by Councillor Steele

That Bruce Zvaniga **BE APPOINTED** to the position of Commissioner of Public Works for the fixed term of February 24, 2020 to October 30, 2020.

Carried

18.2 Acting Chief Administrative Officer 2019 Performance Appraisal

A Matter respecting Personal Matters about an Identifiable Individual under s. 239(2) of the *Municipal Act, 2001* - Acting Chief Administrative Officer 2019 Performance Appraisal

Moved by Councillor Ugulini
Seconded by Councillor Whalen

That the Acting Chief Administrative Officer 2019 Performance Appraisal **BE APPROVED**.

Carried

19. **BY-LAWS**

Moved by Councillor Whalen
Seconded by Councillor Bylsma

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

Bill 2020-06

A by-law to accept, assume and dedicate part of lots 1852 - 1854 CP PL 2, in the City of St. Catharines as part of Regional Road No. 81 (St. Paul Street West).

Bill 2020-07

A by-law to accept, assume and dedicate part of lot 11, plan 562, in the City of St. Catharines as part of Regional Road No. 89 (Glendale Avenue).

Bill 2020-08

A by-law to permit 2664479 Ontario Limited operating as Sobeys Grocery Store at 450 Garrison Road in the Town of Fort Erie to be open on certain holidays for the maintenance or development of tourism.

Bill 2020-09

A by-law to provide for the roles and responsibilities of the Chief Administrative Officer.

Bill 2020-10

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on February 20, 2020.

Carried

20. ADJOURNMENT

There being no further business, the meeting adjourned at 10:13 p.m.

Jim Bradley
Regional Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk



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Email: jim.bradley@niagararegion.ca
www.niagararegion.ca

MEMORANDUM

CL-C 10-2020

Subject: Update on Niagara Region's Advocacy Priorities, State of the Region

Date: March 26, 2020

To: Chair and Members of Regional Council

From: Daryl Barnhart, Executive Officer to the Regional Chair

Mitigating the impact of COVID-19 on residents, businesses and communities around the region has emerged as the number one priority for Regional staff over the last several weeks. Niagara Region is committed to ensuring that the health and safety of the community takes precedence during these uncertain times.

As such, many of the key advocacy issues highlighted in our February 27 Committee of the Whole report will likely require reconsideration. Although the issues originally identified are exceedingly important for the region, the current global pandemic will require the Region to consider redirecting its advocacy efforts towards securing supports for our eventual recovery, both social and economic.

As a result of these shifting priorities, **the Niagara Week event originally scheduled from May 25-27 will be postponed indefinitely.** The suspension will provide the opportunity to re-evaluate the Region's advocacy priorities once the pandemic has ended. Many key staff resources are entirely focused on managing this rapidly evolving situation and resources are limited for the preparation of Niagara Week. Also to note, in addition to the similar reasons for the postponement of Niagara Week, **the Regional Chair's State of the Region on April 3rd has been cancelled to eliminate potential exposure of COVID-19 at this large event.**

Until we have more clarity on the impact the virus has on our community, the direction to report back to Council at the April 2 meeting regarding narrowing the scope of advocacy priorities will be delayed. Staff will report back to Council once they can reassess the needs of the region. Many of the issues previously identified may remain a priority; however, emerging issues culminating from the pandemic and its impact on the community may rise above the previously-held priority issues.

Respectfully submitted and signed by

Original signed by:

Daryl Barnhart, M.A., APR
Executive Officer to the Regional Chair

Minute Item No. 5.1

CAO 6-2020

Government Relations Advocacy Priorities 2020-2022

That Report CAO 6-2020, dated February 27, 2020, respecting Government Relations Advocacy Priorities 2020-2022, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in Report CAO 6-2020 that incorporate the shared priorities of the local area municipalities;
2. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in Report CAO 6-2020 that are specific to Regional operations or jurisdiction;
3. That staff **BE DIRECTED** to plan and execute a “Niagara Week” event occurring May 25 - 27, 2020 in collaboration with the 12 local area municipalities and the local business community; and
4. That staff **BE DIRECTED** to provide a report incorporating the comments and feedback received respecting Government Relations Advocacy Priorities 2020-2022 for the Committee of Whole meeting being held on April 2, 2020.

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

**COTW 1-2020
Thursday, February 27, 2020
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Easton, Gale, Nicholson, Sendzik

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

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:35 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Sponsorship Revenue Education

Brent Barootes, President & CEO, Partnership Group- Sponsorship Specialists, provided information respecting Municipalities and Corporate Sponsorship. Topics of the presentation included:

- Consultant Background Information
- Region's Strategic Priorities
- What is Sponsorship?

- What are Canadian Municipalities Doing?
- Niagara Region versus St. Catharines Projects
- Steps, Process, Outcome and Timelines

3.2 Feasibility Study and Future Business Modelling Case at the Niagara District Airport (NDA) and Niagara Central Dorothy Rungeling Airport (NCDRA) (Report ED 3-2020 Agenda Item 6.1)

This presentation was not provided at the meeting due to the consultant being unavailable and will be brought to the Committee of the Whole meeting being held on April 2, 2020.

4. **DELEGATIONS**

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 CAO 6-2020

Government Relations Advocacy Priorities 2020-2022

Gina van den Burg, Government & Stakeholder Relations Specialist, and Daryl Barnhart, Executive Officer to the Regional Chair, provided information respecting Government Relations: Advocacy Priorities 2020-2022. Topics of the presentation included:

- Why is Government Relations and Advocacy Important?
- The Importance of Speaking with 'One Voice'
- Consistency is Key
- Consultation Process
- Scoring Criteria for Priority Identification
- Six Priority Areas
- Specific Advocacy Opportunities and Issues
- Niagara Region Specific Issues
- Niagara Week 2020
- Recommendations to Council

Moved by Councillor Ugolini
Seconded by Councillor Gibson

That Report CAO 6-2020, dated February 27, 2020, respecting Government Relations Advocacy Priorities 2020-2022, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in Report CAO 6-2020 that incorporate the shared priorities of the local area municipalities;

2. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in Report CAO 6-2020 that are specific to Regional operations or jurisdiction; and
3. That staff **BE DIRECTED** to plan and execute a “Niagara Week” event occurring May 25 - 27, 2020 in collaboration with the 12 local area municipalities and the local business community.

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

4. That staff BE DIRECTED to provide a report incorporating the comments and feedback received respecting Government Relations Advocacy Priorities 2020-2022 for the Committee of Whole meeting being held on April 2, 2020.

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

That Report CAO 6-2020, dated February 27, 2020, respecting Government Relations Advocacy Priorities 2020-2022, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in Report CAO 6-2020 that incorporate the shared priorities of the local area municipalities;
2. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in Report CAO 6-2020 that are specific to Regional operations or jurisdiction; and
3. That staff **BE DIRECTED** to plan and execute a “Niagara Week” event occurring May 25 - 27, 2020 in collaboration with the 12 local area municipalities and the local business community;
4. That staff **BE DIRECTED** to provide a report incorporating the comments and feedback received respecting Government Relations Advocacy Priorities 2020-2022 for the Committee of Whole meeting being held on April 2, 2020.

Carried

Councillor Information Request(s):

Councillors provided the following feedback on the Government Relations Advocacy Priorities:

- consider focussing on one or two items that are key
- consider an annual advocacy strategy review
- develop a strategy to speak to the intended audience that reinforces we are working together with the local area municipalities
- use this an opportunity to "sell" Niagara
- provide additional information respecting climate change with respect to flooding and what we are requesting
- stress the importance of infrastructure funding
- include sustainable long term funding for local governments as a discussion point

6. CONSENT ITEMS FOR INFORMATION

6.1 ED 3-2020

Feasibility Study and Future Business Modelling Case at the Niagara District Airport (NDA) and Niagara Central Dorothy Rungeling Airport (NCDRA)

This report will be brought to the Committee of the Whole meeting being held on April 2, 2020.

7. OTHER BUSINESS

7.1 Hamilton100 Commonwealth Games 2030 Bid

Regional Chair Bradley advised Council that a letter was being prepared on behalf of Niagara Region, in consultation with the local area municipalities, to provide support for the Hamilton100 Commonwealth Games 2030 bid as they move forward in the bidding process.

8. NEXT MEETING

The next meeting is scheduled for Thursday, April 2, 2020 at 6:30 p.m. in the Council Chamber, Regional Headquarters.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 9:30 p.m.

Jim Bradley
Regional Chair

Ann-Marie Norio
Regional Clerk

MUNICIPALITIES AND CORPORATE SPONSORSHIP



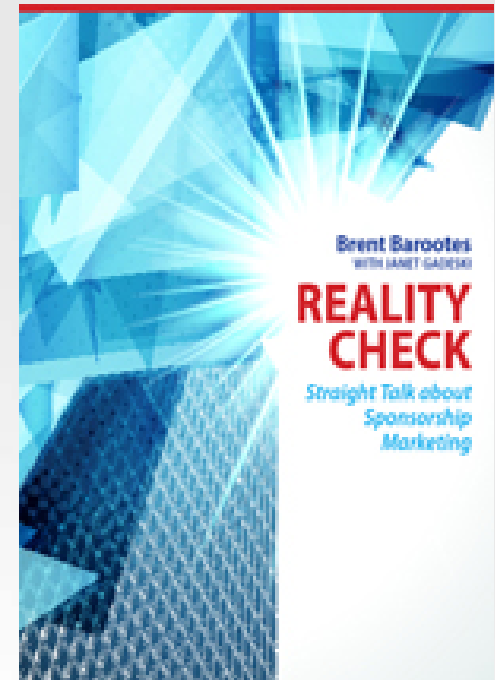
**Council Educational Meeting
Presentation February 27, 2020**

SESSION OVERVIEW

1. Our background as your consultants
2. Region's exploration into sponsorship
3. The landscape of the market
4. How this project differs from St Catharines
5. Steps, Process, Outcomes and Timelines
6. Questions and Discussion

WHO ARE WE?

1. Corporate history
2. Personal background
3. Work with municipalities
4. Other: - Reality Check
- WSC



Region's Strategic Priorities

- ✓ The Region has a strategic priority to increase fiscal sustainability and partnerships through the *Sustainable and Engaging Government Priority*
- ✓ The goal is to increase revenues
- ✓ Initially this is being engaged through the *partnership with the City of St. Catharines,*

Region's Strategic Priorities

- ✓ From there potentially *policy development*,
- ✓ Then the next step would be for the *execution for Niagara Region*
- ✓ Then possibly down the road *partnerships with the remaining 11 Niagara municipalities*



WHAT IS SPONSORSHIP?

“Sponsorship reaches people in an environment that matches their lifestyle rather than intrudes upon it. Sponsorships speaks to the public, not at them.”

- ✓ Philanthropy
- ✓ Funding – Underwriting
- ✓ Corporate Sponsorship

IEG Sponsorship Consultants

Definition of Sponsorship



A cash and/or in-kind fee paid to the Niagara Region in return for the associated commercial potential to the Niagara Region. It is a business relationship.





CONSUMER SPONSORSHIP RANKINGS STUDY

Study of over 2000 Canadians by online and telephone

85% of Canadians believe that companies should be able to sponsor / name public places such as hockey rinks, ball parks, recreation centres

1 in 2 Canadians believe that existing titled buildings should make way for corporate naming and revenue to the municipality

What are Canadian Municipalities Doing?

Canadian Municipal Benchmarking Survey on Sponsorship and Naming Rights



What are Canadian Municipalities Doing?

- 66% of municipalities are involved in some form of corporate engagement
- Almost 50% more municipalities in the naming rights game since 2013
- 47% have actively marketed their opportunities for over 5 years
- Most common assets are naming rights; then events then programs

What are Canadian Municipalities Doing?

- 94% of these identified municipalities in the game are actively seeking naming rights of which almost 2/3 have agreements in place
- Most common length or term for naming rights is 5-10 years – “perpetuity agreements” are now scarce
- Arenas, recreation complexes, pools and sports fields are the most common naming

What are Canadian Municipalities Doing?

- 55% of the municipalities have sponsorship centrally managed for the municipality and 45% allocate by department
- 82% have sponsorship policy in place
- 62% have naming rights policy only in place
- 43% have just advertising policy in place

What are Canadian Municipalities Doing?

- Many communities between 50,000 and 150,000 people have over a million in revenue potential annually



POINTE-CLAIRE



City of Regina

REGINA
Infinite Horizons



LLOYDMINSTER
Canada's Border City



City of
Peterborough



City of Prince Albert

NIAGARA REGION VERSUS ST CATHARINES PROJECTS

*WHAT IS THE
DIFFERENCE?*

ST CATHARINES

- ✓ Undertake a city-wide all properties (recreation, cultural, events, programming) Inventory Asset Identification and Valuation (IAV)
- ✓ Build out a strategy and implementation plan to monetize the IAV
- ✓ Review and develop policy (advertising, naming rights, sponsorship and donations)
- ✓ Mentoring

NIAGARA REGION PROGRAM

- ✓ Undertake a sponsorship Inventory Asset Valuation for selected Region properties (Community Services, Water / Wastewater Treatment, Bridges, facilities, Transit) that exist within St Catharines
- ✓ IAV report and determination of total asset value and projected revenue expectations

NIAGARA REGION POTENTIAL NEXT STEPS

- ✓ Review outcomes for St Catharines to look at monetization of assets
- ✓ Determine best way to yield revenue now and the future and implement the monetization strategy for the Region
- ✓ Look to determine feasibility and the ROI in undertaking similar programs with other 11 municipalities (or key municipalities) or just undertaking the same process for the Region's assets in these municipalities

STEPS, PROCESS, OUTCOMES AND TIMELINES



NIAGARA REGION

THE PROCESS

- ✓ Site visits – being done in Q1
- ✓ Interviews – started in Q4, continue in Q1
- ✓ IAV Report– To be completed by end of Q1
- ✓ Council presentations – updated one in Q2



WHAT YOU NEED TO KNOW

- ✓ Many municipalities are already doing sponsorship and advertising to an extent – in an ad hoc way



WHAT YOU NEED TO KNOW

- ✓ The question really is not about “do you / they want to be in the sponsorship game?”
- ✓ The question really is “**How do you / they want to be involved in sponsorship?**”

WHAT YOU NEED TO KNOW

- ✓ We need to understand that for municipalities and others it is no longer just naming rights, but rather holistic sponsorship programs including and / or excluding naming rights
- ✓ Sponsorship is relationship developed and takes 18-22 months to procure on average
- ✓ It is **NOT** transactional

WHAT YOU NEED TO KNOW

- ✓ You need policy to ensure transparency and control
- ✓ **Sponsors are buying exposure in real market value, not paying for the building**



WHAT YOU NEED TO KNOW

- ✓ You need to determine how to sell the product –
 - Will the region sell it with own staff
 - Will you outsource to the municipalities to sell for you
 - Will you outsource to a third party to sell for you?

CONCLUSION

- ✓ You have opportunity here
- ✓ **If you can be generating \$1M per year in net revenue that is .3% of your 393 million levy**
- ✓ Remember this is a cooperative undertaking... the city, community partners, sponsors and the citizens



QUESTIONS



Thank You

Government Relations: Advocacy Priorities and Strategy

Gina van den Burg
Government & Stakeholder Relations Specialist

Daryl Barnhart
Executive Officer to the Regional Chair

Why?

Why is Government Relations and Advocacy Important?


1. **Government policy is complex:** we need to be able to communicate Niagara's needs and concerns effectively in order to influence federal and provincial government policy
2. **We need to set ourselves apart:** with 444 municipalities in Ontario and over 3,500 across Canada all competing for government funding and policy changes, we need to be strategic when advocating for Niagara

- THE IMPORTANCE OF -

Speaking with 'One Voice'

There is agreement between **Niagara Region** and the **12 Local Area Municipalities** that communicating consistent, united messaging to federal and provincial governments is critical to achieving effective policy changes and securing additional funding





consistency
is key

Developing one set of consistent priorities, in partnership with the local municipalities, will be key to moving forward.



The background is a solid yellow color. A dark horizontal band runs across the middle of the image. Two light blue speech bubbles with black outlines are positioned on either side of the band. The bubble on the left is partially obscured by the band, while the bubble on the right is mostly above it. The text 'Consultation Process' is written in white, sans-serif font across the dark band.

Consultation Process

What was included in the process?

- Robust interviews with all 12 of the local area CAOs and senior staff (and some mayors)
- The strategic plans of the Region and LAMs
- Annual budget documents
- The Region's economic development strategy
- Provincial policy direction and annual budget
- Party and government platforms



Scoring Criteria for Priority Identification



1. Is the issue Niagara specific?
2. Are other organizations involved? Do we have partners?
3. Does it have a Region-wide benefit?
4. Does it align with council's strategic goals and direction?
5. Has there been previous or current effort on this issue?
6. Does this issue have alignment with provincial policy or direction?
7. Does the Region stand to benefit financially or socially?

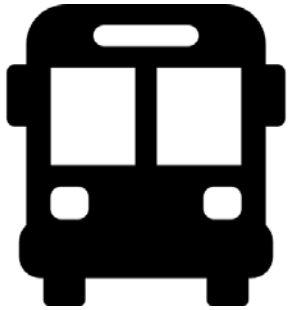
Six Priority Areas



Housing and
Homelessness



Infrastructure



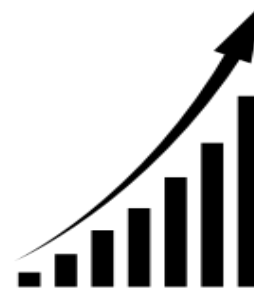
Transit
Services



Protecting the
Environment



Transportation
Networks



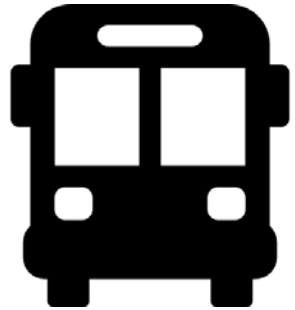
Economic
Development



Housing and Homelessness

Specific Advocacy Opportunities

1. Provide more housing options through provincial and federal funding partnerships
2. Policy framework for short term vacation rental
3. Influx of international post-secondary students



Transit
Services

Specific Advocacy Issues

1. Continue to advocate for GO Train expansion
2. Funding for the potential regionalization of public transit in Niagara



Transportation Networks

Specific Advocacy Issues

1. Implementation of the 2017 TMP (Niagara-Hamilton Trade Corridor, North-South Escarpment Crossing, East-West Corridor)
2. QEW Enhancements (405/QEW juncture, twinning of Garden City Skyway)



Infrastructure

Specific Advocacy Issues

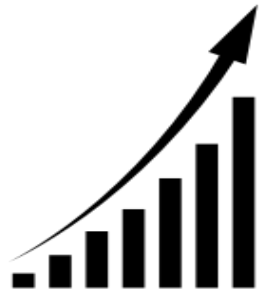
1. South Niagara Falls Wastewater Treatment Plant
2. Broadband Internet expansion



Protecting the
Environment

Specific Advocacy Issues

1. Climate Change
2. Cannabis Production, planning regulations
3. Greenbelt Protection



Economic
Development

Specific Advocacy Issues

1. Reassess Current Tax Rates and Fees for the Agricultural Sector
2. Redevelopment of Canal Lands

Niagara Region Specific Issues

- Funding for homelessness, human trafficking and social assistance programs
- Mobile Integrated Health Model
- Public Health Funding
- Investments in front-line care for seniors living in long-term care and continued support for two significant redevelopment projects



Anything missing?

The Region will support individual local area municipalities in their government relations priorities as appropriate.



The Return of Niagara Week

Niagara Week 2020

- Return to the highly successful model implemented from 2009 - 2014
- May 25 – 27, with a formal reception on the Monday night
- Hour-long delegations in support of our advocacy priorities
- Considerable support from MPP Oosterhoff's office
- In partnership with the Greater Niagara Chamber of Commerce
- Steps being taken to manage costs (i.e. travel, meals, etc.)

A Note About Delegation Participation

- Higher levels of preparation are required than an AMO briefing
- Consider optics: Consider delegation size with a government focused on efficiencies
- All councillors are invited to attend the reception on Monday night



Recommendations to Council

1. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in this report that incorporate the shared priorities of the local area municipalities
2. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in this report that are specific to Regional operations or jurisdiction
3. That staff **BE DIRECTED** to plan and execute a “Niagara Week” event occurring May 25 - 27, 2020 in collaboration with the 12 local area municipalities and the local business community



Questions and Discussion

Subject: Government Relations Advocacy Priorities 2020-2022

Report to: Committee of the Whole

Report date: Thursday, February 27, 2020

Recommendations

1. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in this report that incorporate the shared priorities of the local area municipalities
2. That Regional Council **ENDORSE** the list of priority advocacy issues outlined in this report that are specific to Regional operations or jurisdiction
3. That staff **BE DIRECTED** to plan and execute a “Niagara Week” event occurring May 25 - 27, 2020 in collaboration with the 12 local area municipalities and the local business community

Key Facts

- Actively advocating the region’s priorities to senior levels of government to influence policy and/or funding decisions is an integral component of our government relations strategy and helps ensure Niagara makes progress on several key items
- Niagara Region and the local area municipalities are in consensus that an overarching strategic approach to communicating consistent, united messaging to federal and provincial governments is critical to achieving effective policy changes and securing additional funding reflective of local need
- After extensive consultation, the key shared policy issues have been identified under six overarching themes: Housing and Homelessness, Transit, Transportation, Infrastructure, Environment, and Economic Development
- Niagara Region will also continue to advocate in areas that are specifically related to Regional business and priorities, including:
 - Needs-based funding for social assistance programs (including Ontario Works and supports for victims of Human Trafficking)
 - Provincial Partnership on a Province-wide Mobile Integrated Health Model
 - Public Health Funding
 - Investments in front-line care for seniors living in Long-Term Care
 - Continued support for Niagara Region’s two long-term care redevelopment projects

- Building on the demonstrated success of previous terms, a return to the “Niagara Week” advocacy strategy will allow the Region to have in-depth briefings with cabinet ministers and senior provincial staff in the interest of progressing Niagara’s priorities at Queen’s Park.

Financial Considerations

Dedicated funds for government relations activities have been allocated through the existing Strategic Communications and Public Affairs annual budget. The cost to execute on all elements of this plan will be covered within the currently approved corporate budget.

Analysis

Speaking with ‘One Voice’: why a united, consistent message is important to successful advocacy

The health and prosperity of the entire region depends on Niagara working together to achieve common goals. From a government relations lens, these goals are policy changes and the acquisition of funding to address the needs of its residents, support the region’s economic growth, ensure the preservation of our natural environment and help protect those most vulnerable. To this end, the Niagara Region is making strides to reposition the Regional brand at Queen’s Park and to reinforce a positive image among other levels of government.

Since the 2018 election, many councils across the region have identified their priorities for this term (often through the establishment of a strategy plan). Collaboration between the Region and the local area municipalities on these priorities is paramount to ensuring a united, consistent message is brought forward to senior levels of government. This collaborative approach will ensure the timely sharing of information and guarantee the local perspective is incorporated into advocacy discussions. Moreover, this collaborative approach will alleviate duplication and potential confusion when meeting with the federal and provincial government.

To achieve increased success with securing more frequent and larger funding grants as well as generating quicker returns on its advocacy efforts, the Region is approaching advocacy with greater organization, preparation, and engagement with the local area municipalities. By demonstrating to the other levels of government that the regional municipalities are working together, this united front will increase the likelihood of success through “power in numbers”. Therefore, extensive collaboration between the

Region and local area municipalities on common issues is essential to establishing a united and coordinated approach to advocacy that delivers a strong, consistent, and impactful message on regional issues.

Utilizing the expertise and influence of the municipal associations, our local federal and provincial representatives, community stakeholders as well as other municipal counterparts, these connections will complement the Region's and local area municipalities' internal staff resources.

Consultation Process and Selection Criteria

The recommended advocacy issues in this report were developed following interviews with the 12 area CAOs (and some Mayors). These 90-minute consultation interviews were conducted by the Government & Stakeholder Relations Specialist and the Executive Officer to the Regional Chair. The selection of issues was also informed by other key municipal documents such as the Region and local Councils' Strategic Plans, Annual Budgets, and the Region's Economic Development Strategy.

A balanced approach was taken to ensure the interests of all municipalities were considered in the selection of the issues the Region would include in its advocacy efforts. Advocacy issues that are unique to a particular municipality, albeit not included, can anticipate the Region's support when required.

Similar to the criteria used to develop the Region's AMO delegation priorities in Q3 2019, the following seven points were used to create the list of priorities:

1. Is the issue Niagara specific?
2. Are other organizations involved? Do we have partners?
3. Does it have a region-wide benefit?
4. Does it align with council's strategic goals and direction?
5. Has there been previous or current effort on this issue?
6. Does this issue have alignment with provincial policy or direction?
7. Does the Region stand to benefit financially or socially?

Opportunities for Advocacy and Enhanced Collaboration

Throughout the term, the Region and local area municipalities take advantage of numerous opportunities to advocate with senior levels of government for favourable policy changes and funding. It is recommended that Niagara's municipalities continue to seek out and leverage these opportunities to forward their concerns to the federal and provincial governments.

In addition to the issue-specific opportunities that arise from time-sensitive items that occur on an as-needed basis, Niagara also takes advantage of more scheduled opportunities such as the resurrection of Niagara Week at Queen's Park (and potentially in Ottawa), delegations at municipal conferences (FCM, AMO and ROMA) and regularly scheduled consultation with our local MPPs and MPs. Other government relations activities will be identified through a forthcoming comprehensive government relations strategy.

While the Region and local area municipalities will continue taking advantage of every opportunity that becomes available, there was unanimous agreement as part of the consultation phase that the Region and local area municipalities need to make a better effort to share information and coordinate delegations. Uncoordinated delegations and presentations to senior levels of government can be damaging to our brand, causes confusion and impacts our likelihood of achieving success.

Summary of Shared Advocacy Priorities

The recommended key priorities are grouped under six themes: Housing and Homelessness, Transit Services, Transportation Network, Infrastructure, Environment, and Economic Development. Embedded in many of these themes are micro issues that, if addressed, will influence the success of the macro issue. Many of these anticipated policy changes will have the opportunity to gain quick traction, whereas others will require greater investment of time and resources.

1. Housing and Homelessness

1.1) Providing More Housing Options for Local Residents

A collaboration with the federal and provincial governments is required to develop solutions, including capital investments and funding for incentives for proponents, for increasing the housing supply and making available more affordable housing in the region - particularly for seniors, low-income (those in core housing need), and the homeless. Increased funding for community housing from the Ontario Priorities Housing Initiative fund and the Canada-Ontario Community Housing Initiative, is essential to both support existing stock and address the immediate needs for new rental development – particularly for supportive housing for those most vulnerable.

1.2) Retention of Rental Accommodations

The supply of rental accommodations is experiencing greater pressure from a number of local changes including the rise in “**short term vacation**” rental units, which are also creating additional challenges for municipal by-law enforcement. Stricter regulations by the province related to short-term vacation rentals is necessary.

Compounded by this transition to a disruptive economy, the **influx of international post-secondary students** into the rental market is displacing low income residents as larger rental units are being converted into smaller student housing. In contrast to this exercise, other property owners are **converting rental units into condominium units** to take advantage of the profitable housing market attracting residents from around the Greater Toronto and Golden Horseshoe Area. Niagara has identified the immediate need for purpose built rental, supported by direct investment, incentives and expedited planning/approval processes.

2. Transit Services

- 2.1) Continue advocating for GO Transit rail service expansion to Niagara Falls
- 2.2.) Begin advocating for potential funding for the anticipated Regionalization of public transit services in Niagara

3. Transportation Network

- 3.1) Implementation of the 2017 Transportation Master Plan

Advocating on the implementation the 2017 Transportation Master Plan including provincial funding and policy support for the **Niagara-Hamilton Trade Corridor** and Connective Transportation Initiatives, such as the **East-West Corridor** and the **North-South Escarpment Crossing**

- 3.2) Enhancements to the QEW Transportation Corridor

Advocating in support of a north-south interchange at the **405/QEW juncture** to facilitate the commercial, tourist and local traffic as well as enabling emergency service access to Niagara-on-the-Lake, Niagara Falls, and the Queenston-Lewiston Border Crossing

Coordinating with the Ministry of Transportation on the planning and staging of traffic during the **twinning of the Garden Skyway**, to mitigate the traffic impact during this construction project.

4. Infrastructure

4.1) South Niagara Falls Wastewater Treatment Plant

Advocate for capital funding for the development of a new Waste Water Treatment Plan that will support the anticipated growth in South Niagara Falls as well as offload some of the strain on the existing Niagara Falls system and plant

4.2) Broadband Internet

Leveraging the federal and provincial government's priority to connect all rural and northern communities with reliable broadband internet, by advocating to bring the appropriate broadband infrastructure to the region's rural communities that will have significant economic benefits to its residents, local businesses and farming industry

5. Environment

5.1) Climate change

Additional financial support is required from other levels of government to compensate for the massive impact climate change, particularly on the subject of flood mitigation, shoreline erosion and the result on property assessments. Collaboration on climate change mitigation solutions is required to prevent further property damage and can be achieved, in part, through increased government investment in technical and material innovations. Redirecting the federal and provincial government's priority on climate change to research and development and subsequently the acceleration and commercialization of this climate change mitigating technology will provide the regional municipalities with the proactive measures to adapt its infrastructure to climate events instead of relying solely on disaster relief funding following a climate event.

5.2) Cannabis Production

Clear guidelines and additional regulations from Health Canada as well as increased compensation for enforcement is necessary to combat the environmental impact (light and air pollution emanating from both open-air and

greenhouse production) experienced by rural communities from cannabis production

5.3) Greenbelt Protection

Ensure the Greenbelt continues to support protection of Specialty Crop and Tender Fruit Lands while taking into consideration that mapping and guidelines adjustments are required and warranted to address the redevelopment of non-far properties such as brownfields and existing developed sites.

6. Economic Development

6.1) Reassess Current Tax Rates and Fees for the Agricultural Sector

Agricultural lands to reflect the lower commercial tax rate in contrast to the higher residential tax rate these lands are currently assessed. As most agricultural production more closely aligns with commercial activities. This will help alleviate some of the financial stress of the struggling agri-food sector.

6.2) Redevelopment of Canal Lands (particularly surplus lands)

In various communities around the region surplus land exists around the Welland Canal. These lands have the beneficial economic development opportunities that can stimulate the local economy. Support is required to negotiate the disposition of these lands from federal agencies.

Region-Specific Priorities

In addition to the region-wide advocacy issues, Niagara Region will continue to advocate on a number of key corporate priorities. Advocacy on these issues will alleviate legislative and regulatory challenges as well as fiscal constraints encountered by the municipality in the delivery of public services and capital projects.

These issues would include long-standing priorities such as:

- Needs-based/equitable funding for homelessness, human trafficking and social assistance programs (i.e. Community Homelessness Prevention Initiative (CHPI), Ontario Works), Human Trafficking Safe House/Supportive Housing
- Mobile Integrated Health Model
- Public Health Funding
- Investments in front-line care for seniors living in long-term care and continued support for two significant redevelopment projects

Staff recognize that there may be occasions when advocacy priorities will need to be adjusted to immediately address new legislation or government policies announced during the remainder of the Regional Council term. When situations arise where new policy changes significantly affect the delivery of core services, regional planning and operations, or governance structure, staff will update Council on these policy changes, their impact, and recommended response or actions.

The Return of Niagara Week

Building on the highly successful Niagara Weeks from 2011-2014, Niagara Region will be making a return to Queen's Park from May 25-26. With the support of MPP Sam Oosterhoff, staff will be securing meetings with key ministers and senior public servants to advance the issues identified in this report. These delegations will be approximately one-hour in length to provide for fulsome discussions on a number of issues. To manage the number of representatives attending delegations, the selection of participant Councillors will be carefully considered on the basis of level of expertise and knowledge on the issue. Additionally, select regional stakeholders, including representatives from applicable area municipalities, will be invited to join the delegations as appropriate.

Niagara Region is partnering with the Greater Niagara Chamber of Commerce (the Chamber) to capitalize on common advocacy issues. The Chamber will be utilizing the latter days of the week (May 27-28) for their advocacy, which will collectively re-establish the Niagara Week brand.

In conjunction with Niagara Week, the Region will be hosting a Niagara Reception in partnership with the Chamber and other regional stakeholders. This event will be held on the evening of Monday, May 25 at Queen's Park and will feature the best of what Niagara has to offer. As details are finalized, additional information will be shared with Regional Council.

Ultimately, these government relations activities will increase Niagara Region's visibility among high-profile provincial decision-makers to cultivate Niagara's position as a legitimate partner and advisor in municipal-provincial policy development.

Relationship to Council Strategic Priorities

The recommendations contained in this report support Council's 2019-2022 Strategic Priorities by supporting the following strategic objectives:

Supporting Business and Economic Growth

Objective 1.1: Economic Growth and Development

Objective 2.1: Enhance Community Wellbeing

Healthy and Vibrant Community

Objective 2.2: Mental Health and Wellbeing

Objective 2.3: Addressing Affordable Housing Needs

Responsible Growth and Infrastructure Planning

Objective 3.1: Advancing Regional Transit and GO Rail Services

Objective 3.2: Environmental Sustainability and Stewardship

Objective 3.3: Maintain Existing Infrastructure

Objective 3.4: Facilitating the Movement of People and Goods

Sustainable and Engaging Government

Objective 4.2: Enhanced Communication

Prepared by:

Daryl Barnhart, APR

Executive Officer to the Regional Chair

Submitted by:

Ron Tripp, P. Eng

Acting, Chief Administrative Officer

This report was prepared in consultation with Gina van den Burg, Government and Stakeholder Relations Specialist

Appendices

Appendix 1

Comprehensive List of Local Area Policy Issues

Page 10

Appendix A

Comprehensive List of Local Area Policy Issues

In addition to the high priority issues identified in Report CAO 1-2020, other region-wide issues currently impacting local area municipalities requiring advocacy support include:

Environmental Issues

- Eradication or control of invasive Phragmites species proliferating in wetlands and along transportation networks, which is causing significant damage to water and wastewater infrastructure, wildlife, and regional/ municipal resources
- Excess soil reallocation (contaminated soil)
 - Different from emerging provincial regulation on transfer of brownfield soils (not soils along ditches)
- Niagara Peninsula Conservation Authority (clarifying jurisdiction and oversight on planning matters)

Health Services

- South Niagara Hospital – Reinforce continued provincial support and approval for Phase 1 and 2, funding of the project, and advancing the project time-line (expected opening Q2 2022)
- West Lincoln Memorial Hospital - The Ontario government has given Hamilton Health Sciences (HHS) the green light to proceed to the next step (Stage 2) toward building a new West Lincoln Memorial Hospital (WLMH).

The new hospital will include inpatient services, an emergency department, maternal and newborn services, day surgical services, endoscopy, diagnostic services and ambulatory services. Regional healthcare services such as cancer and cardiac care will continue to be provided at other hospital sites.

Provincial funding support in the construction of the hospital is essential to its completion.

Economic Development

- Streamlining Grant Applications to reduce the burden to apply (particularly on smaller or rural municipalities) Monitoring and applying for infrastructure funding requires considerable resources and by streamlining multiple funding streams into one application will reduce red-tape and municipal costs
- Municipal Irrigation Systems - Advocate for their eligibility for municipal infrastructure funding
- Supporting wineries and craft breweries in the elimination of import fees resulting from being categorized as international products

Minute Item No. 3.2

Considerations of City of Niagara Falls Withdrawing from Regional Waste Management Services

1. That the engagement of an outside independent waste management consultant **BE APPROVED** to:
 - review the current practices related to garbage collection and recycling/ recycling materials recovery facility; and
 - to make recommendations on how the system can be made more cost effective and efficient for the taxpayer;
2. That staff **BE DIRECTED** to take the results of the review and work with the newly awarded companies and the operators of the material recovery facility to implement the suggestions over the term of the contract subject to Regional Council approval;
3. That a plan to deal with illegal dumping that could arise as a result of bi-weekly pick-up **BE DEVELOPED** and **IMPLEMENTED**;
4. That a plan to deal with public health problems that could arise as a result of moving to bi-weekly pick-up **BE DEVELOPED** and **IMPLEMENTED**;
5. That this motion **BE CIRCULATED** to the City of Niagara Falls for their endorsement;
6. That Report PW 14-2020 respecting Considerations of City of Niagara Falls Withdrawing from Regional Waste Management Services, **BE RECEIVED** for information; and
7. That this motion **BE CIRCULATED** to the Local Area Municipalities.

Minute Item No. 5.1

PW 2-2020

Implementation of Automated Speed Enforcement

That Report PW 2-2020, dated March 10, 2020, respecting Implementation of Automated Speed Enforcement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **AUTHORIZE** the use of automated speed enforcement technology on Regional roads for a five-year contract term with an option to extend for an additional five (5) years;
2. That the Commissioner of Public Works **BE AUTHORIZED** to negotiate, enter into and execute an operating agreement with Her Majesty the Queen in Right of Ontario, as represented by the Ministry of Transportation (the "MTO") of Ontario for the use of automated speed enforcement technology by Niagara Region including the access and use of license plate registration information subject to successful negotiations with the Local Area Municipalities with respect to the Niagara Region Courts Inter-Municipal Agreement;

3. That the Commissioner of Public Works **BE AUTHORIZED** to negotiate, enter into and execute an operating agreement with Redflex Traffic Systems (Canada) Limited to provide automated speed enforcement service for five (5) years from date of award during the second quarter of 2020 to 2024 in the amount of an upset limit of \$950,000 (including 13% HST) with an option to renew on the sole discretion of the Commissioner of Public Works, and subject to budget approval, for one additional term of five (5) years subject to successful negotiations with the Local Area Municipalities with respect to the Niagara Region Courts Inter-Municipal Agreement;
4. That the Commissioner of Public Works **BE AUTHORIZED** to negotiate, enter into and execute a partnering agreement with the City of Toronto for processing automated speed infractions at the Joint Processing Center subject to successful negotiations with the Local Area Municipalities with respect to the Niagara Region Courts Inter-Municipal Agreement; and
5. That following implementation of recommendations 1 through 4 of Report PW 2-2020, Regional Staff will review the implementation strategy, including technology assessment, safety and educational evaluation, impacts on the Region's Provincial Offences Courts, countermeasures, and budget and revenue to cover the five (5) year period of 2020-2024 and **REPORT BACK** to Council with an update in late 2020.

Minute Item No. 5.2

PW 4-2020

Vision Zero Road Safety Program: Designation of Community Safety Zones around Schools

That Report PW 4-2020, dated March 10, 2020, respecting Vision Zero Road Safety Program: Designation of Community Safety Zones around Schools, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the designation of Community Safety Zones (CSZs) **BE APPROVED** for schools described in Appendix 1 of Report PW 4-2020, effective date March 30, 2020;
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration; and,
3. That Regional Staff **REPORT BACK** to Council by the end of 2020, providing an update on the Community Safety Zones; including the new proposed ten (10) locations with the two (2) already in operation since 2019.

Minute Item No. 5.3

PW 13-2020

Pattison Outdoor Advertising Request for Variance to Regional Sign By-law 122-2013

That Report PW 13-2020, dated March 10, 2020, respecting Pattison Outdoor Advertising Request for Variance to Regional Sign By-law 122-2013, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Council **GRANT** a minor variance pursuant to section 24 from the requirements of Sign By-law No. 122-2013 to allow Pattison Outdoor Advertising to install a two-panel billboard sign with a digital panel at the property of 652 River Road, City of Welland at a 7m setback from the Woodlawn Road street line, subject to the condition that Pattison Outdoor Advertising agrees to remove and relocate the sign to comply with By-law at its sole cost upon notice from the Region if required in the event of a future road widening or expansion of Woodlawn Road or otherwise for municipal purposes.

Minute Item No. 5.5

PW 16-2020

Removal of All-Way Stop Control, Intersection of Regional Road 89 (Glendale Avenue) at Bessey Street, City of St. Catharines

That Report PW 16-2020, dated March 10, 2020, respecting Removal of All-Way Stop Control, Intersection of Regional Road 89 (Glendale Avenue) at Bessey Street, City of St. Catharines, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the removal of the all-way stop control for the eastbound and westbound traffic at the intersection of Regional Road 89 (Glendale Avenue) and Bessey Street, in the City of St. Catharines **BE APPROVED**; and
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration.

Minute Item No. 6

Consent Items for Information

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

PW 12-2020

Niagara Regional Transit (NRT) and Niagara Specialized Transit (NST) 2019 Ridership and Revenue Summary

PWC-C 4-2020

Niagara Water Treatment Plant 2019 Summary Reports

PWC-C 8-2020

Status Update - Water and Wastewater Quality Management System Internal Audit Findings

PWC-C 10-2020

Procurement Progress Report Liquid Biosolids and Residual Management

PWC-C 6-2020

Update on Provincial Initiatives for Extended Producer Responsibility

Minute Item No. 9.1

Confidential PW 15-2020

A Matter of Advice that is Subject to Solicitor-client privilege under s. 239(2) of the Municipal Act, 2001 – Letter from City of Niagara Falls concerning Waste Collection

That Confidential Report PW 15-2020, dated March 10, 2020, respecting A Matter of Advice that is Subject to Solicitor-client privilege under s. 239(2) of the Municipal Act, 2001 – Letter from City of Niagara Falls concerning Waste Collection, **BE RECEIVED** for information.

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

**PWC 3-2020
Tuesday, March 10, 2020
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

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

Absent/Regrets: Heit, Insinna, Witteveen

Staff: D. Ane, Manager, Program Financial Support, D. Barnhart, Executive Officer to the Regional Chair, C. Courteau, Associate Director, Water/Wastewater Integrated Systems, M. Evely, Legislative Coordinator, C. Habermehl, Director, Waste Management Services, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, M. Trennum, Deputy Regional Clerk, R. Tripp, Acting Chief Administrative Officer, S. Wood, Legal Counsel, B. Zvaniga, Interim Commissioner, Public Works

1. CALL TO ORDER

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

Ron Tripp, Acting Chief Administrative Officer, introduced Bruce Zvaniga, the Interim Commissioner of Public Works, to Committee members.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Update on Provincial Initiatives for Extended Producer Responsibility (Agenda Item 6.5)

Jennifer Mazurek, Program Manager, Waste Management, provided information respecting Update on Provincial Initiatives for Extended Producer Responsibility. Topics of the presentation included:

- History
- Provincial Roadmap
- Regulations
- Request for Council Resolution
- Blue Box Program Decisions Points
 - Timing
 - Niagara Region's Role
 - Service Levels
 - Status of Resource Productive and Recovery Authority (RPRA)
- Material Recycling Facility (MRF) Phase 4 Opportunity Review

3.2 Consideration of City of Niagara Falls Withdrawing from Regional Waste Management Services (Agenda Item 5.4)

Prior to Committee hearing the presentation the following motion was put forward by Councillor Diodati:

Moved by Councillor Diodati
Seconded by Councillor Gale

WHEREAS the Regional Municipality of Niagara will commence new waste collection contracts on October 19, 2020;

WHEREAS the estimated waste management budget increase for 2021 is estimated to be 18.5%;

WHEREAS Regional Council has decided to implement every other week (EOW) garbage collection starting October 19, 2020;

WHEREAS the City of Niagara Falls has expressed concern that the Region did not adequately address concerns related to garbage and recyclable collection methods, and;

WHEREAS the City of Niagara Falls has expressed concern related to the fact that single stream recycling collection methods were not fully explored.

NOW THEREFORE BE IT RESOLVED:

1. That the engagement of an outside independent waste management consultant **BE APPROVED** to:
 - review the current practices related to garbage collection and recycling/ recycling materials recovery facility; and
 - to make recommendations on how the system can be made more cost effective and efficient for the taxpayer;
2. That staff **BE DIRECTED** to take the results of the review and work with the newly awarded companies and the operators of the material recovery facility to implement the suggestions over the term of the contract subject to Regional Council approval;
3. That a plan to deal with illegal dumping that could arise as a result of bi-weekly pick-up **BE DEVELOPED** and **IMPLEMENTED**;
4. That a plan to deal with public health problems that could arise as a result of moving to bi-weekly pick-up **BE DEVELOPED** and **IMPLEMENTED**;
5. That this motion **BE CIRCULATED** to the City of Niagara Falls for their endorsement; and
6. That Report PW 14-2020 respecting Considerations of City of Niagara Falls Withdrawing from Regional Waste Management Services, **BE RECEIVED** for information.

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

7. That this motion BE CIRCULATED to the Local Area Municipalities.

The Committee Chair called the vote on the motion, as amended.

Clauses 1 and 2 were considered separately as follows:

1. That the engagement of an outside independent waste management consultant **BE APPROVED** to:
 - review the current practices related to garbage collection and recycling/ recycling materials recovery facility; and
 - to make recommendations on how the system can be made more cost effective and efficient for the taxpayer;

2. That staff **BE DIRECTED** to take the results of the review and work with the newly awarded companies and the operators of the material recovery facility to implement the suggestions over the term of the contract subject to Regional Council approval.

Recorded Vote:

Yes (11): Chiocchio, Diodati, Disero, Fertich, Foster, Gale, Junkin, Nicholson, Sendzik, Steele, Ugulini.

No (3): Edgar, Ip, Zalepa.

Carried

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

3. That a plan to deal with illegal dumping that could arise as a result of bi-weekly pick-up **BE DEVELOPED** and **IMPLEMENTED**;
4. That a plan to deal with public health problems that could arise as a result of moving to bi-weekly pick-up **BE DEVELOPED** and **IMPLEMENTED**;
5. That this motion **BE CIRCULATED** to the City of Niagara Falls for their endorsement;
6. That Report PW 14-2020 respecting Considerations of City of Niagara Falls Withdrawing from Regional Waste Management Services, **BE RECEIVED** for information; and
7. That this motion **BE CIRCULATED** to the Local Area Municipalities.

Recorded Vote:

Yes (14): Chiocchio, Diodati, Disero, Edgar, Fertich, Foster, Gale, Ip, Junkin, Nicholson, Sendzik, Steele, Ugulini, Zalepa.

No (0).

Carried

Councillor Information Request(s):

Provide information respecting the cost of an independent waste management consultant. Councillor Chiocchio.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 PW 2-2020

Implementation of Automated Speed Enforcement

Moved by Councillor Foster

Seconded by Councillor Ip

That Report PW 2-2020, dated March 10, 2020, respecting Implementation of Automated Speed Enforcement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **AUTHORIZE** the use of automated speed enforcement technology on Regional roads for a five-year contract term with an option to extend for an additional five (5) years;
2. That the Commissioner of Public Works **BE AUTHORIZED** to negotiate, enter into and execute an operating agreement with Her Majesty the Queen in Right of Ontario, as represented by the Ministry of Transportation (the "MTO") of Ontario for the use of automated speed enforcement technology by Niagara Region including the access and use of license plate registration information subject to successful negotiations with the Local Area Municipalities with respect to the Niagara Region Courts Inter-Municipal Agreement;
3. That the Commissioner of Public Works **BE AUTHORIZED** to negotiate, enter into and execute an operating agreement with Redflex Traffic Systems (Canada) Limited to provide automated speed enforcement service for five (5) years from date of award during the second quarter of 2020 to 2024 in the amount of an upset limit of \$950,000 (including 13% HST) with an option to renew on the sole discretion of the Commissioner of Public Works, and subject to budget approval, for one additional term of five (5) years subject to successful negotiations with the Local Area Municipalities with respect to the Niagara Region Courts Inter-Municipal Agreement;
4. That the Commissioner of Public Works **BE AUTHORIZED** to negotiate, enter into and execute a partnering agreement with the City of Toronto for processing automated speed infractions at the Joint Processing Center subject to successful negotiations with the Local Area Municipalities with respect to the Niagara Region Courts Inter-Municipal Agreement; and
5. That following implementation of recommendations 1 through 4 of Report PW 2-2020, Regional Staff will review the implementation strategy, including technology assessment, safety and educational evaluation, impacts on the Region's Provincial Offences Courts, countermeasures, and budget and revenue to cover the five (5) year period of 2020-2024 and **REPORT BACK** to Council with an update in late 2020.

Carried

5.2 PW 4-2020

Vision Zero Road Safety Program: Designation of Community Safety Zones around Schools

Moved by Councillor Steele

Seconded by Councillor Nicholson

That Report PW 4-2020, dated March 10, 2020, respecting Vision Zero Road Safety Program: Designation of Community Safety Zones around Schools, **BE RECEIVED** and the following recommendations **BE**

APPROVED:

1. That the designation of Community Safety Zones (CSZs) **BE APPROVED** for schools described in Appendix 1 of Report PW 4-2020, effective date March 30, 2020;
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration; and,
3. That Regional Staff **REPORT BACK** to Council by the end of 2020, providing an update on the Community Safety Zones; including the new proposed ten (10) locations with the two (2) already in operation since 2019.

Carried

Councillor Information Request(s):

Provide information respecting the inclusion of Regional Road 56 (Collier Road) in the Vision Zero Safety Program. Councillor Ugolini.

Provide information respecting establishing Community Safety Zones for all schools on Regional Roads by the end of this term of Council. Councillor Foster.

5.3 PW 13-2020

Pattison Outdoor Advertising Request for Variance to Regional Sign By-law 122-2013

Moved by Councillor Edgar

Seconded by Councillor Steele

That Report PW 13-2020, dated March 10, 2020, respecting Pattison Outdoor Advertising Request for Variance to Regional Sign By-law 122-2013, **BE RECEIVED** and the following recommendation **BE APPROVED:**

1. That Council **GRANT** a minor variance pursuant to section 24 from the requirements of Sign By-law No. 122-2013 to allow Pattison Outdoor Advertising to install a two-panel billboard sign with a digital panel at the property of 652 River Road, City of Welland at a 7m setback from the Woodlawn Road street line, subject to the condition that Pattison Outdoor Advertising agrees to remove and relocate the sign to comply with By-law at its sole cost upon notice from the Region if required in the event of a future road widening or expansion of Woodlawn Road or otherwise for municipal purposes.

Carried

5.4 PW 14-2020

Considerations of City of Niagara Falls Withdrawing from Regional Waste Management Services

This item was dealt with under Agenda Item 3.2.

5.5 PW 16-2020

Removal of All-Way Stop Control, Intersection of Regional Road 89 (Glendale Avenue) at Bessey Street, City of St. Catharines

Moved by Councillor Edgar

Seconded by Councillor Sendzik

That Report PW 16-2020, dated March 10, 2020, respecting Removal of All-Way Stop Control, Intersection of Regional Road 89 (Glendale Avenue) at Bessey Street, City of St. Catharines, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the removal of the all-way stop control for the eastbound and westbound traffic at the intersection of Regional Road 89 (Glendale Avenue) and Bessey Street, in the City of St. Catharines **BE APPROVED**; and
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Ugolini
Seconded by Councillor Chiocchio

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

PW 12-2020

Niagara Regional Transit (NRT) and Niagara Specialized Transit (NST) 2019 Ridership and Revenue Summary

PWC-C 4-2020

Niagara Water Treatment Plant 2019 Summary Reports

PWC-C 8-2020

Status Update - Water and Wastewater Quality Management System Internal Audit Findings

PWC-C 10-2020

Procurement Progress Report Liquid Biosolids and Residual Management

PWC-C 6-2020

Update on Provincial Initiatives for Extended Producer Responsibility

Carried

Councillor Information Request(s):

Include all incomplete non-conformance tasks identified in Correspondence Item PWC-C 8-2020 on the next Water and Wastewater Quality Management System Internal Audit Findings status update. Councillor Gale.

7. OTHER BUSINESS

7.1 Regional Road 27 (Schisler Road) and Regional Road 84 (Moyer Road) Update

Councillor Chiocchio requested information respecting the intersection reconstruction at Regional Road 27 (Schisler Road) and Regional Road 84 (Moyer Road) in the City of Welland. Carolyn Ryall, Director, Transportation Services, advised that a tender will be issued shortly with work scheduled to start in spring 2020.

7.2 Treated Wastewater Testing

Councillor Zalepa requested information respecting the testing of treated wastewater for pharmaceuticals and cannabis.

7.3 Ministry of Natural Resources and Forestry Policy Update on Flooding

Councillor Zalepa requested staff provide information on Ontario's Flooding Strategy just released by the Ministry of Natural Resources and Forestry.

7.4 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.

8. **CLOSED SESSION**

Committee did not resolve into closed session.

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

9.1 Confidential PW 15-2020

A Matter of Advice that is Subject to Solicitor-client privilege under s. 239(2) of the Municipal Act, 2001 – Letter from City of Niagara Falls concerning Waste Collection

Moved by Councillor Zalepa
Seconded by Councillor Ip

That Confidential Report PW 15-2020, dated March 10, 2020, respecting A Matter of Advice that is Subject to Solicitor-client privilege under s. 239(2) of the Municipal Act, 2001 – Letter from City of Niagara Falls concerning Waste Collection, **BE RECEIVED** for information.

Carried

10. **NEXT MEETING**

The next meeting will be held on Tuesday, April 7, 2020 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

11. **ADJOURNMENT**

There being no further business, the meeting adjourned at 10:59 a.m.

Councillor Rigby
Committee Chair

Mark Evely
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Update on Transition of the Residential Blue Box Program to Extended Producer Responsibility

Public Works Committee

February 11, 2020

Definitions

- Waste Free Ontario Act (WFO)
 - Resource Recovery and Circular Economy Act, 2016 (RRCEA)
 - Waste Diversion Transition Act (WDTA)
- Extended Producer Responsibility (EPR)
- Resource Productivity and Recovery Authority (RPRA)
- Stewardship Ontario (SO)
- Industry-Funded Organization (IFO)
- Wind-up Plan
- Association of Municipalities of Ontario (AMO)
- Ministry of the Environment, Conservation and Parks (MECP)

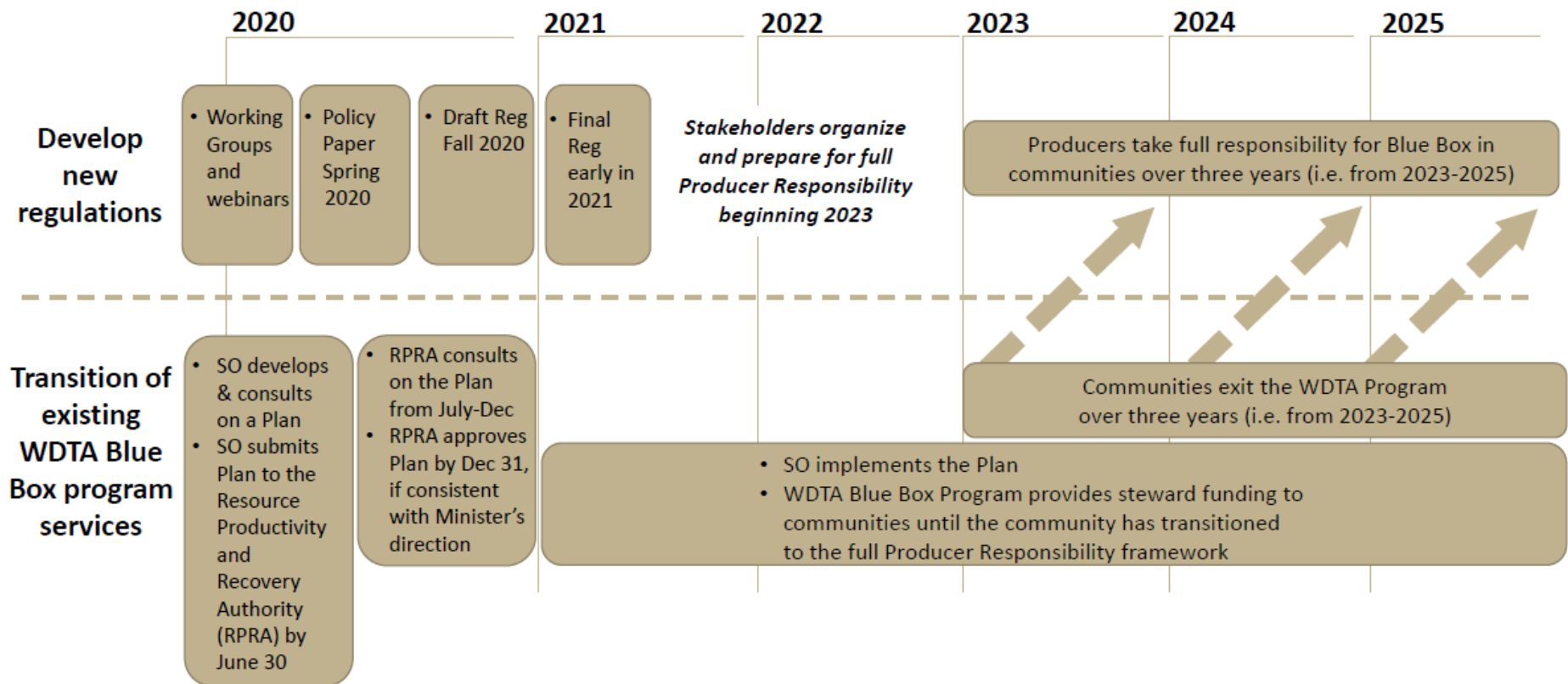
History

- Amended Blue Box Program Plan
- Made-in-Ontario Plan
- Special Advisor's report on Recycling and Plastic Waste
- Direction letter from MECP to SO

Provincial Roadmap

(Excerpted from Provincial Webinar November 27, 2019)

Roadmap to Producer Responsibility for Blue Box



Regulations

MECP will address the following in the new regulation:

1. Definition and scope of designated materials;
2. Collection and accessibility requirements;
3. Management requirements that producers must meet; and
4. Transition approach – criteria to select which communities will transition from the current Blue Box program to the EPR framework under the RRCEA in each of 2023-2025.

Request for Council Resolution

AMO has requested a Council resolution, passed by June 30, 2020, directed to AMO and MECP that specifies:

1. Council's preferred date to transition based on exiting service provision (between January 1, 2023 and December 31, 2025);
2. Rationale for transition date;
3. Whether Council is interested in potentially continuing to provide services (e.g. contract management, collection, haulage processing services etc.) or not; and,
4. Key contacts if there are any follow-up questions.

Blue Box Program Decision Points



1. Timing

What factors influence timing of Niagara's preferred shift date to EPR?

- Method for determining order of transition (dictated to municipalities or self-nomination) and for managing over-subscribed years, in the event that too many municipalities wish to transition at the same time
- Expiration dates of current contracts
- Asset condition and value
- Integrated waste management system
- Potential cost savings with early transition date

What information do we need from the Province?

- Confirmation of method for determining order of transition
- Confirmation of method for determining management of oversubscribed years (if applicable)

2. Niagara Region's Role

What factors influence Niagara Region's decision to bid on collection and haulage, and/or processing of material?

- Existing infrastructure and contracts
- Competition and/or partnerships with the private sector
- Performance standards and targets

What information do we need from the Province?

- Performance standards and targets for collection, haulage and processing

3. Service Levels

What level of service will Niagara Region provide under the new system?

- Some sectors currently serviced by Niagara Region are not expected to be included in the regulations, notably small ICI properties
- Service of any sector not included the regulations would continue to be at full cost to Niagara Region
- There is potential for customer service impact through less tolerance for incorrect set-outs and contamination
- If Niagara Region no longer provides residential Blue Box collection, there may be additional customer impacts (e.g. residential confusion stemming from change in phone numbers/contacts for one material stream).
- Niagara Region will need to decide on the appropriate level of participation with respect to Promotion and Educational material and collection program enforcement

What information do we need from the Province?

- Confirmation of property types to be included in the regulations

Status of RPRA

December 5, 2019: MECP proposed changes to modernize governance, accountability and transparency of Administrative Authorities via the Rebuilding of Consumer Confidence Act

December 29, 2019: MECP approved expansion of RPRA's mandate

January 17, 2020: Article in the Toronto Star regarding loss of RPRA's regulatory powers to investigate industry recycling claims
-no formal announcement forthcoming from RPRA or from the Province to date

MRF Phase 4 Opportunity Review

- Building on Niagara Region's Materials Recovery Facility (MRF) Opportunity Review Phases 1 to 3, the Phase 4 review will develop a recommendation for the preferred ownership structure
- Assessment based on actual market considerations using Negotiated RFP process or another alternative, to determine the best future opportunity for the MRF and minimize the risk of a potentially devalued facility



Questions?

Subject: Implementation of Automated Speed Enforcement

Report to: Public Works Committee

Report date: Tuesday, March 10, 2020

Recommendations

1. That Regional Council **AUTHORIZE** the use of automated speed enforcement (ASE) technology on Regional roads for a five-year contract term with an option to extend for an additional five (5) years;
2. That the Commissioner of Public Works **BE AUTHORIZED** to negotiate, enter into and execute an operating agreement with Her Majesty the Queen in Right of Ontario, as represented by the Ministry of Transportation (the "MTO") of Ontario for the use of ASE technology by Niagara Region including the access and use of license plate registration information subject to successful negotiations with the LAMs with respect to the Niagara Region Courts Inter-Municipal Agreement;
3. That the Commissioner of Public Works **BE AUTHORIZED** to negotiate, enter into and execute an operating agreement with Redflex Traffic Systems (Canada) Limited to provide ASE service for five (5) years from date of award during the second quarter of 2020 to 2024 in the amount of an upset limit of \$950,000 (including 13% HST) with an option to renew on the sole discretion of the Commissioner of Public Works, and subject to budget approval, for one additional term of five (5) years subject to successful negotiations with the LAMs with respect to the Niagara Region Courts Inter-Municipal Agreement;
4. That the Commissioner of Public Works **BE AUTHORIZED** to negotiate, enter into and execute a partnering agreement with the City of Toronto for processing automated speed infractions at the Joint Processing Center subject to successful negotiations with the LAMs with respect to the Niagara Region Courts Inter-Municipal Agreement; and
5. That following implementation of recommendations 1-4, Regional Staff will review the implementation strategy, including technology assessment, safety and educational evaluation, impacts on the Region's Provincial Offences Courts, countermeasures, and budget and revenue to cover the five (5) year period of 2020-2024 and **REPORT BACK** to Council with an update late 2020.

Key Facts

- The Province enacted ASE Regulation #398/19 under the Highway Traffic Act on December 1, 2019, to enable Ontario Municipalities to administer an ASE program in their jurisdictions. Provincial Guidelines are provided to ensure transparency and for the purpose of promoting road safety while maintaining public trust.
- In July 2019, Regional Council authorized Staff to pursue the potential use of ASE 2019 to improve road safety and influence driver behaviour; please refer to PW 35-2019.
- ASE is the methodology which falls under Vision Zero Road Safety Program that was approved by Regional Council on November 14, 2019; please refer to PW 64-2019.
- The costs associated with the implementation of initiatives under the Vision Safety Program, including ASE, was referred for consideration as part of the 2020 Budget Process in accordance with the recommendations in PW 64-2019. Regional Council approved the associated budget, subject to successful negotiations with the LAMs of the Niagara Region Courts Inter-Municipal Agreement to ensure the program is financially sustainable.
- Niagara Region has one of the highest ratios of fatal collisions per 100,000 population among jurisdictions in Southern Ontario based on the latest Provincial statistics.
- Speeding has a direct impact on the consequences of any crash. Speeding also increases the frequency of crashes as the decision stopping distance increases proportionately with the travel speed.
- ASE systems are an important element in speed management and can be a very effective countermeasure to prevent speeding-related crashes.
- Regional staff propose to operate a combination of mobile and semi-fixed ASE units (quantity of four (4)) in school and community safety zones that were determined with maximum speeding violations during 2019.
- Regional staff will communicate the philosophy and strategy behind the ASE program with Niagara residents and tourists through a communication strategy. ASE is a tool which will enhance the capabilities of traffic law enforcement throughout Niagara region and will supplement, rather than replace, traffic stops by law enforcement officers.

- In order to operate ASE, Niagara Region must execute agreements with the Ministry of Transportation of Ontario (MTO), Redflex Traffic Systems (Canada) Limited and City of Toronto to use automated speed enforcement technology.
- Regional staff have been participating in an inter-municipal working group that was initiated by the Ontario Traffic Council (OTC) in an effort to establish common operating principles for ASE across the Province. Some of the issues under discussion include: i) criteria for site selection; ii) fixed location vs. mobile enforcement; iii) days and hours of operations iv) common definitions of school and community safety zone; v) evaluation of the regime; vi) operating guidelines; and vii) expected impacts to court services.
- Niagara Region designated two Community Safety Zones in September 2019 at:
 - Regional Road 81 (York Road) from Queenston Road to Concession 3 Road in the Town of Niagara-on-the-Lake, St. Davids Public School; and
 - Regional Road 24 (Victoria Avenue) from Frederick Avenue to Regional Road 81 (King Street) in the Town of Lincoln, Twenty Valley Public Schools.
- A staff report is coming forward in Q2 2020 to assign additional community safety zones on Regional roads that can receive ASE deployment.
- Staff have begun discussions with the Local Area Municipalities regarding the Niagara Region Court Inter Municipal Agreement with the first meeting taking place on February 21, 2020 with the Local Area Treasurers. At this meeting a combined presentation with Transportation, Public Works and Finance, Corporate Services did receive general support around the Vision Zero Safety program related to the amendments regarding cost sharing between the Region and Municipalities.

Financial Considerations

In order to successfully implement the ASE program, Transportation and Court Services will require increased capacity and resources based on the projected number of charges expected to be issued with the proposed recommendation of four (4) cameras initially. These cameras will be distributed across Regional schools and Community Safety Zones during 2020. Fine revenue is expected to make the ASE program fully cost recoverable, subject to successful amendment of the Niagara Region Courts Inter-Municipal Agreement with the LAMs.

The most significant costs to operate an Automated Speed Enforcement program include:

1. Cost to design, supply, install, operate and maintain the equipment payable to Redflex Traffic Systems (Canada) Limited: The total estimated Vendor cost for an initial five-year contract term is \$856,000 including 1.76% non-refundable HST to operate four (4) ASE units, a combination of mobile and semi-fixed, that will be rotated in school and Community Safety Zones. The annual operating cost associated with the supply of each ASE unit is estimated to be \$33,100 (including 1.76% non-refundable HST), or \$132,400 total for four units. Costs also include one-time capital costs for camera set-up included in the 2020 capital budget.
2. Cost to access MTO vehicle ownership database, payable to MTO: The Province charges a per-transaction fee every time that their vehicle ownership database is accessed by the Joint Processing Centre. These fees are invoiced directly to the municipality on a quarterly basis. The MTO fee will be approximately \$1.06 per transaction; with the total cost varying depending on the number of charges that are issued.
3. Cost to manage the Joint Processing Centre, payable to the City of Toronto: The City of Toronto will operate an Automated Speed Enforcement – Joint Processing Centre on behalf of all participating municipalities. City of Toronto Processing Centre Staff will review the images from each site and determine whether or not a charge can be laid. The City of Toronto will chargeback each municipality on a cost-recovery basis. The chargeback will include both a portion of fixed costs (for the facility, equipment etc.) and a per-transaction cost. The estimated charge per unit fee will be \$12.50.
4. Niagara Region Court costs: To process, prosecute and collect the fines resulting from charges issued pursuant to ASE. The registered owner of the vehicle can choose one of two options on how to proceed with the ASE ticket:
 - In most cases, the registered owner pays the fine with no contest
 - In other cases, the vehicle owner can choose an “early resolution” dispute process or can also request a trial

Records from other Municipalities operating a Red Light Camera (RLC) program prove that 80% of issued tickets will be paid without contest.

To manage the increased ticket volumes for Court Services when the initiatives are fully operational, 12 permanent, full-time FTEs will be required for the Vision Zero Program as a whole (including both RLC and ASE). This includes one prosecution co-ordinator, nine court clerks, and two trial co-ordinators. The costs associated with additional staffing for the Vision Zero Program have been allocated between both RLC and ASE and are dependent on ticket volume for both initiatives. It is anticipated that more staffing support will be required for ASE due to a higher estimated ticket volume than RLC. For the purposes of the approved business case included in the 2020 budget (see Appendix 4), the cost of nine court clerks and one trial co-ordinator have been allocated to the ASE program. The cost of one trial co-ordinator and one prosecution co-ordinator have been allocated to the RLC program.

5. Transportation Services Division: The Division leads the planning and delivery of the program throughout Niagara Region; including the costs associated with program administration responsibilities, implementation, planning, communications, guidelines, consultant evaluation, coordination, and management with all parties and stakeholders. Staffing costs to manage the program include two permanent full-time project managers and one student for the Vision Zero program as a whole. This would include one project manager and one student to oversee the ASE program and one project manager overseeing the RLC program.
6. Business Licensing Unit: Accepting the delivery of Provincial Offences Tickets from the Toronto Joint Processing Center, verifying that the ticket matches the certificate of control and personal delivery of the package to Niagara Region Court.

A detailed breakdown of the program budget was included in the 2020 Operating Budget and endorsed by Regional Council on December 12, 2019.

See Appendix 4 for the program budget breakdown for the Vision Zero Program (including both the RLC and ASE initiatives) as presented and approved in the 2020 Operating Budget.

It is important to note that the Vision Zero Program will not proceed and no costs will be incurred under this program unless an agreement can be reached with the LAMs and the Inter-Municipal Agreement is successfully amended with respect to the share of revenues and operational costs, and therefore, no net revenue from this program has been included in the 2020 operating budget. The business case was prepared on the assumptions the RLC program would be operational for six months in 2020 and the ASE program would be operational for nine months in 2020. Timing of actual operation

of both the RLC and ASE initiatives is dependent on the timing of the successful negotiation of the Intermunicipal Agreement with the LAMs.

Fines Breakdown

The in court fines for speeding in Ontario are prescribed in Section 128(14) of the Highway Traffic Act are as follows:

Every person who contravenes this section or any by-law or regulation made under this section is guilty of an offence and on conviction is liable, where the rate of speed at which the motor vehicle was driven,

- a) is less than 20 kilometres per hour over the speed limit, to a fine of \$3 for each kilometre per hour that the motor vehicle was driven over the speed limit;
- b) is 20 kilometres per hour or more but less than 30 kilometres per hour over the speed limit, to a fine of \$4.50 for each kilometre per hour that the motor vehicle was driven over the speed limit;
- c) is 30 kilometres per hour or more but less than 50 kilometres per hour over the speed limit, to a fine of \$7 for each kilometre per hour that the motor vehicle was driven over the speed limit; and,

Please note that fines in Community Safety Zones and Construction Zones are doubled.

Analysis

The City of Toronto, on behalf of participating municipalities, awarded Redflex Traffic Systems to provide the service of automated speed enforcement to the province of Ontario

In May 2019, the City of Toronto issued a Request for Proposal No. 9148-19-0048 on behalf of all municipalities for the provision of ASE services. The vendor is required to supply, install, operate, maintain and test new ASE systems at various sites identified by the municipalities.

The City of Toronto awarded the contract to Redflex Traffic Systems (Canada) Limited, the highest scoring proponent identified in the evaluation process that met the requirements as set out in the Request for Proposal. Redflex Traffic Systems will be responsible for the supply, installation, operation, maintenance and decommissioning of

an automated speed enforcement system and maintenance of ASE image processing services.

This process ensures the same equipment is used throughout the Province and provides cost savings associated with group purchasing. Award of this Request for Proposal is a crucial step as the specific model of ASE equipment selected is prescribed in the Highway Traffic Act regulation. Niagara Region's participation aligns with co-operative purchasing provisions set out in Niagara Region's Purchasing Bylaw.

To promote safety in high-risk areas along Regional roads and assess impacts on Court system, Regional Staff propose to operate a combination of mobile and semi-fixed units with specified hours of operations to adhere to Niagara Regional Court capacity

Regional staff propose to operate a combination of mobile and semi-fixed units (quantity of four (4)) on Regional roads, during the second quarter of 2020. This will allow staff to quantify the number of charges and rate at which these charges are disputed. This opportunity will also allow Staff to evaluate the technology and service provided by the Vendor. Staff will report preliminary findings to Council late 2020.

Regional staff will rotate the units among school and community safety zones throughout proposed locations during 2020 with additional locations to be identified for 2021. This scenario allows for maximizing coverage across Niagara region and will help create broader awareness of ASE to familiarize motorists with the technology and the system.

Agreements with Ministry of Transportation Ontario, Redflex Traffic Systems and City of Toronto are required to operate an automated speed enforcement program

To operate an ASE program, Niagara Region is required to enter into necessary agreements with the following:

- Ministry of Transportation Ontario - an operational agreement for the use of automated speed enforcement on Regional roads and access to license plate registry information.
- Redflex Traffic Systems (Canada) Limited - for the supply, installation, operation and maintenance of the ASE units within Niagara Region.

- City of Toronto - for the operation and cost-sharing of the joint processing centre, which issues the Certificate of Offence. The City of Toronto will operate an ASE joint processing centre on behalf of partnering municipalities. The ASE joint processing centre will employ Provincial Offences Officers, designated by the province, to issue charges captured by the cameras, as well as additional support staff for site selection, investigation, contract management and record management. Operating costs for the ASE joint processing centre will be cost-shared by partnering municipalities.

As authorized by Regional Council pursuant to PW 64-2019, and the subsequent budget approval for the Vision Zero Road Safety Initiatives (including ASE), staff are in the process of initiating discussions with the LAMs to pursue an amendment to the Niagara Region Courts Inter-Municipal Agreement, which is a necessary first step in order for the program to be financially sustainable. The implementation of the ASE program, as indicated in the recommendations of this report and PW 64-2019, is subject to the successful completion of negotiations with the LAMs with respect to Niagara Region Courts Inter-Municipal Agreement (which will be the subject of a future report to Council to advise as to the outcome of the discussions and seek approval to execute an amendment to the Inter-Municipal Agreement as necessary).

Site Selection Process

The selection of the specific sites is determined using a data-driven approach which involves a thorough analysis of different components including speed, school type, daily volume, percent of sidewalk, boulevard, playground, parks and recreational centres, the number of students walking or crossing Regional roads, and collision data. The criteria for prioritizing and selecting sites was developed through the ASE Municipal Working Group and incorporated best practices as outlined by the National Highway Traffic Safety Administration's (NHTSA) operational guidelines for Speed Enforcement Camera Systems, and lessons learned from other jurisdictions in North America.

Niagara Region site selection methodology was developed using the above criteria in conjunction with Niagara Region's geographic information system (GIS) data, traffic data, and on-site visits by Regional Staff members. Traffic data such as annual average daily traffic (AADT) counts and proposed infractions of speeding violations were provided by a consultant, Pyramid Traffic Incorporation. The Niagara Student Transportation Services provided an approximate number of students travelling to schools from neighbouring area walking or crossing Regional roads.

Appendix 3 includes site locations for the launch and implementation of Automated Speed Enforcement during 2020 based on the criteria outlined above.

An education campaign will be launched to create safety awareness of automated speed enforcement throughout Niagara Region on Regional roads

Regional staff will create a communication plan utilizing different methods to advertise the use of ASE in school and community safety zones on Regional roads. The communication plan will include the following tactics to effectively reach residents and motorists:

- Ontario Traffic Council- Automated Speed Enforcement communications campaign: that includes a site that will act as a “hub” for individuals looking for more information on ASE in Ontario.
- A 90-day warning period in advance of ASE system activation and each new municipal ASE camera deployment that includes advance warning sign as per below detail.
- Social media posts (Facebook, Twitter, Instagram).
- Website content about the program (niagararegion.ca) supported by Local Area Municipalities websites.
- On-Street Regulatory Signage as per below detail.
- Other tactics to be determined as the plan is developed.

(0600 x 0750) (ENG)



(60 x 75) cm

Local Impact

Regional staff have been in dialogue with a number of the LAMs to understand how they can participate in road safety initiatives including ASE and RLC in their jurisdictions. Niagara Region will launch and lead different road safety regimes as part of Vision Zero Road Safety initiatives and consult with the LAMs on possible future implementation of ASE equipments once the program has been operational and evaluated for performance.

Staff report PW 46-2019 recommended that Staff initiate discussions with the LAMs to pursue an amendment to the Intermunicipal Agreement to ensure financial sustainability for the successful operation and durability of the overall Vision Zero Road Safety Program. This operational model will benefit Niagara Region and Local Area Municipalities by ensuring a holistic approach, minimizing cost and allowing for the collection of revenue to offset operating costs.

More recently, the Province has issued guidelines that provide that Municipal revenue, collected under any Municipal ASE program, that exceeds the cost of delivering ASE program is to be used to support local public safety and educational initiatives. Accordingly, Parliamentary Assistant to the Minister of Transportation will be conducting a 180-day review to ensure the ASE program is operating as intended by meeting the objective of transparently improving road safety while maintaining public trust.

The review will be conducted by a specialized consultant on behalf of participating municipalities. The Hospital for Sick Children has been selected jointly to provide:

1. Feedback on the ASE site selection process across the province;
2. Short and long term ASE effectiveness in reducing vehicle speed and improving road safety; and
3. Feedback throughout two years post implementation and program evaluation as requested by the province.

Relevant Consultation

This report has been written in consultation with staff from Legal and Court Services, and Finance.

In addition, Public Health, School Board and Niagara Regional Police Services all are supportive of moving forward with this initiative and all share the same concerns around road safety as presented in this report.

Alternatives Reviewed

In addition, Regional staff have implemented a number of other supporting safety initiatives throughout Niagara Region:

- Installation of flashing beacons and decreasing speed limits in school zones.
- Enhanced pavement markings and signage.
- "Speed Display Trailer" mobile unit that is prioritized among Regional roads to educate motorist on their speed.
- Implementation of PXOs at different Regional road locations.
- In-service road safety reviews to reduce collision frequency and severity.

Relationship to Council Strategic Priorities

Implementing automated speed enforcement supports the 2019 to 2022 Strategic Plan and aligns with Transportation Master Plan TMP Vision 2041

Regional Council adopted Niagara Region Strategic Plan 2019-2022 with the vision statement of striving to achieve a prosperous, safe and inclusive community that embraces our natural spaces and promotes holistic wellbeing and quality of life. This project will address Niagara Region's commitment to the safe system approach, by recommending extensive, proactive and targeted initiatives, informed by data and aimed at eliminating serious injury and fatalities on Niagara Regional roads.

Alignment to Niagara Region Transportation Master Plan

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

This recommendation is part of Transportation's Vision Zero Road Safety Program that is critical in building a safe and inclusive community. It is a philosophy of significant

departure from the traditional approach of road safety by providing a transportation network with safer walking, cycling, and motor vehicle routes.

Automated Speed Enforcement (ASE) is a modern system designed to work in tandem with other road safety measures, like engineering and education initiatives, to help improve safety for people of all ages by increasing speed compliance, altering driver behaviour and increasing public awareness about the critical need to slow down. The system is applied evenly and consistently to all motorists and is not biased towards or against any sector of the population to ensure equity and prioritizing vulnerable road users.

Other Pertinent Reports

PW 64-2019, Vision Zero Road Safety Program, November 5, 2019

PW 35-2019, Automated Speed Enforcement – Safer School Zones, July 9, 2019

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Appendices

Appendix 1 Provincial Guidelines provided by Ministry of Transportation

Appendix 2	Ontario Regulation 398/19 under Highway Traffic Act Automated Speed Enforcement
Appendix 3	Site locations for the launch and implementation of Automated Speed Enforcement during 2020
Appendix 4	Vision Zero Road Safety Program Costing



Guidelines for the use of Automated Speed Enforcement in Ontario

Prepared by the Ontario Traffic Council
in conjunction with the
ASE Steering Committee
October, 2019

Background

Since the enactment of the Safer School Zones Act, 2017, the Ontario Traffic Council has been working with interested municipalities on the implementation of automated speed enforcement in Ontario. The legislation authorizes the use of automated speed enforcement in school zones and community safety zones. Automated speed enforcement, commonly referred to as ASE, is the use of a prescribed device that consists of a camera, a speed measurement device and technology that operate in combination to result in images of motor vehicles being taken, and data recorded, when a motor vehicle travels on a road way past the device at a rate of speed greater than the posted speed limit. The operation of the device does not require that a human be present or on site.

For over two years, the Ontario Traffic Council and participating municipalities have worked to ensure the effective use of automated speed enforcement as a road safety tool throughout Ontario. Considerable research was undertaken to determine how automated speed enforcement was introduced in other jurisdictions both within Canada and across North America. It is expected that the provisions related to automated speed enforcement will be proclaimed in effect in late 2019. In anticipation of the proclamation, various communication platforms have been developed to inform the public with regard to the automated speed enforcement program in Ontario. One example is the microsite: aseontario.com. The public has the right to expect a fair and transparent automated speed enforcement program that is consistent across Ontario and that generates charges based on the proper use of a prescribed device and the application of other, clear guidelines. Open and transparent communication with the public is viewed as essential to the success of the program.

Given that only sixteen municipalities are expected to use automated speed enforcement in the first year, these guidelines have been prepared to ensure that lessons from and decisions made during the initial implementation phase are documented not only to provide guidance for those municipalities that follow but to provide the public with transparency regarding the operation of automated speed enforcement in their communities. In preparing these guidelines, the implementation group had the benefit, for example, of the National Highway Traffic Safety Administration's Speed Enforcement Program Guidelines and Speed Enforcement Camera Systems Operational Guidelines; Winnipeg's Photo Enforcement Final Report; the Saskatchewan Evaluation of the Photo Speed Enforcement Pilot Program and the Alberta Automated Traffic Enforcement Technology Guidelines. As with the Alberta and other guidelines, these guidelines are intended to promote consistent, fair, effective and transparent use of automated speed enforcement as a road safety tool throughout Ontario.

Guidelines

Objective: To ensure that automated speed enforcement is used as a road safety tool to promote compliance with posted speed limits in school and community safety zones with a resulting improvement in collision and other outcomes. ASE must only be operated as part of a road safety plan to improve speed compliance and reduce collisions.

With this objective in mind, the following are guidelines for or features of a road safety based automated speed enforcement program:

1. **Evaluation:** The operation of automated speed enforcement should be subject to evaluation to ensure that the objective of improved speed compliance is being met in specific sites as well as generally within communities and across municipalities. Evaluation results should be made available to the public.
2. **Site Selection:** To support the objective, automated speed enforcement should only be utilized in school and community safety zones that meet or exceed the criteria for site selection as set out in Appendix A. Individual municipalities may score site selection in a manner that best reflects issues specific to that municipality; however site selection assessments should be reflective of risk; low or poor speed compliance; frequency of collisions and volume of vulnerable road users in or around that site.
3. **Signage:** Automated speed enforcement should only be operated in school and community safety zones that are designated by by-law and signed as required. All sites must have signage indicating the posted speed limit for that site. Neighbourhood or area signage is not sufficient. Advisory signage indicating that drivers are approaching an ASE site should be posted.
4. **Speed Limit:** The speed limit for the site must be posted. Default speed limits cannot be used. Time of day or variable speed limits also cannot be used unless MTO approves signage that permits clear communication of the applicable speed limit.
5. **Devices:** Automated speed enforcement must only be operated in accordance with the applicable regulation made under the *Highway Traffic Act*. This means, for example, that only prescribed automated speed enforcement devices can be used to detect and charge motor vehicles travelling above the posted speed limit. Any use of a device that is not prescribed will result in images not being processed and no charges laid, or if charges are laid the charges will be withdrawn.
6. **Transition Zones:** Automated speed enforcement must not be used to detect motor vehicles travelling above the posted speed limit in so-called transition zones. The definition of transition zone as developed in Alberta applies to the use of ASE in Ontario. A transition zone is the area immediately adjacent to a maximum speed limit sign, when the sign indicates a speed change from a higher speed to a lower speed; or vice versa, in accordance with the Table in Appendix B.
7. **School Zones:** ASE cannot be used in school zones where the lower speed limit is signaled or communicated through the use of flashing beacons as there is no ability to prove whether the flashing lights or beacons were in operation at the time of the

offence. Signage communicating the lower speed limit must be posted through the use of tabs or otherwise.

8. Threshold speeds: Municipalities will operate automated speed enforcement using the threshold speeds as established by the ASE Steering Committee. These thresholds speeds reflect information gained through an extensive literature review of experiences in other jurisdictions; guidelines or recommendations in use in other jurisdictions or from agencies involved in speed or traffic safety enforcement; traditional or police speed enforcement practices in Ontario municipalities and considerations of long term program sustainability. The use of automated speed enforcement should not result in all motor vehicles travelling above the posted speed limit being charged. Such an approach is not sustainable due to overall volume as well as severely diminished acceptance of ASE by the public. As any operation of a motor vehicle above the posted speed limit is speeding, and therefore an offence under section 128 of the *Highway Traffic Act*, threshold speeds are not to be publicized or communicated in any way by participating municipalities or individuals involved in implementing or delivering the program, in order to avoid the appearance or creation of higher speed limits than those posted.
9. Charging Process: All motor vehicles captured by the automated speed enforcement device travelling above the posted speed limit, and for which the alpha numeric characters are clearly ascertainable, shall be charged with speeding. No motor vehicles are exempt from being charged with speeding; however some vehicles, such as emergency vehicles, may claim a statutory exemption, as set out in the *Highway Traffic Act*, and those charges, provided that the incident falls within a listed exemption, may be withdrawn by the prosecutor. Only provincial offences officers, employed by municipalities and designated as such to enforce the *Highway Traffic Act* by the Minister of Transportation, may review images, obtain vehicle plate registration information and complete and sign charging documents. All images or incidents captured by the ASE device must be processed.
10. Required information: Irrespective of whether images are processed by and charges laid by a joint processing centre or a processing centre run by an individual municipality, or group of municipalities, no charges shall be laid unless there is plate registration information for the date of the offence; there is information that the offence took place in a school or community safety zone; that the evidence was obtained using a prescribed device; that the motor vehicle plate alpha numeric characters are clearly identifiable; that the motor vehicle is somehow marked in the image to identify that motor vehicle as the one travelling in excess of the posted speed limit; that the provincial offences officer has viewed the certificate of accuracy for the device issued within 12 months of the offence date and that all guidelines herein have been complied with.

A municipality wanting to use automated speed enforcement must comply with these guidelines and also obtain the approval of their Municipal Council to do so; speak with staff at the Ministry of Transportation; enter into the various required agreements; have a plan to process charges and actively engage in public communication regarding the use of ASE in that municipality. As a local decision, municipalities may, for example, determine their own hours of operation of the ASE devices as well as the duration of

use of ASE; however such decisions must be made in conjunction with the processing centre to best allow for the orderly processing of images within the statutory framework. ASE must not be used as a revenue generating tool. Site selection and other related decisions must be driven by the over-arching objective of road safety.

Appendix A

Recommended Site Selection Criteria and Ranking Process

Much of the following is based upon IBI's prior work and discussions at various committee meetings. The format of the ranking process is based on the City of Sudbury Sidewalk Priority Index Warrant since the rating and weighting scoring is fairly easy to explain whereas other rankings tend to have more complicated calculations and are therefore difficult to explain to those outside of the ASE committees.

- A) Exposure: Municipality's candidate ASE locations reflect roadways with low speed limit compliance. In order for ASE to affect the largest population of drivers and benefit the largest number of pedestrians, an exposure index component has been included in the site selection ranking. Exposure includes: vehicle volume, 85th percentile vehicle speed, length of Community Safety Zone / School Zone, School Population and after school hour outdoor use data elements. While ASE may only be used during school hours, the after hour use of the candidate zone is an important exposure factor and is therefore included. Applying the following ratings and weights, candidate zones with the highest exposure will have the highest rankings.

Component	Range	Rating	Weight
Traffic Volume (AADT)	< 1,000 v.p.d	1	3.0
"	1,001 to 3,000 v.p.d	2	
"	3001 to 5,000 v.p.d	3	
"	> 5,000 v.p.d	4	
Travel Speed	85 th percent - posted < 10 km/h	1	4.0
"	85 th percent - posted = 11 to 20 km/h	2	
"	85 th percent - posted = 21 to 30 km/h	3	
"	85 th percent - posted > 31 km/h	4	
Length of Zone	< 100 m	1	1.0
"	101 - 200 m	2	
"	201 - 300 m	3	
"	> 301 m	4	
School Population	<400 students	1	2.0
"	401 - 900 students	2	
"	901 - 1200 students	3	
"	> 1201 students	4	

Component	Range	Rating	Weight
After Hour Use	no	0	1.0
	yes	1	

- B) Prior Collisions: It is recommended that the collision history of candidate ASE locations should be considered. However, not all collisions are considered to have been speed related. In order to include collision history without undertaking a significant collision data verification exercise, it is recommended that pedestrian - motor vehicle collisions only are included in the ranking process. Some collision data verification may be required to determine which historical collisions occurred within the candidate zone and which occurred beyond the candidate zone. Rating only pedestrian - motorist only collisions will equalize local, collector and arterial roadways to some degree as arterial roadways tend to have higher numbers of collisions and more collision types than the lower roadway classifications.

Component	Range	Rating	Weight
Prior 3 years Pedestrian Collisions Only	0	0	4
"	1	2	
"	2	3	
"	3	4	
"	> 3	5	

- C) Zone Environment: The absence of sidewalks, the presence of on-street parking (whether permitted or prohibited), the curvature of the roadway within and immediately adjacent to the candidate zone and the presence of a speed limit transition within one kilometer of the candidate zone are all factors which may impact a pedestrian's comfort and safety when travelling along or crossing each candidate zone. The applied ratings and weights will ensure that the environment of the zone is reflected in the site selection process.

Component	Range	Rating	Weight
Sidewalks	Both Sides	0	2.0
"	One Side Only	1	
"	None	2	
On Street Parking	None	1	1.0
	Present Although Prohibited	2	

Component	Range	Rating	Weight
	Present and Permitted	3	
Roadway Curvature	None	0	2.0
	Present	1	
Speed Transition	None	0	2.0
	Present	1	

D) Traditional Enforcement: Municipalities will likely experience public requests for ASE beyond their available ASE resources. Consequently site selection process should consider if there is an available alternative available, even if only temporarily. While traditional police enforcement may be easiest ASE alternative to deploy, traditional enforcement may have been used previously with no long term impact on travel speeds.

Component	Range	Rating	Weight
Site Conditions Support Traditional Enforcement	Feasible	0	4.0
"	Not Feasible	1	
Prior Police Enforcement	Measurable Impact on Travel Speed	0	3.0
"	No Long Term Impact on Travel Speed	1	

Additional considerations may include other vulnerable road users, the type of school, whether children or other vulnerable road users cross the road, percentage of students being driven to school versus walking, police and public input and whether schools have programs to actively encourage walking.

Prior to finalizing the locations, a site audit should be conducted to ensure there are no physical impediments that may prevent or restrict the full functionality of the ASE equipment, including power supply.

The following criteria should be reviewed at all proposed sites:

- All necessary regulatory signs are in place
- There are no obstructions to the ASE equipment including on-street parking
- There is no road work planned. ASE should not be used if there is road work or construction in the school or community safety zone.
- If the location involves a change in the posted speed limit, the ability to accommodate a sufficient buffer

- There is adequate boulevard space to accommodate the ASE equipment
- There are no sharp curves in the road or extreme grading that may affect the operation of the ASE system
- No speed limit reductions are planned or recently implemented

Appendix B

Speed Change In Kilometres per Hour	Area Adjacent to Speed Change Sign
10 km/hr speed change e.g. from 40 km/hr to 30 km/hr	10m on either side of sign, 20m total
20 km/hr speed change e.g. from 80 km/hr to 60 km/hr	25m on either side of sign, 50m total
30 km/hr or greater speed change e.g. from 80 km/hr to 50 km/hr	100m on either side of sign, 200m total

ONTARIO REGULATION 398/19

made under the

HIGHWAY TRAFFIC ACT

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AUTOMATED SPEED ENFORCEMENT

Definitions

1. (1) For the purposes of Part XIV.1 of the Act,

“photograph” includes any form of image that is recorded and stored electronically and that can be displayed as an image, and includes a copy, reproduction or enlargement of all or part of the image or photograph.

(2) In this Regulation,

“posted speed limit” means the maximum rate of speed prescribed under section 128 of the Act for a highway or portion of a highway.

Automated speed enforcement system

2. (1) For the purposes of Part XIV.1 of the Act, a system is an automated speed enforcement system if it consists of a combination of a camera and speed-measuring equipment that can be used to take a photograph of a motor vehicle and determine and record the rate of speed at which the motor vehicle is travelling at the time the photograph is taken.

(2) An automated speed enforcement system may be permanently or temporarily located on or adjacent to any highway.

Information or data on photograph

3. (1) A photograph taken by an automated speed enforcement system may show or have superimposed upon it any information or data, including:

1. The time and date when the photograph was taken.
2. A description of the location where the photograph was taken, including the names of streets and the direction of travel.
3. The rate of speed at which a motor vehicle shown in the photograph was travelling when the photograph was taken.
4. A mark, line or other indicator to identify the motor vehicle shown in the photograph that was determined to have been speeding.
5. Subject to subsection (2), an indication of the lane in which the motor vehicle was travelling.
6. The posted speed limit on the highway at the time when and the place where the photograph was taken.

(2) For the purposes of paragraph 5 of subsection (1), the lane furthest to the right side of a highway may be identified as lane 1, and each lane to the left of lane 1 may be identified as lane 2, lane 3 and so on.

Photographs as evidence

4. (1) Subject to subsection (2), a photograph obtained through the use of an automated speed enforcement system shall be received in evidence in a proceeding under the *Provincial Offences Act* in respect of an alleged offence under section 128 of the Act.

(2) The photograph must comply with the requirements of this Regulation.

(3) A photograph that purports to be certified by a provincial offences officer as having been obtained through the use of an automated speed enforcement system shall be received in evidence as proof, in the absence of evidence to the contrary, that the photograph was obtained through the use of an automated speed enforcement system.

(4) A provincial offences officer shall not certify a photograph as having been obtained through the use of an automated speed enforcement system unless the automated speed enforcement system was tested and established to be accurate within the 12 months immediately preceding the date of offence.

(5) A photograph of a motor vehicle obtained through the use of an automated speed enforcement system is proof, in the absence of evidence to the contrary, that,

- (a) the automated speed enforcement system was located on or adjacent to a highway and was working properly at the time that the photograph was taken;
- (b) the information or data that is shown or superimposed on the front or the back of the photograph, including any information or data authorized under section 3, is true; and
- (c) the motor vehicle was being operated at a rate of speed in excess of the posted speed limit contrary to section 128 of the Act.

(6) In order to be received in evidence, an enlargement of a photograph must clearly show the number plate of the vehicle that is the subject of the photograph and as much of the rest of the photograph as is necessary to show that the enlargement is of part of that photograph.

(7) An enlargement or reproduction of a photograph or part of a photograph taken by an automated speed enforcement system is not required to show or have superimposed on it any information, if the enlargement or reproduction is tendered in evidence together with the photograph of which it is an enlargement or reproduction.

(8) No person who has entered a plea of not guilty at trial shall be convicted of an offence on the basis of a photograph obtained through the use of an automated speed enforcement system unless the photograph is tendered in evidence at trial.

Statements of officer

5. (1) The certified statements of a provincial offences officer in a certificate of offence are admissible in evidence as proof, in the absence of evidence to the contrary, of the facts stated in the certificate.

(2) A provincial offences officer who prepares a certificate of offence shall, in the certificate,

- (a) state that the system used to take the photograph was an automated speed enforcement system under subsection 2 (1) when the photograph was taken; and
- (b) set out the manufacturer's name and the model number of the automated speed enforcement system used to take the photograph.

(3) The provincial offences officer who used the evidence obtained through the use of an automated speed enforcement system to identify the owner of the motor vehicle involved in the alleged offence, and who issued the certificate of offence and offence notice, shall not be required to give oral evidence at trial unless a summons requiring the officer to attend is issued at trial under section 39 of the *Provincial Offences Act*.

(4) A provincial offences officer who certifies that a photograph was obtained through the use of an automated speed enforcement system shall not be required to give oral evidence at trial unless a summons requiring the officer to attend is issued at trial under section 39 of the *Provincial Offences Act*.

(5) No summons shall be issued to a provincial offences officer referred to in subsection (3) or (4) unless a justice is satisfied that the defendant will not be able to have a fair trial if the officer is not required to give oral evidence.

Evidence of ownership

6. Evidence of ownership of the motor vehicle involved in the alleged offence may be contained in the certificate of offence or it may be set out in a separate document.

Offence notice

7. (1) An offence notice issued in a proceeding based on evidence obtained through the use of an automated speed enforcement system may be served by sending the offence notice by regular prepaid mail or by courier to the person charged at the address that appears on the Ministry's records on the date of the alleged offence within 23 days after the occurrence of the alleged offence.

(2) If the person is charged as the owner of the motor vehicle, the offence notice shall be sent to the address of the holder of the plate portion of the permit for the motor vehicle.

(3) If the provincial offences officer who issued the certificate of offence also mails or couriers the offence notice or causes it to be mailed or couriered, that officer shall certify, on the certificate of offence, the fact that the offence notice was mailed or couriered and the date it was mailed or couriered, and that certified statement shall be received in evidence and is proof of service in the absence of evidence to the contrary.

(4) Where the provincial offences officer who issued the certificate of offence believes that the person charged resides or, in the case of a corporation, has its principal place of business outside Ontario, the address outside Ontario at which the officer believes the person resides or has its principal place of business shall be used, and proof of ownership of the motor vehicle and of the owner's address shall be provided in accordance with section 210.1 of the Act.

(5) Service of an offence notice mailed or couriered in accordance with this Regulation shall be deemed to be effected on the seventh day following the day on which it was mailed or couriered.

Municipal speed camera signs

8. (1) Where an automated speed enforcement system is in use on a part of a highway designated as a school zone under clause 128 (5) (a) of the Act, or designated as a community safety zone under subsection 214.1 (1) of the Act, a sign and, if applicable, an additional sign shall be displayed in accordance with this section.

(2) A sign that meets the following requirements shall be displayed at or immediately before the location at which the automated speed enforcement system is in use:

1. The sign faces approaching traffic and is displayed on the right side of the highway.
2. The sign is not less than 60 centimetres in width and 75 centimetres in height.
3. The sign bears the markings and has the dimensions as illustrated in the following Figure:



(3) In an area designated in the Schedule to the *French Language Services Act*, an additional sign that meets the following requirements shall be displayed at or immediately before the location at which the automated speed enforcement system is in use:

1. The sign faces approaching traffic and is displayed on the right of the sign prescribed in subsection (2).
2. The sign is not less than 60 centimetres in width and 75 centimetres in height.
3. The sign bears the markings and has the dimensions as illustrated in the following Figure:



(4) The sign prescribed in subsection (2) and the additional sign prescribed in subsection (3) shall not be displayed when an automated speed enforcement system is not in use.

(5) Sections 44, 46, 47 and 52 of Regulation 615 of the Revised Regulations of Ontario, 1990 (Signs), made under the Act, apply, with necessary modifications, with respect to the sign prescribed in subsection (2) and the additional sign prescribed in subsection (3).

Commencement

9. This Regulation comes into force on the latest of,

- (a) **December 1, 2019;**
- (b) **the day that section 5 of the *Safer School Zones Act, 2017* comes into force; and**
- (c) **the day this Regulation is filed.**

Français

[Back to top](#)

ASE Site Locations

Legend

Niagara Region

Owner
Provincial
Municipal
Regional
Major Waterbodies
Urban Area Boundaries

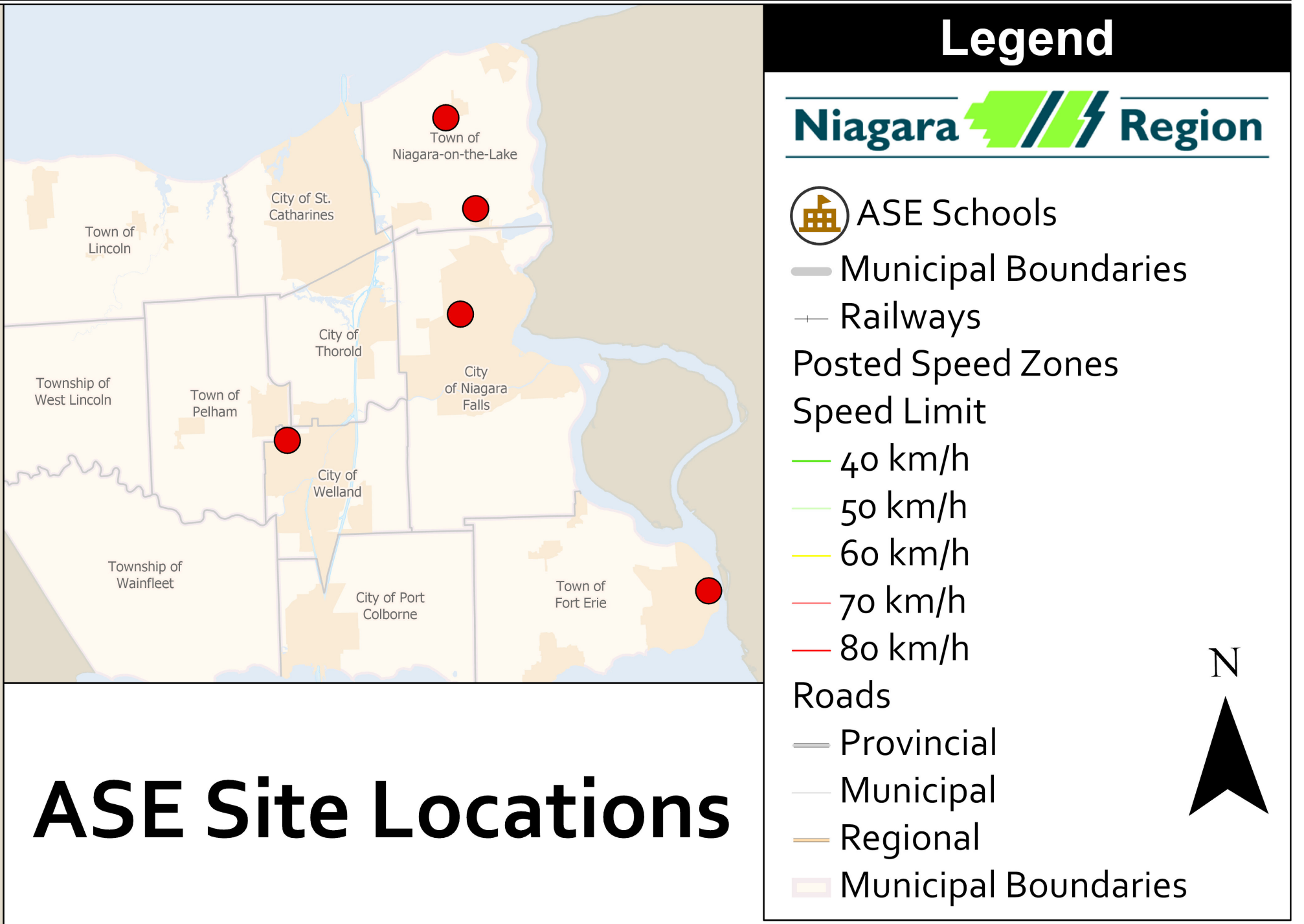
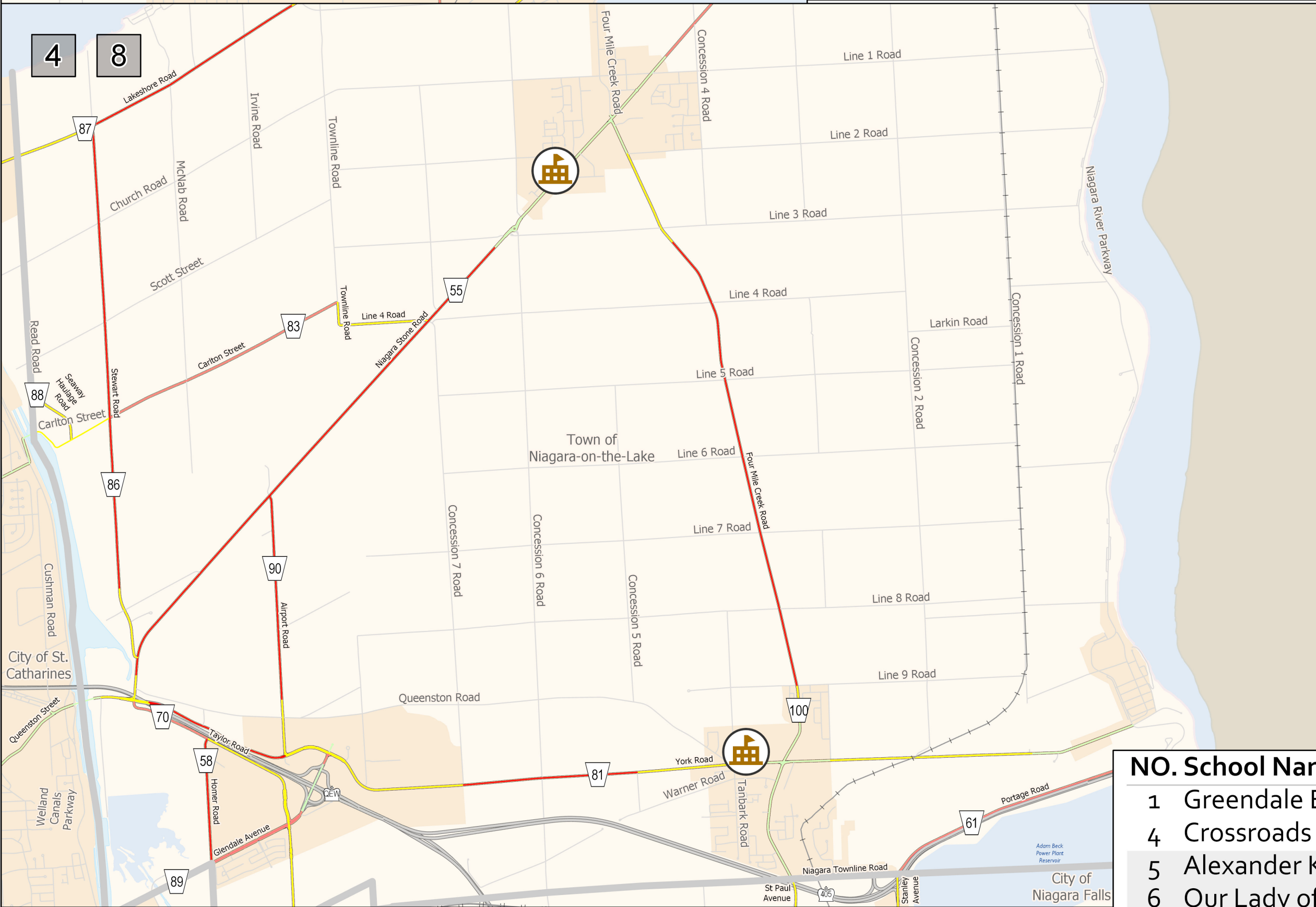
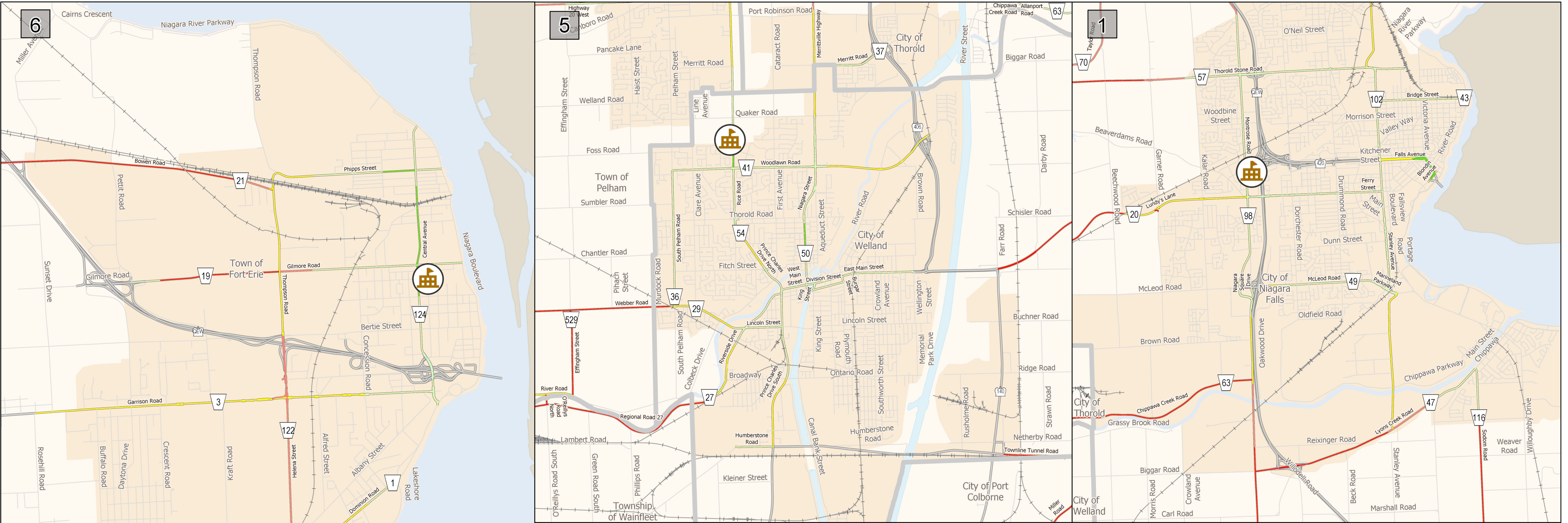
Speed Limit
40 km/h
50 km/h
60 km/h
70 km/h
80 km/h

ASE School Location

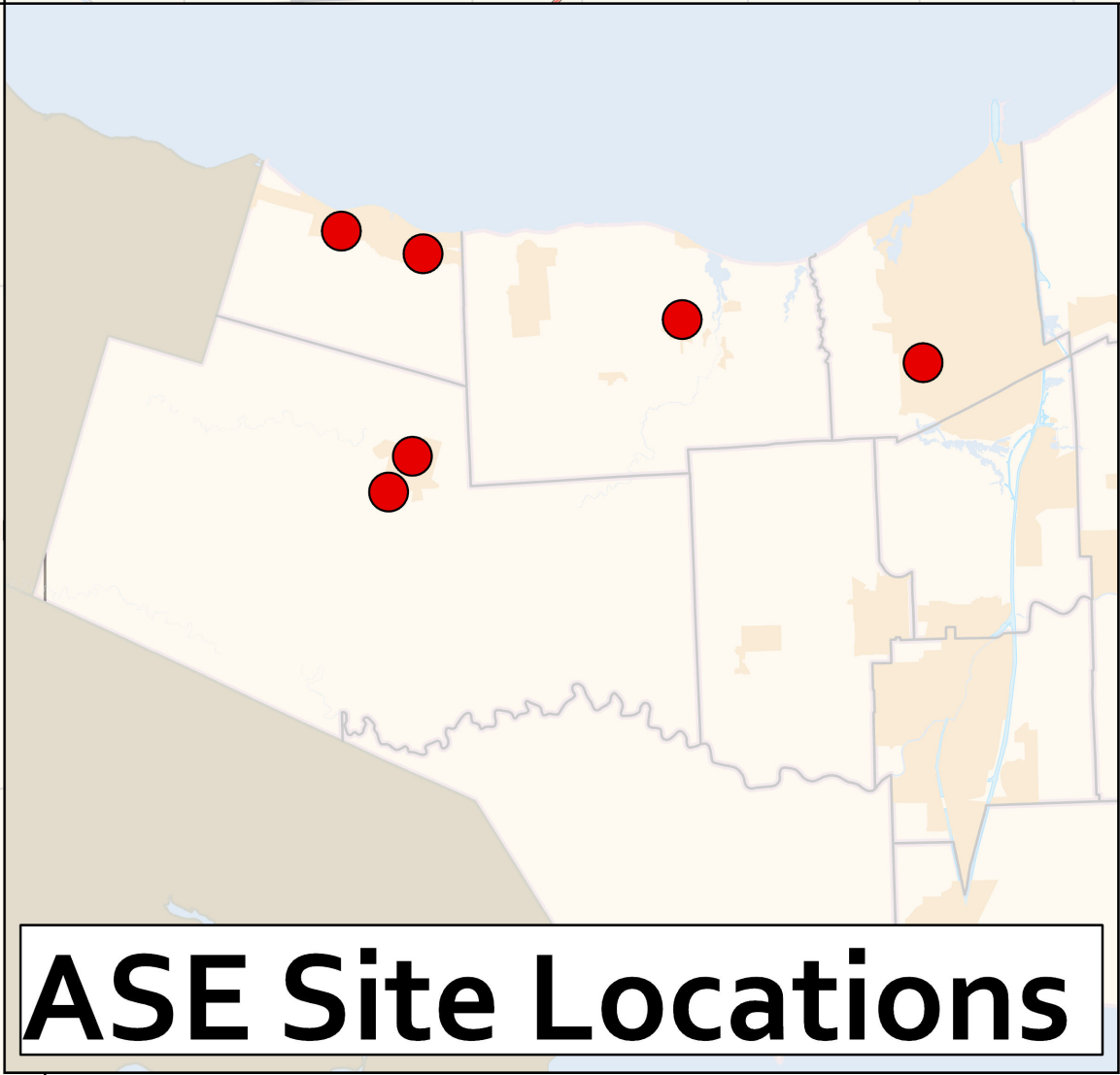
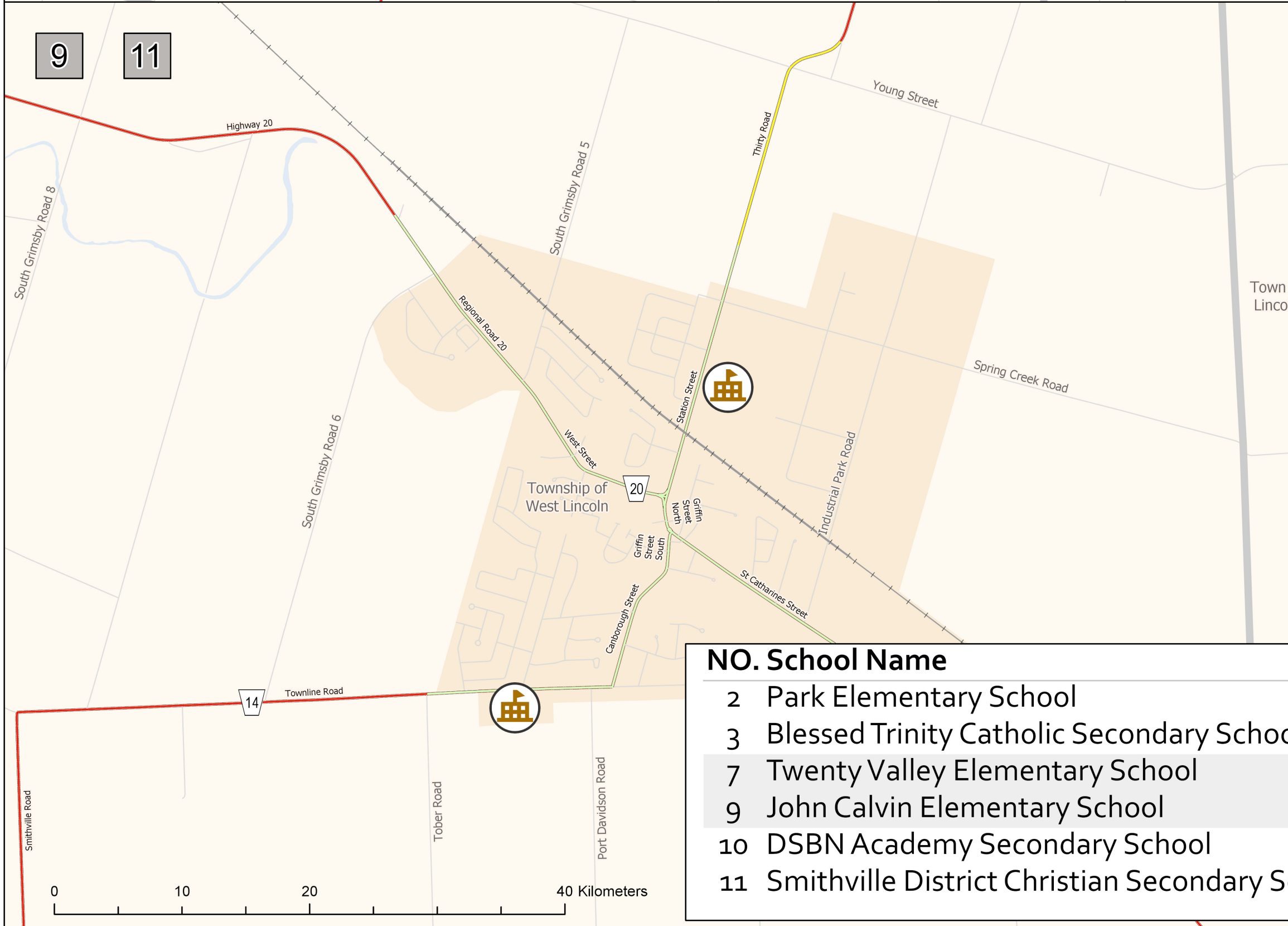
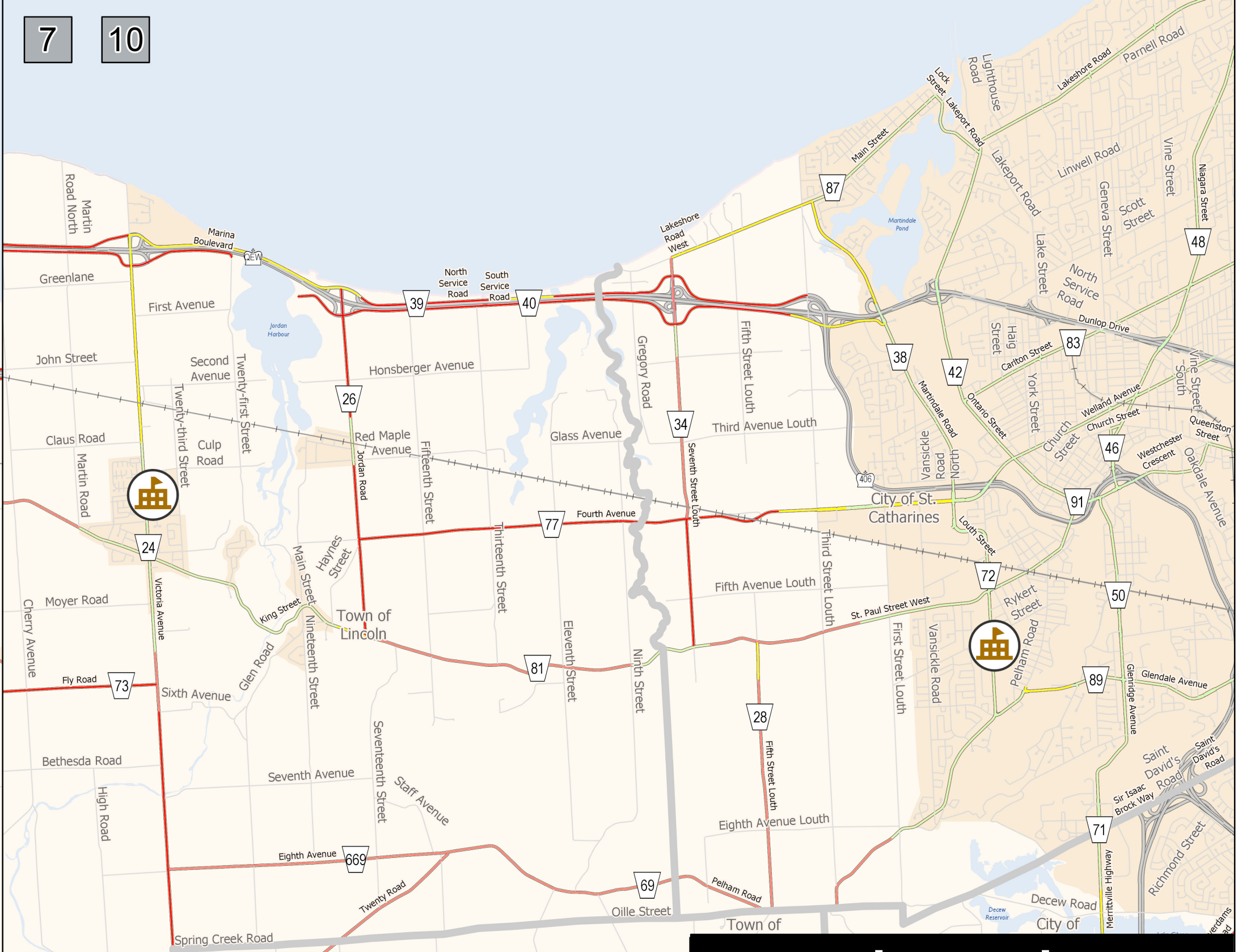
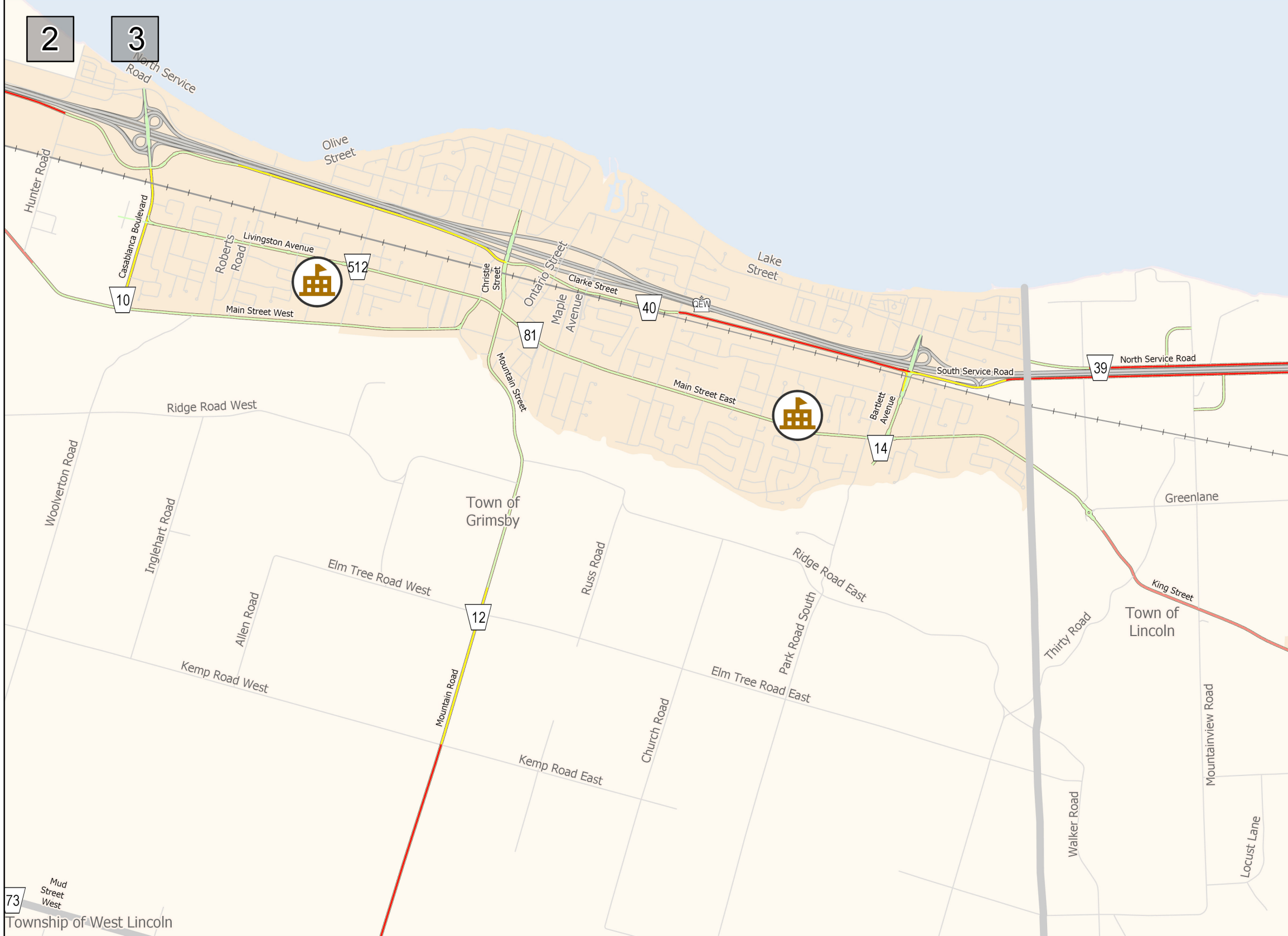
Map Created by Transportation Integrated Services.
Map projection NAD83, UTM Zone 17N CSRS. Data accurate as of November 2019.



NO.	School Name	Full Address	Regional Road	Municipality
1	Greendale Elementary School	5504 Montrose Rd	98	Niagara Falls
2	Park Elementary School	217 Main Street East	81	Grimsby
3	Blessed Trinity Catholic Secondary School	145 Livingston Avenue	512	Grimsby
4	Crossroads Public Elementary School	1350 Niagara Stone Road	55	Niagara-on-the-Lake
5	Alexander Kuska KSG Catholic Elementary School	333 Rice Road	54	Welland
6	Our Lady of Victory Catholic Elementary Schol	300 Central Avenue	124	Fort Erie
7	Twenty Valley Elementary School	4057 Victoria Avenue	24	Lincoln
8	St. David's Public Elementary School	1344 York Road	81	Niagara-on-the-Lake
9	John Calvin Elementary School	320 Station Street	14	West Lincoln
10	DSBN Academy Secondary School	130 Louth Street	71	St. Catharines
11	Smithville District Christian Secondary School	6488 Towline Road	14	West Lincoln



NO.	School Name	Address	RR	Municipality
1	Greendale Elementary School	5504 Montrose Rd	98	Niagara Falls
4	Crossroads Public Elementary School	1350 Niagara Stone Road	55	Niagara-on-the-Lake
5	Alexander Kuska KSG Catholic Elementary School	333 Rice Road	54	Welland
6	Our Lady of Victory Catholic Elementary Schol	300 Central Avenue	124	Fort Erie
8	St. David's Public Elementary School	1344 York Road	81	Niagara-on-the-Lake



ASE Site Locations

NO.	School Name	Address	RR	Municipality
2	Park Elementary School	217 Main Street East	81	Grimsby
3	Blessed Trinity Catholic Secondary School	145 Livingston Avenue	512	Grimsby
7	Twenty Valley Elementary School	4057 Victoria Avenue	24	Lincoln
9	John Calvin Elementary School	320 Station Street	14	West Lincoln
10	DSBN Academy Secondary School	130 Louth Street	71	St. Catharines
11	Smithville District Christian Secondary School	6488 Towline Road	14	West Lincoln

Legend

- ASE Schools
- Municipal Boundaries
- Railways
- Posted Speed Zones
- Speed Limit
 - 40 km/h
 - 50 km/h
 - 60 km/h
 - 70 km/h
 - 80 km/h
- Roads
 - Provincial
 - Municipal
 - Regional
 - Municipal Boundaries

Map Created by Transportation Integrated Services. Map projection NAD83, UTM Zone 17N CSRS. Data accurate as of November 2019.

N

Appendix 4 - Vision Zero Road Safety Program Costing

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

Subject: Vision Zero Road Safety Program: Designation of Community Safety Zones around Schools

Report to: Public Works Committee

Report date: Tuesday, March 10, 2020

Recommendations

1. That the designation of Community Safety Zones (CSZs) **BE APPROVED** for schools described in Appendix 1, effective date March 30, 2020;
2. That the necessary By-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration; and,
3. That Regional Staff **REPORT BACK** to Council by the end of 2020, providing an update on the Community Safety Zones; including the new proposed ten (10) locations with the two (2) already in operation since 2019.

Key Facts

- Aggressive driving contributed to 24% of fatal and injury collisions in Niagara region during the last five years (2014-2018).
- Societal cost of collisions represents costs incurred by individuals directly involved in a collision. The calculated societal cost of collisions in Niagara region in 2018 was more than \$400 million.
- In Niagara Region, there is a strong correlation between the peak period of traffic and the number of collisions. Most collisions occur in PM, mid-day and AM peak of traffic (3:00- 6:00 p.m.) PM, around afternoon and (8:00- 9:00 a.m.) AM.
- The adoption of CSZs, in Niagara region, was approved by Regional Council on July 2019.
- Since September 2019, the Niagara Regional Police continue to issue Provincial offences tickets at the two CSZs, in support of the Vision Zero Road Safety Program in partnership with the Niagara Region Transportation Services Division.
- Consistent with other Municipal experience, traditional enforcement has its challenges with enforcing road safety. Consequently, Automated Speed

Enforcement (ASE) Technology was regulated the end of 2019 to supplement, not replace, traditional enforcement operations.

- A plan is in progress, subject to Council approval, to deploy in the future a combination of ASE systems with traditional police enforcement within CSZs. Locations will be assessed related to speeding-related crashes, concentration of vulnerable road users, and in proximity to sensitive community areas (schools).

Financial Considerations

The cost to establish a Community Safety Zone is minimal in terms of signage installation within the limits of each zone. The costs are covered under the approved 2020 Transportation Services Operating Budget.

The community education programs and police enforcement resources have already been discussed with the Niagara Regional Police, Strategic Communications and Public Affairs, Niagara Student Transportation Services and Public Health Staff.

Analysis

Background

As Part of the Vision Zero Road Safety Plan, Regional Council recently approved the creation of Community Safety Zones (CSZs). This is a critical step forward in the Vision Zero Road Safety Program, to help reduce aggressive driving and speeding in areas within the Region that have higher concentrations of vulnerable road users.

Accordingly, this report seeks the approval from Regional Council to amend the necessary by-laws to expand the CSZs program to ten (10) additional elementary and / or secondary schools within the Niagara District School Board (Catholic and Public School Boards). Doing so will make the Zones eligible for automated speed enforcement under the Province's Bill 65, Safer School Zones Act, 2017. The Act was updated and proclaimed to include for the implementation of ASE within CSZs and School Zones on December 1, 2019.

The combination of an automated speed enforcement system, subject to Council approval, and the CSZs will, in future, serve as a two-key tool to help address

aggressive driving behaviours to enable road safety solutions for vulnerable road users in Niagara. This represents the youngest and most vulnerable road user groups.

Moreover, this is the first step in the overall review process being conducted by Transportation Services Staff that will subsequently include a detailed site-by-site review to the five (5) E's of road safety (Engineering, Evaluation, Enforcement, Education and Engagement) with identification of safety measures to be implemented. Further strategies will be brought forward for Council approval during the second quarter of 2020.

Implementation Strategy

Transportation Services Staff have completed a review of 30 additional elementary and / or secondary schools and are recommending initial CSZs; limits from intersection to intersection along the frontage of the schools (Attachments 1-10). The screening methodology consists of the following criteria:

1. Exposure:
 - a. Traffic Volume (Average Annual Daily Traffic)
 - b. Speed Differential (85th percentile – Posted Speed Limit)
 - c. Length of Zone
 - d. Students Walking Along and Crossing Regional Road
 - e. Speed Transition
2. Collisions statistics from 2014 to 2018
3. Zone Environment:
 - a. Sidewalk
 - b. On-street Parking
 - c. Roadway curvature
 - d. Land use
 - e. Illumination

The image below provide details of ranking to each of the addition ten (10) schools:

School Name	Full Address	RR	School Type	Municipality	Weighted Ranking	Direction	Posted Speed
Blessed Trinity Catholic Secondary School	145 Livingston Avenue	512	Secondary	Grimsby	77	WB	50
Smithville District Christian High School	6488 Townline Road	14	Secondary	West Lincoln	66	WB	50
Greendale Elementary School	5504 Montrose Road	98	Elementary	Niagara Falls	63	SB	50
Our Lady Of Victory Catholic Elementary School	300 Central Avenue	124	Elementary	Fort Erie	63	SB	40
Park Elementary School	217 Main Street East	81	Elementary	Grimsby	60	WB	50
Crossroads Public Elementary School	1350 Niagara Stone Rd	55	Elementary	NOTL	58	EB	50
Alexander Kuska KSG Catholic Elementary School	333 Rice Road	54	Elementary	Welland	56	NB	40
DSBN Academy	130 Louth Street	71	Secondary	St. Catharines	45	NB	50
John Calvin School	320 Station Street	14	Elementary	West Lincoln	37	NB	50
St Ann Catholic Elementary School (SC)	218 MAIN ST	81	Elementary	St. Catharines	33	TBD	50

Signage

Each Community Safety Zone will require signage at the beginning and end of each zone as per the Highway Traffic Act. Given the requirements, each school would require a minimum of four (4) signs (i.e. wo (2) per direction) and possibly additional signs mid-block depending on the length of the defined section as seen in the images below.

The signs will be placed at the respective CSZs and be in effect as of March 30, 2020.



Figure 1 - Example of Community Safety Zone signage to be installed

Vision Zero TASK FORCE (VZTF)

The Vision Zero Road Safety Program is a toolkit of traffic safety tools for implementation for a safe systems approach within Niagara region. The successful implementation of a safe systems approach requires collaboration between

Transportation Services, Niagara Regional Police Services, Niagara Public Health, Niagara Student Transportation Services and School Boards; in addition to local Area Municipalities, other community partners and other levels of government.

To help create an understanding and develop a common language and possible framework across the region and among all stakeholders, a Task Force will be established with partners. Invitations will be extended to partners to participate and provide input into coordination, education, evaluation, monitoring, and advise on progress and next steps.

Alternatives Reviewed

Do nothing is not an option as excessive speed is one of the leading factors that contribute to traffic crashes in Niagara region where speeding-related crashes are responsible for an average of \$350 million in economic losses each year in Niagara region.

Other reports will be coming forward to PWC and Council outlining other traffic safety tools for implementation as part of the Vision Zero Road Safety Program.

Relationship to Council Strategic Priorities

Implementing Community Safety Zones (CSZs) supports the 2019 to 2022 Strategic Plan and aligns with the Transportation Master Plan (TMP) Vision 2041

Regional Council adopted Niagara Region's Strategic Plan 2019-2022 with the vision statement of striving to achieve a prosperous, safe and inclusive community that embraces our natural spaces and promotes holistic wellbeing and quality of life. Community Safety Zones will serve to address Niagara Region's commitment to the safe system approach; by recommending extensive, proactive and targeted initiatives, informed by data and aimed at eliminating serious injury and fatalities on Niagara Regional roads.

Alignment to Niagara Region Transportation Master Plan (TMP)

Niagara Region is undergoing significant change and by 2041 will have grown and evolved on economic, demographic, social and technological fronts. This

recommendation will support growth and enhance Niagara globally by promoting an integrated network of roads and highways for the safe movement of people and goods.

This recommendation is part of Transportation's Vision Zero Road Safety Program that is critical to building a safe and inclusive community. It is a philosophy of significant departure from the traditional approach of road safety by providing a transportation network with safer walking, cycling, and motor vehicle routes.

Other Pertinent Reports

PW 64-2019 Vision Zero Road Safety Program, November 5, 2019

PW 38-2019 Community Safety Zones, July 9, 2019

PW 35-2019 Automated Speed Enforcement – Safer School Zones, July 9, 2019

Prepared by:

Sulaf Alkarawi, P.Eng.
Associate Director, Transportation Planning
Public Works Department

Recommended and Submitted by:

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

This report was prepared in consultation with Carolyn Ryall, Director Transportation Services, and was reviewed by Donna Gibbs, Director Legal and Court Services and Brian McMahon, Program Financial Specialist.

Appendices

Appendix 1 List of Designated Community Safety Zones (CSZs)

Appendix 2 Maps of CSZ Locations from 1 – 10

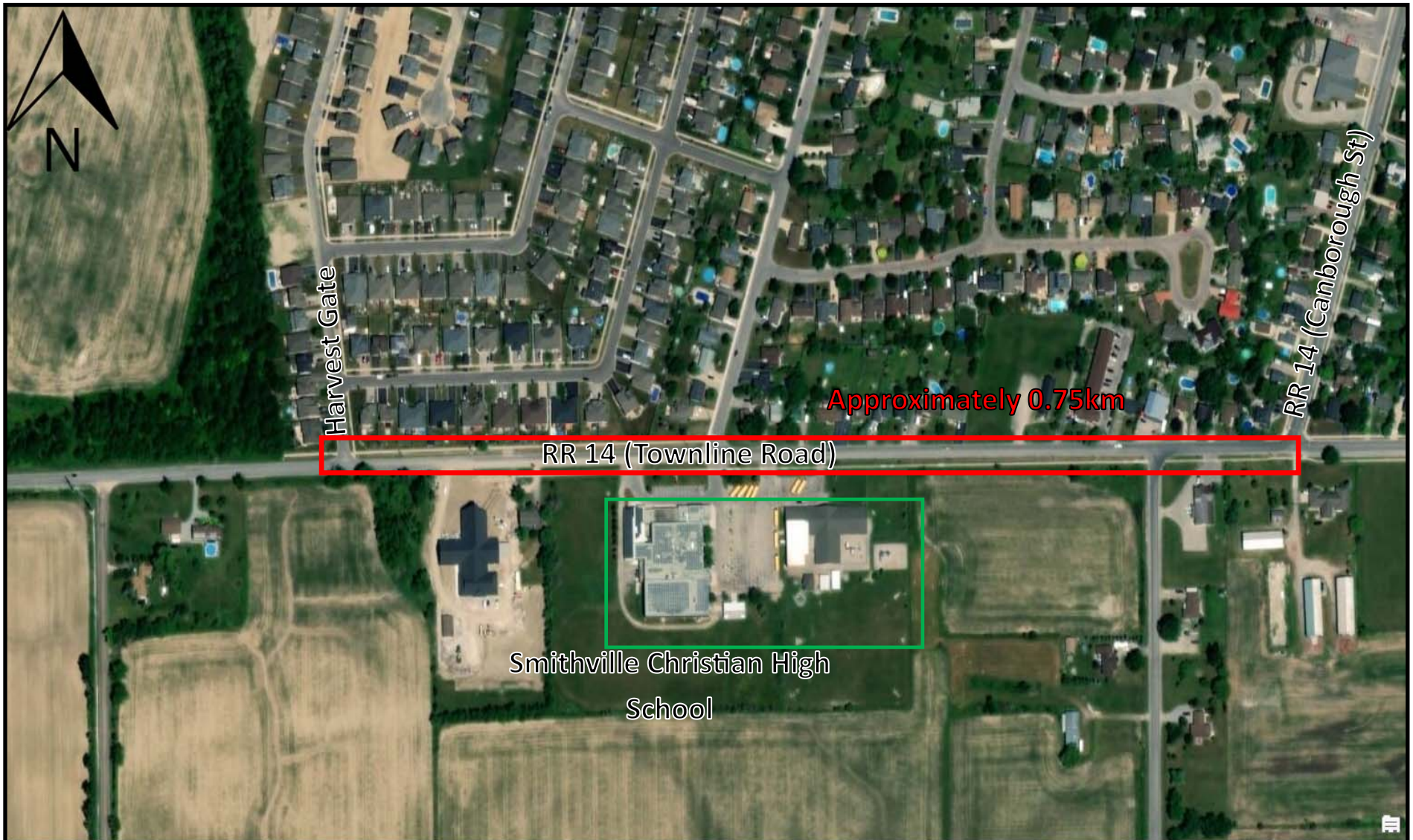
Table 1
Community Safety Zone locations on Regional Roads

Road	Section	Municipality	School	Length of Zone
RR 512 (Livingston Ave)	Roberts Rd to Patton St	Town of Grimsby	Blessed Trinity Catholic Secondary School	1.80km
RR 14 (Townline Rd)	Harvest Gate and Regional Road 14 (Canborough Street)	Township of West Lincoln	Smithville District Christian High School	0.75km
RR 98 (Montrose Rd)	Watson Street and Regional Road 20 (Lundy's Lane)	City of Niagara Falls	Greendale Elementary School	0.80km
RR 124 (Central Ave)	Regional Road 19 (Gilmore Road) and Bertie Street	Town of Fort Erie	Our Lady Of Victory Catholic Elementary School	0.8km
RR 81 (Main St. East)	Nelles Road and Regional Road 14 (Bartlett Avenue)	Town of Grimsby	Park Elementary School	1.80km
RR 55 (Niagara Stone Rd)	Concession 6 Road Roundabout and Regional Road 100 (Four Mile Creek Road)	Town of Niagara On The Lake	Crossroads Public Elementary School	1.50km
RR 54 (Rice Rd)	Quaker Road and Regional Road 41 (Woodlawn Road)	City of Welland	Alexander Kuska KSG Catholic Elementary School	1.00km
RR 72 (Louth St)	Ryker Street and Regional Road 69 (Pelham)	City of St.Catharines	DSBN Academy	1.00km
RR 14 (Station St).	Regional Road 20 (West Street) Street and Spring Creek	Township of West Lincoln	John Calvin School	1.00km
RR 87 (Main St)	Regional Road 38 (Martindale Road) and Johnston Street	City of St.Catharines	Saint Ann Catholic Elementary School	1.10km

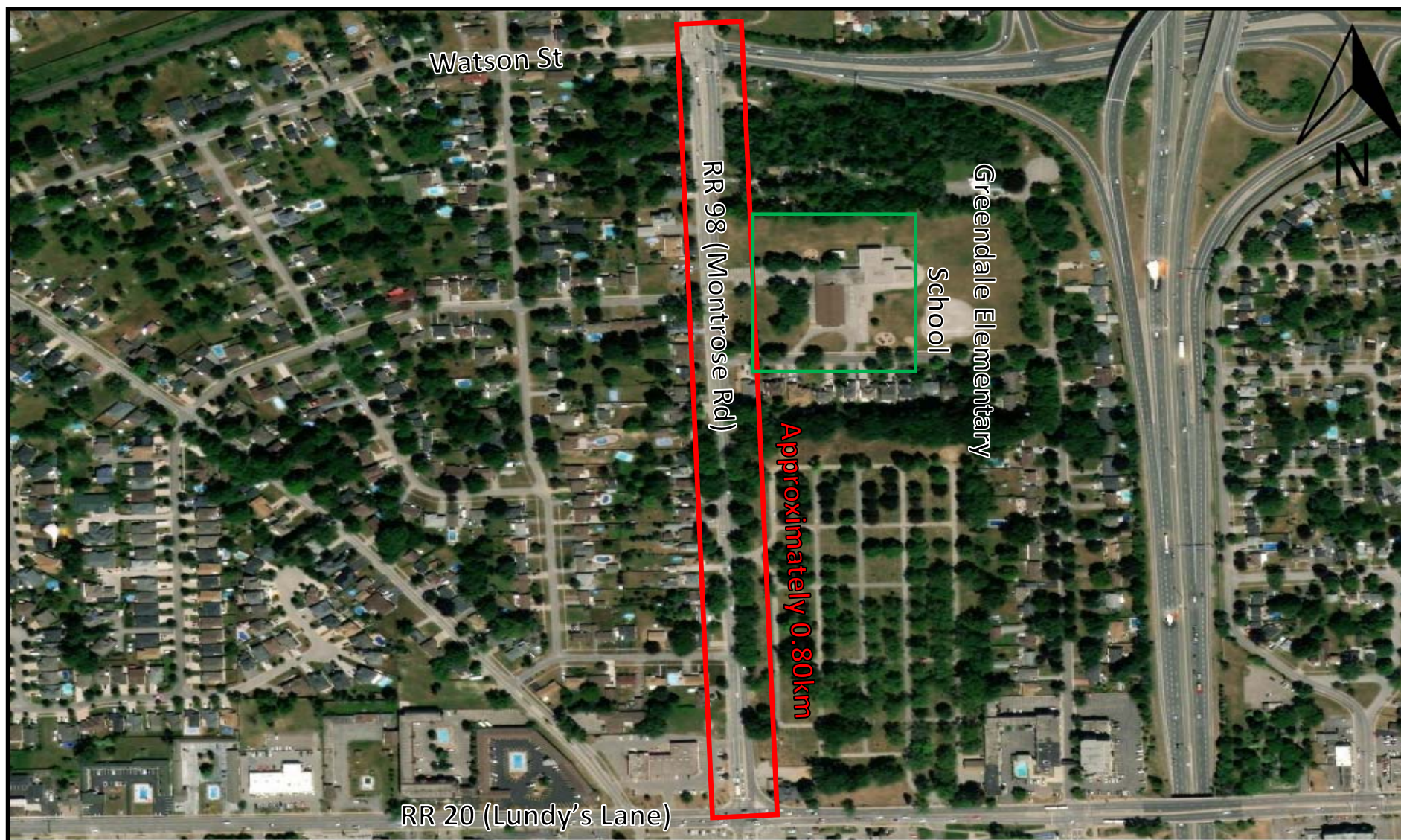
COMMUNITY SAFETY ZONE
REGIONAL ROAD 512 (LIVINGSTON AVENUE)
TOWN OF GRIMSBY



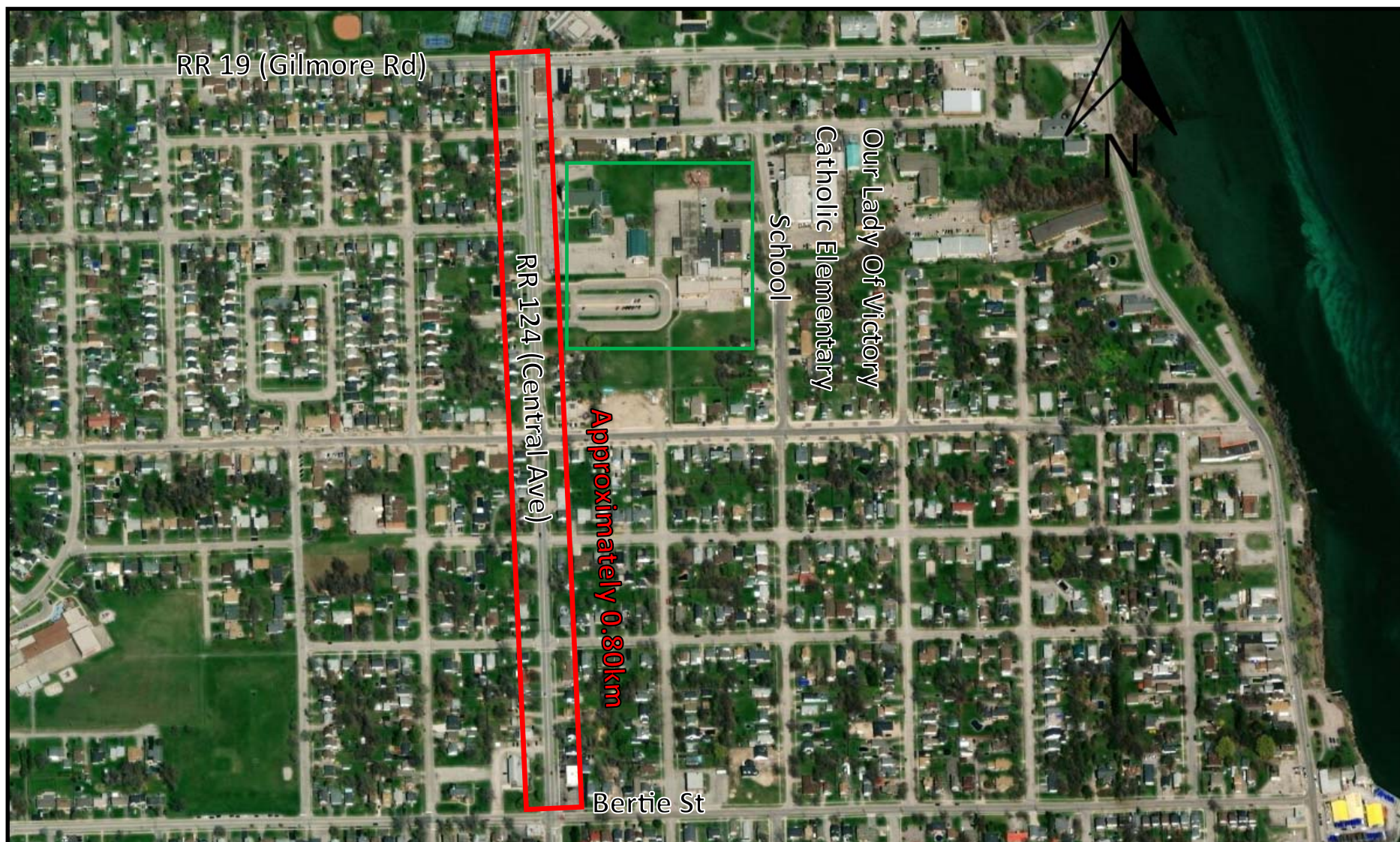
COMMUNITY SAFETY ZONE
REGIONAL ROAD 14 (TOWNLINER ROAD)
TOWNSHIP OF WEST LINCOLN



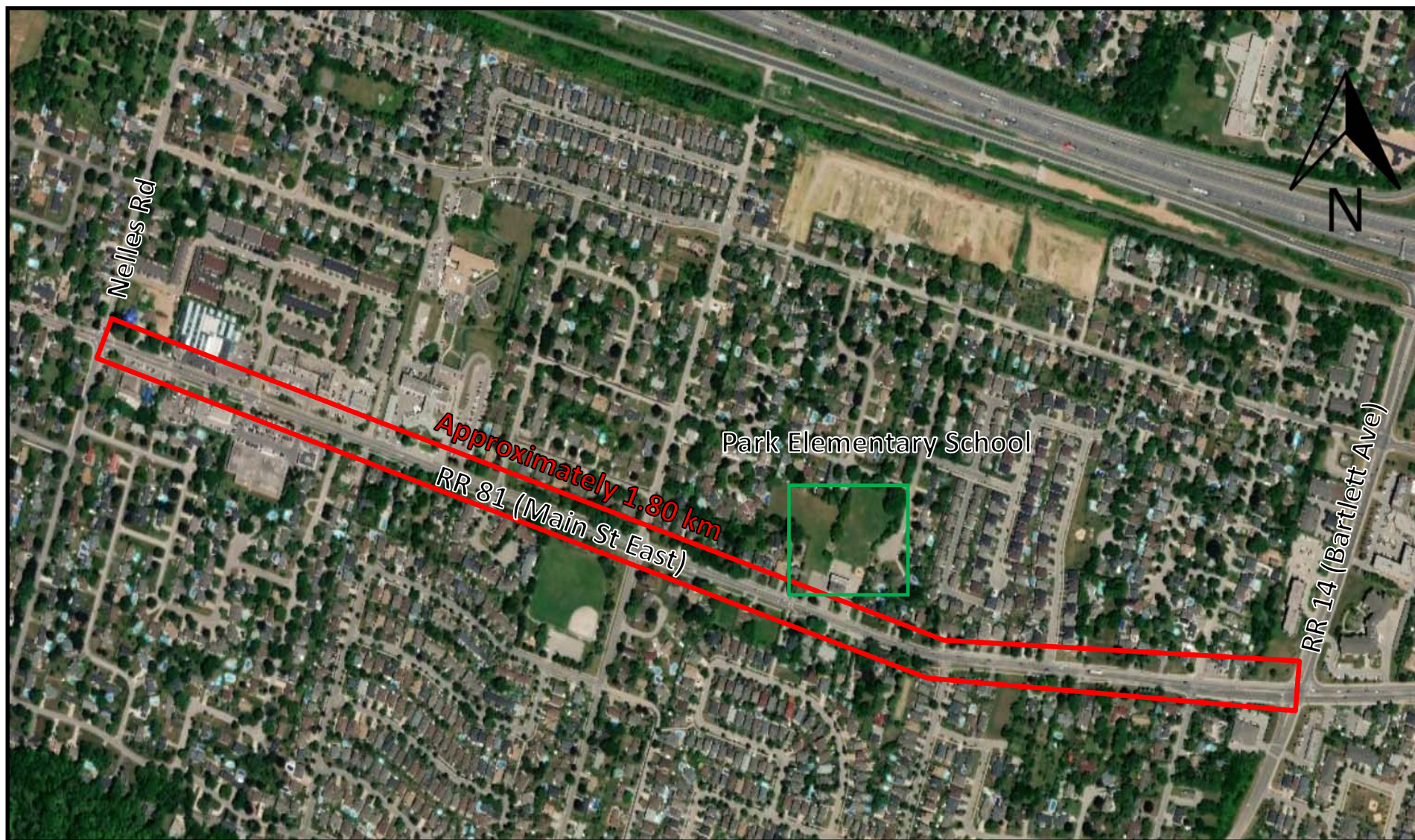
COMMUNITY SAFETY ZONE
REGIONAL ROAD 98 (MONTROSE ROAD)
CITY OF NIAGARA FALLS



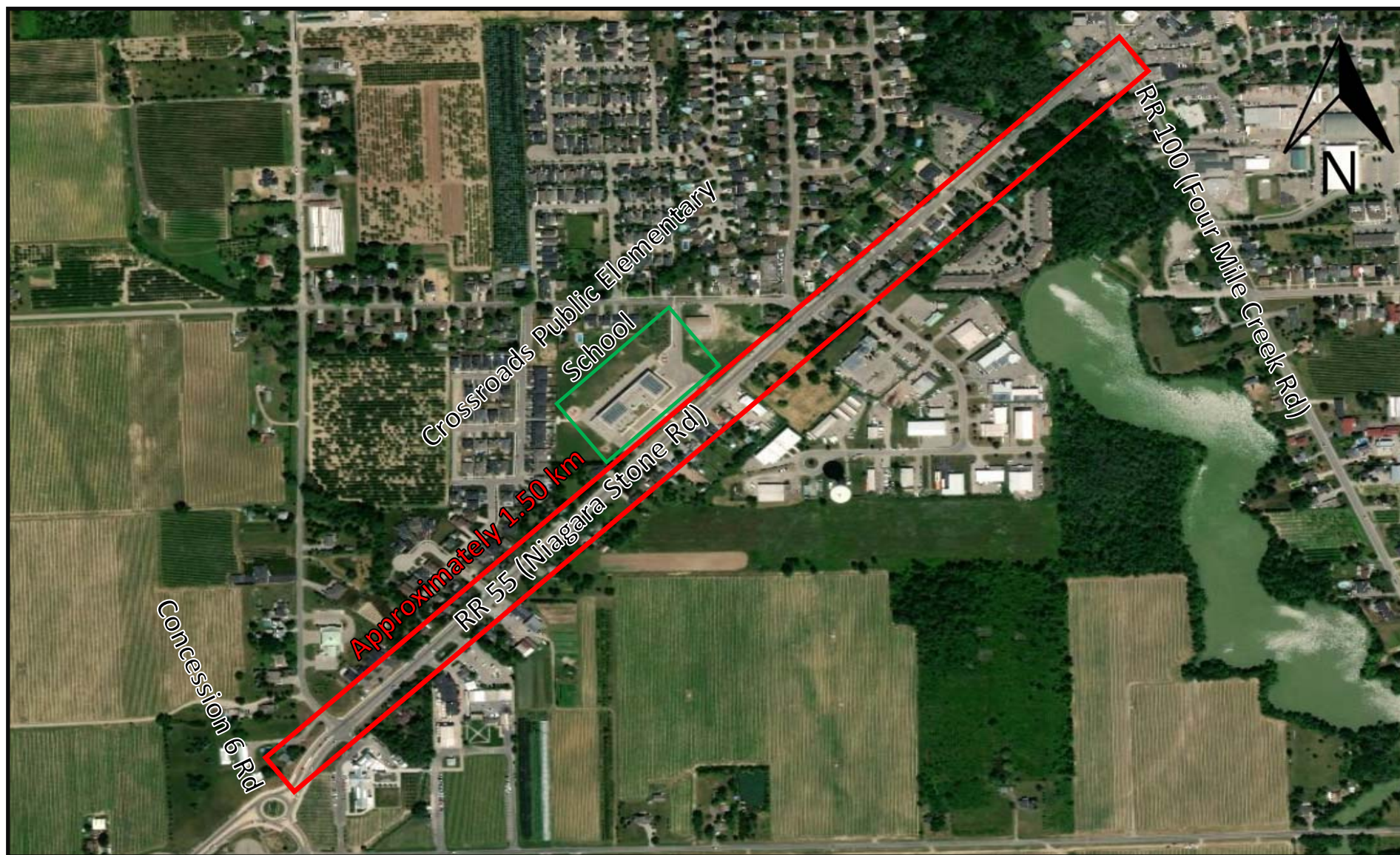
COMMUNITY SAFETY ZONE
REGIONAL ROAD 124 (CENTRAL AVENUE)
TOWN OF FORT ERIE



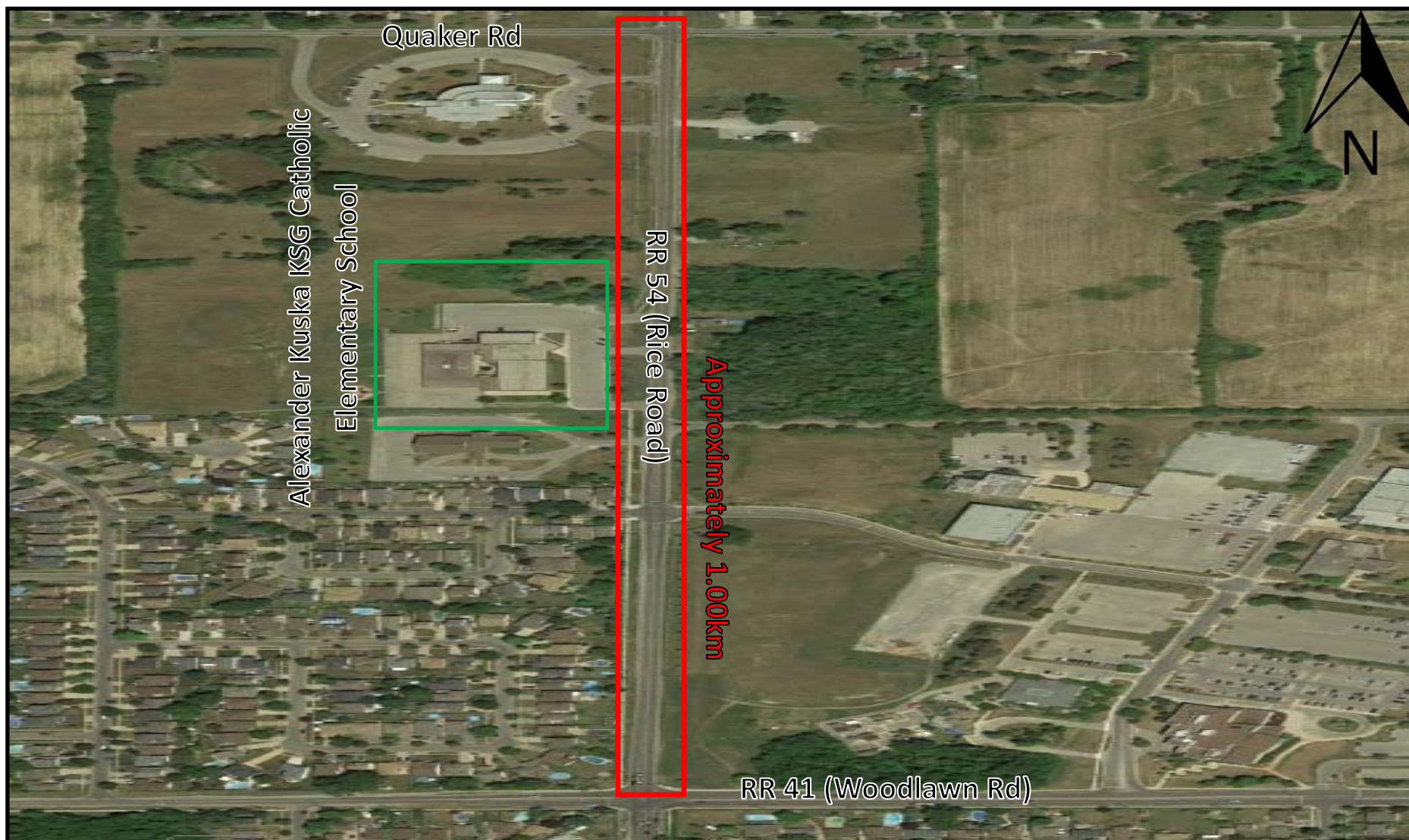
COMMUNITY SAFETY ZONE
REGIONAL ROAD 81 (MAIN STREET)
TOWN OF GRIMSBY



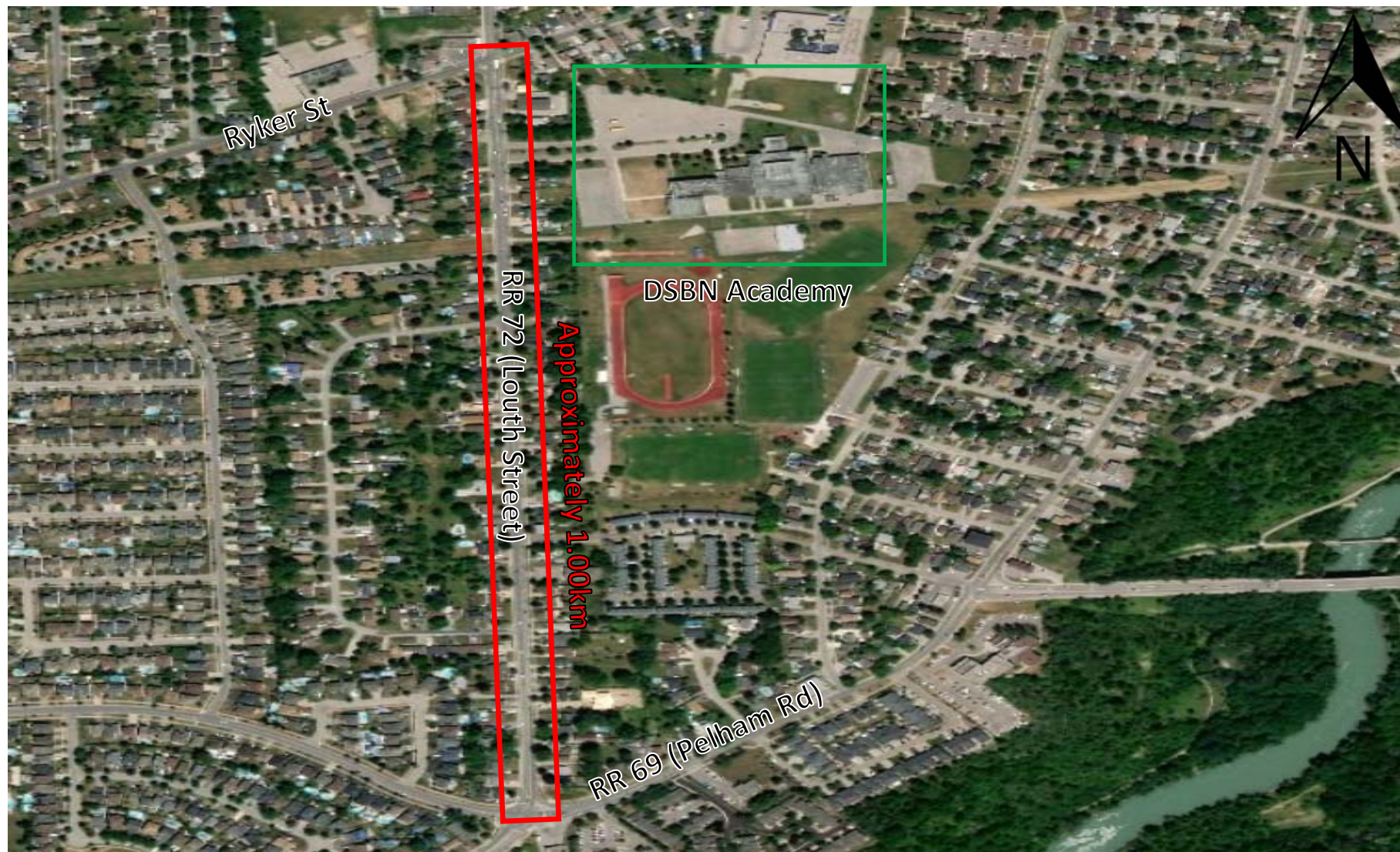
COMMUNITY SAFETY ZONE
REGIONAL ROAD 55(NIAGARA STONE ROAD)
TOWN OF NIAGARA ON THE LAKE



COMMUNITY SAFETY ZONE
REGIONAL ROAD 54 (RICE ROAD)
CITY OF WELLAND



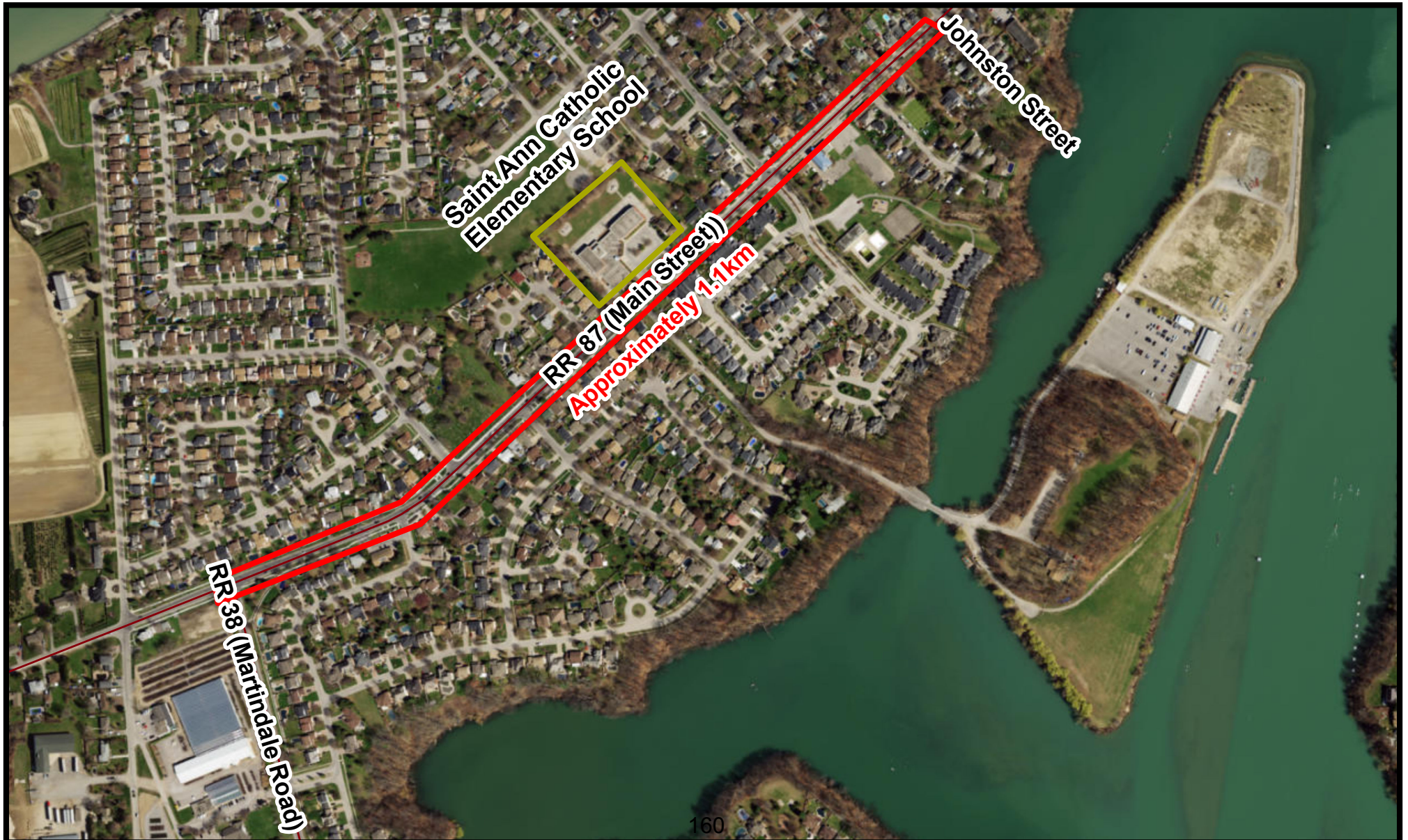
COMMUNITY SAFETY ZONE
REGIONAL ROAD 72 (LOUTH STREET)
CITY OF ST. CATHARINES



COMMUNITY SAFETY ZONE
REGIONAL ROAD 14 (STATION STREET)
TOWNSHIP OF WEST LINCOLN



COMMUNITY SAFETY ZONE
REGIONAL ROAD 87 (MAIN STREET)
CITY OF ST. CATHARINES



Subject: Pattison Outdoor Advertising Request for Variance to Regional Sign By-law 122-2013

Report to: Public Works Committee

Report date: Tuesday, March 10, 2020

Recommendations

1. That Council **GRANT** a minor variance pursuant to section 24 from the requirements of Sign By-law No. 122-2013 to allow Pattison Outdoor Advertising to install a two-panel billboard sign with a digital panel at the property of 652 River Road, City of Welland at a 7m setback from the Woodlawn Road street line, subject to the condition that Pattison Outdoor Advertising agrees to remove and relocate the sign to comply with By-law at its sole cost upon notice from the Region if required in the event of a future road widening or expansion of Woodlawn Road or otherwise for municipal purposes.

Key Facts

- Regional Sign By-Law 122-2013 requires a 10m setback from the edge of the street line to the sign. Pattison Outdoor Advertising is seeking a variance for the installation of a two-panel billboard sign at 652 River Road in the City of Welland with a 7m setback.
- Part IX (Administration and Enforcement) section 24 of Regional Sign By-Law 122-2013 permits Regional Council to authorize a minor variance from the requirements within the By-Law.
- The proposed sign would be more than 22m away from the traveled portion of the roadway but 7m away from the Regional property line/street line of Woodlawn Road.
- The sign facing east will contain a digital method of display with no moving animation, while the sign facing west will be a static paper based sign.
- There is currently no billboard sign at 652 River Road in the City of Welland, however, one did previously exist but was removed by Pattison Outdoor Advertising in April of 2015.

- The property where sign is proposed is zoned as commercial, with no residential properties close by. Prior to 2015 when a billboard owned by Pattison Outdoor Advertising was in place, there is no history of complaints by the general public.

Financial Considerations

There are no financial implications.

Governmental Partners

Pattison Outdoor Advertising will be required to obtain approvals from the City of Welland with regards to section 7.6.2 of the Welland By-Law stipulating setbacks from a property.

Analysis

Section 11.(a) of The Regional Municipality of Niagara By-Law No. 122-2013 permits the Commissioner to issue a sign permit for a billboard sign provided it is placed a minimum distance of 10.0 m from the street line. Section 24 of the By-Law permits Regional Council to authorize a minor variance from the requirements within the By-Law. A copy of the by-law is attached as Appendix 1.

Staff met with Pattison Outdoor Advertising on site to observe the proposed location of the billboard and informed them that the Sign By-Law prohibits any sign structures within a 10m setback from the street line. Pattison Outdoor Advertising is requesting a variance to the by-law due to the inability to move the structure further into private property. A copy of the letter from Pattison Outdoor Advertising requesting the variance is attached as Appendix 2.

Pattison Outdoor Advertising previously installed a double-sided (paper posted) billboard at 652 River Road, however, it was removed in April 2015. They are now requesting a new installation with a 7m setback from the street line, which would still provide a 22m setback from the travelled portion of the roadway, and a 45m setback from the center median.

The current regional property line in this section of roadway stretches 22m from the edge of traveled portion of the roadway, thus removing any potential conflict with the sign. In discussion with Staff, Pattison Outdoor Advertising have indicated that they would be prepared to agree to remove and relocate the sign to comply with the by-law

at their sole cost in future if required for purposes of any future widening or road expansion. Staff are prepared to support their request as a minor variance from the requirements of the By-law subject to this condition.

Alternatives Reviewed

Pattison Outdoor advertising has stated that moving the sign further into private property is not a favourable solution for them.

Relationship to Council Strategic Priorities

This report is being brought forth as a request by Pattison Outdoor Advertising as the proposed sign provides a medium for local and national businesses to promote themselves in a digital manner and support economic development. The recommendation relates to council's strategic plan to provide sustainable and engaging government by promoting an organizational culture that values continuous improvement, collaboration, and innovation.

Prepared by:

Petar Vujic
Road Safety and Permits Program Manager
Public Works Department

Recommended and Submitted by:

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

This report was prepared in consultation with Carolyn Ryall, Director Transportation Services.

Appendices

- | | |
|------------|--|
| Appendix 1 | The Region of Niagara Sign By Law No. 122-2013 |
| Appendix 2 | Correspondence from Applicant |

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 122-2013

SIGN BY-LAW

WHEREAS Section 11 of the *Municipal Act*, 2001, S.O. 2001, c. 25, authorizes the Regional Municipality of Niagara to pass by-laws respecting Regional roads;

AND WHEREAS Section 4(7)(i) of *Municipal Act*, 2001, S.O. 2001, c. 25, authorizes the Regional Municipality of Niagara to prohibit or regulate the placement or erection of any sign or advertising device within 400 metres of the limit of a Regional road;

NOW THEREFORE THE COUNCIL OF THE REGIONAL MUNICIPALITY OF NIAGARA ENACTS AS FOLLOWS:

PART I – DEFINITIONS

1. The following terms are defined for the purposes of this By-law:
 - a) “Area municipality” means any one of the municipality or corporation of the Town of Fort Erie, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, City of Thorold, Township of Wainfleet, City of Welland, or Township of West Lincoln;
 - b) “Awning” means a light detachable structure with a skin of flexible material, which is entirely supported from a building;
 - c) “Banner sign” means a sign made of cloth, plastic or similar light weight non-rigid material containing copy relating to a charitable, community or municipal matter or event and placed within the limits of a Regional road with the approval of the Commissioner;
 - d) “Billboard sign” means an outdoor sign placed and maintained on a property by a person engaged in the sale or rental of the space on the sign to a client, upon which space is displayed copy that advertises a business, goods, products, or services not necessarily sold or offered or conducted on the property, but does not include a temporary sign;
 - e) “Canopy” means a rigid roof-like structure which is entirely supported from a building;

- f) “Commissioner” means the Commissioner of Public Works or his/her designate;
- g) “Copy” means the wording, letters, numerals, symbols, graphics, images and artwork on a sign;
- h) “Driveway” means that portion of a lot designed to provide vehicles access from the lot to the travelled portion of a Regional road;
- i) “Election sign” means a sign advertising any person or political party participating in an election for public office;
- j) “Electronic sign” means a sign that displays and changes copy by electronic means;
- k) “Facia sign” means a sign attached to or affixed to the wall of a building or structure and includes a sign attached to or affixed to the surface of an awning or canopy;
- l) “Grade” means the elevation of the ground directly beneath a sign;
- m) “Ground sign” means a sign permanently affixed to the ground by structure;
- n) “Interior sign” means a sign placed inside a building or on a lot or building and is not visible from or intended to be visible from the Regional road;
- o) “Lot” means a parcel of land having specific boundaries, which is capable of legal transfer;
- p) “Municipal law enforcement officer” means a by-law enforcement officer appointed by the Region or an area municipality;
- q) “Official sign” means a sign placed:
 - i. By or under the jurisdiction of the Commissioner; or
 - ii. Under the authority of a statute, by-law, or provincial or federal authority to regulate or prohibit the movement of pedestrians, cyclists or vehicles or to warn or guide pedestrians, cyclists, or the drivers of vehicles;
- r) “Owner” means any person described on the sign, or whose name or address or telephone number appears on the sign, or who installed the sign, or who is in lawful control of the sign, or who benefits from the

message on the sign, and for the purposes of this By-law there may be more than one owner of a sign;

- s) "Person" includes but is not limited to an individual, sole proprietorship, partnership, association or corporation;
- t) "Place" when used as a verb means to attach, install, erect, locate, build, construct, reconstruct, move, display, paint, inscribe or affix;
- u) "Premises" means a lot or building;
- v) "Projecting sign" means a sign attached at one end to a building or structure and generally extending perpendicular outward there from, but shall not be a facia sign;
- w) "Region" means The Regional Municipality of Niagara;
- x) "Regional road" means a road under the jurisdiction of the Region;
- y) "Road" includes but is not limited to a common and public highway or street, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof;
- z) "Sign" means any device, object or thing that is designed to convey a message that is placed for the purposes of advertising, identifying, announcing, directing or promoting any idea, event, activity, product, service or facility, identifying any business or enterprise, or conveying any other type of message;
- aa) "Street line" means the boundary of a lot dividing the lot from a Regional road or a road under the jurisdiction of an area municipality;
- bb) "Temporary sign" means a sign displayed for a specific limited period of time on the untraveled portion of a Regional road.

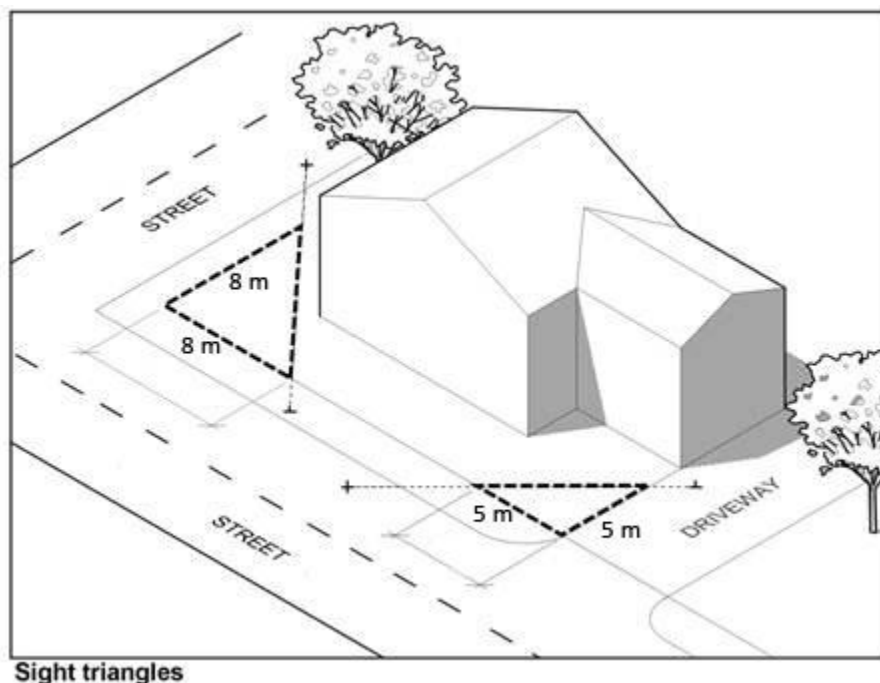
Part II

- 2. No person shall place or permit to be placed on a Regional road a sign other than an official sign or a sign permitted by this By-law.
- 3. No person shall place or permit to be placed on a Regional road a sign that is not an official sign and that:
 - a) Has any part of the sign located within a roadway, shoulder, median, planning bed, drain, ditch or watercourse;

- b) Resembles an official sign or a traffic control signal or device in colour, shape, wording, content, operation, or location;
 - c) Impacts the function of the road by:
 - i. Creating a safety hazard;
 - ii. Impeding or obstructing municipal maintenance or construction operations;
 - iii. Impeding access to or obstructing a fire hydrant;
 - iv. Impeding or obstructing the passage of pedestrians where they are reasonably expected to walk;
 - v. Impairing or obstructing the visibility of vehicular or pedestrian traffic or a railway crossing;
 - vi. Obscuring or detracting from the visibility or effectiveness of an official sign or a traffic control signal;
 - d) Is painted onto, affixed by an adhesive, tape or wire onto:
 - i. A tree, shrub or any other natural object;
 - ii. A utility box, traffic signal control box, bridge, guiderail or any other road structure;
 - iii. A transit shelter or any other piece of street furniture;
 - iv. An official sign;
 - v. The support of a luminaire, official sign, or any other traffic control device.
4. No person shall place or allow an election sign to be placed on a Regional road.
5. On a lot adjacent to a Regional road, no person shall place a ground sign within 1.0 metre of the street line.
6. On a lot adjacent to a Regional road, no person shall place a sign within a visibility triangle determined as follows:
- a) In the case of a driveway, the visibility triangle shall be the area enclosed by a line along the limits of the driveway and the street line measured to a

point 5.0 metres back from the intersection of the street line and the limit of the driveway;

- b) Notwithstanding section 6.(a), a sign that does not exceed 1.2 metres in height may be placed in the visibility triangle provided it is placed a minimum distance of 2.0 metres from the street line;
- c) In the case of an intersection of a road with a Regional road, the visibility triangle shall be the area enclosed by each of the street lines measured to a point 8.0 metres back from the intersection of the street lines.



Part III – Signs Requiring Permits

- 7. Except as provided in Part IV of this By-law, no person shall place a sign on a Regional road or within 20.0 metres of the centre line of a Regional road without first having obtained a permit for the sign from the Commissioner.
- 8. Every application for a permit under this By-law shall be made on the form provided by the Commissioner and shall be accompanied by any plans, drawings and other information as the form may prescribe.
- 9. Every person applying for a permit shall pay the application fee approved by Regional Council.

10. Banner Sign

- a) The Commissioner may issue a permit for a banner sign provided the sign:
 - i. Does not in any way obstruct or adversely affect the visibility or operation of a traffic control device;
 - ii. Is mounted and placed securely in accordance with any requirements and conditions the Commissioner may require.
- b) The Commissioner may issue a permit for a banner sign that contains an expiry date for the permit, after which time the banner must be removed.
- c) The applicant for a permit for a banner sign shall satisfy the insurance and liability requirements of the Region.

11. Billboard Sign

- a) The Commissioner may issue a permit for a billboard provided it is placed a minimum distance of 10.0 metres from the street line.

12. Electronic Sign

- a) The Commissioner may issue a permit for an electronic sign provided:
 - i. The individual copy is displayed by the sign for a minimum of 15 seconds without any change in the copy and the sign displays the copy without any motion, animation or other visual effect that creates the illusion of motion;
 - ii. The sign incorporates a sensor linked to the software controlling the sign's electronic display in order that the brightness of the sign is automatically adjusted in relation to ambient light conditions;
 - iii. The luminance from the sign shall not exceed 0.3 foot candles (3 lux) above the ambient light level as measured when the sign display goes to dark or black.

13. Projecting Sign

- a) The Commissioner may issue a permit for a projecting sign provided:
 - i. The projecting sign maintains a minimum vertical clearance of 2.5 metres from grade to the lowest part of the sign;

- ii. The owner of the sign satisfies the insurance and liability requirements of the Region.

Part IV – Signs Exempt from Permits

14. No person shall require a permit to place the following signs provided all other provisions of this By-law are complied with:
- a) A sign not exceeding 0.2 square metres in area that identifies the name, address and profession of the occupant ;
 - b) An interior sign;
 - c) A fascia sign that does not project more than 45 centimetres into a Regional road;
 - d) A temporary sign placed on a public sidewalk on a Regional road provided the following requirements are satisfied:
 - i. The size of the temporary sign is a maximum height of 0.9 metres and a maximum of 0.6 metres in width;
 - ii. The setback of the building containing the business the temporary sign from the street line is not greater than 0.6 metres;
 - iii. The temporary sign is only placed on the sidewalk in front of the premises where the business it is advertising operates;
 - iv. The temporary sign is placed on the sidewalk only during the actual hours of operation of the business it is advertising;
 - v. The temporary sign is not placed in a manner that restricts the free and safe movement for any pedestrian, vehicle or other conveyance on the sidewalk, or in any manner impedes vision and in no case shall less than 1.2 metres width of unobstructed sidewalk be maintained.
 - e) A sign advertising or providing directions to the on-farm sale of produce or any other thing grown on the farm provided such sign is in compliance with the applicable area municipality's sign by-law and is not placed on the Regional road;
 - f) A sign advertising the sale or lease of premises provided such sign is in compliance with the applicable area municipality's by-law and is not placed on the Regional road.

Part V – Existing Signs

15. Nothing in this by-law applies to an existing sign that is lawfully placed on the day this by-law comes into force, so long as the sign is not in any way altered.
16. The maintenance and repair of the sign or change in copy shall not be deemed to constitute an alteration.

Part VI - Conflicts with Area Municipality By-laws

17. In the event there is a conflict between any provision of this by-law and the provision of any by-law of an area municipality, the provisions of this by-law shall prevail, provided however, that no area municipality shall be prevented in any way from enforcement of those provisions of its by-law which exceed the requirements of this by-law or are more restrictive than the provisions of this by-law.

Part VII – Removal

18. Any person or owner who places or permits to be placed a sign that does not comply with this By-law is required to modify the sign to comply with the By-law or remove the sign forthwith and restore the sign location to a condition satisfactory to the Commissioner.
19. If the person or owner required to modify or remove a sign under section 18 of this By-law fails to do so, then the Commissioner, a municipal law enforcement officer, or a police officer may immediately remove it, without notice or compensation to and at the risk of its owner.
20. If the person or owner required to restore a sign location under section 18 of this By-law fails to do so, then the Commissioner may restore the location.
21. The Region and a local municipality may recover the expense for the removal, transportation and disposal of a sign and for the restoration of the sign location from the owner under section 18 of this By-law by court action or in like manner as municipal taxes.

Part VIII – Penalty

22. Every person or owner who contravenes a provision of this By-law is guilty of an offence and upon conviction is liable to a fine as provided for in the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended.

Part IX – Administration and Enforcement

23. The Commissioner is responsible for the administration of this By-law.

24. Regional Council may authorize a minor variance from the requirements of this By-law.
25. This By-law may be enforced by the Commissioner, a municipal law enforcement officer or a police officer.
26. Nothing in this by-law exempts a person from complying with any other by-law or requirement of a municipality, government or agency having the authority to deal with a matter related to a sign.
27. If any provision of this By-law is declared invalid for any reason by a court of competent jurisdiction, only that invalid portion of the By-law shall be severed and the remainder of this By-law shall be deemed to be separate and independent and shall continue in full force.
28. The short title of this By-law is the "Sign By-law".
29. This By-law shall come into force and effect on the date of passage by Regional Council.
30. By-law Number 2705-80 of the Region shall be repealed effective on the coming into force of this By-law.

THE REGIONAL MUNICIPALITY OF NIAGARA

Original Signed By:

(Gary Burroughs, Regional Chair)

Original Signed By:

(Janet Pilon, Regional Clerk)

Passed: October 10, 2013



November 19, 2019

Public Works Committee
1815 Sir Isaac Brock Way
Thorold ON, L2V 4T7

RE: Sign Variance Application – 652 River Rd., Welland ON

Dear Committee Members,

Please accept this letter as our formal application for a minor variance to the Regional Sign By-law 122-2013. Our application is seeking approval for one new billboard with two sign faces, located at 652 River Road. The sign face directed east will contain a digital method of display, while the sign face directed west will contain a static (paper posted) method of display. The property is zoned “Gateway Economic Centre” (GEC-14).

The sign will be directed towards traffic travelling along east and west along Woodlawn Road (Regional Road 41), with dimensions of 3.05 metres vertically by 6.1 metres horizontally (or approximately 10 feet by 20 feet). The height will be approximately 8.0 metres (or approximately 26 feet, 3 inches) from grade.

The property currently contains a one-storey building with multiple commercial tenants, as well as a gas station with associated parking spaces. The tenants include a Tim Horton’s, a gym and a convenience store.

We are seeking one variance from Section 11(a) of the By-law: *billboards must maintain a minimum distance from the regional street property line.*

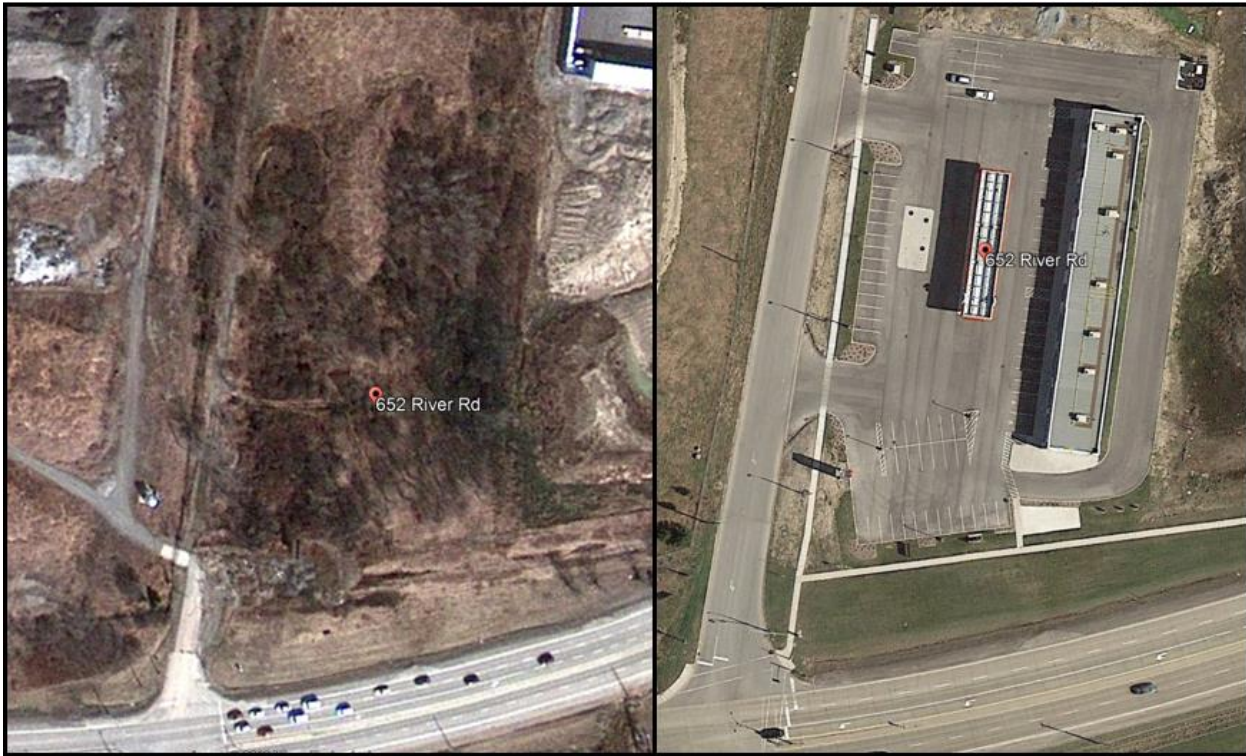
We believe the variance being requested is minor in nature, and can be granted because the proposed sign will have no negative impacts on the streetscape, the property or the surrounding uses. The electronic method of display is an effective communication tool for local and national businesses to promote goods, products and services, and will be managed responsibly to ensure it remains compatible with surrounding uses.

History of the Property

Pattison previously owned and operated a double-sided static (paper posted) billboard at 652 River Road since 1995, until the sign was removed April 30, 2015. Over this 20-year period, Pattison did not receive any complaints from commuters or members of the public. Pattison facilitated the removal of this sign to allow for development of the property, which has now been completed (See Figure 1 on the following page).



Figure 1 – Property in 2010 (left) compared to 2018 (right)



Variance Required for Setback from a Regional Road

Section 11(a) of the Regional Sign By-Law requires a minimum setback from a regional road of 10 metres. We are requesting the proposed sign to have a setback of 7.0 metres from the adjacent regional road (Woodlawn Road).

We believe this variance can be granted because the setback of the proposed sign from the travelled portion of Woodlawn Road of 22 metres. This is much greater than the required 10-metre setback, and based on this distance, we believe that commuters travelling along Woodlawn Road will not be impacted. The 22 metres between the travelled portion of Woodlawn Road and the proposed sign provides ample space to expand Woodlawn Road, further demonstrating that the proposed sign have no negative impacts on the potential future development of Woodlawn Road.



Figure 2 – Setbacks from Woodlawn RD (Regional Rd 42)



As can be seen in Figure 2 above, the setback from the median of Woodlawn Road is approximately 45 metres (or 147 feet). Section 7 of the Regional Sign By-law requires signs to be a minimum of 20 metres (or approximately 65 feet) from the center line of a regional road. The proposed sign is more than double the required setback from the median of Woodlawn Road.

Another factor that does not allow for the proposed sign to meet the required setback of 10 metres is the recent development of the property. The new parking area is approximately 7.5 metres from the property line. Placing the proposed sign at 10 metres from the property line would locate the supporting pole in the parking area. This would represent a potential safety hazard for visitors and we believe this is another reason that the requested variance can be granted.

The proposed sign will comply with every other requirement set out in the Regional Sign By-Law, including the illumination provisions for electronic signs set out in Section 12(a)(i). The proposed sign will be monitored 24-7 by video camera.



The proposed sign will provide a medium for local and national businesses to promote themselves and advertise their goods and services, contributing to future economic growth. We note that there are no sensitive land uses at the property or within the surrounding area.

In summary, we truly believe that the proposed sign conforms to the general intent and purpose of the Regional Sign By-Law, and that the requested variances can be granted as they are minor in nature. Thank you for your time and consideration of this application. Please do not hesitate to contact me if you have any questions or comments about our proposal.

Regards,

Brandon Lincz
Leasing Representative, Pattison Outdoor
Direct: 905 282 6935
blincz@pattisonoutdoor.com

Subject: Considerations of City of Niagara Falls Withdrawing from Regional Waste Management Services

Report to: Public Works Committee

Report date: Tuesday, March 10, 2020

Recommendations

1. That Council **DECLINE** the Niagara Falls request to provide waste management services within the City of Niagara Falls and **DIRECT** Niagara Region's Clerk to advise Niagara Falls of the decision of Council;
2. That staff **PROCEED** with the implementation of the contract as approved by Regional Council on October 17, 2019; and
3. That Report PW 14-2020 and Council's resolutions **BE CIRCULATED** to the Local Area Municipalities (LAMs) for their information.

Key Facts

- The purpose of this report is to provide Regional Council with relevant background information on the Negotiated Request for Proposal (NRFP) process leading up to the commencement of the new waste collection contracts, and to identify the key considerations of Niagara Falls opting out of Regional waste management services, as well as address information that has been published recently in the media.
- A formal request for assumption of waste management services from the City of Niagara Falls was received by Niagara Region on Thursday, January 30, 2020 (Appendix 1).
- If the City of Niagara Falls were to withdraw from Regional waste management services there would be operational, legal, financial and customer service impacts. The legal implications are the subject of a separate closed session report (Confidential PW 15-2020).
- If the City of Niagara Falls were to withdraw from all Regional waste management services, staff recommends that as a pre-condition of such approval, Niagara Falls be allocated a portion of the costs associated with those programs that they participate in, as well as closed landfill and a subset of open landfill operating costs. Under this scenario and based on the current funding methodology for allocation of

waste management costs, the remaining 11 LAMs receiving waste management services from the Region would experience an estimated budget increase of 25% for 2021 compared to the projected increase of 18.5% as a result of increased collection contract costs. If Niagara Falls is not required to pay their estimated share of closed landfill related costs in addition to monitoring and leachate processing costs associated with open landfills which have received Niagara Falls tonnage, the 11 LAMs would have to absorb those costs, resulting in a further increase to the 2021 budget to an estimated total of 27%.

- Notwithstanding the above, a review and potential amendment to the waste management system financing methodology, which was approved in 2011, may be required to ensure fair allocation of costs to the remaining 11 LAMs.
- There would be a duplication of staff to administer, manage and support the development and implementation of waste management services.
- The proposed withdrawal would be detrimental to the ability of the Region to achieve its goals of maximizing waste diversion.
- The procurement process undertaken by the Region for the waste collection contracts embraced and encouraged innovation in a number of respects; and specifically regarding single stream and cart-based recycling, staff noted a number of operational and financial challenges to such systems including the risk presented by the transition of the province's Blue Box Program to producer responsibility in which municipalities that undertake program changes at this time are at risk of assuming cost and service level implications.

Background

Niagara Region will commence new waste collection contracts on October 19, 2020 with Green for Life (GFL) Environmental Inc. servicing Collection Area One (1) and Miller Waste Systems Inc. servicing Collection Area Two (2).

- **Collection Area One** (the Town of Grimsby, the Town of Lincoln, the Town of Pelham, the City of Thorold, the Township of Wainfleet and the Township of West Lincoln); and
- **Collection Area Two** (the Town of Fort Erie, the City of Niagara Falls, the Town of Niagara-on-the-Lake, the City of Port Colborne, the City of St. Catharines, and the City of Welland).

Preparation for these new waste collection contracts began in April 2018 when Council approved the proposed service levels to be included in stakeholder consultation. Consultation with LAMs, business groups and residents started in May 2018 and continued into February 2019. In March 2019, Council approved the collection service options to be included in the Negotiated Request for Proposal (NRFP), including every-other-week (EOW) garbage collection. The NRFP for waste collection services was released on August 1, 2019 and closed on September 17, 2019. Council approved EOW garbage collection on October 17, 2019 as the chosen collection scenario. A detailed timeline of events in the RFP process can be found in Table 1.

Table 1 Key Dates in the RFP Process

Date	Action
April 12, 2018	Regional Council approved the proposed levels for stakeholder consultation
May 2018 to February 2019	Consultation with Local Area Municipalities, business organizations, residents
January 9, 2019	Staff recommended service level options to Public Works Committee (PWC) for inclusion in the NRFP, including EOW garbage collection
March 19, 2019	Regional Council approved collection service options to be included in the NRFP, including EOW garbage collection Regional Council approved the inclusion of a living wage clause in the NRFP and to not proceed with a managed competition bid process (in-house bid)
August 1, 2019	NRFP released
September 17, 2019	NRFP closed
September 18 to 30, 2019	Technical evaluation of NRFP
October 17, 2019	Regional Council approved EOW garbage collection as the preferred collection scenario
October 25, 2019	Best and Final Offer (BAFO) pricing submitted by short-listed proponents
October 31 to November 6, 2019	Negotiation period
November 14, 2019	Regional Council approved optional services
December 12, 2019	Regional Council approved the 2020 budget on the basis

Date	Action
	of EOW and with mitigation from reserves for 3 year budget increases of 9.9%
Q4 2019 to Q1 2020	LAMs select Enhanced Services
January 8 to 9, 2020	Execution of agreements
October 19, 2020	Commencement date of new contract

It is Niagara Region's understanding that, due to the perception of a reduced level of service in regards to EOW garbage collection, increased contract costs, and concerns over a perceived lack of innovation, the City of Niagara Falls would like to opt out of Niagara Region's waste management services, and assume these services for the City of Niagara Falls. A formal request for assumption of waste management services from the City of Niagara Falls was received by Niagara Region on Thursday January 30, 2020, and can be found in Appendix 1.

Financial Considerations

Base collection services, as determined by Regional Council, are provided to all municipalities and the costs for these services, along with all processing, disposal and planning and administrative net costs, are apportioned to the municipalities through the waste management requisition based on the number of residential units as per the prior year's MPAC data. For the enhanced services, each municipality determines the services they wish to provide to their residents and the costs associated with those particular services are added to their specific municipal requisition. The cost that is requisitioned for enhanced services includes both the collection cost charged by the contracted service provider and an estimate of the portion of disposal costs that are related to the enhanced services based on sample weights that are taken twice per year as representative of the tonnage that is typically collected.

The City of Niagara Falls' resolution includes a request to opt out of any or all of the waste management services provided by Niagara Region and assume those services, with the exception of property matters such as the open or closed landfills. If approved, it is recommended that Niagara Falls as a pre-condition of such approval, be allocated a portion of the costs associated with those programs that they participate in, as well as landfill operating and monitoring costs. An allocation of landfill costs has been included in staff's analysis because Niagara Falls has contributed to the tonnage that has gone into the landfills, which leads to the on-going environmental monitoring and leachate processing costs. The remaining net waste management costs will be apportioned to

the remaining 11 LAMs. If Niagara Falls is not required to pay their estimated share of landfill costs, the 11 LAMs would have to absorb those costs as well.

Based on multi-year estimates, the overall net waste management budget increase for 2021 is anticipated to be 18.5%, without any reserve mitigation. This increase is mainly due to the increased collection contract costs. With the new collection contract anticipated to start October 2020, the approved 2020 budget included an estimate of anticipated collection costs under the new contract for the last three (3) months of the year only. The full impact of the new collection contract is included in the 2021 multi-year budget estimate. For the 2020 operating budget, Niagara Falls was apportioned approximately 19.1% of the base waste management net program costs of \$37.1 million.

The Region's 2020 waste management operating budget was approved by Council in December 2019. If a change were to be required in 2020 due to Niagara Falls opting out, the following processes would be affected:

- An in-year budget amendment (including a revised by-law) would be required to adjust the Council-approved 2020 budget.
- The municipal requisitions for all municipalities would be impacted and require amendment.
- Waste Management tax rates would have to be amended prior to final 2020 tax billing to residents which generally occurs at the beginning of June for the June 30 due date.
- This would necessitate the above processes being complete by the end of May at the latest to facilitate the LAM tax billing process.
- Due to these time constraints, approximately 11 weeks, it may not be possible for the City of Niagara Falls to opt out without leaving the Region responsible for a portion of the costs attributable to Niagara Falls waste management services.

It is estimated that if Niagara Falls is allowed to opt out of all Regional waste management services, with the exception of the landfills, the remaining 11 LAMs receiving services from the Region would see an estimated 2021 budget increase over 2020 of 25%, or approximately \$40 per household. The original multi-year budget estimate for 2021, without any reserve mitigation, projected an increase of 18.5%, or approximately \$29 per household, which includes service for the City of Niagara Falls. This additional increase of 6.5%, or \$11 per household, is attributable to the sharing of Niagara Falls' portion of costs in the amount of approximately \$2.1 million for the Region's waste management programs and services, including diversion programs and

administrative program delivery costs amongst the 11 LAMs. If Niagara Falls is not required to share in all closed landfill related costs in addition to monitoring and leachate processing costs associated with open landfills which have received Niagara Falls's tonnage, the remaining 11 LAMs would also have to absorb these costs of an estimated \$800,000, bringing the estimated budget increase for 2021 to 27%, or \$44 per household. The analysis and assumptions made with respect to the budget impacts are based on the current allocation methodology in place to allocate waste management costs amongst the municipalities.

The anticipated budget and requisition changes are based on the following assumptions and estimates:

- Estimates of collection contract cost reductions related to Niagara Falls have been based on the current cost per household based on the current collection contract cost including all 12 municipalities. This assumption is dependant on renegotiation of contracts to exclude one municipality and actual results may vary.
- Budget reductions associated with the removal of Niagara Falls from all waste management services, including the cost to process organic material and disposal costs for processing of waste at Walker's landfill.
- Reduced revenue from the sale of recyclable material and a reduction of garbage bag tag revenue.
- A review of resources required to operate the Region's waste management programs and services with the elimination of Niagara Falls would occur; however, savings have not been factored in, as it is not anticipated that there would be significant opportunities for reductions and related savings, as the resources will still be needed to support the programs for the remaining LAMs.
- A review and potential amendment to the waste management system financing methodology, which was approved in 2011, may be required to ensure fair allocation of costs to the remaining 11 LAMs and may affect the anticipated municipal requisitions.

Through the 2020 operating budget process in CSD 70-2019, staff recommended a mitigation plan to assist in phasing in the increased costs of the new collection contract, which includes significant use of Waste Management Stabilization reserve funding over a 2020, 2021 and 2022. The intent of the reserve funding was to limit the annual increase to 9.8% over the next three years, adjusted to 9.9% for 2020 and 10.2% for 2021 with the inclusion of weekly diaper and medical waste collection service. This recommendation would be subject to the availability of future year reserves and approval of Council for each of 2021 and 2022.

However, the balance of the Stabilization reserve is insufficient to mitigate the full increase for the 11 LAMs, and the increase to the LAMs would be greater than the 10.2% previously recommended for 2021 and 2022. Also, if direction is given to use the Stabilization reserve funds to offset any impact to the 11 LAMs of Niagara Falls opting out of the Region's services in 2020, this would further impact the ability to mitigate increases in future years.

Analysis

EOW Garbage Collection

One of the key decisions made during the NRFP process was Council's approval of EOW garbage collection. Although it has been perceived by some as a decrease in service, residents can still set out the same volume of material. For example, residents who currently have a limit of one (1) container (bag/can) per week will be allowed to set out two (2) containers (bags/cans) EOW, with organics and recycling collected weekly. Only the frequency of garbage collection changes, not the limit. Experience in comparator municipalities shows that EOW garbage collection is a more important driver of diversion than very restrictive garbage limits. Niagara Region's one (1) bag/container per week residential garbage container limit is already one of the more stringent among comparator municipalities. However, Niagara Region's diversion rate is stagnant.

Currently, a typical low-density residential (LDR) garbage bag in Niagara region contains nearly 50% organic waste and 14% recyclable material. Additionally, only 48% of Niagara region's LDR households are using the Green Bin program. Reducing the frequency of garbage collection will motivate residents to recycle and use the Green Bin, as unlimited, weekly Blue/Grey Box and Green Bin collection will continue. By utilizing all diversion programs, residents will reduce the amount of garbage placed at the curb, and increase waste diversion.

Placing organics in the Green Bin for weekly collection also ensures that material that can attract pests and rodents is secured in a solid container with a locking lid. Experience from other municipalities has shown that switching to EOW garbage collection did not result in any increases in rodents, provided residents use their Green Bin and store waste properly. Peel Region reported a decrease in rodent complaints after switching to EOW garbage collection.

Niagara Region has received limited direct public response to Council's resolution to approve EOW garbage collection. Overall, staff have received only 23 calls since October 2019 related to EOW collection. Four (4) calls were from residents that expressed support of the decision and nineteen (19) calls were from residents expressing concern.

Benefits of EOW Garbage Collection

The following environmental and financial benefits are expected with an increase in waste diversion resulting from EOW garbage collection:

- Conservation of non-renewable resources;
- Reductions in energy consumption and pollution (both water and air). The extraction, processing and manufacturing of raw materials requires more energy and consumption of fossil fuels than recycled materials;
- Net reduction in Greenhouse Gas (GHG) emissions through increased composting and recycling, and from fewer collection vehicles on the road;
- A reduction in the amount of organics being landfilled will result in less methane emissions and improved leachate quality, which lessens the potential for environmental impact;
- Long-term cost reduction in the care and control of landfill sites, due to improved leachate quality;
- Increased net processing revenue from the sale of more recyclables due to increased volumes; and
- Extended site life for open Regional landfills, resulting in deferred capital costs for new disposal infrastructure.

Additionally, EOW garbage collection will help Niagara Region align with impending Provincial legislation and regulations. On April 30, 2018, the Ministry of the Environment, Conservation and Parks (MECP) released their Food and Organic Waste Framework, which is comprised of two (2) complementary components: Part A: Food and Organic Waste Action Plan; and Part B: Food and Organic Waste Policy Statement. The Action Plan outlines strategic commitments to be taken by the province to address food and organic waste. Municipalities are responsible for several actions within the framework, including Action 9: Province to ban food and organic waste from ending up in disposal sites (phased-in beginning 2022).

Increased Pricing

Niagara Region has seen an overall increase in the cost of the collection contract compared to the current contract. It should be noted that the pricing from the current collection provider was approximately \$4 million less annually than the next lowest bidder. There have also been significant price increases over the last decade that have affected contract costs. Municipalities across Ontario have experienced increases in collection contracts ranging from 20% to 114%. Key areas where rising costs have affected contract pricing include:

- Labour;
- Insurance;
- Fuel; and
- Vehicle/technology costs.

Although overall contract costs have increased as a result of these factors, moving to EOW garbage collection has provided opportunities for cost-avoidance. Based on the bids from proponents in the NRFP process, the selection of EOW collection provides an estimated annual contract cost avoidance in the range of \$1.1 million, based on comparing the average prices of weekly and EOW to the final prices for EOW, submitted as part of the BAFO. This is in addition to the cost-avoidance associated with increases in diversion.

As previously noted, the extended site life for open Regional landfills resulting from increased diversion defers capital costs for new disposal infrastructure. As a point of reference, the Humberstone Landfill site vertical expansion will have a total cost of approximately \$11.2 million. The total cost to construct the Durham-York Energy from Waste facility was \$295 million and in 2018, the facility received 140,780 tonnes of waste at a net operating cost of approximately \$9.2 million.

Increased diversion also reduces long-term costs for the care and control of landfill sites, due to improved leachate quality. Based on the Region's Landfill Liability Model, the contamination life and monitoring would be reduced by approximately five (5) years, and thus produce an estimated cost avoidance for the two (2) Regional landfill sites of \$1.3 million.

There is also a potential cost avoidance/cost reduction in the landfill contract with Walker Environmental due to an increase in the diversion of waste from disposal. This

may be offset by increased tonnages of food and organic waste collected at the curb and increased processing contract costs, unless the tonnages are reduced through food waste avoidance and other reduction initiatives

Innovation

NRFP Clauses

The City of Niagara Falls has expressed concern that the Region did not include innovation as part of the NRFP. Overall, the NRFP provided flexibility to proponents to put forward innovation by not being prescriptive (i.e. defining vehicle type and specifications). In addition, during the evaluation process, points were awarded for innovation. Clauses existed in the NRFP for a green fleet, the Region's willingness to participate in technology/service trials (i.e. trials of new collection equipment, or methods for collection and haulage that would improve service or reduce costs), and encouraging the use of alternative technologies and fuel sources to reduce GHG emissions. The clauses above relate to technological innovation, and Niagara Region also included additional innovative requests such as paying all workers (permanent and temporary) providing work on the contracts, not less than a living wage, as set by the Ontario Living Wage Network.

Best Practices

EOW garbage collection is a method of service delivery used to maximize existing landfill capacity, and is considered best practice in encourage participation in the Blue/Grey Box and Green Bin programs. Of Niagara Region's municipal comparators, 70 per cent (70%) provide EOW garbage collection. Weekly garbage collection provides little incentive for residents to utilize all three (3) waste streams, knowing all waste is collected weekly.

Procurement Process

The procurement process for the new waste collection contracts was innovative and a first for Niagara Region. Releasing a NRFP allowed Niagara Region to secure the best price for the services to be provided. As per resolutions previously approved by Council through Confidential Report PW 43-2019, Niagara Region used a multi-stage process to conduct the evaluation, selection and negotiation process for the NRFP. In the first stage, proposals were evaluated based on rated criteria, including proponent experience, performance history, capability to perform work, implementation plan, staffing plan and work plan, vehicles/equipment, and use of alternative technologies and fuels. Proposals were evaluated and scored separately for each collection area and collection scenario. Pricing for each collection area and collection scenario was scored

separately. The rated criteria was worth 70% of the total score, and pricing was worth 30% of the total score. In the next stage, with direction from Council on the chosen collection scenario, EOW garbage collection, staff invited all short-listed proponents to submit their best and final offer (BAFO) at less than or equal to their original submitted pricing for Council's chosen scenario. Pursuant to the BAFO process, BAFO submissions were evaluated solely on price, but the Total Final Score for the final ranking of proponents was based on the proponent's BAFO pricing score and proponent's original scores for Part A Criteria and Part B Criteria for the chosen Collection Scenario. Pricing was worth 60% and non-price criteria was worth 40%. The highest-ranking proponent for each Collection Area was invited to enter a final round of negotiations with Niagara Region as per the steps in the procurement process presented in the confidential report PW 62-2019.

Single Stream and Cart-Based Collection

The City of Niagara Falls has cited single stream, cart-based recycling as an innovation not considered by Niagara Region. Dual and single stream cart-based collection was considered as per reports WMPSC-C 11-2019 and PW 3-2019; however, due to the high cost of capital equipment required, this type of service was not recommended. Single stream recycling can be implemented without moving to a cart-based program, however collection efficiencies can only be achieved with automated vehicles. Appendix 2 provides details on single stream and cart-based collection systems based on research and experience in other municipalities.

Cart-Based Collection

Key concerns with cart-based service delivery include:

- Significant initial costs for purchase and distribution;
- On-going annual maintenance and replacement costs associated with carts;
- Reliance on residents to place containers properly at the curb for collection (grab bar facing road, properly spaced);
- Storage space requirements for multiple carts;
- Challenges with wheeling carts down long driveways or in snowy/icy conditions;
- Cart-based collection may not be efficient or feasible in certain areas;
- Increased costs for automated collection vehicles and maintenance requirements; and
- Additional staffing and resident education requirements to support the transition to a cart-based system.

Single Stream Recycling Collection

Key concerns with single stream recycling collection include:

- Increased contamination in carts resulting in a decrease in the Region's revenues and difficulty with marketing recyclables;
- Costs associated with retrofitting Niagara Region's Material Recovery Facility (MRF) from the current two-stream operation to a single-stream operation; and
- Increased processing costs for recyclable materials.

With recent declines in commodity prices and stricter end market standards, moving to a single stream recycling system could further decrease revenue, as single stream contamination rates have shown to be higher. The CIF reports that the 2019 Ontario average residual rate for single stream recycling is 30.3 per cent and the multi-stream residual rate is 9.5 per cent.

Blue Box Program Transition to Producer Responsibility

Under the Province's Made in Ontario Environmental Plan, waste diversion programs, including the Blue Box Program, are expected to shift to the producer responsibility model. Under this model, Niagara Region would no longer be responsible for providing collection and processing of Blue Box materials. This would be the responsibility of the producers. Therefore, staff have not considered it advisable to invest in and implement major program changes.

A Special Advisor's report on Recycling and Plastic Waste was released on August 6, 2019, providing recommendations for the province about timelines for transition, materials, targets, and collection requirements. The report stated that producers should provide curbside collection in municipalities in which the service exists, as of a specified date. The producers will be required to assume responsibility for collection services of Blue Box materials for every residence that received municipal Blue Box services prior to transition. The Resource Productivity and Recovery Authority's (RPRA) Datacall, which is the source of data for determining the net Blue Box system cost and for allocating funding under the Blue Box Program Plan, will be locked down at some point (date unknown) to form the basis for the system in transition. On November 27, 2019, the Ministry of Environment and Climate Protection (MECP) hosted a webinar informing stakeholders about the Province's next steps, confirming that municipalities will transition between 2023 and 2025. As discussions related to development of regulations

are currently underway with stakeholders, municipalities that undertake program changes at this time are at risk of assuming cost and service level implications.

Operational Considerations of Niagara Falls Assuming Waste Management Services

As a result of the City of Niagara Falls assuming the City's waste management services there will be a duplication of staff to administer, manage and support the development and implementation of waste management programs and initiatives which already exist at the Regional level.

There are significant operational considerations for the City of Niagara Falls assuming the City's waste management services, including, but not limited to:

- The procurement of a collection contractor;
- The procurement of contracts for the disposal of garbage, and processing of recycling, organics and Household Hazardous Waste (HHW); Building and operating a HHW depot will require approvals from MECP
- If the Blue Box program shifts to single stream, the closest single stream processing MRFs are in Burlington and the United States.
 - The development of promotional and educational material and management of customer service calls, online inquiries, etc.;
 - The sale and distribution of collection containers and garbage tags;
 - The development and enforcement of a waste management by-law; and
 - Mandatory reporting (i.e. RPPRA Datacall).

Potential impacts for residents and businesses include:

- Decrease in customer convenience and accessibility for Niagara Falls residents and other users, who will not longer be able to use Regional facilities and services including the HHW program, Reusable Goods Drop-Offs, landfills and Drop-Off Depots;
- If changes to Niagara Falls' diversion programs (i.e. single stream recycling) or other service level changes occur, inconsistent service across the region may cause confusion among service users in Niagara Falls and neighbouring municipalities. Also, improper sorting of materials related to inconsistent services may lead to increased contamination rates in the Blue Box and organics programs.
- Challenges arising from resident and other service user confusion regarding whom to contact for program information and to report service problems.

A backgrounder has been provided in Appendix 3 that includes an inventory of Waste Management programs and services provided by Niagara Region and the operational considerations of the City of Niagara Falls assuming these services.

Legal Considerations

The potential legal considerations associated with a decision by the City of Niagara Falls to withdraw from Regional Waste Management Services are provided in Confidential Report PW 15-2020.

Alternatives Reviewed

If Council does not support the staff recommendation, further information on the legal considerations can be found in Confidential Report PW 15-2020.

Relationship to Council Strategic Priorities

The considerations of the City of Niagara Falls withdrawing from Regional Waste Management Services relates Council's Objective 3.2: Environmental Sustainability and Stewardship.

Other Pertinent Reports

- WMPSC-C 28-2018 Ontario's Food and Organic Waste Framework Action Plan
- PW 3-2019 Proposed Base Services for Next Collection Contract
- WMPSC-C 5-2019 Stakeholder Engagement Results on Proposed Collection Service Changes
- PW 20-2019 Base and Enhanced Services for Next Collection Contract
- PW 43-2019 Confidential A Matter of Advice that is Subject to Solicitor-Client Privilege under s. 239(2) of the Municipal Act, 2001 – 2019 Waste Collection RFP – Next Steps
- PW 61-2019 Base Level Service for Waste Management Collection Contract
- PW 62-2019 Confidential Financial Information Supporting Waste Management Collection Contract Procurement Process

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Prepared by:

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Waste Management Services

Recommended and Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Sara Mota, Program Financial Specialist, Brad Whitelaw, Program Manager, Policy and Planning, and reviewed by Lydia Torbicki, Manager, Waste Policy and Planning and Catherine Habermehl, Director, Waste Management Services.

Appendices

- Appendix 1 City of Niagara Falls Request for Assumption of Waste Management Services
- Appendix 2 Single Stream and Cart-Based Collection
- Appendix 3 Overview of Niagara Region's Waste Management System and Associated Considerations for the City of Niagara Falls



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January 30, 2020

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

By email to: ann-marie.norio@niagararegion.ca

Dear Ms. Norio:

**Re: City of Niagara Falls Request for Assumption of
Waste Management Services**

On November 28, 2020, the Council of the City of Niagara Falls passed the following resolution:

That Council formally request that the Regional Municipality of Niagara allow the City to opt out of waste management services being offered by the Region, allowing the City the opportunity to directly provide waste management services to the City of Niagara Falls.

Pursuant to that resolution and on behalf of the Council of the City of Niagara Falls, it is requested that Regional Council approve the City providing its own waste management services and the Region undertake the appropriate negotiations and processes to transfer the power to provide waste management services to the City. In particular, it is requested that the Region pass a by-law in accordance with section 150(2) of the *Regional Municipalities Act* (repealed) pursuant to the Region's authority under section 12 of the *Municipal Act* to exempt the City of Niagara Falls from the by-law passed by the Region assuming the waste management powers of the City under section 150 (1) of the *Regional Municipalities Act*.

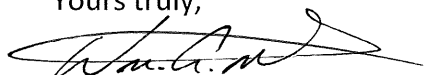
For the purpose of this request, the term "waste management services" may include, but is not limited to:

- Collection and disposal of garbage, recycling, organics and yard waste
- Household hazardous waste collection and disposal
- Large household item collection and disposal
- Recycling and green bin replacements
- Administration, education and customer service
- Sale of bag tags
- Regulation and enforcement of Illegal dumping

but does not include property matters such as the assumption of ownership and management of open or closed landfills.

Given that time is of the essence to resolve this issue, please add this request to the agenda for the next meeting of Regional Council.

Yours truly,

A handwritten signature in black ink, appearing to read 'W. G. Matson', written over a horizontal line.

William G. Matson, City Clerk

c.c. Mayor & Council
Ken Todd, CAO
Erik Nickel, Director Municipal Works
Ron Tripp, Regional CAO

Single Stream and Cart-Based Collection

Introduction

This document reviews the key considerations involved in moving to single stream and cart based collection programs. Drawing on research and the experience of other municipalities it provides an overview of the potential financial, operational and service implications of switching to single stream, cart-based.

Taken together, a review of these implications indicates that moving to a cart collection system would result in significant investment at a time of uncertainty. The Province may be moving to the producer responsibility model. As a result, Niagara Region would no longer be responsible for providing collection and processing of Blue Box materials. This would be the responsibility of the Blue Box industry stewards. Major program changes at this time would be considered a risk.

Additionally, with recent declines in commodity prices and stricter end market standards, moving to a single stream recycling system could further decrease revenue, as single stream contamination rates have shown to be higher.

Finally, the experience for residents should also be taken into consideration. While, carts do offer greater capacity for materials, their large size requires significant storage space. There can also be challenges with wheeling and properly setting out carts in snowy and icy conditions. Residents with long driveways may find large carts difficult to manage.

Costs

Initial Cost and Annual Maintenance/Replacement

- Peel Region implemented a three (3)-stream cart collection program in 2016. The final cost for purchase and distribution of the carts was \$35 million, with an estimated annual maintenance and replacement cost of \$1 to \$3 million. This is an initial cost of \$109/household, plus an annual maintenance and replacement of \$3 to \$9/household. The carts were given to households free of charge.
- The City of Guelph phased in a cart-based collection program over three years, starting in 2012. The total cost for implementing the program was approximately \$9,298,530 for a population of 120,000. The total cost per household was \$156. The portion of the cost for purchase and distribution of the carts was \$4,677,839, approximately 50% of the final cost (City of Guelph, Automated Collection System, 2016).

- A CIF Report surveyed municipalities with cart collection and found that the capital costs for the larger carts (360L) are in the range of \$50 to \$60 each, with some of the smaller carts (120 litre) ranging \$30-40 each. In the case of Sault Ste. Marie, each dual/two cart cost about \$75 each. The carts usually come with a ten (10)-year warranty (one municipality reported 13 years) and typically last ten (10) years. Among those municipalities that have purchased the carts, a 'rule of thumb' applied is that the carts are typically amortized over a ten (10)-year period and require a replacement/reserve fund of \$7 per household per year (*CIF Project 888*, Jan. 2016).

Material Recovery Facility (MRF) Retrofit

- Municipalities moving to a single stream, cart-based system require a MRF that is set-up to process the unsorted recyclables arriving at the facility. Niagara Region's current MRF operates for dual stream recycling collection. Switching to a single stream, cart based system would require modification to this facility.
- In 2007, Niagara Region engaged a consultant to review various collection methods, including cart-based collection for all stream. The estimated ten (10) year cost was approximately \$4.6 million higher than under a system without carts (i.e. Blue/Grey Box, Green Bin, kraft bags for leaves, bags/cans for garbage). This reflects a cost of \$1 million (2007 estimate) associated with retrofitting Niagara Region's MRF from the current two-stream operation to a single-stream operation.

Collection Costs

- According to the CIF Project 888 report, the cost of co-collection automated cart collection vehicles is in the range of \$325,000 to \$350,000. In contrast, co-collection manual side loaders can cost \$215,000 to \$255,000.
- In the report, surveyed municipalities suggested the incremental cost per truck for automation ranged between approximately \$60,000/truck to \$73,000/truck.
- Ontario municipalities reporting cart and non-cart based collection costs between the years 2010 to 2014 were compared, as shown in Figure 1 from the CIF Project 888 report (note: costs do not include depot/transfer costs but do include annual capital costs). All of these municipalities had single stream recycling programs (CIF Project 888, Jan. 2016).

Ontario Single Stream Municipalities 2010-2014 (5 years as applicable)	Average Collection Costs per Marketed Tonne	Low (WDO group)	High (WDO group)
Carts - 5 Municipalities	\$235.28	\$156.38 (group 3)	\$311.28 (group 6)
Non-Cart – 12 Municipalities	\$272.08	\$117.72 (group 1)	\$723.21 (group 6)

Figure 1: Comparison of Collection Costs of Cart versus Non-Cart Programs (Table from *CIF Project 888*, 2016)

Processing Costs

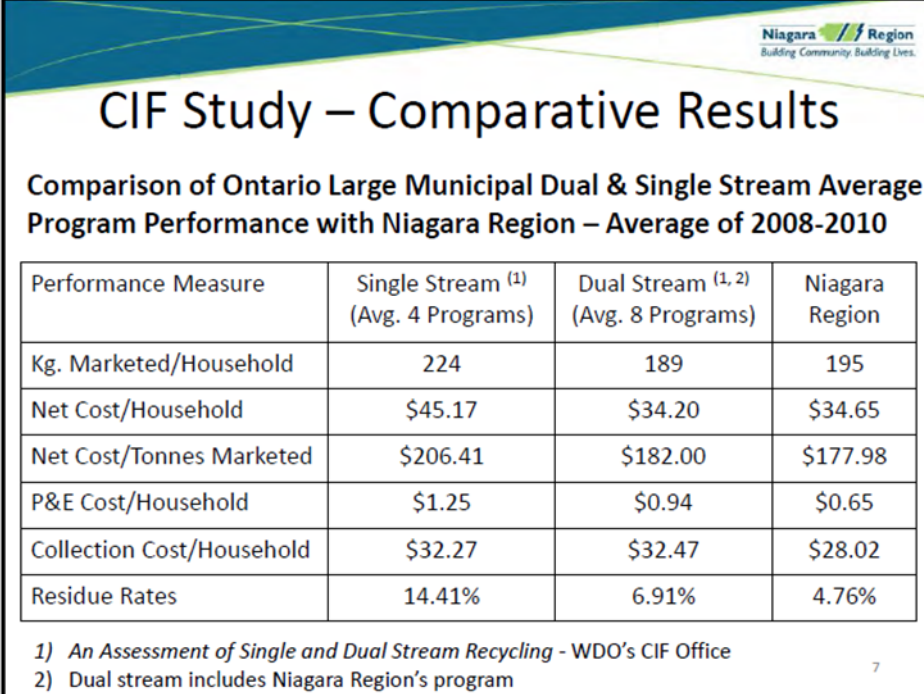
- According to the CIF Project 888 Report, processing costs for cart-based programs are higher than for non-cart based programs. In a comparison of 5 cart-based municipal programs with nine non-cart based municipal programs, the cart-based municipalities have an average cost per marketed tonne of processed recyclables that is roughly 27% higher (\$30.36/tonne) compared to the non-cart based municipal programs. (CIF Project 888, Jan. 2016). Figure 2 below shows average processing costs per marketed tonne for cart and non-cart programs. All programs compared are single-stream.

Ontario Single Stream Municipalities 2010-2014 (5 years as applicable)	Average Processing Costs per marketed tonne	Low (WDO group)	High (WDO group)
Carts - 5 Municipalities	\$142.58	\$85.17 (group 6)	\$254.88 (group 3)
Non-Cart – 9 Municipalities	\$112.12	\$60.66 (group 7)	\$296.22 (group 7)

Figure 2: Comparison of Processing Costs of Cart vs Non-Cart Programs (Table from *CIF Project 888*, 2016)

- Capital and operating costs for single stream processing are generally higher than for dual stream processing. Higher capital investment is required for equipment to separate the co-mingled fibre and container streams at the front end of the plant and for the mechanical and optical sorters required to separate on the processing lines. There are also higher operational costs associated with running this equipment and additional labour required to facilitate sorting.

- A 2015 study of Ontario recycling systems found that single stream recycling, on average, was 28.5% more expensive than multi-stream recycling. While single stream MRFs are capable of processing more tonnes relative to multi-stream MRFs, the difference in processing capacity is insufficient at offsetting additional costs from investments in sorting technology (C. Lakhan, 2015, Comparison of Single and Multi-Stream Recycling Systems in Ontario, Canada).
- An assessment of single and dual stream recycling for Waste Diversion Ontario (WDO), reported that based on the gross processing cost per tonne marketed for large Ontario blue box programs from 2008 to 2010, the cost of dual stream processing is in the order of 14 to 15% lower than the cost of single stream processing (An Assessment of Single and Dual Stream Recycling Including Current Program Performance in Large Ontario Municipalities, 2013). Refer to Figure 3 below for cost comparison.



Performance Measure	Single Stream ⁽¹⁾ (Avg. 4 Programs)	Dual Stream ^(1, 2) (Avg. 8 Programs)	Niagara Region
Kg. Marketed/Household	224	189	195
Net Cost/Household	\$45.17	\$34.20	\$34.65
Net Cost/Tonnes Marketed	\$206.41	\$182.00	\$177.98
P&E Cost/Household	\$1.25	\$0.94	\$0.65
Collection Cost/Household	\$32.27	\$32.47	\$28.02
Residue Rates	14.41%	6.91%	4.76%

1) An Assessment of Single and Dual Stream Recycling - WDO's CIF Office
2) Dual stream includes Niagara Region's program

Figure 3: Comparison of Ontario Large Municipal Dual and Single Stream Average Program Performance 2008-2010 (Data from *An Assessment of Single and Dual Stream Recycling*, WDO-CIF)

- Some municipalities are transitioning to two stream collection for cost savings. The Township of Drummond-North Elmsley is transitioning to dual stream recycling with an expected 25% reduction in processing costs compared to the price increase

proposed by the processing contractor to maintain single stream collection
(<https://thecif.ca/two-stream-collection-as-a-solution-to-troublesome-fiber-markets/>)

Staffing Costs

- Rolling out a cart-based collection program requires additional staff to assist with the transition. Conversion to automated carts is a major program overhaul requiring many months of preparation. The reported range is ten (10) months to five (5) years, with the general trend to be in the realm of years, not months. This includes lead-in, P&E, phone centre training and support, and post-distribution follow-up (CIF Project 888, Jan. 2016).
- For the 2016 rollout of their cart program, Peel Region aimed to hire 21 curbside representatives for delivery support, curbside checks, and field education activities (roughly 1 staff per 15,000 households).

Contamination

- Single stream is a recycling collection method in which all unsorted or commingled recyclable materials are collected in one container at the curb and placed in the collection vehicle in a commingled state until processed at a MRF specially designed for sorting & processing mixed loads of recyclables. In dual or multi-stream recycling, the resident sorts their recyclable materials and places them in different containers (i.e. blue/grey boxes) before they are collected and taken to a MRF. Cart collection systems are predominantly single stream. The CIF Project 888 report recommends single stream for cart collection systems, since providing two carts approximately doubles costs compared to single stream. In addition, alternating weeks for carts can confuse residents.
- Single stream carts have higher residue rates (percentage of rejected material during processing). The higher contamination of materials in single stream carts results in more material being sent to landfills, a decreased value of commodities and difficulties finding end markets (C. Lakhan, 2015, Comparison of Single and Multi-Stream Recycling Systems in Ontario, Canada).
- The Continuous Improvement Fund (CIF) has reported that the average single stream residue rate for Ontario municipalities in 2019 was 30.3%. The average multi-stream residue rate in 2019 was 9.5%, as shown in Figure 4.

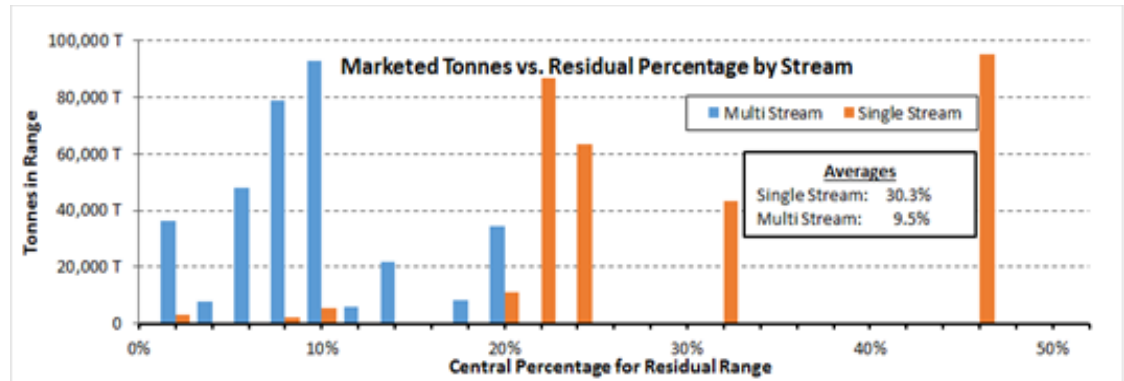


Figure 4: Comparison of Marketed Tonnes vs. Residual Percentage by Stream (CIF, 2019)

- Glass can be particularly problematic, as it is more prone to breakage in single stream systems. Dual stream recycling processing has higher glass recovery rates (WMAC presentation, March 26 2013).
- Paper is also vulnerable to contamination. A study cited An Assessment of Single and Dual Stream Recycling (2013) reported that single-stream material has eight times the yield loss of curbside-sorted material.
- In Peel Region, prior to the implementation of cart-based collection, recycling contamination was over 10% and organics contamination was approximately 3%. After implementation of the cart-based system, contamination rates in curbside recycling carts is over 20% and the contamination in organics carts is over 6%. These contamination rates are comparable to the contamination experienced in other municipalities with cart-based collection systems. (Region of Peel Council Report May 7, 2018)
- In addition to higher annual residue rates, Peel reported the following results after the first quarter of 2016, the first year of transitioning to cart-based collection
 - Residue rates increased by ~2,600 tonnes in Q1 2016 over Q1 2015, with a 22% increase in residue shipped from the MRF
 - Scrap metal increased 76.9%
 - MRF downtime increased to an estimated 380 hours (26 days) of processing to remove non-recyclable materials
 - MRF stoppages increased from 11 per day (pre-carts) to 21 per day, largely to remove home health care waste

- Based on this, by the end of the year Peel would have incurred an additional ~\$490,000 to landfill residue, manage scrap metal and cover processing fee adjustments for increased inbound non-recyclable contamination tonnage.
(<https://thecif.ca/automated-cart-collection-what-we-have-learned/>)
- Managing the contamination will require a multi-pronged approach. Peel Region plans to use communications, enforcement and the development of a mixed waste processing facility. The mixed waste processing facility will mitigate the impacts of recycling and organics incorrectly placed in the garbage, but not the contamination in the recycling and organics programs. A 6-month resident awareness campaign is being implemented at an estimated cost of \$375,000 (May 7, 2018 Region of Peel Council Report)

Other Potential Impacts of Cart-Based Collection

Windblown Litter

- In Peel Region, based on feedback from Regional and Local Municipal staff and residents, there has been a reduction in windblown litter and improved streetscape aesthetics. (Region of Peel Report WMSAC - 3/2017)

Reduced Worker Injuries

- In Peel Region, in 2015, prior to the cart collection program, 25 injuries were reported by the collection contractor. In 2016, the collection contractors reported 10 injuries. (Region of Peel Report WMSAC -3/2017).
- Safety issues that are reduced through automated systems include:
 - Repetitive strain injuries
 - Exposure to sharps
 - Physical fatigue
 - Direct exposure and risk of injury from unfavourable weather
 - Exposure to traffic risks while working at side and rear of collection vehicles

Resident Experience

- Some potential considerations of cart collection systems include:
 - Convenience
 - Wheeled cart can be easier for some residents to maneuver compared to carrying boxes
 - Long Driveways

- Long Driveways may pose a challenge for some residents.
- Storage Space and Capacity
 - Carts can offer additional storage capacity, which can contribute to increased participation in recycling programs.
 - There may be potential issues for residents with limited space to store carts.
- Street Parking
 - Parked cars can be problematic for cart collection. Some municipalities have areas that cannot be serviced by fully automated cart collection vehicles.
- Narrow Streets and Lanes
 - Narrow streets impact the ability of automated collection vehicles to access carts.
- Weather
 - Snow and ice can create difficulty for wheeling carts as well as create issues with cart placement.
- Excess Waste
 - A system must be in place to manage excess waste that does not fit inside the cart (i.e. collection of extra bags)

Overview of Niagara Region's Waste Management System and Associated Considerations for the City of Niagara Falls

An overview of Niagara Region's waste management system is highlighted below, with a summary of considerations if the City of Niagara Falls was to assume management and delivery of these services.

1. Curbside Collection Contract

1.1 Base Services

Waste Stream	Service	Low Density Residential Properties	Multi-Residential Buildings (high-rise) with 7 or more units	Mixed-Use Properties	IC&I Properties	Multi-Purpose Properties
Garbage	Current	Weekly collection. One (1) container (bag/can) limit per unit per property. Garbage tags for additional bag/can. Amnesty week and exemptions.	Weekly collection. One (1) container limit per unit weekly, to a max. of twelve (12) containers per building. No garbage tags. Amnesty week.	<u>Inside DBAs</u> Weekly collection. Seven (7) container limit per property. No garbage tags. Amnesty week. <u>Outside DBAs</u> Weekly collection. Six (6) container limit, per property, weekly. No garbage tags. Amnesty week.	<u>Inside DBAs</u> Weekly collection. Seven (7) container limit. No garbage tags. <u>Outside DBAs</u> Weekly collection. Four (4) container limit. No garbage tags.	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.
	As of Oct.19, 2020	Every other week Curbside or On-Site collection 2 bag/can limit per unit Garbage tags for additional bags/cans Amnesty Week and Exemptions	Every other week Curbside or On-site collection 2 bag/can limit per unit, to a max. of 24 per building. No garbage tags.	<u>Inside DBAs</u> Weekly Curbside or On-Site collection 4 bag/can limit per property <u>Outside DBAs</u> Every other week Curbside or On-Site collection	<u>Inside DBAs</u> Weekly Curbside or On-Site collection 4 bag/can limit per property <u>Outside DBAs</u> Every other week Curbside or On-Site collection	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.

Waste Stream	Service	Low Density Residential Properties	Multi-Residential Buildings (high-rise) with 7 or more units	Mixed-Use Properties	IC&I Properties	Multi-Purpose Properties
			Amnesty Week and Exemptions	8 bag/can limit per property	8 bag/can limit per property	
Bulky and White Goods	Current	Unlimited collection of both bulky and white goods. Call-in service or online booking year round.	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.
	As of Oct.19, 2020	Four (4) Bulky Item limit per residential unit, per collection. White goods collection discontinued. Call-in service or online booking year round for Bulky Items.	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.

Waste Stream	Service	Low Density Residential Properties	Multi-Residential Buildings (high-rise) with 7 or more units	Mixed-Use Properties	IC&I Properties	Multi-Purpose Properties
Recycling	Current	Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes/Carts	Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes or Carts	<u>Inside DBAs</u> Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes or Carts <u>Outside DBAs</u> Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes or Carts	<u>Inside DBAs</u> Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes or Carts <u>Outside DBAs</u> Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes or Carts	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.
	As of Oct.19, 2020	Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes/Carts	Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes or Carts	<u>Inside DBAs</u> Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes or Carts <u>Outside DBAs</u> Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes or Carts	<u>Inside DBAs</u> Weekly Curbside or On-Site collection Unlimited Blue/Grey Boxes or Carts <u>Outside DBAs</u> Weekly Curbside or On-Site collection Max. 8 Blue/Grey Carts/Equivalent Boxes	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.

Waste Stream	Service	Low Density Residential Properties	Multi-Residential Buildings (high-rise) with 7 or more units	Mixed-Use Properties	IC&I Properties	Multi-Purpose Properties
Organics	Current	Weekly Curbside or On-Site collection Unlimited Green Bins/Carts No collection of grass clippings	Weekly Curbside or On-Site collection Maximum 4 Green Bins (Curbside) or unlimited Green Carts (request basis only) No collection of grass clippings	<u>Inside DBAs</u> Weekly Curbside or On-Site collection Unlimited Green Bins/Carts No collection of grass clippings <u>Outside DBAs</u> Weekly Curbside or On-Site collection Unlimited Green Bins/Carts No collection of grass clippings	<u>Inside DBAs</u> Weekly Curbside or On-Site collection Unlimited Green Bins/Carts No collection of grass clippings <u>Outside DBAs</u> Weekly Curbside or On-Site collection Unlimited Green Bins/Carts No collection of grass clippings	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.
	As of Oct.19, 2020	Weekly Curbside or On-Site collection Unlimited Green Bins/Carts No collection of grass clippings	Weekly Curbside or On-Site collection Maximum 4 Green Bins (Curbside) or unlimited Green Carts (request basis only) No collection of grass clippings	<u>Inside DBAs</u> Weekly Curbside or On-Site collection Unlimited Green Bins/Carts No collection of grass clippings <u>Outside DBAs</u> Weekly Curbside or On-Site collection Unlimited Green Bins/Carts No collection of grass clippings	<u>Inside DBAs</u> Weekly Curbside or On-Site collection Unlimited Green Bins/Carts No collection of grass clippings <u>Outside DBAs</u> Weekly Curbside or On-Site collection Max. 8 Green Carts/Bins No collection of grass clippings	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.

Waste Stream	Service	Low Density Residential Properties	Multi-Residential Buildings (high-rise) with 7 or more units	Mixed-Use Properties	IC&I Properties	Multi-Purpose Properties
Leaf and Yard Waste	Current	Weekly Curbside or On-Site collection Unlimited No collection of grass clippings	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.
	As of October 19, 2020	Weekly Curbside or On-Site collection Unlimited No collection of grass clippings	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.
Brush	Current	Curbside or On-Site collection 8 weeks per year – four (4) weeks in the spring and four (4) weeks in the fall, on regular Collection Day	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.

Waste Stream	Service	Low Density Residential Properties	Multi-Residential Buildings (high-rise) with 7 or more units	Mixed-Use Properties	IC&I Properties	Multi-Purpose Properties
	As of Oct.19, 2020	Curbside or On-Site collection 8 weeks per year – four (4) weeks in the spring and four (4) weeks in the fall, on regular Collection Day	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.
Christmas Trees	Current	Curbside or On-Site collection One (1) week per year on resident's Collection Day	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.
	As of Oct.19, 2020	Curbside or On-Site collection One (1) week per year on resident's Collection Day	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.

Waste Stream	Service	Low Density Residential Properties	Multi-Residential Buildings (high-rise) with 7 or more units	Mixed-Use Properties	IC&I Properties	Multi-Purpose Properties
Batteries *Pending Council approval	Current	Curbside or On-Site collection One (1) week per year on resident's Collection Day (usually during Earth Week)	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.
	As of Oct.19, 2020	Curbside or On-Site collection One (1) week per year on resident's Collection Day (usually during Earth Week)	No service	No service	No service	At Niagara Region's discretion, each individual property type on the overall property is subject to their respective eligibility requirements and collection limit.

1.1.1 Special Exemptions

- Diaper exemption collection provided for eligible LDR properties (i.e. two (2) or more children, under the age of four, in diapers, or daycares). Diapers must be placed inside a clear bag (i.e. one (1) clear bag for LDR properties with two (2) children, and (2) clear bags for LDR properties three (3) or more children).
- Weekly collection provided, as part of Emterra and Miller contracts.
- Medical waste exemption collection provided for individuals living with a medical condition, group homes (i.e. provided with 52 free medical waste tags each year).
- Weekly collection provided, as part of Emterra and Miller contracts.
- Additional information on the diaper and medical waste exemption programs can be found at: <https://www.niagararegion.ca/waste/collection/exemptions/default.aspx>
- Amnesty week collection (i.e. double weekly or EOW garbage limits) is provided during the five (5) collection days immediately following Christmas for LDR and MR properties only, with Emterra and Miller contracts.
- No garbage tags are required for these additional garbage containers during this week only.

1.2 Enhanced Services

1.2.1 Additional Garbage Collection

- Weekly garbage collection, with a maximum seven (7) container limit, for IC&I and MU properties inside Niagara Falls DBAs, with Emterra and Miller contracts. No garbage tags allowed for additional containers.
- Eight (8) additional garbage containers per collection between Victoria Day and Thanksgiving Day, for those food and lodging properties located inside the Lundy's Lane, Clifton Hill/Victoria Ave, Main Street, and Queen Street DBAs only, with Emterra and Miller contracts.
- **Beginning October 19, 2020**, Every other week garbage collection, with a maximum twelve (12) container limit, instead of eight (8) containers, for MU properties outside the DBAs, as part of the Miller contract. No garbage tags allowed for additional containers.
- Containerized (i.e. front-end) garbage collection at designated Niagara Falls MR and MU properties (collection frequency varies by location), with Emterra and Miller contracts.

1.2.2 Litter Bin Collection

- Once-per-week collection of public space litter bins at various locations inside and outside Niagara Falls DBAs. Collection is provided seven (7) days-per-week inside the Lundy's Lane, Clifton Hill, and Victoria Avenue DBAs (i.e. Mainline), on a year-round basis, with Emterra.
- **Beginning October 19, 2020**, Once-per-week collection of public space litter bins at various locations inside and outside Niagara Falls DBAs. Collection is provided seven (7) days-per-week inside the Lundy's Lane, Clifton Hill, and Victoria Avenue DBAs (i.e. Mainline DBAs), from mid-May to mid-October only, as part of the Miller contract.
- **Beginning October 19, 2020**, Weekly garbage collection, with a maximum six (6) container limit, for MU properties outside DBAs, as part of the Miller contract. No garbage tags allowed for additional containers.

1.2.3 Public Space Recycling (PSR)

- Once-per-week collection of public space recycling bins located inside and outside Niagara Falls DBAs, with Emterra.
- Beginning October 19, 2020, once-per-week PSR collection provided at various locations inside and outside the Niagara Falls DBAs. Collection is provided seven (7) days-per-week inside the Lundy’s Lane, Clifton Hill, and Victoria Avenue DBAs (i.e. Mainline DBA), from mid-May to mid-October only, with Miller contract.

1.3 Considerations for the City of Niagara Falls

Considerations and Actions to be Taken
Transition of the Blue Box program to extended producer responsibility is anticipated between 2023 and 2025 and municipalities would no longer be responsible for the recycling collection (unless Niagara Falls decides not to transition, but in that case, there will be added tax burden). City actions: <ol style="list-style-type: none">1. Procure a collection contractor;2. Develop and maintain system(s) for identification of collection service/limits for each property type, bulky goods bookings, garbage tags, special set-out service, diaper and medical exemptions;3. Manage customer service calls, online inquiries, etc.; and4. Develop new program communication and promotion for distribution.

2. Disposal and Processing

2.1 Household Hazardous Waste (HHW) Program

- Regional HHW depots are located at
 - Thorold Yard;
 - Niagara Road 12 Landfill, West Lincoln;
 - Humberstone Landfill, Welland; and
 - Bridge Street Drop-off Depot, Fort Erie (receives a subset of HHW material e.g. batteries, oil, propane tanks and cans of paint).
- A list of acceptable materials at HHW depots can be found on Niagara Region’s website:
<https://niagararegion.ca/waste/disposal/default.aspx?c=Household+Hazardous+Waste>

Considerations and Actions to be Taken
Niagara Falls residents would no longer be able to use Regional HHW depots. City actions: <ol style="list-style-type: none">1. Procure new HHW service provider(s) to operate depot(s) and to process collected materials, as well as, locate a new depot(s) location.2. Development of new program communication, promotion, and distribution.3. Manage customer service calls, online inquiries, etc.

2.2 Drop-Off Depots

- Regional drop-off depots are located at:
 - Niagara Road 12, West Lincoln (Grimsby, Lincoln, Pelham and West Lincoln residents only);
 - Humberstone Landfill, Welland;

- Bridge Street, Fort Erie; and
- The Recycling Centre, Niagara Falls (receives only a subset of material e.g. Blue Box recyclables, large hard plastics, electronics, grease, fats and oils, bicycles, textiles)
- Walker’s drop-off depot is located at 2800 Thorold Townline Road, Thorold.
- Reuse centres are located at Humberstone Landfill, Welland, and Niagara Road 12, West Lincoln.
- In addition to receiving the garbage waste stream (with the exception of the Recycling Centre), materials accepted for diversion at drop-off depots include the following:
 - Blue Box recyclables;
 - Leaf & yard, grass clippings, and brush material;
 - Drywall*;
 - Tires;
 - Asphalt & shingles;
 - Electronics;
 - Mattresses/box springs*;
 - Fats/Oils/Grease;
 - Wood waste*;
 - Porcelain*;
 - Bicycles;
 - Large hard plastics;
 - Textiles;
 - Scrap metal; and
 - Styrofoam.

*Excluding Walker’s depot

- Disposal fees for materials can be found on Niagara Region’s website:
<https://www.niagararegion.ca/waste/landfills/default.aspx>.

Considerations and Actions to be Taken
<p>Niagara Falls residents and IC&I sector would no longer be able to use Regional drop-off depots, but could continue to utilize Walker’s depot. Niagara Region has secured a cost for residents of Niagara region at Walker’s drop-off depot that may not be applicable to Niagara Falls residents.</p> <p>There are some minor differences between the disposal tipping fees charged at Niagara Region depots and Walker’s depot, including:</p> <ul style="list-style-type: none">• Walker’s depot charges H.S.T., which Niagara Region’s depots are exempt from charging; and• Clean soils are free at Niagara Region depots, but charged the waste tipping fee rate for residents at Walker’s depot. <p>Any non-profits located within the City of Niagara Falls would no longer be eligible for Niagara Region’s tipping fee exemption.</p> <p>City actions:</p> <ol style="list-style-type: none">1. Determine if Walker’s requires a contract for Niagara Falls residential and IC&I use of drop-off depot.2. Development of new program communication, promotion and distribution.3. Manage customer service calls, online inquiries, etc.

2.3 Landfill Sites

2.3.1 Open Sites

- In addition to the above Regional drop-off depots, Niagara Region is responsible for the operation of two (2) open landfill sites located at Humberstone Landfill, Welland, and Niagara Road 12, West Lincoln.
- Responsibilities include landfilling operations, leachate and methane collection system monitoring and maintenance, site maintenance, scale operations, etc.

Considerations and Actions to be Taken
<p>Potential financial considerations for current and long-term costs related to tonnage of Niagara Falls’ garbage disposal at Humberstone landfill site.</p> <p>City actions:</p> <ol style="list-style-type: none">1. Procure disposal contract with Walker’s or another disposal site;2. Development of new program communication, promotion and distribution3. Manage customer service calls, online inquiries, etc.

2.3.2 Closed Sites

- Niagara Region is responsible for the ongoing maintenance and post-closure landfill liability of all 12 closed landfill sites, including the Mountain Road landfill in Niagara Falls, until their contaminating lifespan is reached.
- Responsibilities include operation, maintenance and replacement of infrastructure to keep human health and the environment safe.
 - The total landfill liability cost for all 12 closed landfill sites is approximately \$61 million, of which Mountain Road accounts for \$15.5 million (based on 2019 Landfill Liability Model).
 - Mountain Road landfill specific considerations include:
 - 2019 operating expenditures related to the Mountain Road landfill site’s leachate treatment, monitoring and maintenance costs was approximately \$400K.
 - Capital expenditure related to the Mountain Road landfill site was approximately \$2.1 million, from its date of acquisition to 2019.
 - Stormwater management pond and SCADA upgrades are planned for 2020, at a total cost of approximately \$630K.
 - Aging leachate collection system that will require retrofits, at a projected cost of \$1.85 million (2021-22), as well as converting the site for end-use of \$1 million (2022).

Considerations and Actions to be Taken
<p>Although the City does not wish to own/manage closed landfill sites, there are financial considerations if Mountain Road landfill is assumed by the City.</p> <p>Potential financial considerations for long-term costs related to use of Humberstone and Bridge Street landfill sites for disposal of Niagara Falls’ garbage</p> <p>City actions:</p> <ol style="list-style-type: none">1. Procure contracts for Mountain Road landfill site monitoring and other program/service and site requirements.

2.4 Composting Operations

- Niagara Region provides leaf and yard waste composting operations at two (2) landfill sites located at:
 - Bridge Street Landfill, Fort Erie; and
 - Niagara Road 12, West Lincoln.
- Food waste organics are also accepted for drop-off at:
 - Humberstone Landfill, Welland; and

- Niagara Road 12, West Lincoln.
- Walker’s provides composting processing operations, on contract with Niagara Region and food waste organics are accepted for drop-off.
- Acceptable organic materials for drop-off at all locations include leaf & yard waste, including grass clippings, and brush materials.

Considerations and Actions to be Taken
Niagara Falls residents and IC&I sector would no longer be able to use Regional drop-off depots but can continue to utilize Walker’s depot. City actions: <ol style="list-style-type: none">1. Procure a compost-processing contract with Walker or another processor.2. Development of new program communication, promotion and distribution.3. Manage customer service calls, online inquiries, etc.

2.5 Recycling Processing

- Niagara Region provides dual stream (i.e. Blue and Grey Box) recycling processing and marketing of all curbside, depot and IC&I collected materials, including the City of Niagara Falls, at its Niagara Recycling facility in Niagara Falls.

Considerations and Actions to be Taken
Transition of the Blue Box program to extended producer responsibility is anticipated between 2023 and 2025 and municipalities would no longer be responsible for recycling processing and marketing (unless Niagara Falls decides not to transition, but in that case, there will be added tax burden). City actions: <ol style="list-style-type: none">1. Negotiate contract with Niagara Recycling for processing of recyclables if dual-stream collection program is maintained, or procure a new processor.2. Development of new program communication, promotion and distribution.3. Manage customer service calls, online inquiries, etc.

3. Program Support and Related Functions

3.1 Public Outreach and Education

- Niagara Region is responsible for providing the following public outreach and education activities related to waste management services:
 - Programs aimed at increasing waste diversion at landfill sites (i.e. Broken Spoke, Rigid plastic recycling, textiles etc.).
 - Programs aimed at increasing waste diversion in MR buildings (i.e. Eco-Ambassador, Green Cart and Textile recycling programs).
 - Programs aimed at increasing waste diversion in the IC&I sector (i.e. Rethink your Waste at the Workplace).
 - Targeted campaigns based on Niagara region trends/audits at the Recycling Centre.
 - Ability to report illegal dumping on public property for investigation.
 - Access to Special Events Recycling and Organics service for public events.
 - Curriculum linked presentations to educate schools on the Region’s programs and services and the importance of reducing and diverting waste.

- Interactive presentations to educate community groups on the Region’s programs and services and the importance of reducing and diverting waste.
- Summer camp program designed to engage children in learning about the importance of reducing and diverting waste.
- Information booths at community events and participation in community parades designed to engage with the public to educate them about the Region’s programs and services.
- Tours of the Region’s Recycling Centre to educate schools and the public on the innovative technology used to sort and process Blue/Grey Box material.
- Multi-tiered approach to promotion/education of diversion programs (i.e. newspaper advertising, social media, specialty advertising, radio etc.).
- Development and distribution of promotion and education material (i.e. Collection Guide, Green Scene newsletters).
- Promotional material used at information booth and presentations to promote waste diversion (i.e. recycled pencils, recycled Frisbees, recycled rulers etc.).
- Print materials to support diversion programs (i.e. non-compliance stickers, brochures, flyers, posters, door hangers etc.) and other waste management print materials (i.e. garbage tags).
- Creative development and design of promotion and education material
- Waste management web/mobile application designed to administer waste collection reminders and service interruption notifications to residents.
- Team of waste management interns who assist in the distribution of promotion and education material and administer our public outreach program (i.e. presentations, summer camps, Special Events Recycling and Organics program etc.).

Considerations and Actions to be Taken
<p>Niagara Falls residents and IC&I sector would no longer receive Niagara Region's promotional materials, including Collection Guide, Green Scene newsletter, etc. or access to Niagara Region's various outreach programs.</p> <p>City actions:</p> <ol style="list-style-type: none">1. Develop and distribute collection guide and other program support material.2. Deliver public outreach and education to Niagara Falls residents and IC&I sector.3. Manage customer service calls, online inquiries, etc.

3.2 Container Sales and Distribution

- New homeowners and new renters are entitled to obtain **one (1)** of each of the curbside waste diversion containers (i.e. Blue Box, Grey Box, Kitchen Catcher and Green Bin), for free, if they do not have them already.
- Broken curbside waste diversion containers will be replaced, free-of-charge.
- Residents can purchase curbside waste diversion containers and backyard composters, at a subsidized price by Niagara Region.
- Residents can bring their broken curbside waste diversion containers, or purchase a new one, at the following locations:
<https://www.niagararegion.ca/waste/containers/container-locations.aspx>

- Recycling and organics carts are available for purchase, at a subsidized price by Niagara Region, to IC&I, MU, and MR properties (with seven (7) or more units). These carts can be ordered online:
<https://www.niagararegion.ca/waste/containers/cart-order-form.aspx>

Considerations and Actions to be Taken
Niagara Falls residents, MR, MU and IC&I sectors would no longer be able to purchase waste diversion containers, at a subsidized price, from Niagara Region locations. City actions: <ol style="list-style-type: none">1. Procure its own waste diversion containers2. Manage the distribution of these waste diversion containers3. Manage customer service calls, online inquiries, etc.

3.3 By-law Enforcement/Contract Supervision

- Waste Management contract supervisors and advisors are responsible for administering waste collection contracts, providing on-road supervision, ensuring compliance with municipal by-laws, responding to escalated complaints, and conducting investigations of residential and IC&I properties.
- The Waste Management By-law 2017-56 can be found on Niagara Region’s website: <https://www.niagararegion.ca/government/bylaws/most-requested-by-laws.aspx>

Considerations and Actions to be Taken
Currently, Niagara Region’s Planning & Development staff, along with Waste Management staff, review all planning applications and provide comments as they pertain to waste collection eligibility for new developments. This would no longer be provided for Niagara Falls applications, if collection service were no longer provided by Niagara Region. City actions: <ol style="list-style-type: none">1. Manage the contract through enforcement, on-road supervision, and review planning applications, etc.2. Manage customer service calls, online inquiries, etc.

3.4 Illegal Dumping Program

- Niagara Region works, in partnership with all LAMs and Crime Stoppers, to address any issues of illegally-dumped material in non-designated areas, such as public roads, ditches, public property, rural areas, vacant lots, and in public litter receptacles.
- Niagara Region has implemented a rewards program for reporting incidents of illegal dumping: <https://www.niagararegion.ca/waste/contact/dumping/default.aspx>.
- A monetary reward is given to any person whose report of illegal dumping results in an **act of compliance** (i.e. the person who was reported illegally dumping, returned to the site and removed the dumped materials), or to any person whose report of illegal dumping leads to a **conviction**.

Considerations and Actions to be Taken
City actions: <ol style="list-style-type: none">1. Investigate any issues of illegally dumped materials.2. Develop illegal dumping program.

Considerations and Actions to be Taken
3. Manage customer service calls, online inquiries, etc.

3.5 Customer Service and Complaint Management

- Niagara Region’s Waste Management Customer Service Representatives and staff provide information and responses to inquiries from Niagara residents, businesses, LAMs, other government agencies, etc. on all waste management-related programs and services, including collection, diversion, disposal, etc.
- The Waste Info-Line (905-356-4141 or 1-800-594-5542) is operated Monday to Friday, from 8:00 a.m. to 5:00 p.m. or online: www.niagararegion.ca/waste

Considerations and Actions to be Taken
City actions: 1. Manage customer service calls, online inquiries, etc.

3.6 Mandatory Reporting – Resource Productivity & Recovery Authority (RPRA) Datacall

- The RPRA Datacall is the source of data for determining the net Blue Box system cost and for allocating funding to Ontario municipal programs under the Blue Box Program Plan.
- Each year, Ontario municipal programs providing recycling services must complete the Datacall to be eligible to receive this Blue Box funding.
- An Ontario municipal program must complete the Datacall if it provided Blue Box collection (i.e. curbside or depot) and/or processing services to its residents in the previous year, and if all the tonnes, costs and revenue associated with these services are not reported by another program.
- Ontario municipal programs need to also report the following municipally-managed residential solid waste management services (if applicable) in the Datacall:
 - Other (i.e. non-Blue Box) recyclable materials collection and/or processing
 - Organic collection and/or processing
 - Municipal hazardous or special waste collection
 - Waste electrical and electronic equipment collection
 - Garbage collection and/or disposal

Considerations and Actions to be Taken
Currently, Niagara Region is responsible for completing the RPRA Datacall, on behalf of all 12 LAMs, including Niagara Falls. City actions: 1. Track program data and tonnages 2. Complete annual RPRA Datacall submission for City’s waste management program

Subject: Removal of All-Way Stop Control, Intersection of Regional Road 89 (Glendale Avenue) at Bessey Street, City of St. Catharines

Report to: Public Works Committee

Report date: Tuesday, March 10, 2020

Recommendations

1. That the removal of the all-way stop control for the eastbound and westbound traffic at the intersection of Regional Road 89 (Glendale Avenue) and Bessey Street, in the City of St. Catharines **BE APPROVED**; and
2. That the necessary by-law **BE PREPARED** and **PRESENTED** to Regional Council for consideration.

Key Facts

- The purpose of this report is to seek Council's approval in the removal of the all-way stop control at the intersection of Glendale Avenue and Bessey Street.
- The all-way stop control is not justified, based on the warrants of the Ontario Traffic Manual Book 5 Regulatory Signs.
- Staff have received a formal request to consider removing the all-way stop control.
- Regional staff have had discussions with the City of St. Catharines staff, who are supportive of the recommendation.

Financial Considerations

The costs to introduce the recommended changes are minimal and will be accommodated within the 2020 Transportation Services operating budget.

Analysis

In 2006, Regional Road 89 (Glendale Avenue) was reconstructed, which included the realignment of Glendale Avenue from Mountain Street to Merritt Street and from Merritt Street to the CN Railway. The realignment of Glendale Avenue resulted in a new signalized 4-legged intersection with Merritt Street allowing for a straight through east/west movement. Prior to the reconstruction, a Class Environmental Assessment was undertaken in 2003 and 2004. The EA process recommended the removal of the

east and west stop controls on Glendale Avenue at Bessey Street. PWA 78-2007 report recommending the approval of the all-way stop control was not adopted by Council in 2007, as the residents presented a petition requesting a controlled crosswalk if the stop controls were removed for the eastbound and westbound direction. At that time, a controlled pedestrian crossing was not warranted and not recommended.

Staff have received a formal request from residents through a Regional Councillor requesting that consideration be given for the removal of the all-way stop control at the intersection of Glendale Avenue and Bessey Street. Staff followed the procedures and warrants of Ontario Traffic Manual Book 5-Regulatory Signs when determining if an all-way stop control is justified. The collected data traffic volumes and collisions were applied to the warrants and results indicate that an all-way stop control is not warranted at this location. The volume splits between Glendale (major road) and Bessey (minor road) also exceed the maximum threshold of 75/25%. This results in major queue lengths for both the eastbound and westbound direction. It should also be noted that this intersection is only 215 metres away from the signalized intersection of Glendale Avenue and Merritt Street. Staff have observed as many as 20+ vehicles in queue at the stop control in either the eastbound or westbound direction and none at the stop controls for the northbound or southbound direction. This also leads to a metering affect for westbound vehicles leaving the intersection creating inadequate gaps for eastbound left turning vehicles at the signalized intersection of Glendale Avenue and Merritt Street. The queue lengths in the westbound direction get much worse when vehicles are stopped for the CN rail crossing which is further to the west.

The number of pedestrians recorded crossing Glendale Avenue during the study was 11 in an eight-hour period. This number is below the threshold required for staff to recommend the installation of a Pedestrian Crossover. If the all-way stop is removed, staff can continue to monitor the pedestrian activity and recommend the installation of a Pedestrian Crossover if warranted.

During the site visit with City of St. Catharines staff, it was concluded that the removal of the eastbound and westbound stop controls could have a positive effect in reducing any cut through traffic presently using Bessey Street.

Based on the warrants for an all-way stop control not being justified and the major delays for eastbound and westbound motorists, staff are recommending that the all-way stop control be removed. If approved, staff will follow the guidelines and procedures of the Ontario Traffic Manual for the removal of an all-way stop control.

Alternatives Reviewed

A do nothing scenario was considered, however, it does not address the congestion concerns and the queue lengths.

Relationship to Council Strategic Priorities

The removal of the all-way stop control will provide efficient movement of people and goods within the Niagara Region transportation system that currently is experiencing congestion and delays.

A planned and implemented efficient transportation system supports the Council's 2019-2022 Strategic Priority - Responsible Growth and Infrastructure Planning:

- Facilitating Movement of People and Goods

Other Pertinent Reports

PWA 78-2007, May 16, 2007, Removal of All-Way Stop at the Intersection of Regional Road 89 (Glendale Avenue) and Bessey Street, St.Catharines

Prepared by:

Petar Vujic
Road Safety and Permits Program Manager
Public Works Department

Recommended and Submitted by:

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

This report was prepared in consultation with Carolyn Ryall, Director Transportation Services.

Appendices

Appendix 1	Proposed Stop Control Adjustment	5
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REGIONAL ROAD 89 (GLENDALE AVENUE) PROPOSED STOP CONTROL ADJUSTMENT CITY OF ST. CATHARINES



Subject: NRT and NST 2019 Ridership and Revenue Summary**Report to:** Public Works Committee**Report date:** Tuesday, March 10, 2020

Recommendations

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

Key Facts

- The purpose of this report is to summarize the 2019 ridership and revenue for Niagara Region Transit (NRT) and Niagara Specialized Transit (NST).
- 2019 NRT ridership grew from 692,021 in 2018 to 1,065,933 in 2019 (54% growth).
- The 2019 NRT net expense finished under budget by approximately 45% due to the delayed implementation of services and planned increases in revenue from renegotiated U-Pass contracts part of a multi-year move to reduce levy subsidy.
- NRT ridership growth is largely due to a significant investment in service hours on the majority of mainline NRT routes, implementation of express routes, the uploading of the Port Colborne and Fort Erie Link routes, and an added connection point in Pelham.
- The 2019 NST ridership was approximately 5% lower than in 2018 with the net expense finishing approximately 10% under budget due to implementation of staff's revised budget containment strategies resulting from a renegotiation of the service delivery contract.

Financial Considerations

Niagara Region Transit (NRT)

The 2019 NRT operating budget included \$10,601,706 in operator payments, \$0 in maintenance costs and \$3,660,213 in fare revenue for a net expense of \$6,941,493. The 2019 NRT actual operator payments totaled \$8,699,776 plus \$10,285 in maintenance costs with \$4,894,838 in fare revenue for a net expense of \$3,815,223. This resulted in a favourable variance of approximately \$3,126,270 (45%). The lower than budgeted actual operator payments are a result of delayed expansion of service hours and the deferred implementation of new service in west Niagara. Additional commentary is provided in the analysis section of the report.

The lower than budgeted actual operator payments are a result of two main factors. The first is the delayed expansion of service on Sundays and Holidays due to insufficient operator staffing at the local transit properties to execute the increase. This operator staffing challenge was exacerbated by the significant expansion of service hours by NRT over the last two years. The second factor is the delayed implementation of on-demand transit service in West Niagara. The deployment of this new service was strategically deferred until Q2 2020 when it was determined in year that interested local area municipalities should be given the opportunity to incorporate funding into their 2020 Operating Budgets. This resulted favourably in the Town of Pelham, Town of Lincoln and Town of Grimsby all opting into the on-demand deployment partnership for west Niagara.

In 2019, the Region's share of revenue for NRT grew to \$4,894,838. This is an increase of 156% over 2018 and is driven predominantly by the U-pass (post-secondary) portion of revenue. Table 1 below summarizes the variance between the operating budget and the actual operating costs. This planned, negotiated increase is part of a multi-year plan to reduce the continued levy-based subsidy of the post-secondary student U-Pass rates. The increase was not included in the 2019 budget as a result of the rates not having been negotiated or finalized at the time the 2019 budget was approved.

Table 1 – NRT Operating Budget vs. Operating Costs

Details	2019 Budget	2019 Actual	2018 Actual	Var \$ 2019A vs 2019B FAV/(UNFAV)	Var % 2019A vs 2019B FAV/(UNFAV)	Explanation
Operator Payments	\$10,601,706	\$8,699,776	\$4,969,963	\$1,901,930	18%	Delayed Niagara West Pilot & Deferred Sunday and Holiday service
Maintenance Costs	-	\$10,285	\$231,666	\$(10,285)	N/A	Moved to capitalize repairs
Revenue	\$(3,660,213)	\$(4,894,838)	\$(1,912,765)	\$1,234,625	34%	Increased U-Pass contribution due to route consolidation & service expansion
Net Expense	\$6,941,493	\$3,815,223	\$3,288,864	\$3,126,270	45%	

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Niagara Specialized Transit (NST)

The NST budget included \$2,212,918 in operator payments and \$132,600 in fare revenue for a net expense of \$2,080,318. The 2019 actuals included \$1,987,695 in operator payments and \$120,670 in fare revenue for a net expense of \$1,867,024. This resulted in a favourable variance of \$213,294 (10%). This variance was primarily driven by the cost containment measures introduced by staff through contract negotiations with the service delivery provider.

Table 2 below summarizes the operating budget and the actual operating costs for NST.

Table 2 – NST Operating Budget vs. Operating Costs

Details	2019 Budget	2019 Actual	2018 Actual	Var \$ 2019A vs 2019B FAV/(UNFAV)	Var % 2019A vs 2019B FAV/(UNFAV)	Explanation
# of Trips	31,200	28,680	30,057	(2,520)	(8%)	Renegotiated contract terms
Operator Payments*	\$2,212,918	\$1,987,695	\$2,627,753	\$225,223	10%	
Fare Revenue	\$(132,600)	\$(120,670)	\$(151,123)	\$(11,930)	(9%)	
Net Expense	\$2,080,318	\$1,867,024	\$2,476,630	\$213,294	10%	

*Includes payments to Service Provider for late trip cancellations, payment handling charges and 1.76% non-refundable HST

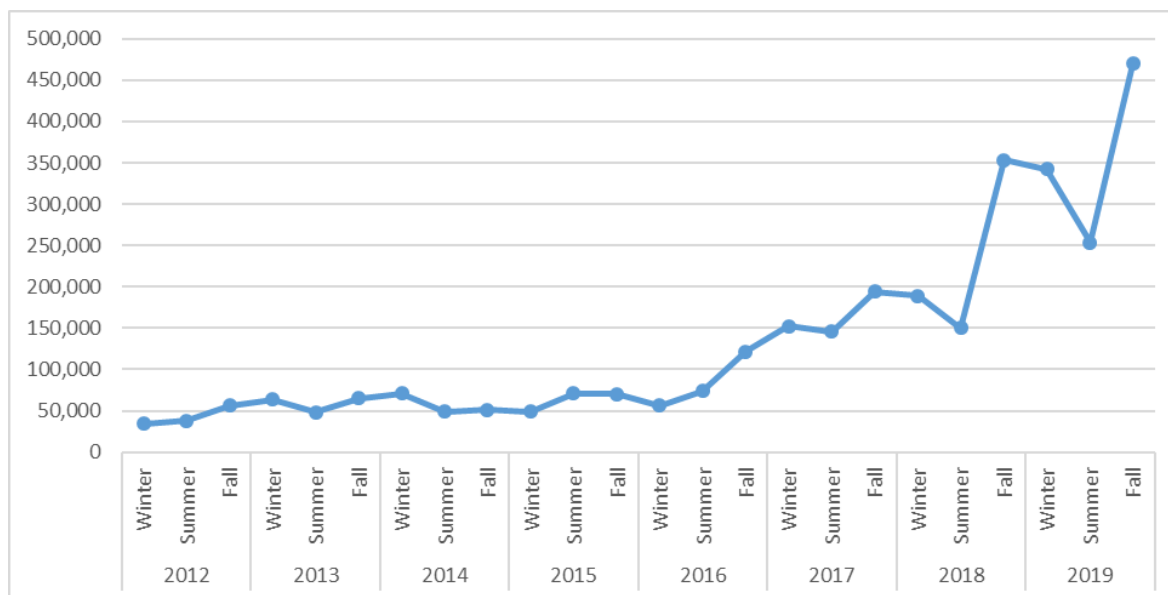
Staff are confident that the current NST Service Agreement is structured in a way which will ensure that the 2020 net expense will be contained within the forecasted operating budget.

Analysis

Niagara Region Transit (NRT)

The NRT service has continued to see annual growth in its ridership. From 2018 to 2019, the ridership grew approximately 54%. Figure 1 below illustrates the ridership trend since 2012.

Figure 1 – NRT Ridership 2012-2019

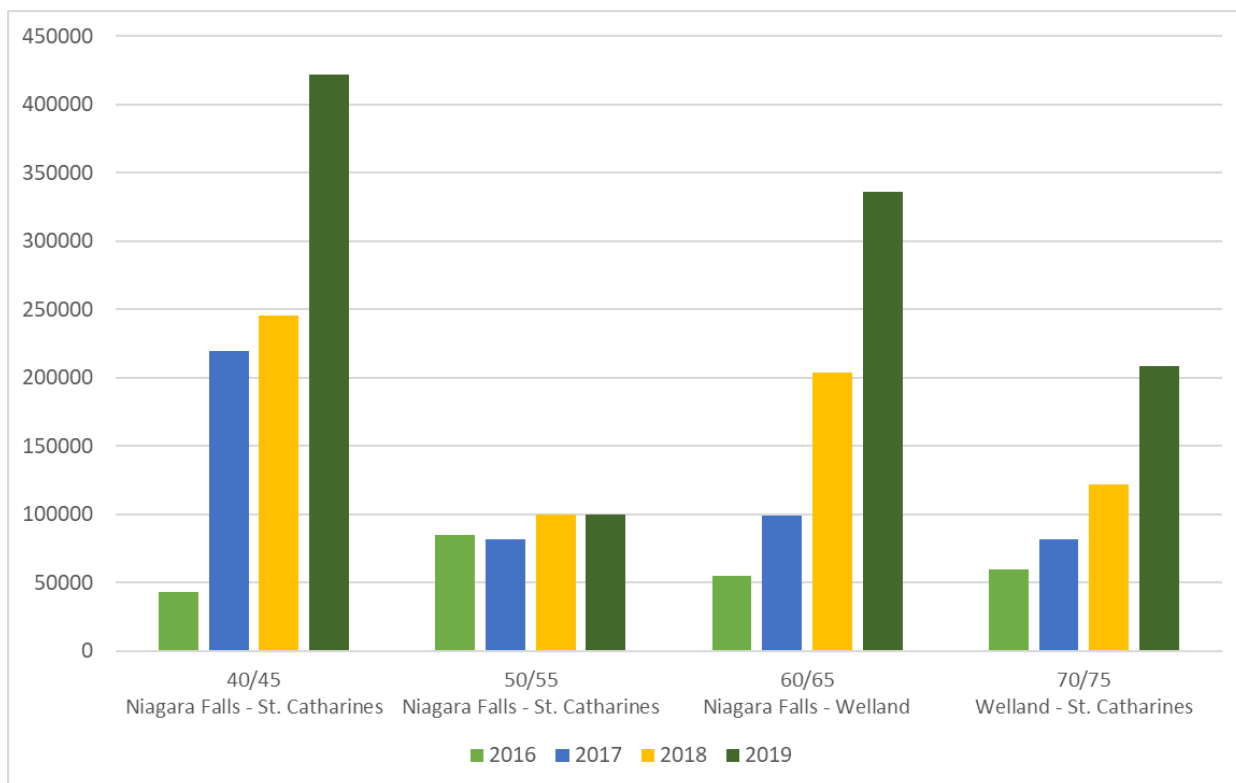


The primary driver behind the substantial growth in NRT ridership was due to the completion of the multi-year route rationalization and consolidation process being undertaken by the Inter-municipal Working Group (IMTWG) and approved in LNTC C-21 2018. The route rationalization resulted in a transfer of existing ridership from previously chartered post-secondary routes to enhanced services on public NRT routes.

In addition to the transferred ridership, NRT also experienced incremental ridership growth through the significant enrollment increase at Niagara College. This was exacerbated by a larger than typical proportion of transit-dependent students in the enrollment cohort with the majority of these students residing in Niagara Falls. While this unexpected demand overwhelmed the existing NRT system in September of 2018, by January of 2019, staff had been able to work with our municipal partners to successfully redeploy NRT and local resources to implement express route services to accommodate the demand.

Each route experienced an increase in overall ridership from 2018 to 2019 as is illustrated by Figure 2 below.

Figure 2 – NRT Total Ridership by Route

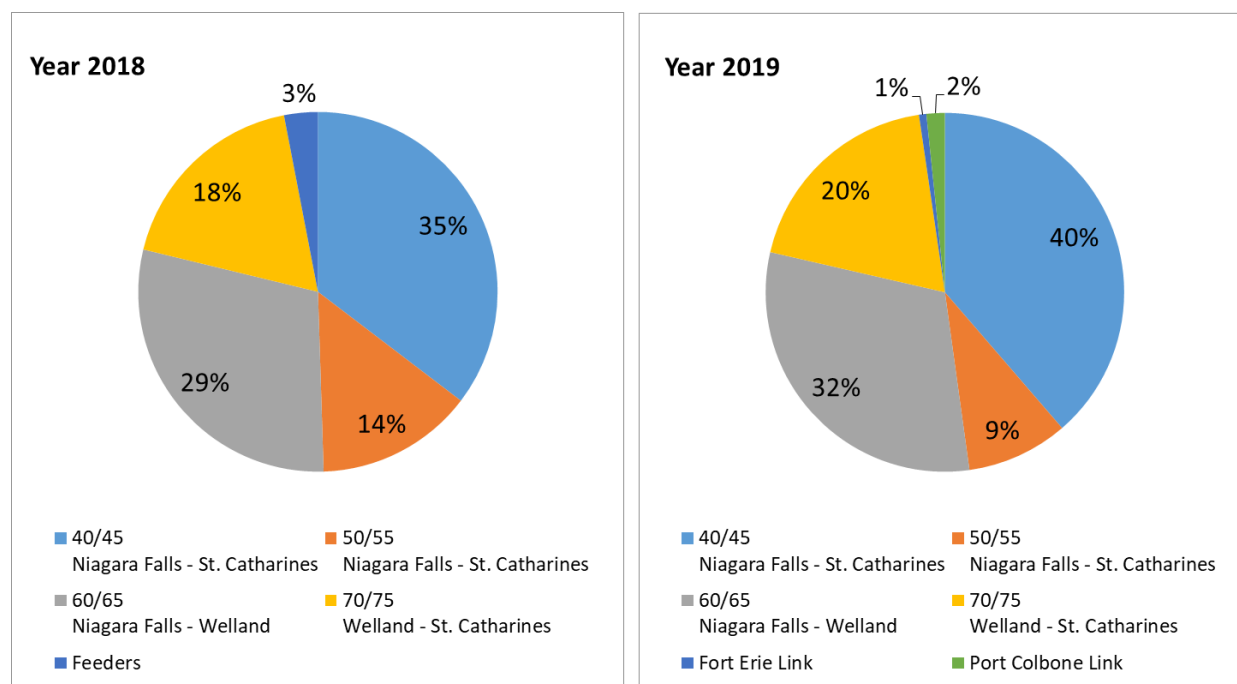


In 2019, the IMTWG was able to make a number of changes so that Niagara Region became the singular provider of inter-municipal transit services. These changes include:

- Upload of the previously chartered Niagara College Route 26 which travels between the St. Catharines Bus Terminal and the Niagara-on-the-Lake Campus. The upload was completed in September 2019 with the route being renamed to 40A/45B to remain consistent with other NRT routes.
- Upload of the Route 22 (Fort Erie Link) as of January 1, 2019
- Upload of the Route 25 (Port Colborne Link) as of January 1, 2019
- Consolidation of the Niagara-on-the-Lake Link which was previously chartered by Niagara College. As of September 2019, this ridership is now reflected on routes 40/45, 60/65 and 70/75.
- Consolidation of the Brock Link which was previously chartered by Niagara College and establishment of a new express route 70A/75A which includes a stop at the Meridian Community Centre in Pelham. As of September 2019, this ridership is now reflected on routes 70/75.

The preceding changes resulted in the transfer of ridership to the existing Niagara Region Transit route network as evidenced by the shifts in ridership distribution illustrated below in Figure 3.

Figure 3 – NRT Trip Distribution Percentage by Route



Niagara Specialized Transit (NST)

The following contractual metrics of the 2019-2020 NST Service Agreement are provided for ease of reference:

- Maximum Trips per year (31,200) – this metric is new to the 2019-2020 NST Service Agreement
- On-Time Performance (95%) - defined as the vehicle arriving +/- 15 minutes from the confirmed pickup time
- Maximum Time on Board (75 minutes) – there is no allowable tolerance for exceeding this metric

Table 3 summarizes some of the key metrics of the NST service for 2018 and 2019.

Table 3 – NST Key Service Metrics

Service Metrics	2018	2019
Total Trips	30272	28680
Number of Clients Served	889	926
Average KM Per Request	24.79	23.9
Number of Trips Exceeding Maximum Time Aboard	715	1012
On-Time Performance	85%	86%

**On-Time Performance metric:*

- 2018: based on a 25 minute pick-up window.
- 2019: based on a 25 minute (Jan.- Aug.) and 30 minute (Sept. - Dec.) pick-up window.

The NST service experienced a decrease of approximately 5% in its annual ridership from 2018 to 2019. It is important to note that this is not a result of lowered demand, but rather is primarily due to new contractual controls placed on service delivery which do not allow for unlimited trip accommodations experienced in the preceding years which resulted in significant program budget deficits. These changes were necessary to ensure containment of the budget within the approved 2019 envelope. The current NST service agreement leverages an average number of daily trips to ensure the budget is contained while flexibility ensures the trip demand is being met.

An item of concern for the service is the growing number of trips which exceed the maximum allowable time aboard a vehicle. This grew from 715 (2.3%) occurrences in 2018 to 1012 (3.5%) occurrences in 2019. It should be noted that the metric decreased from 90 minutes to 75 minutes when the direct trips to Hamilton were replaced with trips to the transfer hub in Stoney Creek. This may have been an influencing factor in the increased number of occurrences in 2019.

Another element of concern to staff is the On-Time Performance of the service as it remains well below the mandated requirement of 95% despite a change in the acceptable pickup window (from 25 to 30 minutes) which benefits the Service Provider. This metric was changed to 30 minutes to better align with other specialized transit services in Ontario.

In addition, staff completed an Operational Review of NST in 2019 (PW 39-2019) as part of the Specialized Transit in Niagara governance study. That review identified a number of improvement opportunities for the service, some of which are identified in Table 3 above. In working towards improving the areas identified in the Operational Review, staff are continually monitoring the service, regularly communicating with the Service Provider and scheduling meetings with the Service Provider to ensure progress is being made. Thus, staff will continue to work with the Service Provider and the riders to enhance the operation of the service with the goal of ensuring that the contractual terms of the contract are being met. It is also worth noting that the current Service Agreement expires in December 31, 2020.

Trip distribution is not a defined metric of the Service Agreement nor can the Service Provider give any priority to any trips per provincial accessibility legislation. As such, the data in Table 4 and Figure 4 summarize the distribution of trips simply to provide a fulsome picture of where and why the service is being utilized.

Table 4 - Trip Summary by Municipality of Origin

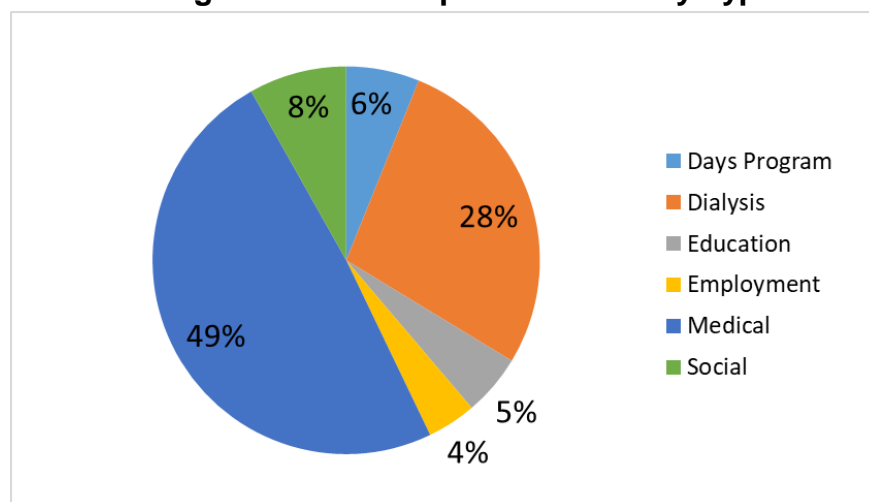
Municipality (Trip Origin)	Trips				Growth
	2016	2017	2018	2019	
Niagara Falls	3,807	6,383	6,977	6,900	-1%
St. Catharines	4,465	6,273	6,783	6,798	0%
Thorold	365	663	1,158	1,146	-1%
Welland	3,083	5,258	5,700	4,970	-13%
Port Colborne	673	1,450	1,695	1,898	12%
Wainfleet	20	104	214	351	64%
Fort Erie	1,958	3,611	3,124	2,773	-11%
Niagara-on-the-Lake	1,088	1,301	1,683	1,431	-15%
Grimsby	290	443	661	492	-26%
Lincoln	622	638	715	487	-32%
West Lincoln	104	115	213	428	101%
Pelham	482	514	497	522	5%
Hamilton	216	505	637	484	-24%
Total	17,173	27,258	30,057	28,680	-5%

It is especially important to note that the majority of trips (77%) are medically related (medical plus dialysis). When rides for community day programs are factored in, this number increases to 83% and highlights the substantial need that this service meets by enabling residents to access health related services. Social trips continue to grow since

their implementation in 2017 to meet AODA standards. Thus, social trips have increased 3% since 2018 and currently attribute 8% of the total trips.

Figure 4 below provides the distribution of the trips delivered in 2019 by their type/purpose.

Figure 4 – NST Trip Distribution by Type



Staff approved 746 new applications in 2019 which represents a 20% increase compared to applications received in 2018. This growing client base is reflective of the changing demographics of the region. The recently completed Specialized Transit in Niagara study, combined with the upcoming Niagara Transit Governance review will provide opportunities to enhance the service through efficiency gains when collaborating with the local transit providers. Despite potential efficiencies, staff cautions that sufficient demand cannot be accommodated in future years without additional financial support for the service.

Alternatives Reviewed

The Specialized Transit in Niagara study is now complete and the recommendations for service levels, operating models, peer comparisons, and customer experience improvements have been referred to the larger transit governance review for incorporation.

Relationship to Council Strategic Priorities

This report is being brought forward to provide an annual update to the Public Works Committee on the status of the Niagara Region Transit and the Niagara Specialized Transit services. Supporting transit is a priority of the current Council under the Responsible Growth and Infrastructure Planning objective, specifically objectives 3.1

Advancing Regional Transit and GO Rail services and 3.4 Facilitating the Movement of People and Goods. These objectives will remain a priority through the consolidation process.

Other Pertinent Reports

PW 39-2019 – Niagara Specialized Transit Operations Review

Prepared by:

Robert, Salewytch
Program Manager Transit Services
Public Works

Recommended and Submitted by:

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

This report was prepared in consultation with Catherine Lam, Program Financial Analyst; Brian McMahon, Program Financial Specialist; Leah Lane, Transit Planning Analyst, and reviewed by Heather Talbot, Financial and Special Projects Consultant, and Matt Robinson, Director, GO Implementation Office.

MEMORANDUM**PWC-C 4-2020****Subject: Niagara Water Treatment Plant 2019 Summary Reports****Date: March 10, 2020****To: Public Works Committee****From: Jen Croswell, C.Tech., Water Compliance Specialist**

A Drinking Water Summary Report (Summary Report), required under the Safe Drinking Water Act, 2002, has been prepared for each of Niagara Region's six drinking water treatment plants for January 1, 2019 through December 31, 2019, inclusive. The 2019 Summary Reports have been provided as appendices and include:

- A description of any failure to meet the requirements of any governing Act, Regulation, Order or Approval that the Drinking Water System operates under, along with the actions the Operating Authority undertook to mitigate any such non-compliance;
- A summary of water flow rates including maximum daily flow rates and instantaneous peak flow rates in comparison with the capacity of the water works identified in the drinking water licence and permit. This information is included for the purpose of allowing the owner (Niagara Region) of the system to assess the capability of the system to meet existing and planned uses of the system.

The intent of the Summary Report is to provide full disclosure and acts as an instrument to ensure Council, senior management, regulatory agencies and the public are made aware of any non-compliance issues which occurred during the last inspection period. The inspection period runs annually (April 1 – March 31) and typically includes a review of information from the previous year.

Inspections were completed for all of Niagara Region's water treatment plants. Four water treatment plants (Decew Falls, Niagara Falls, Port Colborne, and Rosehill) obtained a 100% compliance score on the Ministry of Environment, Conservation and Parks Inspection Rating Report. Two water treatment plants, Grimsby and Welland, were found to be in non-compliance with Ministry Regulations and/or System Licences. Inspection and non-compliance details are included in the tables below.

Facility	Grimsby Water Treatment Plant
Inspection Rating	98.34%
Non-Compliance	Niagara Region was found to be in non-compliance with subsection 6-1.1 (1) of Schedule 6 of O. Reg. 170/03 which specifies that weekly samples are to be taken 5 to 10 days apart.
Event Details	Section 4.0 of schedule C of the Municipal Drinking Water Licence requires weekly sampling of treated process waste water for free chlorine residuals prior to discharge to the environment. Sampling was conducted on a weekly basis during the inspection period except between January 9 and January 21, 2019 where the tests were performed 12 days apart.
Corrective Actions	Internal operating procedures will be updated to ensure all sampling requirements are captured. In addition, affected staff are required to complete introductory quality and compliance training within six months of arrival and once every three years thereafter.

Facility	Welland Water Treatment Plant
Inspection Rating	95.88%
Non-Compliance	Niagara Region was found to be in non-compliance with section 16-6 of schedule 16 of O. Reg. 170/03 which requires immediate notification of adverse water quality incidents to the Medical Officer of Health and the Spills Action Centre.
Event Details	On August 3, 2018, following non-invasive maintenance work within the Bemis Elevated Tank, a two-phase tank disinfection process was initiated in accordance with the Drinking Water Works Permit. Upon completion of the first phase of disinfection, the tank was filled with treated water in order to meet water retention requirements for phase two. During the second phase, a watermain break caused a decrease in system pressure

Facility	Welland Water Treatment Plant
	<p>resulting in a release of approximately 0.193 ML of improperly disinfected water to the distribution system.</p> <p>Following the release, sampling results from Niagara Region and the City of Welland were negative for bacteriological parameters, meeting provincial requirements. The event was not reported to the Medical Officer of Health or the Spills Action Centre.</p> <p>Upon internal review, incident details were provided to Public Health and the Ministry of Environment, Conservation and Parks for review. Public Health was satisfied that the drinking water remained safe during and after the incident.</p> <p>On November 29, 2018, Niagara Region reported to the Spills Action Centre that, on August 3, 2018, a release of approximately 0.193 ML of improperly disinfected water occurred at the Bemis Elevated Tank while the Region was performing the disinfection of the tank.</p>
Corrective Actions	<p>Details of the incident, internal procedures, the disinfection requirements of the Drinking Water Works Permit, and reporting requirements from Section 16-4 were reviewed with pertinent staff. In addition, affected staff are required to complete manager quality and compliance training within six months of arrival and once every three years thereafter.</p>

May this memorandum serve as acknowledgment of receipt of the Summary Reports by the system owner, Council.

In addition to the Summary Reports, staff have produced Annual Water Quality Reports (Annual Reports) for each of Niagara Region's six drinking water treatment plants, as required by the Safe Drinking Water Act, 2002. The [Annual Reports](https://www.niagararegion.ca/living/water/Water-Quality-Reports/default.aspx) have been made available to the public via the Niagara Region website (<https://www.niagararegion.ca/living/water/Water-Quality-Reports/default.aspx>). The

publication of these reports will be advertised in the Region's Public Works Green Scene newsletter in spring 2020.

Respectfully submitted and signed by,

Jen Croswell, C.Tech.
Water Compliance Specialist

Appendices

Appendix 1 – Decew Falls Water Treatment Plant 2019 Summary Report

Appendix 2 – Niagara Falls Water Treatment Plant 2019 Summary Report

Appendix 3 – Rosehill Water Treatment Plant 2019 Summary Report

Appendix 4 – Port Colborne Water Treatment Plant 2019 Summary Report

Appendix 5 – Grimsby Water Treatment Plant 2019 Summary Report

Appendix 6 – Welland Water Treatment Plant 2019 Summary Report



REGIONAL MUNICIPALITY OF NIAGARA
Public Works Department
Water & Wastewater Services Division

DECEW FALLS WATER TREATMENT PLANT

ANNUAL SUMMARY REPORT

(Prepared under Ontario Regulation 170/03)

January 1 to December 31, 2019

Ministry of the Environment, Conservation and Parks

Municipal Drinking Water License # 007-102
Drinking Water Works Permit # 007-202

1. Failure to meet with the requirements of the Act, the regulation, the system's approval:

The Decew Falls Water Treatment Plant was operated in such a way that at no time did it fail to meet or exceed the requirements of the Safe Drinking Water Act, associated regulations, the system's approval or any order that may have been issued for this reporting period.

2. A summary of flows for the reporting period January 1, 2019 – December 31, 2019:

2019	TOTAL FLOW Raw (ML)	TOTAL FLOW Treated (ML)	AVERAGE DAY Raw (ML)	AVERAGE DAY Treated (ML)	MAX. DAY Treated (ML)	MIN. DAY Treated (ML)	MAX. FLOW RATE Treated (ML/d)	MIN. FLOW RATE Treated (ML/d)	WASTE SLUDGE (ML)
Jan	1735.021	1531.421	55.968	49.401	55.623	44.721	76.092	20.658	5.160
Feb	1595.115	1412.763	56.968	50.456	59.060	47.780	103.349	24.362	3.252
Mar	1665.812	1538.403	53.736	49.626	73.436	47.283	73.436	21.968	0.737
Apr	1685.577	1476.536	56.186	49.218	51.210	47.820	72.277	23.349	3.035
May	1744.874	1589.728	56.286	51.386	56.474	47.943	75.842	26.873	6.027
Jun	1936.416	1700.061	64.547	56.669	64.650	51.059	86.721	28.907	2.211
Jul	2344.420	2069.512	75.626	66.758	75.011	58.736	101.124	37.797	0.954
Aug	2175.377	1940.639	70.173	62.601	73.656	55.667	115.876	33.229	3.599
Sep	1909.547	1715.474	63.652	57.182	60.769	52.774	86.699	28.537	5.160
Oct	1741.500	1554.755	56.177	50.153	54.750	45.524	85.326	17.336	3.122
Nov	1607.327	1454.225	53.578	48.474	51.846	44.309	108.257	16.393	0.737
Dec	1609.801	1472.137	51.929	47.488	50.095	40.484	73.370	17.031	0.520
TOTAL	21750.787	19455.654							34.515
MIN						40.484		16.393	0.520
MAX					75.011		115.876		6.027
AVG			59.569	53.284					2.876

* The flow rates are moments in time, and can be affected by various circumstances, such as pump changes or valve position and therefore not unusual to have higher or lower than normal flows.

3. A comparison of actual flows to that of the flow rates set out in the system's approval:

Flow rates as set in:

- Municipal Drinking Water License # 007-102
- Drinking Water Works Permit # 007-202

Maximum daily flow: 227.300 ML

Maximum flow rate: 227.300 ML/day

2019	AVERAGE DAY Treated (ML)	% OF RATED CAPACITY	MAX. DAY Treated (ML)	% OF RATED CAPACITY	MAX. FLOW RATE Treated (ML/d)	% OF RATED CAPACITY
Jan	49.401	21.7%	55.623	24.5%	76.092	33.5%
Feb	50.456	22.2%	59.06	26.0%	103.349	45.5%
Mar	49.626	21.8%	73.436	32.3%	73.436	32.3%
Apr	49.218	21.7%	51.21	22.5%	72.277	31.8%
May	51.386	22.6%	56.474	24.8%	75.842	33.4%
Jun	56.669	24.9%	64.65	28.4%	86.721	38.2%
Jul	66.758	29.4%	75.011	33.0%	101.124	44.5%
Aug	62.601	27.5%	73.656	32.4%	115.876	51.0%
Sep	57.182	25.2%	60.769	26.7%	86.699	38.1%
Oct	50.153	22.1%	54.75	24.1%	85.326	37.5%
Nov	48.474	21.3%	51.846	22.8%	108.257	47.6%
Dec	47.488	20.9%	50.095	22.0%	73.37	32.3%



REGIONAL MUNICIPALITY OF NIAGARA
Public Works Department
Water & Wastewater Services Division

NIAGARA FALLS WATER TREATMENT PLANT

ANNUAL SUMMARY REPORT

(Prepared under Ontario Regulation 170/03)

January 1 to December 31, 2019

Ministry of the Environment, Conservation and Parks

Drinking Water Works Permit # 007-202
Municipal Drinking Water License # 007-102

1. Failure to meet with the requirements of the Act, the regulation, the system's approval:

The Niagara Falls Water Treatment Plant was operated in such a way that at no time did it fail to meet or exceed the requirements of the Safe Drinking Water Act, associated regulations, the system's approval or any order that may have been issued for this reporting period.

2. A summary of flows for the reporting period January 1, 2019 – December 31, 2019

2019	TOTAL FLOW	TOTAL FLOW	AVERAGE DAY	AVERAGE DAY	MAX. DAY	MIN. DAY	MAX. FLOW RATE	MIN. FLOW RATE	WASTE SLUDGE
	Raw (ML)	Treated (ML)	Raw (ML)	Treated (ML)	Treated (ML)	Treated (ML)	Treated (ML/d)	Treated (ML/d)	(ML)
Jan	1306.819	1205.506	42.155	38.887	45.022	34.892	64.500	9.012	1.015
Feb	1204.272	1132.177	43.010	40.435	45.482	36.441	58.134	16.325	0.502
Mar	1367.330	1277.948	44.107	41.224	45.828	36.746	85.608	16.656	0.344
Apr	1368.584	1234.817	45.619	41.161	46.912	36.223	65.802	15.226	6.833
May	1366.246	1302.776	44.072	42.025	47.581	36.503	61.006	15.568	1.659
Jun	1476.388	1402.020	49.213	46.734	58.347	40.056	85.138	21.051	1.131
Jul	1875.394	1804.622	60.497	58.214	71.776	46.995	94.300	27.506	0.440
Aug	1739.880	1667.511	56.125	53.791	63.003	47.674	79.931	26.792	0.283
Sep	1398.047	1334.493	46.602	44.483	48.970	40.402	68.406	5.320	1.119
Oct	1304.357	1226.981	42.076	39.580	44.806	33.206	97.352	15.650	2.333
Nov	1208.534	1119.091	40.284	37.303	43.583	32.306	64.223	11.988	2.056
Dec	1221.081	1132.879	39.390	36.544	42.941	31.752	56.046	9.619	1.806
TOTAL	16,836.932	15,840.821							19.521
MIN						31.752		5.320	0.283
MAX					71.776		97.352		6.833
AVG		1,320.07	46.10	43.37					1.627

*The flow rates are moments in time, and can be affected by various circumstances, such as pump changes or valve position and therefore not unusual to have higher or lower than normal flow.

3. A comparison of actual flows to the flow rates set out in the system's approval:

Flow rates as set in:

- Drinking Water Works Permit # 007-202
- Municipal Drinking Water License # 007-102

Maximum daily flow: 145.500 ML

Maximum flow rate: 145.500 ML/day

2019	AVERAGE DAY Treated (ML)	% OF RATED CAPACITY	MAX. DAY Treated (ML)	% OF RATED CAPACITY	MAX. FLOW RATE Treated (ML/d)	% OF RATED CAPACITY
Jan	38.887	27%	45.022	31%	64.500	44%
Feb	40.435	28%	45.482	31%	58.134	40%
Mar	41.224	28%	45.828	32%	85.608	59%
Apr	41.161	28%	46.912	32%	65.802	45%
May	42.025	29%	47.581	33%	61.006	42%
Jun	46.734	32%	58.347	40%	85.138	59%
Jul	58.214	40%	71.776	49%	94.300	65%
Aug	53.791	37%	63.003	43%	79.931	55%
Sep	44.483	31%	48.970	34%	68.406	47%
Oct	39.580	27%	44.806	31%	97.352	67%
Nov	37.303	26%	43.583	30%	64.223	44%
Dec	36.544	25%	42.941	30%	56.046	39%



REGIONAL MUNICIPALITY OF NIAGARA
Public Works Department
Water & Wastewater Services Division

ROSEHILL WATER TREATMENT PLANT

ANNUAL SUMMARY REPORT

(Prepared under Ontario Regulation 170/03)

January 1 to December 31, 2019

Ministry of the Environment, Conservation and Parks

Drinking Water Works Permit # 007-203
Municipal Drinking Water License # 007-103

1. Failure to meet with the requirements of the Act, the regulation, the system's approval:

The Rosehill Water Treatment Plant was operated in such a way that at no time did it fail to meet or exceed the requirements of the Safe Drinking Water Act, associated regulations, the system's approval or any order that may have been issued for this reporting period.

2. A summary of flows for the reporting period January 1, 2019 – December 31, 2019:

2019	TOTAL FLOW Raw (ML)	TOTAL FLOW Treated (ML)	AVERAGE DAY Raw (ML)	AVERAGE DAY Treated (ML)	MAX DAY Treated (ML)	MIN. DAY Treated (ML)	MAX. FLOW RATE Treated (ML/d)	MIN. FLOW RATE Treated (ML/d)	WASTE SLUDGE (ML)
Jan	396.374	365.684	12.786	11.796	12.725	11.129	17.145	4.154	17.485
Feb	371.194	332.694	13.257	11.882	17.177	11.457	14.642	10.890	16.564
Mar	381.340	353.816	12.301	11.413	12.947	10.001	16.922	3.532	16.064
Apr	338.395	310.125	11.280	10.338	11.297	9.529	25.977	1.594	15.052
May	373.221	323.061	12.039	10.421	12.103	9.116	14.425	3.362	9.845
Jun	402.511	351.593	13.417	11.720	13.755	10.047	25.402	2.193	15.843
Jul	483.770	422.350	15.605	13.624	16.060	10.893	26.693	2.364	18.377
Aug	469.922	415.781	15.159	13.412	16.192	11.428	24.885	6.228	15.278
Sep	380.508	334.449	12.684	11.148	12.750	9.800	21.667	3.843	19.523
Oct	346.349	301.572	11.173	9.728	10.771	8.828	40.949	1.479	18.650
Nov	331.961	285.102	11.065	9.503	11.567	8.804	25.569	1.460	15.747
Dec	338.996	287.254	10.935	9.266	10.180	8.547	17.980	1.143	23.433
TOTAL	4,614.541	4,083.481							201.861
MIN						8.547		1.143	9.845
MAX					17.177		40.949		23.433
AVG			12.642	11.188					16.822

*The flow rates are moments in time, and can be affected by various circumstances, such as pump changes or valve position and therefore not unusual to have higher or lower than normal flows

3. A comparison of actual flows to that of the flow rates set out in the system's approval:

Flow rates as set in:

- Drinking Water Works Permit # 007-203
- Municipal Drinking Water License # 007-103

Maximum daily flow: 50.000 ML
Maximum flow rate: 50.000 ML/day

2019	AVERAGE DAY Treated (ML)	% OF RATED CAPACITY	MAX. DAY Treated (ML)	% OF RATED CAPACITY	MAX. FLOW RATE Treated (ML/d)	% OF RATED CAPACITY
Jan	11.796	24%	12.725	25%	17.145	34%
Feb	11.882	24%	17.177	34%	14.642	29%
Mar	11.413	23%	12.947	26%	16.922	34%
Apr	10.338	21%	11.297	23%	25.977	52%
May	10.421	21%	12.103	24%	14.425	29%
Jun	11.720	23%	13.755	28%	25.402	51%
Jul	13.624	27%	16.060	32%	26.693	53%
Aug	13.412	27%	16.192	32%	24.885	50%
Sep	11.148	22%	12.750	26%	21.667	43%
Oct	9.728	19%	10.771	22%	40.949	82%
Nov	9.503	19%	11.567	23%	25.569	51%
Dec	9.266	19%	10.180	20%	17.980	36%



REGIONAL MUNICIPALITY OF NIAGARA
Public Works Department
Water & Wastewater Services Division

PORT COLBORNE WATER TREATMENT PLANT

ANNUAL SUMMARY REPORT

(Prepared under Ontario Regulation 170/03)

January 1 to December 31, 2019

Ministry of the Environment, Conservation and Parks

Municipal Drinking Water License # 007-102

Drinking Water Works Permit # 007-202

1. Failure to meet with the requirements of the Act, the regulation, the system's approval:

The Port Colborne Water Treatment Plant was operated in such a way that at no time did it fail to meet or exceed the requirements of the Safe Drinking Water Act, associated regulations, the system's approval or any order that may have been issued for this reporting period.

2. A summary of flows for the reporting period January 1, 2019 – December 31, 2019:

2019	TOTAL FLOW	TOTAL FLOW	AVERAGE DAY	AVERAGE DAY	MAX. DAY	MIN. DAY	MAX. FLOW RATE	MIN. FLOW RATE	WASTE SLUDGE
	Raw (ML)	Treated (ML)	Raw (ML)	Treated (ML)	Treated (ML)	Treated (ML)	Treated (ML/d)	Treated (ML/d)	
Jan	256.970	245.010	8.289	7.904	8.790	6.090	17.518	3.282	1.551
Feb	240.000	232.250	8.571	8.295	12.390	6.720	15.487	4.390	1.470
Mar	259.330	249.370	8.365	8.044	9.170	6.700	17.262	4.256	1.660
Apr	242.670	232.550	8.089	7.752	10.340	6.310	38.226**	2.892	1.507
May	232.410	222.120	7.497	7.165	8.420	5.030	16.267	4.390	1.736
Jun	220.650	215.920	7.355	7.197	8.460	5.230	12.759	4.349	2.025
Jul	236.980	235.350	7.645	7.592	10.530	5.047	16.749	3.651	2.010
Aug	221.870	221.410	7.157	7.142	8.420	5.290	16.903	2.456	1.834
Sep	200.450	198.200	6.682	6.607	7.960	4.780	15.415	3.990	1.773
Oct	197.230	194.050	6.362	6.260	7.500	4.560	27.202	3.836	1.975
Nov	199.930	194.460	6.664	6.482	7.810	4.940	16.308	2.061	2.051
Dec	220.430	215.350	7.111	6.947	8.420	5.090	13.477	3.713	1.777
TOTAL	2728.920	2656.040							21.369
MIN						4.560		2.061	1.470
MAX					12.390		38.226		2.051
AVG			7.482	7.282					1.781

*The flow rates are moments in time, and can be affected by various circumstances, such as pump changes or valve position and therefore not unusual to have higher or lower than normal flow.

**A temporary exceedance of the rated capacity or maximum flow rate are permitted for the purposes of fire protection and system maintenance activities.

3. A comparison of actual flows to that of the flow rates set out in the system's approval:

Flow rates as set in:

- Drinking Water Works Permit # 007-201
- Municipal Drinking Water License # 007-101

Maximum daily flow 36.000 ML

Maximum flow rate 36.000 ML/day

2019	AVERAGE DAY Treated (ML)	% OF RATED CAPACITY	MAX. DAY Treated (ML)	% OF RATED CAPACITY	MAX. FLOW RATE Treated (ML/d)	% OF RATED CAPACITY
Jan	7.904	22.0%	8.79	24.4%	17.518	48.7%
Feb	8.295	23.0%	12.39	34.4%	15.487	43.0%
Mar	8.044	22.3%	9.17	25.5%	17.262	48.0%
Apr	7.752	21.5%	10.34	28.7%	38.226*	106.2%*
May	7.165	19.9%	8.42	23.4%	16.267	45.2%
Jun	7.197	20.0%	8.46	23.5%	12.759	35.4%
Jul	7.592	21.1%	10.53	29.3%	16.749	46.5%
Aug	7.142	19.8%	8.42	23.4%	16.903	47.0%
Sep	6.607	18.4%	7.96	22.1%	15.415	42.8%
Oct	6.260	17.4%	7.5	20.8%	27.202	75.6%
Nov	6.482	18.0%	7.81	21.7%	16.308	45.3%
Dec	6.947	19.3%	8.42	23.4%	13.477	37.4%

*A temporary exceedance of the rated capacity or maximum flow rate are permitted for the purposes of fire protection and system maintenance activities.



REGIONAL MUNICIPALITY OF NIAGARA
Public Works Department
Water & Wastewater Services Division

GRIMSBY WATER TREATMENT PLANT

ANNUAL SUMMARY REPORT

(Prepared under Ontario Regulation 170/03)

January 1 to December 31, 2019

Ministry of the Environment, Conservation and Parks

Municipal Drinking Water License # 007-105
Drinking Water Works Permit # 007-205

1. Failure to meet with the requirements of the Act, the regulation, the system's approval:

The Grimsby Water Treatment Plant was found to be in non-compliance with regulations and/or system Licence, as follows:

Inspection Rating	98.34%
Non-Compliance	Niagara Region was found to be in non-compliance with subsection 6-1.1 (1) of Schedule 6 of O. Reg. 170/03 which specifies that weekly samples are to be taken 5 to 10 days apart.
Event Details	Section 4.0 of schedule C of the Municipal Drinking Water Licence requires weekly sampling of treated process waste water for free chlorine residuals prior to discharge to the environment. Sampling was conducted on a weekly basis during the inspection period except between January 9 and January 21, 2019 where the tests were performed 12 days apart.
Corrective Actions	Internal operating procedures will be updated to ensure all sampling requirements are captured. In addition, affected staff are required to complete introductory quality and compliance training within six months of arrival and once every three years thereafter.

2. A summary of flows for the reporting period January 1, 2019 – December 31, 2019:

2019	TOTAL FLOW	TOTAL FLOW	AVERAGE DAY	AVERAGE DAY	MAX. DAY	MIN. DAY	MAX. FLOW RATE	MIN. FLOW RATE	WASTE SLUDGE
	Raw (ML)	Treated (ML)	Raw (ML)	Treated (ML)	Treated (ML)	Treated (ML)	Treated (ML/D)	Treated (ML/D)	(ML)
Jan	404.671	404.464	13.054	13.232	20.014	11.027	15.656	13.597	0.650
Feb	360.032	360.057	12.858	12.859	13.675	11.572	17.109	7.749	0.650
Mar	400.309	399.968	12.913	12.902	14.086	11.892	18.958	7.209	0.694
Apr	383.980	382.635	12.799	12.755	14.655	11.393	18.045	7.010	0.780
May	428.875	422.888	13.835	13.642	15.650	11.456	18.546	8.684	1.951
Jun	460.855	457.213	15.362	15.240	18.333	12.079	21.935	2.472	0.694
Jul	550.331	554.625	17.753	17.891	20.744	15.408	25.175	7.348	0.939
Aug	471.050	491.739	15.195	15.863	19.098	13.009	23.062	9.300	0.911
Sep	409.215	433.978	13.641	14.466	16.323	12.405	19.230	9.429	0.911
Oct	382.356	410.761	12.334	13.250	14.926	12.199	18.051	3.525	2.255
Nov	352.285	392.247	11.743	13.075	14.125	11.903	17.453	8.155	0.477
Dec	357.343	401.711	11.527	12.958	13.959	11.164	17.761	6.985	0.650
TOTAL	4961.302	5112.286							11.562
MIN						11.027		2.472	0.477
MAX					20.744		73.432		2.255
AVG			13.584	14.011					0.963

* The flow rates are moments in time, and can be affected by various circumstances, such as pump changes or valve position and therefore not unusual to have higher or lower than normal flows.

3. A comparison of actual flows to that of the flow rates set out in the system's approval:

Flow rates as set in:

- Municipal Drinking Water License # 007-105
- Drinking Water Works Permit # 007-205

Maximum daily flow: 44.000 ML

Maximum flow rate: 44.000 ML/day

2019	AVERAGE DAY Treated (ML)	% OF RATED CAPACITY	MAX. DAY Treated (ML)	% OF RATED CAPACITY	MAX. FLOW RATE Treated (ML/d)	% OF RATED CAPACITY
Jan	13.232	30.1%	20.014	45.5%	15.656	35.6%
Feb	12.859	29.2%	13.675	31.1%	17.109	38.9%
Mar	12.902	29.3%	14.086	32.0%	18.958	43.1%
Apr	12.755	29.0%	14.655	33.3%	18.045	41.0%
May	13.642	31.0%	15.65	35.6%	18.546	42.2%
Jun	15.240	34.6%	18.333	41.7%	21.935	49.9%
Jul	17.891	40.7%	20.744	47.1%	25.175	57.2%
Aug	15.863	36.1%	19.098	43.4%	23.062	52.4%
Sep	14.466	32.9%	16.323	37.1%	19.23	43.7%
Oct	13.250	30.1%	14.926	33.9%	18.051	41.0%
Nov	13.075	29.7%	14.125	32.1%	17.453	39.7%
Dec	12.958	29.5%	13.959	31.7%	17.761	40.4%



REGIONAL MUNICIPALITY OF NIAGARA
Public Works Department
Water & Wastewater Services Division

WELLAND WATER TREATMENT PLANT

ANNUAL SUMMARY REPORT

(Prepared under Ontario Regulation 170/03)

January 1 to December 31, 2019

Ministry of the Environment, Conservation and Parks

Drinking Water Works Permit # 007-204
Municipal Drinking Water License # 007-104

1. Failure to meet with the requirements of the Act, the regulation, the system's approval:

The Welland Water Treatment Plant was found to be in non-compliance with regulations and/or system Licence, as follows:

Inspection Rating	95.88%
Non-Compliance	Niagara Region was found to be in non-compliance with section 16-6 of schedule 16 of O. Reg. 170/03 which requires immediate notification of adverse water quality incidents to the Medical Officer of Health and the Spills Action Centre.
Event Details	<p>On August 3, 2018, following non-invasive maintenance work within the Bemis Elevated Tank, a two-phase tank disinfection process was initiated in accordance with the Drinking Water Works Permit. Upon completion of the first phase of disinfection, the tank was filled with treated water in order to meet water retention requirements for phase two. During the second phase, a watermain break caused a decrease in system pressure resulting in a release of approximately 0.193 ML of improperly disinfected water to the distribution system.</p> <p>Following the release, sampling results from Niagara Region and the City of Welland were negative for bacteriological parameters, meeting provincial requirements. The event was not reported to the Medical Officer of Health or the Spills Action Centre.</p> <p>Upon internal review, incident details were provided to Public Health and the Ministry of Environment, Conservation and Parks for review. Public Health was satisfied that the drinking water remained safe during and after the incident.</p> <p>On November 29, 2018, Niagara Region reported to the Spills Action Centre that, on August 3, 2018, a release of approximately 0.193 ML of improperly disinfected water occurred at the Bemis Elevated Tank while the Region was performing the disinfection of the tank.</p>
Corrective Actions	Details of the incident, internal procedures, the disinfection requirements of the Drinking Water Works Permit, and reporting requirements from Section 16-4 were reviewed with pertinent staff. In addition, affected staff are required to complete manager quality and compliance training within six months of arrival and once every three years thereafter.

2. A summary of flows for the reporting period January 1, 2019 – December 31, 2019:

2019	TOTAL FLOW Raw (ML)	TOTAL FLOW Treated (ML)	AVERAGE DAY Raw (ML)	AVERAGE DAY Treated (ML)	MAX. DAY Treated (ML)	MIN. DAY Treated (ML)	MAX. FLOW RATE Treated (ML/d)	MIN. FLOW RATE Treated (ML/d)	WASTE SLUDGE (ML)
Jan	663.870	650.530	21.415	21.016	23.954	18.654	41.500	25.644	22.975
Feb	614.750	597.235	21.955	21.363	25.025	18.460	42.794	19.525	27.640
Mar	679.410	667.126	21.916	21.551	25.162	19.000	42.431	20.109	22.781
Apr	640.200	627.266	21.340	20.941	23.448	19.444	42.562	20.062	23.395
May	694.010	669.421	22.387	21.634	24.422	17.556	47.666	23.688	34.338
Jun	713.800	691.059	23.793	23.076	26.331	19.380	43.312	22.341	39.256
Jul	858.750	835.247	27.702	26.987	31.300	22.168	43.744	14.969	40.244
Aug	796.380	787.374	25.690	25.441	28.782	21.886	46.612	14.413	26.939
Sep	703.560	690.526	23.452	23.053	28.480	18.718	46.594	6.095	29.116
Oct	707.110	677.685	22.810	21.888	32.400	12.760	42.031	24.731	18.706
Nov	727.160	649.755	24.239	21.681	24.680	19.806	42.725	6.456	18.796
Dec	713.820	691.082	23.026	22.317	25.614	19.888	42.956	18.276	33.557
TOTAL	8512.820	8234.307							304.186
MIN						12.760		6.095	18.706
MAX					32.400		47.666		304.186
AVG			23.311	22.579					25.349

*The flow rates are moments in time, and can be affected by various circumstances, such as pump changes or valve position and therefore not unusual to have higher or lower than normal flow.

3. A comparison of actual flows to that of the flow rates set out in the system's approval:

Flow rates as set in:

- Drinking Water Works Permit # 007-204
- Municipal Drinking Water License # 007-104

Maximum daily flow 65.000 ML
Maximum flow rate 65.000 ML/day

2019	AVERAGE DAY Treated (ML)	% OF RATED CAPACITY	MAX. DAY Treated (ML)	% OF RATED CAPACITY	MAX. FLOW RATE Treated (ML/d)	% OF RATED CAPACITY
Jan	21.016	32.3%	23.954	36.9%	41.5	63.8%
Feb	21.363	32.9%	25.025	38.5%	42.794	65.8%
Mar	21.551	33.2%	25.162	38.7%	42.431	65.3%
Apr	20.941	32.2%	23.448	36.1%	42.562	65.5%
May	21.634	33.3%	24.422	37.6%	47.666	73.3%
Jun	23.076	35.5%	26.331	40.5%	43.312	66.6%
Jul	26.987	41.5%	31.3	48.2%	43.744	67.3%
Aug	25.441	39.1%	28.782	44.3%	46.612	71.7%
Sep	23.053	35.5%	28.48	43.8%	46.594	71.7%
Oct	21.888	33.7%	32.4	49.8%	42.031	64.7%
Nov	21.681	33.4%	24.68	38.0%	42.725	65.7%
Dec	22.317	34.3%	25.614	39.4%	42.956	66.1%

MEMORANDUM

PWC-C 8-2020

**Subject: Status Update – Water and Wastewater Quality Management System
Internal Audit Findings**

Date: March 10, 2020

To: Public Works Committee

From: Rachel Whyte, Water-Wastewater Quality Management Specialist

Purpose

This memorandum has been prepared in response to the following Councillor Information Request made at Public Works Committee held on December 3, 2019:

Provide information respecting any action taken on the areas of non-conformance to the Public Works Committee at its meeting on March 10, 2020. Councillor Gale.

The memorandum provides an update on the status of corrective actions, preventive actions, best management practices, and opportunities for improvement generated during the 2019 Water and Wastewater Quality Management System (QMS) internal audits.

The internal audit reports were previously provided to Public Works Committee as appendices to Report PW 67-2019.

Background and Context

The Water-Wastewater (W-WW) Services Division conducts annual internal audits of the Water and Wastewater QMS to assess conformance of business processes with Ontario's *Drinking Water Quality Management Standard* and associated documented procedures. Thorough and robust audits are undertaken with the goal of continually improving and refining the quality management systems that are currently in place.

Audit findings can be classified as follows:

- **Conformance:** Implemented processes conform to documented procedures.
- **Non-conformance:** There are gaps in conformance between documented procedures and implemented processes.
- **Areas where improvement is possible (i.e., potential non-conformances, opportunities for improvement, best management practices):** Implemented

processes conform to documented procedures, but there are opportunities to refine or augment existing processes.

Findings – 2019 Water QMS Internal Audit

Table 1 below provides an overview of the status of internal audit findings.

Table 1: Status of Findings – 2019 Water QMS Internal Audit

Finding Type	Total Number Issued	Status		
		Not Initiated	In Progress	Closed
Non-conformance	12	2	3	7
Potential non-conformance	7	1	3	3
Best management practice	22	6	4	12
TOTAL	41	9	10	22
		22%	24%	54%

Table 2 (next page) provides details of individual findings.

Table 2: Detailed Internal Audit Findings – 2019 Water QMS Internal Audit

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Document and Records Control	Non-Conformance	<i>Document and Records Control (QMS-WT-ALL-P-050, rev7, 8Feb2017)</i> states that “controlled printed documents that are obsolete are removed from use and replaced with the current printed version”. Several emergency response documents were found to be out of date in controlled hard-copy Emergency Response Plan binders distributed to staff.	In progress. Documents updated. Spot audits planned to ensure that information in printed manuals stays current.	WTCAR-19-001
Document and Records Control	Non-Conformance	<i>Water and Wastewater Emergency Response Plan (ERP-ALL-ALL-P-001, rev 1, 27Jan2017)</i> states “Emergency Response Plan procedures and supporting documents, forms and contact list are updated on an as-needed basis”. The document header in each of the emergency response procedures indicates “to be reviewed annually (reprinted if necessary). No evidence found of documents being reviewed annually.	Closed. Issue has been addressed.	WTCAR-19-002

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Document and Records Control	Potential Non-Conformance	Checked <i>Sampling, Testing, and Monitoring Activities – DeCew Falls WTP (QMS-WT-DF-T-160)</i> and followed the links to the standards. Quality target link for sodium has a broken link. Various broken links to external and internal documents.	In progress. Schedule being developed to review and update all sampling, testing, and monitoring tables.	2019-001-Audit Internal
Document and Records Control	Best Management Practice	Completed emergency & debrief reports are stored as records in the division's management system software. Some staff interviewed are not aware on how to access these records. Suggest making these documents easier to find.	Not initiated. W-WW Quality Management Specialist to establish a shared space on the W-WW Division's intranet page where these reports can be posted.	2019-002-Audit Internal
Document and Records Control	Best Management Practice	It may be beneficial to update chain of custody forms used for sample submission to the Niagara Region Environmental Laboratory, and to consider bringing these forms into the document control program.	Not initiated. Administrative exercise; to be addressed by April 30.	2019-003-Audit Internal
Risk Assessment	Best Management Practice	Staff interviewed recommend that Tech. Trades be invited to participate in risk assessments. <i>Risk Assessment (QMS-WT-ALL-P-070, rev. 8)</i> does not list representation by the group as mandatory.	Closed. Procedure has been revised to reflect optional participation by Technical Trades.	2019-004-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Competencies	Non-Conformance	<i>Competencies Table (QMS-WT-ALL-T-100, rev7, 26Jul2018)</i> identifies the Water QMS training course ("This is How We Do It") as mandatory training. A summary of training records obtained from myLearning showed that not all staff have completed this course in the specified time frame.	Closed. This finding has been consolidated with a similar finding from a previous internal audit (WTCAR-18-002). A project is in progress to update and refresh the mandatory training course; completion will be assessed following implementation of the new training materials.	WTCAR-19-003
Competencies	Non-Conformance	<i>Water and Wastewater Emergency Response Plan (ERP-ALL-ALL-P-001, rev 1, 27Jan2017)</i> specifies that new staff are introduced to the Emergency Response Plan through Water and Wastewater New Employee Orientation and quality management e-learning modules. No evidence found that this is being done.	Closed. Issue is resolved.	WTCAR-19-004
Competencies	Non-Conformance	Training records for several auditees who have transferred to W-WW from other divisions within Niagara Region indicate that these staff have not completed W-WW Orientation. These staff were not aware of the mandatory training requirement.	Not initiated. Training to be scheduled for staff as required.	WTCAR-19-005

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Competencies	Potential Non-Conformance	The Winter-Spring 2019 edition of the W-WW Learning Calendar identifies the “CMMS/EAM for Operations” course as mandatory training, however, this is not reflected in the <i>Competencies Table</i> (QMS-WT-ALL-T-100, rev7, 26Jul2018). As an opportunity for improvement, some staff interviewed recommended that maintenance management software training be provided annually for Operations and be centered around a particular issue or topic each year.	In progress. <i>Competencies Table</i> is under review and will be completed by end of Q1.	2019-005-Audit Internal
Competencies	Best Management Practice	It may be beneficial to develop training and on-boarding plans for Water Operations & Maintenance staff, and to standardize training for lab testing and plant operation. An informal operator training checklist is used in Area 2; however, the checklist has not been formally adopted in all areas.	Closed. This is related to an existing open finding from a previous internal audit (2016-004-Audit Internal). The findings have been consolidated.	2019-006-Audit Internal
Competencies	Best Management Practice	Staff interviewed recommended that Emergency Response Plan training be included in block safety training.	Closed. Emergency response training addressed elsewhere. No action taken.	2019-007-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Competencies	Best Management Practice	Top management interviewed recommended that self-service reports be developed and made available via myLearning to summarize conformance with mandatory training.	Closed. Issue has been addressed.	2019-008-Audit Internal
Competencies	Best Management Practice	Consider providing formal sampling training as mandatory training for the samplers/operators. It may also be beneficial to standardize training for lab testing and plant operation. An informal operator training checklist is used in Area 2; however, the checklist has not been formally approved and adopted by all areas.	Closed. This is related to an existing open finding from a previous internal audit (2016-004-Audit Internal). The findings have been consolidated.	2019-009-Audit Internal
Personnel Coverage	Best Management Practice	Managers interviewed recommended that additional resources be provided in order to maintain current maintenance service levels, grow existing maintenance programs, and assist with capital programs and planning.	Closed. Resource requirements are reviewed during annual budget activities.	2019-010-Audit Internal
Communications	Best Management Practice	There is an opportunity for Top Management to engage and communicate more directly with front-line staff to build relationships and name recognition.	In progress. This will be addressed as part of employee engagement action planning.	2019-011-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Infrastructure Maintenance, Rehabilitation, and Renewal	Non-Conformance	Preventive maintenance schedule creation is outstanding for assets in the Welland drinking water system following completion of the Phase 1 upgrade.	In progress. Preventive maintenance schedules will be created by end of February 2020. W-WW Engineering is reviewing specifications to clarify contractor responsibility for preventive maintenance schedule creation.	WTCAR-19-006
Infrastructure Maintenance, Rehabilitation, and Renewal	Best Management Practice	It is recommended that the <i>Preventive Maintenance Program Optimization</i> work plan (as proposed to the Divisional Leadership Team in 2017) be implemented and a champion be assigned to carry it forward.	Closed. The W-WW Asset Management Group is developing an asset management plan that will include review and optimization of preventive maintenance activities.	2019-012-Audit Internal
Infrastructure Maintenance, Rehabilitation, and Renewal	Best Management Practice	There is an opportunity for Water Operations to improve record-keeping by assigning preventive maintenance schedule work orders to Operators and having Operators comment directly on work order findings.	Not initiated. This process will be reviewed in Q1 2020.	2019-013-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Infrastructure Maintenance, Rehabilitation, and Renewal	Best Management Practice	There is an opportunity to better define and divide workload between Water Maintenance staff. In some instances, all preventive maintenance schedules are assigned to a System Maintenance Person in the area and not directly assigned to the System Maintenance Assistants.	Not initiated. This process will be reviewed in Q2 2020.	2019-014-Audit Internal
Infrastructure Maintenance, Rehabilitation, and Renewal	Potential Non-Conformance	There may be an opportunity to confirm and document the process for establishing maintenance programs for new assets. There seems to be confusion surrounding the roles and responsibilities of various groups involved in this process (System Maintenance, Group EAM, Engineering, and consultants/ contractors).	Closed. The W-WW Asset Management Group is developing an asset management plan that will include review and optimization of preventive maintenance activities; this finding has been noted as an input to plan development.	2019-015-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Infrastructure Maintenance, Rehabilitation, and Renewal	Potential Non-Conformance	There may be an opportunity to examine the process for work order closure. Staff can only mark a work order as "entire job complete ", regardless of whether or not the preventive maintenance work was done; they must add notes to the work order to indicate whether the work was actually completed. There is a potential for managers to overlook the incomplete status of a work order if they miss the notes in the comments field.	Closed. The W-WW Asset Management Group is developing an asset management plan that will include review and optimization of work order processes; this finding has been noted as an input to plan development.	2019-016-Audit Internal
Infrastructure Maintenance, Rehabilitation, and Renewal	Best Management Practice	It may be beneficial to include the preventive maintenance schedule revision process in a documented and controlled SOP. May consider updating <i>Maintenance (QMS-WT-ALL-P-150, rev5)</i> to include this information.	Closed. The W-WW Asset Management Group is developing an asset management plan that will include review and optimization of preventive maintenance activities; this finding has been noted as an input to plan development.	2019-017-Audit Internal
Infrastructure Maintenance, Rehabilitation, and Renewal	Best Management Practice	Staff interviewed recommend that key performance indicators for maintenance need to be reviewed. Current work order aging report may not be the best measure.	In progress. Selected key performance indicators have been reviewed in recent months; others are pending review.	2019-018-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Sampling, Testing, and Monitoring	Non-Conformance	The auditee in Area 2 water stated that instrument manuals are used as instructions for testing, however, the auditee could not provide the manuals for review.	Closed. Issue has been addressed.	WTCAR-19-007
Sampling, Testing, and Monitoring	Potential Non-Conformance	<i>Sampling, Testing, and Monitoring Activities – DeCew Falls WTP (QMS-WT-DF-T-160)</i> was reviewed and limits/targets compared to those on the log sheets and SCADA alarms. Differences were noted between the settled water limits/targets identified in each source.	Closed. Merged with another related finding (2019-001-Audit Internal).	2019-019-Audit Internal
Sampling, Testing, and Monitoring	Potential Non-Conformance	Sampling bottles received not always matching Chain Of Custody provided by Testmark.	Not initiated.	2019-020-Audit Internal
Emergency Management	Non-Conformance	Reviewed debrief report for watermain break at intersection of Drummond and Gallinger (December 2017). Action items were not assigned in the division's management system software as per <i>Post-Event Debriefing (ADM-ALL-ALL-P-009, rev2, 11Jul2017)</i> .	Not initiated.	WTCAR-19-008

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Emergency Management	Non-Conformance	Auditors looked at the list of spill kits noted in the Welland WTP monthly PM (PM10496 - RT900385): it notes a total of seven spill kits, including three kits in trucks. The auditees noted that they have not inspected kits in trucks. Auditees responsible for completing spill kit inspection PMs were not aware that spill kits in trucks needed to be inspected. None of the noted trucks are still assigned to Welland Water Treatment Plant. Area 1 Maintenance vehicles have spill kits, and staff interviewed indicated that they do check these; however, no evidence of these inspections was provided.	In progress. The spill kit inventory at Welland Water Treatment Plant has been confirmed. The inspection process needs to be refined.	WTCAR-19-009
Emergency Management	Potential Non-Conformance	Follow-up items from the Port Colborne Water Treatment Plant break-in were identified in the debrief record and uploaded to EtQ. Auditors reviewed action items and noted that numerous security-related action items remain outstanding after the security incident at the plant two years ago (Apr 2017).	In progress. Many of the action items have been addressed; some longer-term items remain outstanding. One remaining action item requires significant funding and will be included in a future capital project.	2019-021-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Emergency Management	Best Management Practice	Staff interviewed recommend that the Associate Directors be responsible for assigning action items related to emergency debriefs.	Closed. No action required. Associate Directors have reaffirmed delegation of this authority.	2019-022-Audit Internal
Emergency Management	Best Management Practice	It may be beneficial to more clearly define responsibilities for keeping printed emergency response manuals up to date, and to standardize the responsibilities across all work areas.	In progress. Direction received from Associate Directors that Plant Clerks/Administrative Assistants will be assigned this responsibility; relevant procedure to be updated accordingly.	2019-023-Audit Internal
Emergency Management	Best Management Practice	It is recommended that maintenance staff no longer be required to maintain hard copies of the Emergency Response Plan binder. Several maintenance staff stated that they do not use the binder, as they are taking direction from the manager on site. Furthermore, the Emergency Response Plans are high-level and are geared more toward communication, notification, reporting, sampling, supply/service procurement, etc., which are generally responsibilities of the Incident Manager, not front-line staff.	Closed. Issue has been addressed.	2019-024-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Emergency Management	Best Management Practice	It may be beneficial to procure an X2 tablet computer (like those the managers use) for each of the on-call maintenance staff. For maintenance staff who are expected to respond to emergencies, access to various software programs, etc. is necessary, and network connectivity is greatly simplified with the X2 tablet in comparison to the iPad.	In progress. Assessing cost vs. benefit.	2019-025-Audit Internal
Emergency Management	Best Management Practice	It may be beneficial for managers to take some sort of threat management training.	Closed. Training is under development and is scheduled in the W-WW Learning Calendar.	2019-026-Audit Internal
Internal Audit	Non-Conformance	Section 5.6.1 of <i>Internal Auditing (QMS-WT-ALL-P-190, rev7, 26Jul2018)</i> states that internal auditors submit their checklists within 10 working days of completion of the audit. At least one internal auditor submitted checklists on 11Apr, significantly later than the specified 10-day timeline.	Closed. Issue has been addressed.	WTCAR-19-010

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Internal Audit	Best Management Practice	A list of trained internal auditors is maintained in myLearning, but the list does not account for auditor experience and frequency of skill use. It may be beneficial to require trained auditors to audit at least once in a specified time frame (e.g., 5 years) in order for them to be considered “qualified”.	Closed. No action required.	2019-027-Audit Internal
Continual Improvement	Non-Conformance	Issues were identified with <i>Corrective Action, Preventive Action, and Best Practices (QMS-WT-ALL-P-210, rev7, 27Jul2018)</i> . Section 5.1.3 specifies that approved best practices are to be entered into EtQ’s “Corrective Action” module, however, best practices stemming from inspections are currently tracked in the “Compliance Obligations” module. Also, Section 5.3 refers to “opportunities for improvement”, while the “Corrective Action” module of the EtQ database uses the terminology “preventive action” and “best practices”, not “opportunities for improvement”.	Closed. Issue has been addressed.	WTCAR-19-011

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Continual Improvement	Non-Conformance	Section 5.2.3 of <i>Corrective Action, Preventive Action, and Best Practices (QMS-WT-ALL-P-210, rev7, 27Jul2018)</i> indicates that the QMS Rep works with the Lead Auditor and/or Top Management to identify process owners and assign corrective actions. Most internal audit findings from the 2018 internal audit remain at the “Investigation/ Root Cause” phase and have not been assigned to process owners.	Closed. Issue is resolved.	WTCAR-19-012
Continual Improvement	Best Management Practice	Staff interviewed recommend that a process for prioritizing opportunities for improvement be developed and implemented.	Not initiated. To be considered at next procedure review.	2019-028-Audit Internal
Continual Improvement	Best Management Practice	During internal audits, internal auditors often identify best practices for evaluation. It is recommended that internal audits be included in the SOP as a source of best practices.	Not initiated. To be considered at next procedure review.	2019-029-Audit Internal

Findings – 2019 Wastewater QMS Audit

Table 3 below provides an overview of the status of internal audit findings.

Table 3: Status of Findings – 2019 Wastewater QMS Internal Audit

Finding Type	Total Number Issued	Status		
		Not Initiated	In Progress	Closed
Non-conformance	23	2	8	13
Opportunity for improvement	29	11	6	12
TOTAL	52	13	14	25
		25%	27%	48%

Table 4 provides details of individual findings.

Table 4: Detailed Internal Audit Findings – 2019 Wastewater QMS Internal Audit

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
QMS Representative	Opportunity for Improvement	Legislative changes are communicated by email and within procedures, but no formal procedure exists to document the communication process. Consider documenting the process as a controlled procedure.	Closed. “Wastewater Regulatory Updates” procedure has been developed and is awaiting final approval.	2019-030-Audit Internal
Document and Records Control	Non-conformance	<i>Document and Records Control (QMS-WW-ALL-P-050, rev1, 30Sep2019)</i> identifies Operator certifications as controlled records and specifies that they are to be posted at “respective wastewater treatment plants”. Auditors observed gaps in posted certificates at Area 2 facilities.	Closed. Issue has been addressed.	WWCAR-19-001
Document and Records Control	Non-conformance	<i>Document Control (QMS-WW-ALL-P-050, rev1, 30Sep2019)</i> specifies that only current documentation should be available for use. There were several outdated documents found at the Baker Road treatment plant, including several contact lists and pump station sheets.	Closed. Not deemed to be a non-conformance. Contact lists are not problematic unless they are contradictory; pump station sheets fall outside the scope of the QMS.	WWCAR-19-002

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Document and Records Control	Non-conformance	<i>Document Control (QMS-WW-ALL-P-050, rev1, 30Sep2019)</i> specifies that only current documentation should be available for use. There were several outdated documents found at the Welland and Seaway wastewater treatment plants.	In progress. Outdated documents were removed at time of audit; document currency will be verified at a future audit.	WWCAR-19-003
Document and Records Control	Non-conformance	<i>Bypass, Spill, and Overflow Notification and Reporting (OP-WW-ALL-P-038, rev2, 1Mar2018)</i> outlines the processes in place for addressing, reporting, and communicating bypasses, planned and unplanned spills, and overflows. Deficiencies were identified with the documented procedure, relating primarily to spill reporting and communication.	Closed. Procedure has been updated to address identified gaps; staff training to be addressed under a separate finding (2019-040-Audit Internal).	WWCAR-19-004
Document and Records Control	Non-conformance	The requirements of <i>Clean-Up of Sewage Spills (OP-WW-ALL-P-004, rev4, 13Oct2016)</i> do not align with the requirements outlined in <i>Bypass, Spill, and Overflow Notification and Reporting (OP-WW-ALL-P-038, rev2, 1Mar2018)</i> , and in some cases are contradictory.	In progress. Procedures have been revised to ensure alignment; <i>Clean-Up of Sewage Spills</i> is awaiting final approval.	WWCAR-19-005

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Document and Records Control	Non-conformance	<i>Mandatory Training (QMS-WW-ALL-100, rev0, 7Feb2014)</i> identifies the <i>Mandatory Training Table (QMS-WW-ALL-101)</i> as the document that outlines mandatory training for staff. This reference is outdated, as mandatory training requirements for staff affecting wastewater are now included within the <i>Competencies Table (QMS-ALL-ALL-T-100, rev7, 26Jul2018)</i> .	In progress. Procedure has been updated to reflect current practice and is currently being reviewed.	WWCAR-19-006
Document and Records Control	Non-conformance	<i>Essential Supplies and Services (QMS-WW-ALL-130, rev2, 2Mar2015)</i> specifies that “a list of all the essential supplies and services associated with operational functions are listed in...the <i>Essential Supplies & Services Table (QMS-WW-ALL-131)</i> ”. This reference is outdated, as the Essential Supplies and Services Table is now available as an electronic Vine page.	Closed. Procedure has been updated to reflect current practice.	WWCAR-19-007

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Document and Records Control	Opportunity for Improvement	Consider removing specific details of spill reporting processes from <i>Trunk Sewer or Forcemain Break Investigation and Repair (OP-WW-ALL-P-017, rev1, 16Dec2016)</i> and instead include a reference out to <i>Bypass, Overflow and Spill Notification and Reporting (OP-WW-ALL-P-038)</i> .	In progress. Procedure is being reviewed and revised.	2019-031-Audit Internal
Document and Records Control	Opportunity for Improvement	An auditee at the Welland Wastewater Treatment Plant noted that there were staffing shortages on 8Sep2019 that required him to assume care and control of the Seaway and Crystal Beach treatment plants and operate all three plants from the Welland plant. A review of logbook entries and access control showed that the auditee does not have access to update the logbooks for Seaway and Crystal Beach. It may be beneficial to ensure that all Operators within each area have access to logbooks for the facilities over which they may be asked to assume care and control.	In progress. User permissions have been manually updated. The division is looking for ways to automate this process.	2019-032-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Document and Records Control	Opportunity for Improvement	An auditee at the Welland Wastewater Treatment Plant stated that details of bypass events are logged in plant logbooks (eRIS) and on the plant log sheet. Relevant information is also entered on a paper-based log titled "Welland WWTP Oct 2019". If this paper log is needed or useful to staff, it may be beneficial to add a more descriptive name to the form so that its purpose and use may be easily identified.	Not initiated. Discussion required with Area Manager to determine need for this paper record.	2019-033-Audit Internal
Document and Records Control	Opportunity for Improvement	Recommendations for improvement were received from auditees relating to controlled QMS document formatting and access, including creating a link to the Essential Supplies and Services page in a more conspicuous location on Vine; including links to relevant Environmental Compliance Approvals on area e-boards; reorganizing the "Contractors" section of the <i>Emergency Contact List (ERP-ALL-ALL-T-002, rev14, 30Sep2019)</i> to more clearly identify the types of services provided by each contractor.	Closed. Improvements have been implemented.	2019-034-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Document and Records Control	Opportunity for Improvement	It is recommended that Operations and Maintenance Managers be advised of where debrief records are stored, how they can be accessed, and what supporting information should be stored with the debrief record. Additionally, it is recommended that Operators be provided with access to spill reports.	Not initiated. Location to be established on Vine for sharing of this information.	2019-035-Audit Internal
Document and Records Control	Opportunity for Improvement	Consider improvements to the process for recording and accessing bypass data (e.g., dates, volumes, etc.). The data is stored in several locations, needs to be transcribed into several systems (which can lead to errors), and staff find the overall process to be confusing.	Not initiated. Longer-term project required to address this issue; priority to be established.	2019-036-Audit Internal
Document and Records Control	Opportunity for Improvement	The Asset Performance Team has several procedures in place to ensure that field work is undertaken consistently. These documents are currently uncontrolled and saved to a Regional network drive. It may be beneficial to include these procedures within the controlled document structure in the division's management system software.	Not initiated. To be discussed; priority to be established.	2019-037-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Risk Assessment	Opportunity for Improvement	<i>Wastewater System Risk Assessment (QMS-WW-ALL-P-070, rev2, 7Feb2019)</i> identifies that the Wastewater Compliance Technologist takes the lead in facilitating risk assessment activities. This responsibility was transferred to the W-WW Quality Management Specialist for the 2019 review. The procedure should be revised to reflect this change in process ownership.	Closed. Procedure has been revised and approved.	2019-038-Audit Internal
Organizational Structure, Roles, Responsibilities, and Authorities	Non-conformance	The <i>Wastewater QMS Operational Plan (QMS-WW-ALL-MAN-010, rev2, 28Mar2019)</i> identifies personnel filling key QMS roles, including the roles of the QMS Representative and Top Management. Numerous auditees were not able to identify the personnel in these positions. There is an opportunity to improve recognition of these key QMS roles.	Closed. Communication provided to staff to clarify role ownership.	WWCAR-19-008

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Competencies	Non-conformance	The <i>Competencies Table (QMS-ALL-ALL-T-100, rev7, 26Jul2018)</i> requires that Wastewater QMS training be taken within six months of hire and once every three years on a continual basis. Across all audit areas, most auditees did not have up-to-date Wastewater QMS training.	Closed. This finding has been consolidated with a similar finding from a previous internal audit (WWCAR-17-005). A project is in progress to update and refresh the mandatory training course; completion will be assessed following implementation of the new training materials.	WWCAR-19-009
Competencies	Opportunity for Improvement	Almost all auditees brought up in discussion that onboarding is less than desirable. Procedure retrieval processes are not being captured in onboarding. Audit interviews indicate that new staff are not being introduced to and/or retaining knowledge of basic QMS concepts. New staff are not familiar with mandatory training requirements.	Closed. This finding has been consolidated with a similar finding from a previous internal audit (2016-004-Audit Internal). A project is in progress to develop more robust site-specific Operator training.	2019-039-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Competencies	Opportunity for Improvement	There is an opportunity to provide additional training for Operations staff on key bypass, spill, and overflow concepts, including definitions of key terms (planned/unplanned spill, planned/unplanned bypass, overflow), and the practical differences between these events; the purpose of Public Health notification in spill, bypass, and overflow events; timing of notifications to Public Health (“forthwith”); and reinforcement of reporting protocols.	In progress. Training under development; to be delivered by end of Q1 2020.	2019-040-Audit Internal
Competencies	Opportunity for Improvement	It may be beneficial to establish a routine process for the review of training records to identify outstanding staff whose mandatory training is overdue or outstanding.	Closed. Several processes exist that can be used to flag upcoming or overdue training requirements.	2019-041-Audit Internal
Personnel Coverage	Non-conformance	<i>Call-In and Overtime Management (OP-ALL-ALL-P-003, rev3, 11Jun2019)</i> specifies that additional staff are to be called in by the On-Call Manager. An auditee in Area 3 indicated that he/she has been asked to make call-ins in the past.	Closed. Issue has been addressed.	WWCAR-19-010

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Personnel Coverage	Opportunity for Improvement	Operations Management may wish to consider overlapping Operator shifts by 30min to ensure that there is adequate opportunity for proper communication at shift change.	Closed. Shift scheduling will not be changed at this time.	2019-042-Audit Internal
Personnel Coverage	Opportunity for Improvement	<i>Personnel Coverage (QMS-WW-ALL-P-110, rev2, 26Jul2018)</i> states that "Sectional Management reviews personnel coverage semi-annually [and] any staffing-related concerns and recommendations [are] put forward to Top Management as part of the Management Review." In practice, workforce planning is completed as part of the annual budgeting process.	In progress. Procedure to be revised to reflect current practice; changes have been initiated.	2019-043-Audit Internal
Communications	Non-conformance	<i>Communications (QMS-WW-ALL-P-120, rev1, 25Aug2017)</i> indicates that the Wastewater QMS Policy is to be posted in an accessible location at each wastewater treatment facility. Auditors toured the administration building at the Welland WWTP and did not observe a copy of the Wastewater QMS policy posted at this facility.	Closed. Issue has been resolved.	WWCAR-19-011

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Communications	Non-conformance	The Ministry of the Environment, Conservation, and Parks authorized a planned spill of digester gas at the Seaway Wastewater Treatment Plant to begin on or after 25Apr2019; the Ministry authorization included a request that the spill be reported to the Spills Action Centre at time of occurrence. Logbook records for the Seaway plant on Fri, 26Apr2019 note that "[Digester] #2 gas now vented to atmosphere", however, there is no record in the logbook of a call having been placed to notify the Spills Action Centre of the spill.	Closed. A formal spill report was provided to the Ministry at the time of the incident; the report includes notation that the Spills Action Centre was contacted at the time of the incident. The missing logbook comment can be attributed to Operator error. Staff training on this procedure to be addressed under a separate finding (2019-040-Audit Internal).	WWCAR-19-012
Essential Supplies and Services	Non-conformance	The Essential Supplies and Services page identifies the Biosolids Management Agreement as having expired. However, biosolids management is currently under a three-year agreement expiring 31Dec2019, and the Biosolids Manager was unsure who is responsible for updating the updates the Essential Supplies and Services List.	Closed. Required updates are complete, and responsibility for future updates has been appropriately delegated.	WWCAR-19-013

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Essential Supplies and Services	Non-conformance	<i>Communications (QMS-WW-ALL-P-120, rev1, 25Aug2017)</i> specifies that “Top Management communicates with essential suppliers to ensure that they are informed of relevant aspects of the Region’s QMS”. Wastewater laboratory benchtop and handheld instrument calibration is identified as an essential service on the Essential Supplies and Services page; this service is secured through sole-source purchase order on an annual basis currently open until 2020. There is no evidence that information about the Region’s QMS was provided to the current vendor.	In progress. Draft procurement documents for the 2020/21 calibration contract include information about the Region’s QMS. This action item will be closed once the procurement process is complete.	WWCAR-19-014
Essential Supplies and Services	Opportunity for Improvement	It may be beneficial to conduct a review of the supplies and services identified on the Essential Supplies and Services page to ensure that the list remains current and relevant, and that additional essential supplies/services are not missing from the list (e.g., vacuum trucks, construction contractors, etc.).	Not initiated. To be considered in 2020.	2019-044-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Infrastructure Maintenance, Rehabilitation, and Renewal	Non-conformance	<i>Trunk Sewer or Forcemain Break Investigation and Repair (OP-WW-ALL-P-017, rev1, 16Dec2016)</i> states that wastewater system failure reports need to be closed within 10 days of discovery of the failure. As of 30Oct2019, 7 failure reports remain open with initiation dates ranging from June 2017 – June 2019.	Not initiated. No change to-date.	WWCAR-19-015
Infrastructure Maintenance, Rehabilitation, and Renewal	Non-conformance	<i>Trunk Sewer or Forcemain Break Investigation and Repair (OP-WW-ALL-P-017, rev1, 16Dec2016)</i> states that "Wastewater System Failure Reports are required as part of wastewater system inspections" and that the reports are opened upon receipt of mapping coordinates from the field. The failure reports are used as an indirect input to capital planning. Records show that a forcemain break in the area of the South Side Low Lift SPS (Niagara Falls) in May 2018 was recorded using a regular work order, and not a Wastewater System Failure Report as required.	Closed. Issue was investigated and was not found to be systemic. Missing failure report was initiated.	WWCAR-19-016

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Infrastructure Maintenance, Rehabilitation, and Renewal	Opportunity for Improvement	It may be beneficial to clarify whether a wastewater system failure report (or water system failure report) is required if the break occurs on the property of a water or wastewater facility. The auditors found evidence of two main breaks at regional facilities that were not recorded using a system failure report (w/o #538640, watermain break outside Front St. Sewage Pumping Station; w/o #594592, effluent forcemain break at Port Dalhousie Wastewater Treatment Plant).	Closed. The W-WW Asset Management Group is developing an asset management plan that will include review and optimization of work order processes; this finding has been noted as an input to plan development.	2019-045-Audit Internal
Infrastructure Maintenance, Rehabilitation, and Renewal	Opportunity for Improvement	Where planned spills are required in order to complete maintenance work (e.g., planned spill of digester gas at Seaway Wastewater Treatment Plant), there is an opportunity to streamline recordkeeping by linking associated work order records with the corresponding spill reporting records.	Not initiated. Priority to be established. All records are securely stored and retrievable.	2019-046-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Infrastructure Maintenance, Rehabilitation, and Renewal	Opportunity for Improvement	Work orders initiated by Operations staff are routed to the Operations Manager for approval before being sent to the Maintenance Manager. It may be beneficial to adjust maintenance management software permissions and/or create workflows to define how these work orders can be forwarded in the Operations Manager's absence. At present, the work orders will remain in the Operations Manager's maintenance management software inbox until his return to work.	Closed. The W-WW Asset Management Group is developing an asset management plan that will include review and optimization of work order processes; this finding has been noted as an input to plan development.	2019-047-Audit Internal
Infrastructure Maintenance, Rehabilitation, and Renewal	Opportunity for Improvement	It may be beneficial to clarify the process for introducing new assets and instrumentation into the maintenance management software, including responsibilities for provision of asset information to GroupEAM; asset information and documentation that must be provided; in the case of new instrumentation, any initial calibration reports and indication of the applicable calibration program for the subject asset; mechanisms to ensure that the asset is appropriately inventoried and tagged.	Closed. The W-WW Asset Management Group is developing an asset management plan that will include review and optimization of data collection processes; this finding has been noted as an input to plan development.	2019-048-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Sampling, Testing, and Monitoring	Non-conformance	Area 3 Operations staff indicated that agreements are in place to contact Area Municipalities when wet wells at selected sewage pumping stations reach certain levels; these were not noted in any controlled procedure reviewed by the auditors.	In progress. These communication requirements are being incorporated into wastewater sampling, testing, and monitoring procedures that are currently in development.	WWCAR-19-017
Sampling, Testing, and Monitoring	Opportunity for Improvement	The chain of custody used for bypass sampling at Welland Wastewater Treatment Plant includes notation of samples collected at the end of the bypass event. The auditees stated that they do not collect samples at the end of a bypass, and a review of the relevant Environmental Compliance Approval confirmed that end-of-event sampling is not required. It may be beneficial to remove the end-of-event sampling items from the chain of custody template for this facility.	Closed. End of event sampling is no longer a regulated requirement at Welland WWTP. The chain of custody has been revised accordingly.	2019-049-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Sampling, Testing, and Monitoring	Opportunity for Improvement	All Wastewater Treatment Plants should work toward full implementation of laboratory waste management procedures (<i>Transport, Storage and Disposal of Waste and Dangerous Goods, HS-ALL-ALL-P-037, rev0, 29Oct2018</i>). At the Welland, Seaway, and Baker Road Wastewater Treatment Plants, auditors noted that the provided containers for laboratory waste were found to be unlabelled or not in use, and one auditee noted that a certain type of hazardous waste is routinely thrown directly into the garbage.	In progress. Program was formalized in 2019 and requires additional reinforcement. Wastewater Quality and Compliance group to lead additional implementation efforts.	2019-050-Audit Internal
Sampling, Testing, and Monitoring	Opportunity for Improvement	It may be beneficial for the Wastewater Compliance Technologist to include all in-plant process sampling on the plant-specific compliance sampling schedules. This may help to eliminate confusion over sampling requirements, to designate specific days for sampling as a means of division of labour, and to evaluate sampling frequencies to determine if they can be reduced as appropriate.	Closed. At this time, it is preferred to keep compliance-related schedules separate and distinct in order to ensure that sample collection is not missed.	2019-051-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Sampling, Testing, and Monitoring	Opportunity for Improvement	It may be beneficial to consider the installation of a SCADA alarm at the Port Dalhousie Wastewater Treatment Plant that would alert the Operator if the secondary bypass valve is in the open position while plant influent flows are below plant capacity (100MLD). At present, the secondary bypass valve is manually operated, and there is potential for it to be inadvertently opened and/or left in the open position for longer than required.	In progress. SCADA Manager and Area 3 Operations Manager examining options for alarming and/or other improvements.	2019-052-Audit Internal
Sampling, Testing, and Monitoring	Opportunity for Improvement	It may be beneficial to investigate technologies that could flag for Operators when the dechlorination pumps have failed. Previous investigations indicated that alarming was not possible due to pump age, but there may be alternate technologies (e.g., flow meters, etc.) that can achieve this goal. There is a risk of non-compliance if the pumps fail and chlorinated water is released to the environment.	Not initiated. Priority and feasibility would need to be established on a plant-by-plant basis.	2019-053-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Measurement and Recording Equipment Calibration and Maintenance	Non-conformance	<i>Wastewater Calibration (QMS-WW-ALL-170, rev0, 25Jun2014)</i> specifies that dissolved oxygen meters and oxidation-reduction potential meters are calibrated annually. In practice, auditees indicated that these meters are calibrated as needed.	Closed. This finding has been consolidated with a similar finding from a previous internal audit (WWCAR-17-010). The wastewater calibration program is under review, with changes anticipated.	WWCAR-19-018
Measurement and Recording Equipment Calibration and Maintenance	Non-conformance	Section 5.3 of <i>Determination of pH and Temperature in Wastewater (OP-WW-ALL-P-007, rev3, 11Oct2017)</i> states that "bench-top and/or portable pH meter[s] should be calibrated every day, or as used, before any lab work or sample collection is performed". Auditors in Area 1 WW and Area 3 WW did not see evidence to show that bench-top pH meters are being calibrated daily or on an as-used basis, despite the fact that plant lab sheets regularly include results of bench-top pH testing.	Not initiated. Daily calibration requirement to be reinforced with Operations staff.	WWCAR-19-019
Measurement and Recording Equipment Calibration and Maintenance	Non-conformance	Several issues were identified in the plant laboratory at Welland and Seaway Wastewater Treatment Plants related to asset tagging, accuracy of asset information, and expired chemicals.	In progress. Asset information has been updated in the division's maintenance management software. Chemical clean-up to be completed at each plant.	WWCAR-19-020

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Measurement and Recording Equipment Calibration and Maintenance	Opportunity for Improvement	Auditees observed that there is inadequate instrumentation available for monitoring of wastewater remote stations, and that additional flow meters, pressure gauges, etc. would help Operators to be able to identify spills/forcemain breaks more readily.	Not initiated. Long-term approach required to address this finding; the approach will need to consider capital planning, asset management, and calibration needs.	2019-054-Audit Internal
Measurement and Recording Equipment Calibration and Maintenance	Opportunity for Improvement	New chemical oxygen demand reactors were observed in the plant laboratories at both Port Dalhousie and Port Weller Wastewater Treatment Plants. Records indicate that the reactor at Port Dalhousie was purchased 2 months ago, and auditors found an original manufacturer's certificate of calibration; however, the reactor is not tagged with an asset number or a calibration sticker, and it could not be located in the division's maintenance management software.	Not initiated. Follow-up to be completed.	2019-055-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Emergency Management	Non-conformance	<i>Bypass, Overflow, and Spill Notification and Reporting (OP-WW-ALL-P-038, rev2, 1Mar2018)</i> identifies that the Incident Manager can be the Operations Manager (if the spill occurs on the grounds of the main facility) or the Maintenance Manager (if the spill occurs in the collection system). The procedure also specifies that the Incident Manager is required to provide a written report of the spill to federal and provincial authorities. During the audit, auditors observed confusion regarding assignment of the Incident Manager role, including assignment of responsibilities for reporting the spill to the Spills Action Centre and for completing the spill report. As a result, spill reports are not consistently being prepared by the appropriate manager (i.e., Operations or Maintenance, depending on the spill location).	In progress. Relevant documents have been revised to add clarification. Staff training will be completed by the end of Q1 2020.	WWCAR-19-021

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Emergency Management	Non-conformance	<i>Post-Event Debriefing (ADM-ALL-ALL-P-009, rev2, 11Jul2017)</i> specifies that the W-WW Incident Manager is responsible for leading debriefs and preparing associated records. In practice, these activities are conducted by the Wastewater Compliance Technologist or the Water-Wastewater Quality Management Specialist. In addition, auditees commented that the significance test outlined in the procedure may be too onerous for wastewater incidents (particularly in relation to forcemain breaks).	Closed. Issue has been addressed.	WWCAR-19-022
Emergency Management	Opportunity for Improvement	There is an opportunity to improve spill protection at Port Dalhousie Wastewater Treatment Plant by making spill mats available in the chemical delivery areas and enforcing their use.	Not initiated. Follow-up to be completed.	2019-056-Audit Internal
Emergency Management	Opportunity for Improvement	It is recommended that staff of the Capital Program Planning group be invited to attend debriefs where an infrastructure improvement may be required to address the root cause of the event.	Closed. Procedure revised to include this recommendation.	2019-057-Audit Internal

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Continual Improvement	Non-conformance	<p>Since 2017, 36 corrective actions have been identified through the wastewater internal audit process and entered into the corrective action database. Of the 36 corrective actions, 26 are in “open” status.</p> <p><i>Wastewater Corrective Action (QMS-WW-ALL-210, rev0, 30Oct2013)</i> states that preliminary corrective action information is entered into the record, and then “the Lead Auditor assigns the corrective action report to the responsible individual and identifies a date for completion of the investigation and root cause analysis”. All open corrective actions in the database are currently assigned to the Lead Auditor and not the “responsible individual” as identified in the procedure.</p>	In progress. Management, resolution, and closure of corrective actions is an ongoing activity. Many of the open action items have now been assigned to the appropriate owners.	WWCAR-19-023

QMS Element	Finding Type	Details	Status (at Feb 14, 2020)	Finding ID
Continual Improvement	Opportunity for Improvement	<i>Post-Event Debriefing (ADM-ALL-ALL-P-009, rev 2, 11Jul2017)</i> states that actions items generated through debrief activities “are to be recorded, assigned, and managed in EtQ as per the Corrective Action Procedure...(QMS-WW-ALL-P-210 for wastewater)”. Consider revising <i>Wastewater Corrective Action (QMS-WW-ALL-210, rev0, 30Oct2013)</i> to include roles and responsibilities for corrective action assignment when non-conformances/action items are identified outside of internal audits.	Not initiated. To be considered at next procedure review.	2019-058-Audit Internal

Next Steps

The status of the Water and Wastewater Quality Management Systems is communicated to Council on an annual basis. The annual update includes an overview of internal audit results. The water and wastewater internal audit programs allow the division to identify and address gaps in current processes; even where gaps do not exist, the audits present additional opportunities to improve and refine processes. The audit programs are an essential component of the Water and Wastewater Services Division's Quality Management Systems

Respectfully submitted and signed by

Rachel Whyte, B.A.Sc.
W-WW Quality Management Specialist

MEMORANDUM

PWC-C 10-2020

Subject: Procurement Progress Report Liquid Biosolids and Residual Management

Date: March 10, 2020

To: Public Works Committee

From: Bart Menage, Director Procurement & Strategic Acquisitions

As requested at February 11, 2020 Public Works Committee, Procurement provides the following Progress Report for the Liquid Biosolids and Residuals Management Program.

Fairness Commissioner: Procurement issued a non-binding Request for Quotation to the Vendors of Record on the Ministry of Government and Consumer Services' Vendors of Record (VOR) Number 7434 for Management Consulting Services, specifically Category 6 – Fairness Commissioner

Timeline details

- a. Issue Date February 27, 2020
- b. Closing Date March 12, 2020
- c. Award Date March 2020

Subject Matter Expert: Procurement issued a non-binding Request for Quotation to a subset of the Niagara Region Roster for Water, Wastewater, Transportation, Waste Management & Facilities Management Consulting Services, specifically category 2 – Water and Wastewater Treatment Facilities

Timeline details

- d. Issue Date March 4, 2020
- e. Closing Date March 19, 2020
- f. Award Date March 2020

Interim Agreement: Staff have negotiated terms and pricing for Biosolids Management Services with the current vendor Thomas Nutrient Solutions for the Period April 1, 2020-August 31, 2020. Staff are presently in the process of executing an agreement with this vendor for the above period. The scope of services negotiated include Liquid Biosolids Haulage, Liquid Biosolids Land Application and Lagoon Management Services. The total estimated value of the pending agreement is \$2,162,250.00. The table below provides a breakdown of these services and estimated costs for the period April 1, 2020-August 31, 2020.

Estimated Agreement Costs for Biosolids Management Services with Thomas Nutrient Solutions April 1-August 31, 2020

SERVICE	TERM	VALUE
Liquid Biosolids Haulage	Apr 1 – Aug 31, 2020	\$ 1,403,000.00
Liquid Biosolids Land Application	Apr 1 – Aug 31, 2020	\$710,250.00
Lagoon Management	Apr 1 – Aug 31, 2020	\$49,000.00
TOTAL		\$2,162,250.00

Respectfully submitted and signed by

Bart Menage, CSCMP, C.P.M., CRM
Director, Procurement & Strategic Acquisitions

MEMORANDUM**PWC-C 6-2020****Subject: Update on Provincial Initiatives for Extended Producer Responsibility****Date: Tuesday, February 11, 2020****To: Public Works Committee****From: Jennifer Mazurek, Program Manager, Policy, Planning & Engagement**

This memorandum provides an update on Provincial Initiatives to support the Waste Free Ontario Act, 2016 (WFO) which is comprised of the Resource Recovery and Circular Economy Act, 2016 (RRCEA) and the Waste Diversion Transition Act (WDTA). Under the RRCEA, the Province is shifting to an Extended Producer Responsibility (EPR) framework for designated material, such as products and packaging (Blue Box material), making producers and brand holders accountable for recovering resources and reducing waste associated with their products. The WDTA allows for the designated materials managed under existing waste diversion programs to be transitioned to the new EPR framework.

Of particular importance, the timing and upcoming decision points that will need to be considered by Council regarding the transition of the residential Blue Box program to EPR are described in this memorandum.

Background

The WFO drives Ontario toward a circular economy, with the aim to eliminate waste throughout the lifecycles of designated materials, and maintain the value of products and materials for as long as possible. This keeps resources within the economy and minimizes waste. EPR is a key part of a circular economy, as design considerations become more important when producers are required to consider end of life management of products and packaging.

Via the WDTA, Resource Productivity and Recovery Authority (RPRA) oversees three waste diversion programs: Blue Box, Municipal Hazardous or Special Waste (MHSW) and Waste Electrical and Electronic Equipment, hereafter referred to as Electrical and Electronic Equipment (EEE). RPRA was established in 2016, with authority under the RRCEA to enforce EPR. Tires have already shifted to an EPR system under the RRCEA, with RPRA as the authority that enforces compliance and manages program-related data. In the case of the residential Blue Box program, the Waste Diversion Act, 2002, established the current 50/50 cost-sharing model for producers and municipalities, under which municipalities are reimbursed for approximately 50% of net costs. Under this cost-sharing model, Stewardship Ontario (SO) manages the funds that producers provide to Ontario municipalities for the operation of the Blue Box program,

and is accountable to RPRA. SO is a not-for profit organization funded and governed by industry stewards, who are the brand owners, first importers or franchisors of the products and packaging materials.

SO also produced a wind-up plan to transition to full EPR for MHSW and will be issuing one for Blue Box, while Ontario Tire Stewardship (OTS), an Industry-Funded Organization (IFO) under SO, was responsible for the wind-up plan for tires. Ontario Electronic Stewardship (OES), another IFO under SO, was responsible for the wind-up plan for EEE and batteries. The wind-up plans are developed for the existing diversion programs, via the WDTA, to ensure there is no disruption to services for residents in the lead up to transition (e.g. continued operation of collection sites, continued compensation for municipalities, etc.), while at the same time ensuring activities associated with the existing programs are wound up properly (e.g. disbursement of excess funds, wrap up of service provider contracts, etc.). Development of the plans and the associated approval by RPRA ensures stakeholder consultation is incorporated, while defining SO's assets, liabilities, rights and obligations in relation to the existing programs.

A key action item in the Province's Made-in-Ontario Plan, released on November 29, 2018, specifically refers to and reinforced the Province's position on EPR: "Make producers responsible for the waste generated from their products and packaging" (<https://prod-environmental-registry.s3.amazonaws.com/2018-11/EnvironmentPlan.pdf>). Committee was informed of this plan in WMPSC-C 9-2019. The plan included a focus on reducing litter and waste and keeping our land and soil clean. A discussion paper titled "Reducing Litter and Waste in Our Communities" was released on March 6, 2019, offering the following commitments:

- Reducing and diverting food and organic waste from households and businesses;
- Reducing plastic waste;
- Reducing litter in our neighbourhoods and parks;
- Increasing opportunities for the people of Ontario to participate in waste reduction efforts.

Blue Box

A transition for the Blue Box program was first proposed in Ontario's Strategy for a Waste-Free Ontario in February 2017, with commencement of the EPR slated for 2023, and for which SO submitted their amended Blue Box Program Plan. This plan was not submitted to or approved by RPRA but did lay groundwork for future discussions. The Province has now defined timelines for the transition of the residential Blue Box program, which are outlined below.

Key Recommendations of Special Advisor's Report on Recycling and Plastic Waste

On June 6, 2019, David Lindsay was appointed Special Advisor on Recycling and Plastic Waste, and designated with the responsibility of producing a report outlining how the Province should transition the residential Blue Box program to EPR. The report was released on August 6, 2019 and provides recommendations about timelines for transition, materials, targets, and collection requirements. The report is discussed in more detail in WMPSC 32-2019 but key recommendations are as follows:

- A six-year transition period from 2019 through 2025 that includes a one to one-and-a-half-year period for consultation and regulation development and a two-year period for producer preparation, followed by a phased three-year period from 2023 to 2025 for transfer of responsibility from municipalities to producers;
- Flexibility for producers through both continuation of Blue Box collection and allowing for collection of some packaging through other methods;
- Establishment of specific targets that progressively increase over time, for different types of printed paper and packaging material;
- As producers assume responsibility, collection must be provided to every low-density residential property and similar location that had previously received municipal Blue Box service. There will be no expansion of services during the transition period and afterward, collection should expand in multi-residential properties, parks and public spaces, but would not include Industrial, Commercial and Institutional (ICI) properties. Rather, the province should modernize the regulatory framework for ICI properties to improve diversion rates and better align with materials recycled through the Blue Box Program.

Provincial Timelines and Actions Related to the Transition of the Blue Box Program

On August 15, 2019, the Ministry of Environment and Climate Protection (MECP) issued a direction letter, instructing SO to develop a plan to outline how the current program will operate during the three-year transition period. This plan is due to RPRA no later than June 30, 2020 and RPRA must approve the plan, if it is consistent with the Minister's transition direction, no later than December 31, 2020.

On November 27, 2019, MECP hosted a webinar, titled "Developing Producer Responsibility Regulation for Blue Box" (Appendix A), to provide stakeholders with information about the Province's next steps. A key next step in the process is the development of the new Blue Box regulations under the RRCEA. Niagara Region is a member of the Municipal Working Group that will be providing input into the regulations. Separate Stakeholder Working Groups also exist for both Producers and a Circular Economy (includes manufacturers of unbranded packaging and products, waste management services providers that haul and process Blue Box materials, and industries that receive processed Blue Box materials and use it for feedstock in new products). The regulations will define outcomes in key areas including:

1. A hierarchy of producers that are responsible for meeting outcomes;
2. Materials to be collected;
3. Collection and management requirements; and
4. Registration and reporting (overseen by RPRA).

Specific timelines were confirmed by the MECP, consistent with those recommended in the Special Advisor's report:

Timelines specific to new regulations:

- 2019 - 2020 – Draft Regulations
- 2021 – Approval of Regulations
- 2021 - 2022 – Stakeholders organize and prepare for EPR
- 2023 - 2025 – Producers take full responsibility from communities

Timelines specific to WDTA Blue Box program services:

- 2020 – SO develops plan for transition and submits to RPRA
- 2020 – RPRA approves plan by Dec 31
- 2021 – 2025 – SO implements plan and each community continues to be funded until transition to EPR complete, with all communities complete by the end of 2025

In the spring of 2020, MECP will post a policy paper that describes the proposed details of the new Blue Box system. In the fall of 2020, the draft EPR regulations and potential regulatory amendments will be released. When developing the regulation, MECP will consider:

1. Definition and scope of the designated materials;
2. Collection and accessibility requirements;
3. Management requirements that producers must meet; and
4. Transition approach – criteria to select which communities will transition from the current Blue Box program to the EPR framework under the RRCEA in each of 2023-2025.

The province will also consider defining the responsible producer, registering, reporting and record-keeping requirements, and audit requirements.

Blue Box Program Decision Points

Niagara Region's input into the transition process continues to be important. As noted above, Niagara Region will participate in the Stakeholder Working Group sessions. In 2020, Niagara Region will need to make several important decisions. While no regulations are currently finalized, staff anticipate that Niagara Region will need to communicate the following to the Province:

1. Timing - When the shift to EPR should occur for Niagara residents
 - Methodology has not yet been defined, but staff anticipate that the order of transition will either be dictated to municipalities (based on contract expiry dates, location, economies of scale, etc. as designed by an expert authority), or,

that municipalities will be able to self-nominate (identify preferred year of transition). Self-nomination is preferred by Niagara Region staff to allow for consideration of local priorities and to evaluate system cost implications.

- When identifying a preferred year for transition, considerations will include expiration dates for current contracts, asset condition and value, prescribed method of handling over-subscribed years, and the balance of the integrated waste management system (i.e. how services that Niagara Region continues to provide will integrate with the new Blue Box system).
 - From 2023 to 2025, municipalities that have not yet transitioned will continue to be responsible for 50% of net costs related to collection and haulage, another key factor that will impact Niagara Region's direction.
2. Role - What role, if any, Niagara Region will occupy moving forward with respect to collection and processing
- While no regulations have been released yet, it is expected that municipalities will have the opportunity to bid on the collection, haulage and processing of residential Blue Box materials. A municipality's decision to bid on one or more aspects of the process will be based on a number of factors, including existing infrastructure and contracts. Municipalities may have the opportunity to bid on the work in partnership with the private sector or as part of a coalition with other municipalities.
 - Municipalities will be competing with the private sector to provide processing services, leading to the risk of a potentially devalued Material Recovery Facility (MRF) in the event that Niagara Region bids but does not secure a processing contract. Additional information about the status of the MRF review is provided below.
 - Municipalities acting on behalf of Producer Responsibility Organizations (PROs) will need to meet prescribed performance standards, yet to be released, which may influence the decision to bid on services.

3. Service levels for Niagara Region

- The Industrial, Commercial and Institutional (ICI) sector is not expected to be included in the regulations. As noted above, the Special Advisor's report recommends that Blue Box services not be expanded to the ICI sector, but instead that the regulations specific to these properties be strengthened. Niagara Region currently provides curbside service to smaller ICI properties and Council will need to decide if service should continue to be provided for this sector, at full cost to Niagara Region.
- Uncertainties remain regarding inclusion of some types of properties that Niagara Region currently services (e.g. parks, schools, and long-term care facilities.) The Special Advisor's report recommended gradual expansion to collection in Multi-Residential buildings, as well as parks and public spaces where municipalities provide waste collection. These examples encompass property types that Niagara Region and other municipalities currently service. Council may need to decide if service should continue for these sectors not included under the new regulations, at full cost to Niagara Region.
- There is the potential for customer service impact, in that there may be less tolerance for incorrect set-outs and contamination. If Niagara Region no longer provides residential Blue Box collection, there may be additional customer impacts (e.g. residential confusion stemming from change in phone numbers/contacts for one material stream).
- Other considerations include provision of Promotion and Educational material (P&E) and collection program enforcement.

In order to make informed recommendations for the Blue Box transition, Niagara Region staff require details about the regulations from the Province, expected to be forthcoming in the first half of 2020. Staff will bring this information forward to allow Council to decide upon preferred transition date, service levels Niagara Region will offer, and what, if any, services Niagara Region will continue to provide or offer on behalf of the PROs.

MRF Phase 4 Opportunity Review

This review will develop a recommendation for the preferred MRF ownership structure, considering the transition of the residential Blue Box program to EPR. An assessment will be based on actual market considerations using the Negotiated Request for Proposal (NRFP) process, among other possible alternatives, to determine the best future opportunity for the MRF and minimize the risk of a potentially devalued facility.

There are a number of potential transactional options and/or ownership structures which may be considered and will be compared to status quo.

These transaction options will be submitted to Waste Management Planning Steering Committee for input and may include the following:

- outright sale of the property;
- lease transaction;
- a joint venture arrangement for the MRF; or
- other arrangements including but not limited to royalty structures and processing contracts.

A Fairness Advisor has been engaged to be involved throughout the review and the project consultant awarded the RFP for this work is MNP LLP. It is anticipated that a recommendation report will be submitted to Council in late May or early June 2020.

AMO Request for Council Resolution by June 30, 2020

On December 18, 2019, the Association of Municipalities Ontario (AMO) sent a letter (Appendix B) to all Municipal Council and municipal waste administrators with responsibilities related to the provision of Blue Box services, including Niagara Region, requesting a Council resolution, passed by June 30, 2020 and directed to AMO and MECP that specifies:

1. Council's preferred date to transition based on exiting service provision (between January 1, 2023 and December 31, 2025);
2. Rationale for transition date;
3. Whether Council is interested in potentially continuing to provide services (e.g. contract management, collection, haulage processing services etc.) or not; and,
4. Key contacts if there are any follow-up questions.

Importantly, AMO notes in the letter that the stated preference may not be the final determination of Niagara Region's transition date, nor is Niagara Region obligated in any way by the date specified in the resolution.

Tires

Used tires were the first material to transition to an EPR regime. On January 1, 2019, producers assumed responsibility. Each producer registered with a PRO to accept the used tires returned in Ontario, and RPRA assumed responsibility for compliance and management of financial and program reporting requirements related to the new system. Although Niagara Region was not being compensated for the collection of used tires, the Region continued to collect tires at the residential drop-off depots as a service for residents. Niagara Region entered into an agreement with YESS, a PRO, to haul all collected tires. For a number of months, YESS experienced issues with picking up and taking away tires for processing, which resulted in a backlog at Niagara Region's drop-off depots. The cause of the delays was due to YESS not being able to secure tire-processing capacity in the Niagara area. A new agreement with e-Tracks was made and

they have been hauling since June with no issues. Niagara Region collected 139 tonnes of tires from residents in 2018 and 220 tonnes in 2019.

MHSW

Niagara Region currently accepts MHSW at permanent depots year round (Niagara Road 12 Landfill, Humberstone Landfill, Thorold Yard Household Hazardous Waste Drop-off Depot and Bridge Street Residential Drop-Off Depot). The new regulation for the designated waste (other than single-use batteries) under MHSW comes into effect July 1, 2021. Following a presentation by RPRA in October of 2019 (Appendix C), Niagara Region submitted comments regarding the proposed wind-up plan for SO (Appendix D). Until the wind-up date, the program will continue to operate without disruption. On December 20, 2019, the Minister of MECP issued a direction letter to SO and RPRA, clarifying that all residual funds remaining upon completion of the program should be returned to stewards. SO will make revisions to its wind-up plan to address this direction, and it is expected that RPRA will approve the revisions no later than February 29, 2020. On January 8, 2020, SO sent notification that RPRA has approved the MHSW wind-up plan, subject to conditions related to deadline date submissions for stewards to submit adjustments to prior reports (to align with RPRA's data submission requirements), completion of the aforementioned changes related to residual funds and any others that arise related to operational and implementation issues, as well as provision of any information required to assist RPRA. The rules defining reporting and payment obligations by stewards for the period of January 1, 2020 until wind-up of the MHSW program were also approved, and SO will now implement the wind-up plan. At this time, there is no further change or decision point required by Council regarding this material stream.

EEE and Batteries

Niagara Region currently accepts EEE, for recycling at permanent residential drop-off depots year round (Recycling Centre, Niagara Road 12 Landfill, Humberstone Landfill and Bridge Street Residential Drop-Off Depot). OES operates the recycling program for EEE in Ontario under contract, and at no cost to Niagara Region, OES also provides collection service to eligible Multi-Residential properties. Additional details about this program are available in WMPSC-C 20-2016. With respect to single-use batteries, since the pilot in 2012, Niagara Region has also offered an annual one-week curbside battery collection period. In 2019, 7,142 kg of batteries were collected curbside between April 22 to April 26 (WMPSC-C 22-2019).

The Province has directed that EEE must transition to EPR by January 1, 2021. The new regulation for batteries, currently handled as part of the MHSW stream, comes into effect July 1, 2020. As EEE and batteries are often used together, the shift for batteries allows for a coordinated policy approach. Niagara Region provided comments on the

proposed regulations on June 21, 2019 (Appendix E). On September 3, 2019, RPRA approved the OES wind-up plan (with conditions).

Until the wind-up date, the current EEE program will continue to operate without disruption. As of the date of this memo, there is no further information regarding the final regulations and staff are awaiting a detailed update from the Province.

RPRA

On October 28, 2019, the Province proposed the following changes in the mandate of RPRA:

1. Change RPRA's mandate to include digital reporting services, fee setting, and cost recovery for other programs beyond producer responsibility;
2. Allow the ministry to set guidance on fee structures for the programs that RPRA will be providing digital reporting services;
3. Other changes –
 - a. Recover ministry costs more efficiently through a Minister's order;
 - b. Amend the WDTA to allow the transfer of residual surplus funds left at the end of transition, from an IFO to RPRA;
 - c. Permit future regulations that could assign additional duties and powers to RPRA.

Niagara Region submitted comments on November 25, 2019 (Appendix F) and is generally supportive of the move to digital reporting as a means of increasing efficiency and accessibility, and reducing paper waste. With respect to specific program changes, Niagara Region recommends consideration of recycling programs for materials such as shingles, mattresses, carpets, porcelain and concrete. Finally, the continued oversight of new and existing programs by the Province is recommended. On December 29, 2019, the decision to change RPRA's mandate to include digital reporting services through its registry for a wider range of waste and resource recovery programs was posted. To change the mandate, the RRCEA, the Environmental Protection Act (EPA) and WDTA were amended.

On December 6, 2019, the Minister of MECP also informed stakeholders of minor changes proposed to the RRCEA that affect RPRA. The following changes were proposed as part of legislative amendments to modernize the governance, accountability and transparency of the Administrative Authorities overseen by the Ministry of Government and Consumer Services (MGCS), via the Rebuilding of Consumer Confidence Act (the Bill):

1. The Minister can appoint a Chair from among the members of the RPRA Board.
2. The Minister can request disclosure of compensation information from among the RPRA board of directors, officers and employees.

3. The requirement to table RPRA's annual report in the Legislative Assembly has been removed, but RPRA must continue to post the report on their website by the annual deadline of June 1.

These changes will come into effect upon Royal Assent of the proposed Bill.

Green Bin

Although not a material regulated under existing SO programs, Ontario's Food and Organic Waste Framework has an associated Action Plan and Policy Statement to support the circular economy. Food and organic waste from residential and ICI sectors is an important material stream to manage and the Province's direction will impact Niagara Region. The Policy statement came into effect on April 30, 2018, and report WMPSC-C 28-2018 offers a thorough overview of strategic commitments to be taken by the Province to address food and organic waste, and how these actions could impact Niagara Region's programming. For example, the Province has included a ban on food and organic waste from ending up in disposal sites, to be phased in beginning in 2022. Staff are currently awaiting further information on how this ban will be implemented and enforced, but preliminary investigations regarding capacity and cost have been completed.

As of the date of this memo, there has been no further information released regarding action items or next steps for municipalities, and staff are awaiting an update from the Province.

Next Steps

Staff will advise Council accordingly if funding models change for any of our current collection programs with the transition to EPR. Staff will also continue to be active participants in future consultations by the Province on related guides and regulations, and to report back to Committee with updates on all programs.

Respectfully submitted and signed by

Jennifer Mazurek,
Acting Waste Management Program Manager

Appendices

Appendix A MECP Webinar Presentation: Developing Producer Responsibility Regulations for Blue Box

Appendix B Letter from AMO to Municipal Councils

- Appendix C RPRA Consultation: Municipal Hazardous or Special Waste (MHSW) Program Wind-Up Plan
- Appendix D Niagara Region Comments on RPRA Consultation on the MHSW Wind-Up Plan
- Appendix E Niagara Region Comments on Regulation for Recycling of Electrical and Electronic Equipment (EEE) and Batteries (EBR Registry Number: 019-0048)
- Appendix F Niagara Region Comments on ERO 019-0671 Changing the Mandate of the Resource Productivity and Recovery Authority

Developing Producer Responsibility Regulations for Blue Box

Webinar Presentation

November 2019

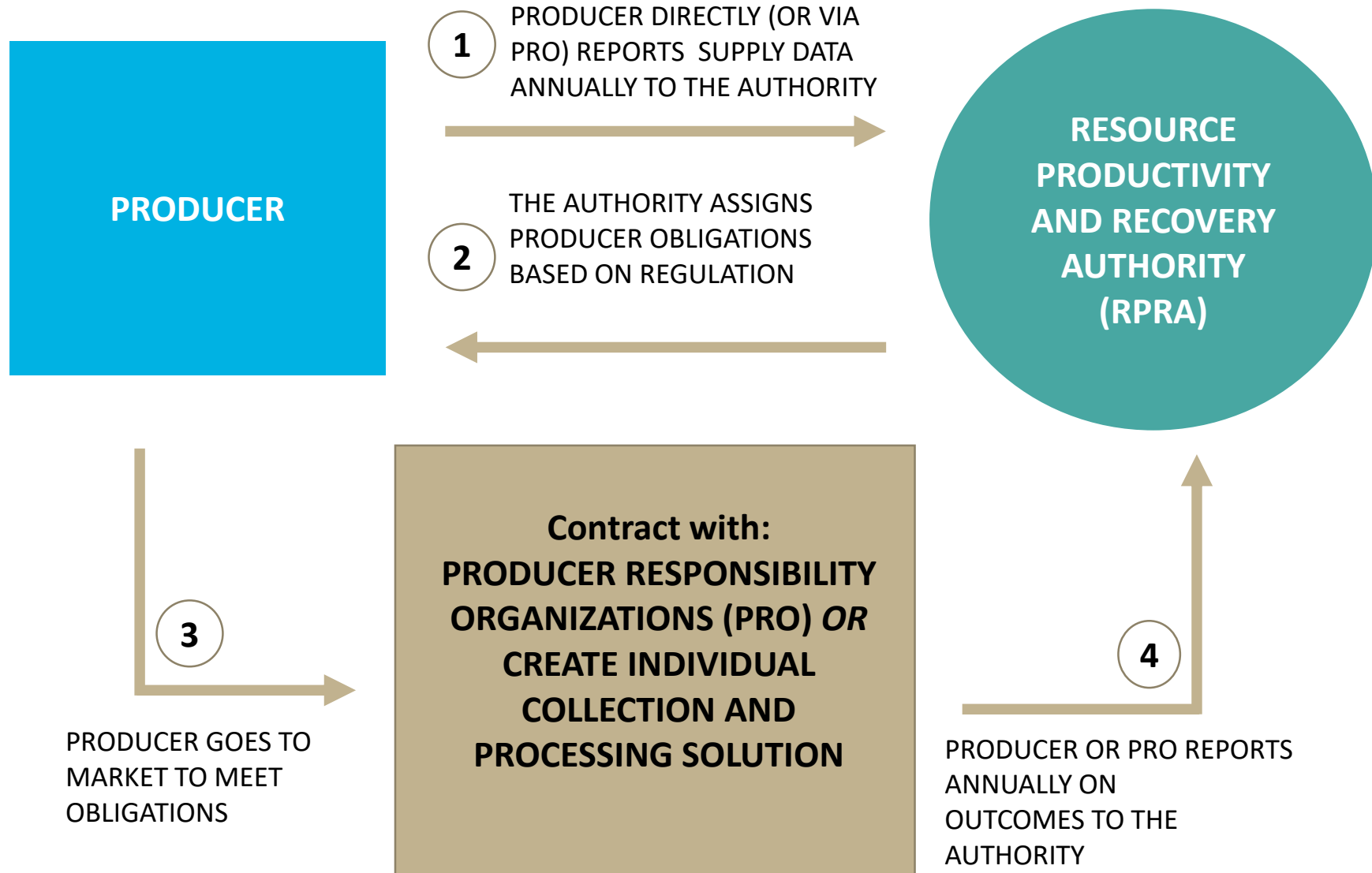
Improving the Blue Box – How Did We Get Here?

- Ontario recognizes the need to improve diversion, reduce plastic waste, and tackle litter.
- The draft Made-in-Ontario Environment Plan commits to transition Ontario's recycling programs to a new Producer Responsibility approach. Key elements include:
 - Outcomes-based regulations to reduce burden
 - Flexibility and innovation to meet requirements in the market
 - Improved oversight to verify diversion outcomes
 - Seamless transition for consumers and citizens
- On June 6, 2019, Mr. David Lindsay was engaged as a Special Advisor to engage with key parties and provide the government with recommendations on how to move forward with producer responsibility for Ontario's Blue Box services.
 - Mr. Lindsay met stakeholders from June-July, and delivered his final report on July 20, 2019.
 - The report outlined recommendations regarding materials, targets, collection requirements – but most critically, timing.

Current Status of the Blue Box

- On August 15, 2019, the Minister directed Stewardship Ontario to develop a plan under section 14 of the *Waste Diversion Transition Act, 2016* (WDTA), that aligns with Mr. Lindsay's recommended timing.
 - SO must consult stakeholders and submit a plan to the Resource Productivity and Recovery Authority by June 30, 2020.
 - The Authority is expected to approve this plan by December 31, 2020, if it is consistent with the Minister's transition direction.
- The next step is to develop new Blue Box regulations under the *Resource Recovery and Circular Economy Act, 2016* (RRCEA).
 - In developing the regulations, the ministry will invite stakeholders to participate in Working Groups. These groups will provide the ministry with a diverse and balanced range of perspectives, including from industry, municipalities and service providers.
 - The contributions of these Working Groups will inform further public consultations on the proposed policy and regulations.

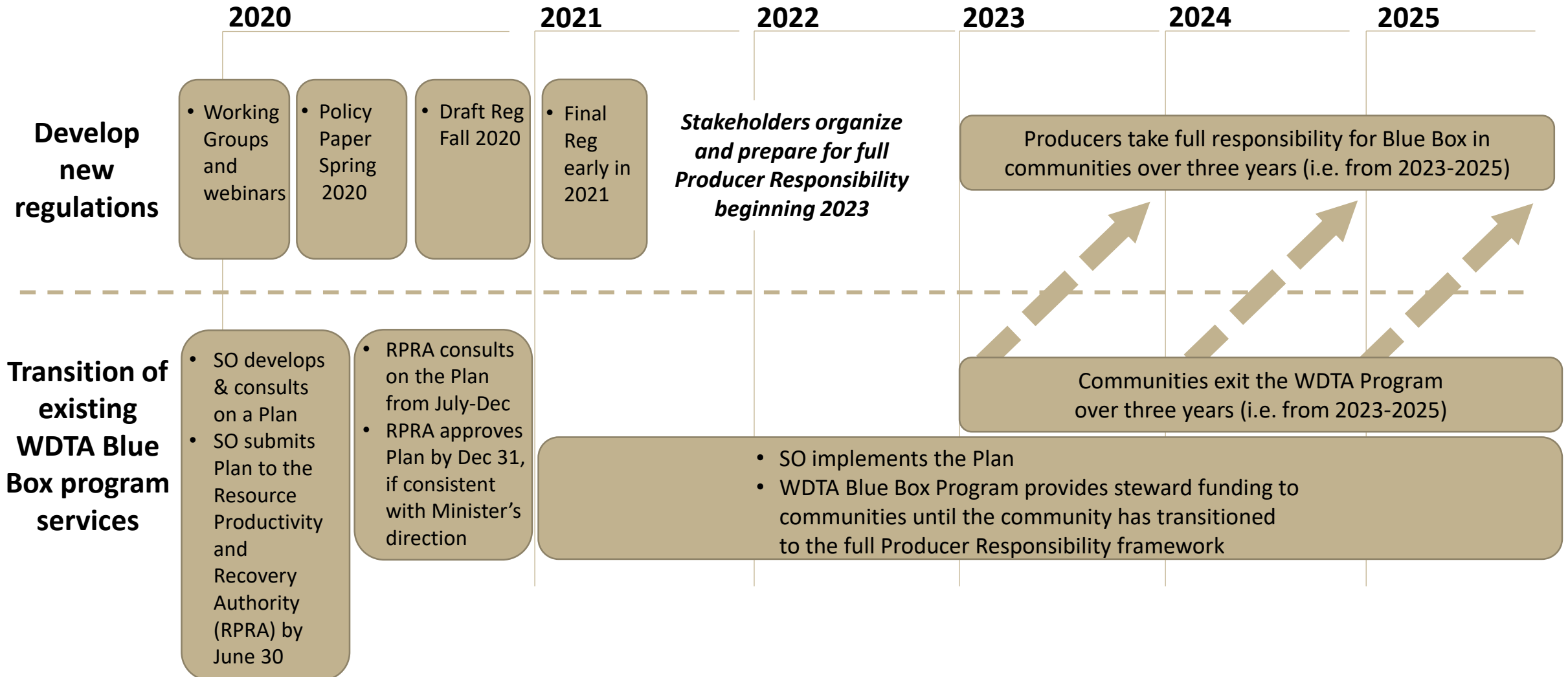
Overview of Ontario's New Approach



Key Elements of an EPR Regulation

- Regulations under the *Resource Recovery and Circular Economy Act* (RRCEA) replace government-approved stewardship plans
- Regulates outcomes in key areas, including:
 1. A hierarchy of producers that are responsible for meeting outcomes
 2. Materials to be collected
 3. Collection and management requirements
 4. Registration and reporting
- Authority provides oversight, compliance and enforcement
- Regulated parties register with the Authority and have some reporting and record-keeping requirements

Roadmap to Producer Responsibility for Blue Box



Stakeholder Working Groups

- The ministry is proposing to establish three Working Groups to accommodate stakeholders' input into the regulations:
 - A **Producer** group including representation from large brand holders and producer associations, and retail, restaurant, grocery sectors.
 - A **Municipal** group including representation from urban, rural, and all geographic regions across Ontario as well as associations for municipalities and managers of multi-residential buildings.
 - A **Circular Economy** group including manufacturers of unbranded packaging and products, waste management service providers which haul and process Blue Box materials, and industries that receive processed Blue Box materials and use it for feedstock in new products.
- Working groups are a forum for participating stakeholders to provide information and technical advice to inform the ministry's initial policy development.
- Membership on the working groups is intended to provide the ministry with input from a broad cross-section of engaged stakeholders while keeping the group sizes manageable.
- The ministry will work also with **First Nations and Indigenous communities** to receive their input and feedback during this process.

Engagement Beyond the Working Groups

- As there is a high level of interest related to Blue Box transition, it is not possible to engage all interested stakeholders via Working Groups, but it is important that all stakeholders have opportunities to provide input to the Ministry.
- Three series of **webinars** will be held at each milestone of regulatory development to allow all stakeholders to provide feedback:
 - **November 27/28, 2019** – at the launch of the regulatory development process
 - **Spring 2020** – with the release of a policy paper that describes the proposed regulatory system
 - **Fall 2020** – with the posting of draft regulations on the Environmental and Regulatory Registries
- Between these webinars, stakeholders who are interested in the Working Groups' discussions should contact their representative associations to receive updates and provide input on the discussion topics.
- The Ministry will post two documents on the Environmental and Regulatory registries for your review and comment:
 - **Spring 2020** – policy paper that will describe the proposed details of the new Blue Box system
 - **Fall 2020** – draft producer responsibility regulations and potential regulatory amendments.

Key Considerations

Development of the regulation for Blue Box materials will be a complex task. To provide the needed information, the ministry will consider four initial key areas as it develops its Blue Box policy:

1. Definition and scope of the designated materials, e.g.:

- What products and/or packaging materials must be managed? (e.g., convenience, transport and primary/secondary packaging; single-use plastic and paper products)?
- How should material categories be set?; Should categories help discern between highly-recyclable and poor performing materials, and should there be a few broad categories or long lists of materials?
- What factors should be considered making changes to designated materials or material categories? What information exists, and how can it be transparently shared, to substantiate any decisions on changes?
- Are there materials which could have obligations outside the Blue Box common collection system? (e.g., compostable packaging, or packaging managed through deposit return, take-back or green bin programs such as coffee pods)

2. Collection and accessibility requirements, e.g.:

- What sources must be collected from?
- What should be the minimum standard level of service in communities?
- What standards should be required for collection bins?

Key Considerations (2)

3. **Management requirements** that producers must meet, e.g.:
 - What would be appropriate targets for highly-recyclable materials and poor-performing materials?
 - What should count towards diversion? (e.g., reuse; recycled and used in making new products; used as aggregate)
 - How to reduce residual materials sent to landfill? (e.g. energy recovery when all other options are exhausted)
 - What recycling standards or other requirements should be required by regulation to ensure recycling facilities can process materials at a satisfactory level?
 - How can the regulation recognize, encourage, or require waste reduction? (e.g., recycled content; recyclability; refillable containers; etc.)
4. **Transition approach** – what criteria should be used to select which communities will transition from the current Blue Box program to the new producer responsibility framework under the RRCEA in each of 2023-2025?
 - In addition to these key areas, the ministry will also consider:
 - Defining the responsible producer
 - Registering, reporting and record-keeping requirements
 - Audit requirements

Next Steps

- The next webinar will be planned for Spring 2020 to coincide with the release of the Blue Box Policy Paper for public comment.
- Further questions can be directed to the Resource Recovery Policy Branch at RRPB.mail@ontario.ca

Appendices

Invited Working Group Members – Producer, Municipal groups

Producers (15 total)

- | | | |
|---|--|----------------------------|
| • Amazon Canada | • Coca-Cola | • Procter & Gamble |
| • Canadian Beverage Association | • Food and Consumer Products of Canada | • Restaurants Canada |
| • Canadian Federation of Independent Business | • Loblaw | • Retail Council of Canada |
| • Canadian Federation of Independent Grocers | • Magazines Canada | • Unilever Canada |
| • Canadian Tire | • News Media Canada | • Wal-Mart |

Municipalities (28 total)

- | | | | |
|--|---------------------------------------|---|--|
| • Association of Municipalities of Ontario | • City of Sault Ste. Marie | • Federation of Northern Ontario Municipalities | • Peel Region |
| • Association of Condominium Managers of Ontario | • City of St. Thomas | • Halton Region | • Regional Public Works Commissioners of Ontario |
| • City of Cornwall | • City of Thunder Bay | • Lambton County | • Rural Ontario Municipal Association |
| • City of Hamilton | • City of Toronto | • Municipality of Chatham-Kent | • Simcoe County |
| • City of London | • City of Woodstock | • Niagara Region | • York Region |
| • City of North Bay | • District Municipality of Muskoka | • Northwestern Ontario Municipal Association | |
| • City of Ottawa | • Durham Region | • Oxford County | |
| • City of Sarnia | • Essex-Windsor Solid Waste Authority | | |

Invited Working Group Members – Circular Economy group

Circular Economy (13 total)

Waste Management Industry

- Atlantic Packaging
- Emterra
- Green For Life/Canada Fibers
- Miller Waste
- Ontario Waste Management Association
- Owens-Illinois
- ReVital Polymers
- Waste Connections of Canada

Packaging Material Sector

- Canadian Manufacturers and Exporters
- Canadian Plastics Industry Association
- Carton Council of Canada
- Compostables Canada
- Paper and Paperboard Packaging Environmental Council

December 18, 2019

Attachment 1: Background on Transition to Full Producer Responsibility

Municipal governments have been advocating for over a decade for producers to have full fiscal and operational responsibility for end of life management of their packaging, printed paper and paper products. Producers are best positioned to reduce waste, increase the resources that are recovered and reincorporated into the economy and enable a consistent province-wide system that makes recycling easier and more accessible.

In August 2019, Minister Yurek announced that municipal Blue Box programs will be transitioned to full producer responsibility over a three-year period based on the recommendations from the Special Advisor's report titled, "Renewing the Blue Box: Final report on the blue box mediation process." Municipal governments played a key role in helping to develop the recommendations within this report. These recommendations broadly reflected the positions advocated by AMO and there was also a great deal of alignment with producers on how the Blue Box should be transitioned.

The municipal transition is proposed to occur between 2023 and the end of 2025, as shown in the table below:

Date	Description
Sept. 2019 → Dec. 2020	Blue Box wind-up plan developed for Stewardship Ontario
	Development of a Regulation under the <i>Resource Recovery and Circular Economy Act</i> , 2016
Jan. 2021 → Dec. 2022	Producers prepare to assume control and operation of system and work with municipal governments and service providers
Jan. 1, 2023 → Dec. 31, 2025	Transition of individual municipal Blue Box programs to full producer responsibility. Occurs in phases over three years with a rolling total of up to one-third of the Provincial program transitioning annually

The Minister wants to ensure that the transitioned Blue Box system is affordable for producers, workable for the waste processing sector, and effective and accessible for residents. AMO and municipal representatives are involved in the consultation process to develop a new regulation for the Blue Box. The Province's intent is to finalize a Regulation by the end of 2020.

AMO staff held in-person workshops on the Blue Box transition across the Province through October and November 2019 to discuss this topic with municipal waste management staff. Over 165 staff and elected officials attended the sessions in Vaughan, London, Smiths Falls, North Bay and Dryden. The workshops provided an opportunity to engage directly with our sector to build understanding about this transition process and the level of engagement from attendees was excellent.

We also began the discussion about what municipal governments should take into consideration about how to prepare for this change and what factors might be considered as to when a Council might want to transition.

HOW YOUR RESOLUTION WILL HELP INFORM THE DISCUSSION:

The resolutions will be used to map out an ideal transition timeline, and determine whether there are years that are over or under subscribed, as it has been dictated that a rolling total of up to one-third of Blue Box programs can transition each year. This information will also allow AMO and the Province to better understand whether there are conflicts. If there are too many conflicts, the Province may still need to retain a third-party expert to develop a methodology as to how municipal Blue Box programs will transition.

However, rather than deferring to the Province to retain an expert immediately, we think this information would provide a good basis for a more informed decision to be made.

Attachment 2: Sample Resolution

Your Council's stated preference may not be the final determination of your transition date, nor are you obligated in any way by the date that is specified. The resolution will be used to map out an ideal transition timeline, and determine whether there are years that are over or under subscribed, as it has been dictated that a rolling total of up to one-third of Blue Box programs can transition each year. This information will also allow AMO and the Province to better understand whether there are conflicts. If there are too many conflicts, the Province may still need to retain a third-party expert to develop a methodology as to how municipal Blue Box programs will transition.

Resolution on Transition to Full Producer Responsibility

WHEREAS the amount of single-use plastics leaking into our lakes, rivers, waterways is a growing area of public concern;

WHEREAS reducing the waste we generate and reincorporating valuable resources from our waste stream into new goods can reduce GHGs significantly;

WHEREAS the transition to full producer responsibility for packaging, paper and paper products is a critical to reducing waste, improving recycling and driving better economic and environmental outcomes;

WHEREAS the move to a circular economy is a global movement, and that the transition of Blue Box programs would go a long way toward this outcome;

WHEREAS the **Municipality of X** is supportive of a timely, seamless and successful transition of Blue Box programs to full financial and operational responsibility by producers of packaging, paper and paper products;

AND WHEREAS the Association of Municipalities of Ontario has requested municipal governments with Blue Box programs to provide an indication of the best date to transition our Blue Box program to full producer responsibility;

THEREFORE BE IT RESOLVED:

THAT the **Municipality of X** would like to transition their Blue Box program to full producer responsibility [month] [date], [year] (between January 1, 2023 and December 31, 2025).

AND THAT this decision is based on the following rationale:

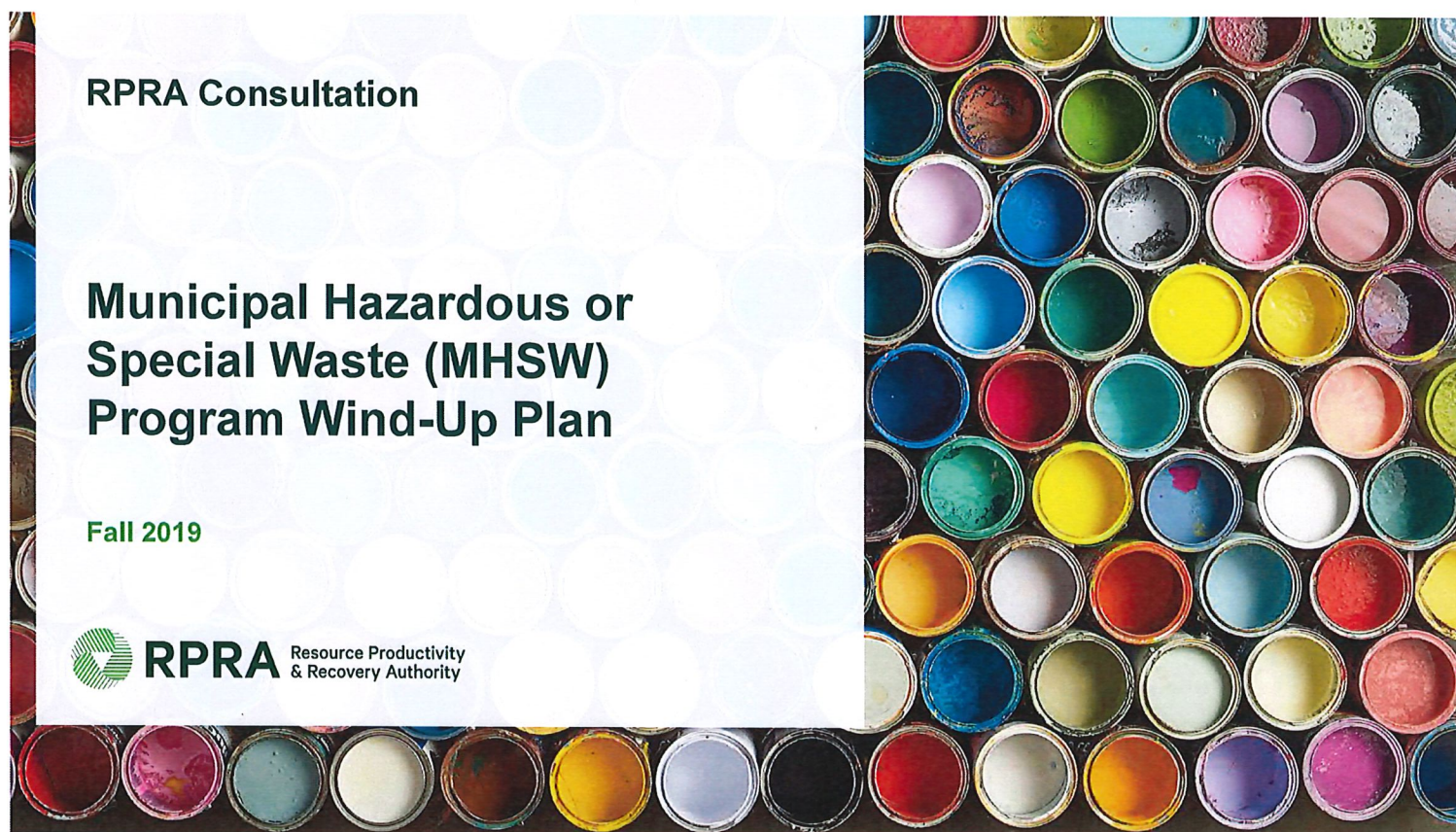
1. **Insert rationale based on analysis of contracts, assets, integrated waste management system or other considerations (e.g., our collection contract for Blue Box material expires December 31, 2024 and our processing contract for Blue Box material also expires December 31, 2024.)**

AND THAT the **Municipality of X** would be interested in providing collection services to Producers should we be able to arrive at mutually agreeable commercial terms.

AND FURTHER THAT any questions regarding this resolution can be directed to **Jane Doe, City Manager at xxx-xxx-xxxx or jane.doe@municipalityx.ca**

AND FURTHER THAT the resolution be forwarded to the Association of Municipalities of Ontario and the Ontario Ministry of the Environment, Conservation and Parks.

EXAMPLE



Asking Questions

01/29/2018 10:00 AM EST

This webcast has not yet started

Questions and Answers

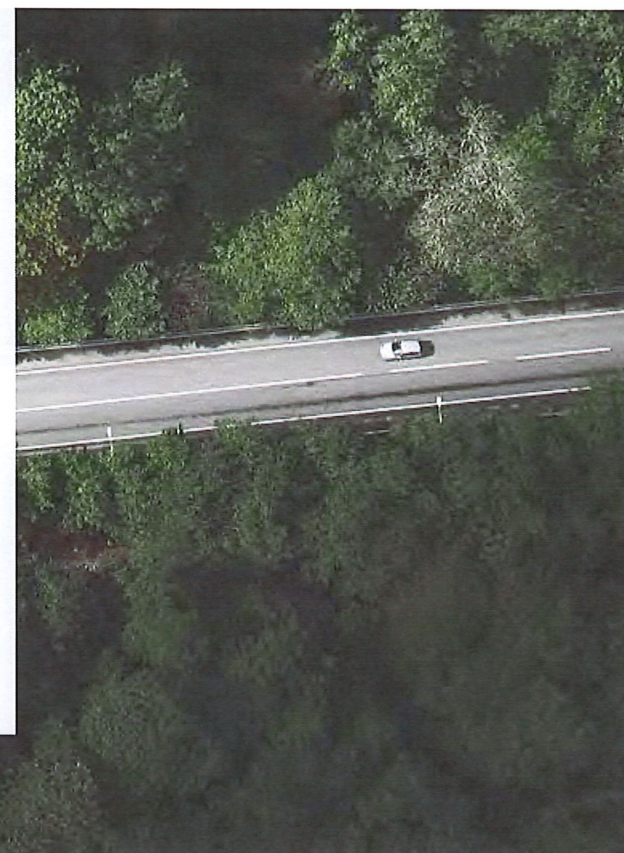
Question : test
Answer pending

Type a question and press 'Enter'

To ask a question at any time during the presentation or for technical assistance, type your question in the text box and press "Enter".

Agenda

- Purpose of the Consultation
- About RPRA
- Background
- SO's Proposed MHSW Wind-Up Plan
 - Governance and Administration
 - Financial Forecast, Fee Reduction and Residual Funds
 - Operations
 - Promotion and Education



Purpose of the Consultation

- **Provide an overview of Stewardship Ontario's proposed Wind-Up Plan for the Municipal Hazardous or Special Waste (MHSW) Program**
- **Answer questions you have on the wind-up process**
 - If there is a question we cannot answer, we will follow up in writing
- **Outline key questions we are seeking feedback on during the consultation period**
 - You can provide your feedback to RPRA until **November 21, 2019**
 - At the end of the presentation we will explain how you can provide that feedback

About RPRA



The Resource Productivity and Recovery Authority

- Regulatory body created by the Ontario government to oversee Individual Producer Responsibility requirements
 - Compliance and enforcement responsibilities delegated by the province
- Mandated to support the transition to a circular economy and waste-free Ontario
 - Despite efforts, Ontario's diversion rates have stalled
 - New emphasis on Individual Producer Responsibility to drive better economic and environmental outcomes

The RRCEA and WDTA

- RPRA receives its Authority from the *Resource Recovery and Circular Economy Act, 2016* (RRCEA) and the *Waste Diversion Transition Act, 2016* (WTDA)
- RRCEA establishes a new framework where producers are individually responsible and accountable for their products and packaging, recovering resources, and reducing waste
- WDTA allows for the continuation of waste diversion programs and sets out provisions to wind up those programs as directed by the Minister of the Environment, Conservation and Parks

Our Vision

**A circular economy today
for a waste-free tomorrow.**

Our Mission

**Enforce producer responsibility and advocate for
the circular economy to spur innovation and
protect the environment.**

What We Do

Under the **WDTA**, our responsibilities include:

Overseeing existing waste diversion programs and industry funding organizations until wind up

- **Used Tires Program** *[Concluded December 31, 2018]* operated by Ontario Tire Stewardship
- **Waste Electrical and Electronic Equipment Program** operated by Ontario Electronic Stewardship
- **Municipal Hazardous or Special Waste Program** operated by Stewardship Ontario
- **Blue Box Program** operated by Stewardship Ontario

Approving wind-up plans developed by Industry Funding Organizations

- Monitor the execution of wind-up plans

What We Do

Under the **RRCEA** our responsibilities include:

- Developing and operating a registry to register and receive information from obligated parties responsible for materials under the RRCEA
- Managing, analyzing and reporting on the information in the registry
- Carrying out compliance and enforcement activities

Background



MHSW Program

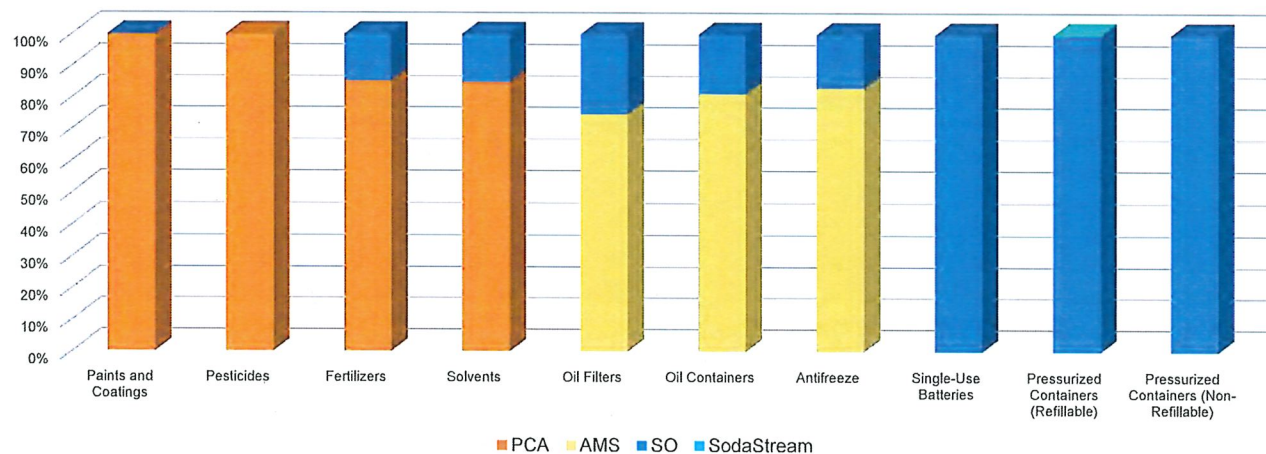
- The Municipal Hazardous or Special Waste (MHSW) Program is operated under the authority of Ontario's *Waste Diversion Transition Act, 2016* (WDTA)
- The program is designed to collect certain hazardous and special wastes and ensure they are managed in an environmentally responsible way at end of life
- MHSW materials include:
 - single-use batteries
 - pressurized containers
 - oil containers
 - oil filters
 - antifreeze
 - paints and coatings
 - pesticides
 - solvents and
 - fertilizers

Industry Funding Organization (IFOs) and Industry Stewardship Organizations (ISOs)

- Under the *Waste Diversion Transition Act, 2016* (WDTA), **Stewardship Ontario (SO)** continues to be responsible for operating the MHSW program
- The Act also permits management of such materials by ISOs
 - **Product Care Association (PCA)**: approved to manage paints & coatings in July 2015 and pesticides, solvents and fertilizers (PSF) in April 2016
 - **Automotive Materials Stewardship (AMS)**: approved to manage oil filters, oil containers, antifreeze and antifreeze containers in April 2017
 - **SodaStream**: approved manage their own of proprietary pressurized containers in July 2016
- SO continues to operate battery and pressurized container programs
- SO continues to represent a small number of stewards in some of the other MHSW categories managed by the ISOs

Industry Funding Organization (IFO) and Industry Stewardship Organizations (ISOs)

Percentage of Material Managed by each MHSW Program Operator
(*based on collected tonnes as reported in 2018 Annual Reports)

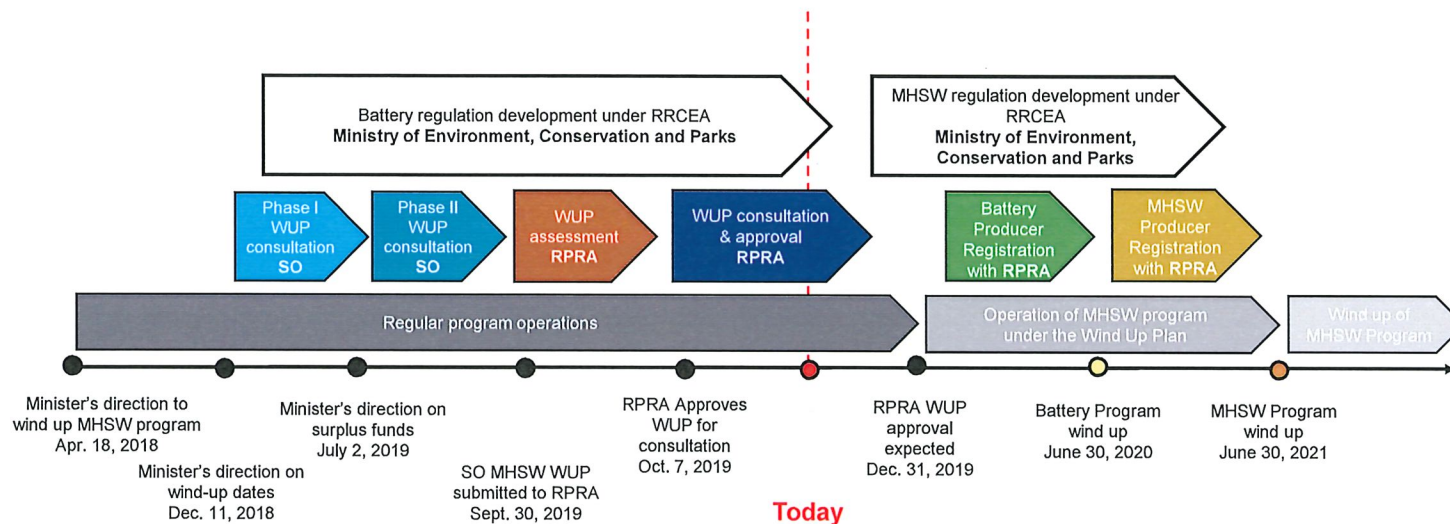


MHSW Wind-Up Plan (WUP) Development and Approval

Evaluation Criteria

- Stewardship Ontario's proposed MHSW Wind-Up Plan must be compliant with the WDTA and consistent with the Minister's directions
- The Plan is also assessed against requirements of the Authority's Wind-Up Guide, a non-binding document to provide guidance to IFOs in the development of wind-up plans
- The purpose of the consultation is to get feedback from stakeholders on the plan, and inform the Authority's decision making
- Final approval of the Plan will be made by the Authority

MHSW Wind-Up Plan (WUP) Development and Approval Timelines



Minister's Direction to Wind Up the MHSW Program

The plan should be consistent with the following principles

- Demonstrate transparent communications and meaningful consultation
- Support competition and prevent conflict of interest
- Demonstrate fairness to stewards and protect consumers
- Maintain and improve program performance

Minister's Direction to Wind Up the MHSW Program

Surplus Funds

- The July 2019 direction to SO required that the wind-up plan include a proposal to return surplus funds to Ontario consumers of municipal hazardous or special material (MHSM)

Material Categories	Ministerial Direction
MHSM categories whose recovery is managed by SO (single-use batteries and pressurized containers)	"(...) direction that the proposal will set out rules governing a fee elimination during the wind-up period. I expect that consumers will benefit from this direction through the elimination of any consumer fees of through reduced product cost."
MHSM categories that are managed through industry stewardship plans (paint and coatings, pesticides, solvents, fertilizers, antifreeze, oil filters and oil containers)	"(...) the proposal include options to return surplus funds to MHSM consumers; for example, through a consumer rebate option."

- SO to include a proposal to deal with any residual funds (remaining) after the proposal to return surplus funds to consumers has been implemented and concluded.

What's Changing?

Going from:

Waste Diversion Transition Act, 2016 (WTDA)

Shared Producer Responsibility
Stewards/producers collectively responsible for the end-of-life management of batteries and MHSW

A system centrally managed by SO and ISPs

To:

Resource Recovery and Circular Economy Act, 2016 (RRCEA)

Individual Producer Responsibility (IPR)
Stewards/producers individually responsible for the end-of-life management of batteries and other MHSW to incent competition and innovation and increase accountability

A system managed by multiple competing producer responsibility organizations (PROs), and/or producers managing their own products

What's Changing?

Going from:

A supply chain operated according to the IFO's Program Plan and Industry Stewardship Plans (ISPs)

IFO and ISPs collect system data and the Authority oversees MHSW program operators (SO, PCA, AMS, SodaStream)

To:

Supply chain operated without an approved Program Plan or Industry Stewardship Plans (ISP)

Supply chain will be managed according to commercial negotiations between producers, PROs and service providers within the parameters of a new regulation

The Authority collects system data through a secure registry to enforce individual producer compliance

Key Questions – About Us and Background

Do you have any questions regarding the role of the Authority?

Do you have any questions or comments regarding the wind-up plan's evaluation criteria, its timelines or the Minister's direction?

Stewardship Ontario's (SO) Wind-Up Plan for the Municipal Hazardous or Special Waste (MHSW) Program



Governance and Administration



Conflict of Interest Mitigation

Minister directed in wind-up letter that:

- “SO shall take all necessary steps to ensure there is no real, potential or apparent conflict of interest when developing and implementing the plan.”

Potential concerns identified:

- Canadian Stewardship Services Alliance (CSSA) administers the SO MHSW Program through a service agreement with SO
- CSSA may have an operational role under the RRCEA after wind up
- SO and CSSA Boards had significant cross representation

Conflict of Interest Mitigation Plan:

- The Authority required that SO develop and implement a Conflict of Interest Mitigation Plan and that this plan be implemented prior to wind up

SO MHSW Conflict of Interest Mitigation Plan

Board Governance

- SO amended Board Code of Conduct by-law to define “overlapping directors”
- SO directors who are also directors of the CSSA or AMS (defined as “overlapping directors”) or whose company has a future expectation of operating as a service provider under the RRCEA with respect to MHSW materials, are not permitted to participate in decisions regarding the MHSW Program or the wind up of the MHSW Program
- Board members are required to disclose any potential conflict of interest related to the Board’s review of MHSW Program decisions and will be required to recuse themselves from those decisions

SO MHSW Conflict of Interest Mitigation Plan

MHSW Executive Committee

- In **November 2018**, SO established an MHSW Executive Committee (chaired by an independent director) to:
 - Oversee the development and execution of the MHSW Wind-Up Plan
 - Ensure delivery of MHSW operations during Wind-Up period
 - Provide direction on MHSW financial matters
- The MHSW Executive Committee is comprised of directors whose businesses are not involved in or obligated under the MHSW Program
- SO appointed an MHSW program manager to report directly to the MHSW committee and lead a team of independent consultants (accounting, legal and policy advisors) engaged to work on the wind-up project

SO MHSW Conflict of Interest Mitigation Plan

Administration

- CSSA Executives are not responsible for MHSW wind up decisions as per new reporting structure
- SO and CSSA staff involved in program administration are prohibited from engaging in activity or directly or indirectly benefitting from their position or connections as employees in situations that constitute or have the appearance of a conflict of interest
- SO - CSSA service agreement prohibits the disclosure of confidential information and restricts its usage to that reasonably required to exercise duties under the agreement

SO MHSW Conflict of Interest Mitigation Plan

Since submitting the MHSW WUP, SO has further strengthened their conflict of interest plan in preparation for the wind up of the Blue Box Program by creating the SO Wind-Up Team and has taken or will take the following actions:

- All cross appointments between the SO and CSSA boards have been eliminated; no common directors between the organizations
- CSSA/SO Board Chair has resigned and a new SO Board Chair has been elected
- New SO Executive Director and Board Secretary has been appointed
- MHSW Executive Committee is no longer required and SO Wind-Up Team now reports directly to the SO Executive Director
- Segregated workspace will be constructed for the SO Wind-Up Team, SO staff and CSSA staff providing services to SO

SO MHSW Conflict of Interest Mitigation Plan

Data Management – Steward Access to Data

- Stewards will have access to their historic submission data through the WeRecycle steward reporting web portal until program termination
- Following program termination, steward data will no longer be accessible through the portal
- SO proposes to give MHSW stewards at least 45-days notice regarding the anticipated change in accessibility

SO MHSW Conflict of Interest Mitigation Plan

Data Management – Transfer of Data to RPRA

- All MHSW program data will be transferred to the Authority in digital format with measures implemented to maintain data security throughout the transfer process
- Confidential or commercially sensitive information will be identified so that the Authority can take steps to ensure secure data storage and protection of such information
- Historic program data will be in the Authority's possession and future access to this data will be subject to the Authority's Access and Privacy Code
- Only MHSW program data required for tax and legal purposes will be retained until no longer required, at which point the process of destroying the data from active and back-up access points will begin with a final attestation provided to the Authority once the destruction process is complete

Key questions – Governance and administration

Do you have any feedback on the proposed Conflict of Interest Plan contained within SO's MHSW Wind Up Plan? Does it support competition and prevent conflict of interest?

Do you have any feedback on the plan for the management of MHSW program data leading up to and following the wind up?

Financial Forecast, Fee Reduction and Residual Funds



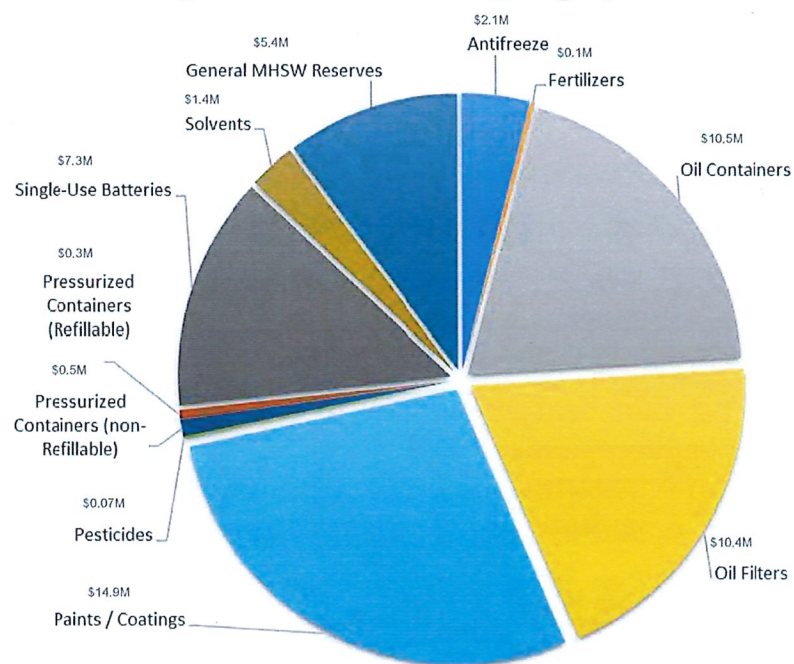
Background – CRA HST Refund and Impact on Reserves

- In April 2018, a CRA judgement related to the ability for SO to claim Input Tax Credits (ITCs) between 2011 to 2017, resulted in a **\$29.4M** HST refund
- The CRA ruling increased SO's reserves for the period ending December 2018 to **\$53.1M**
- Reserves are allocated to specific material categories
- MHSW material category reserves are distributed according to contributions by stewards throughout the course of the MHSW Program

MHSW Reserves by Material Category (as of December 2018)

	Accumulated Operating Surplus (Excluding HST Adjustment)	HST ITC Adjustment	Deferred Revenue (2012)	Total Reserve Estimate December 2018
Antifreeze	\$316	\$1,267	\$527	\$2,110
Fertilizers	\$33	\$94	\$5	\$132
Oil Containers	\$3,668	\$6,111	\$715	\$10,494
Oil Filters	\$1,622	\$6,062	\$2,688	\$10,372
Paints/Coatings	\$4,648	\$7,145	\$3,141	\$14,934
Pesticides	-\$43	\$101	\$11	\$69
Pressurized Containers (Non-Refillable)	-\$413	\$818	\$110	\$515
Pressurized Containers (Refillable)	\$127	\$159	\$2	\$288
Single-Use Batteries	\$419	\$4,974	\$1,903	\$7,296
Solvents	\$734	\$676	\$37	\$1,447
Total Reserves Allocated by Material	\$11,111	\$27,407	\$9,139	\$47,657
MHSW General Unrestricted Reserves	\$1,360	\$1,969	\$0	\$3,329
MHSW Portion of Sustaining Fund	\$2,100	\$0	\$0	\$2,100
Total Unallocated Reserves	\$3,460	\$1,969	\$0	\$5,429
Total MHSW Reserve Estimate	\$14,571	\$29,376	\$9,139	\$53,086

MHSW Reserves by Material Category (as of December 2018)



MHSW WUP Financial Forecast 2019 - 2021 (in \$000)

	2019	2020	2021
Estimated Reserves Beginning of Year	53,086	\$48,728	\$22,035
Estimated Revenue	\$13,758	\$5,086	\$939
Program Operating Expenses			
Direct Material Costs	\$13,110	\$8,773	\$1,792
Administration	\$3,560	\$3,057	\$2,325
Sub-Total	\$16,670	\$11,830	\$4,117
Operating Surplus/Deficit	-\$2,912	-\$6,744	-\$3,178
Estimate MHSW Wind Up Costs	-\$1,446	-\$2,681	-\$3,165
ISP Fee Reduction		-\$17,268	-\$15,319
Estimated Reserves End of Year	\$48,728	\$22,035	\$373
General Reserve Drawdown	\$1,446	\$1,681	\$2,302
Material Reserve Drawdown	\$2,912	\$25,012	\$19,358

Minister's Direction Regarding Surplus Funds

- Due to the large amount held by SO in reserves, the Minister issued a direction to SO to return surplus funds to Ontario consumers of municipal hazardous or special materials (MHSM)
- Furthermore, the materials managed by Stewardship Ontario and the Industry Stewardship Organization (ISOs) received specific directions

Material Categories	Ministerial Direction
MHSM categories whose recovery is managed by SO (single-use batteries and pressurized containers)	"(...) direction that the proposal will set out rules governing a fee elimination during the wind up period. I expect that consumers will benefit from this direction through the elimination of any consumer fees or through reduced product cost."
MHSM categories that are managed through industry stewardship plans (paint and coatings, pesticides, solvents, fertilizers, antifreeze, oil filters and oil containers)	"(...) the proposal include options to return surplus funds to MHSM consumers; for example, through a consumer rebate option."

Options Considered to Manage Surplus Funds

Categories whose recovery is managed by SO (single-use batteries and pressurized containers)

1. **Fee Elimination:** SO reduces MHSW steward fees for single-use batteries and pressurized containers for a specified period of time in each related MHSW category
2. **Fee Reduction:** SO reduces MHSW steward fees over a longer period – exact level of final fee reduction based on final program financial reconciliations and completed steward supply reports

Categories that are managed through ISPs (paint and coatings, pesticides, solvents, fertilizers, antifreeze, oil filters and oil containers)

SO considered and consulted on four options to return surplus funds to consumers:

1. **Fee elimination/reduction for ISP materials**
2. **Rebate consumers that purchase MHSM**
3. **Rebate consumers that return MHSW materials for recycling**
4. **Implement a single general MHSW consumer rebate through various awareness initiatives**

Proposal – Fee Reduction to SO Stewards and ISO Members

- SO proposes to return surplus funds to MHSM consumers through the implementation of a fee reduction for both SO stewards and ISO members during the wind-up period
- SO believes that this proposal achieves the following objectives:
 - **Enables the consistent treatment of all MHSW program participants**
 - **Represents the most efficient way to ensure that the disbursement of surplus funds will benefit consumers**
 - **Minimizes the administrative costs associated with disbursement of surplus funds**
 - **Maximizes the aggregate level of disbursed funds which minimizes the level of residual funds left in the program following termination**
 - **Flexibility to adjust the amount of the final fee reduction based on most current financial and operational information**
- SO asserts that the competitive market dynamic associated with the sale of MHSM materials should result in cost savings being passed onto related consumers

Proposal – Fee Reduction Mechanics

- SO is proposing to apportion surplus funds held in each material specific reserve as a reduction to steward invoices during the final quarters of the program
- The duration of fee reduction (number of quarters) varies based on surplus amount and operating cost associated with the management of each type of material
- SO steward invoices would indicate the amount of the program costs (i.e. what would normally be billed to the steward) and the amount of the fee reduction associated with the reserve drawdown in addition to the amount the steward would be required to pay.
- SO proposes to implement the fee reduction for ISP members through separate service agreements with the ISOs (AMS and PCA) that establish terms for:
 - **Data sharing**
 - **How to document the process**
 - **How to resolve disputes**
 - **Require that any fee reductions paid for by SO benefit or are passed onto to ISP members.**

Proposal – Fee Reduction Communications

Stakeholders Involved in the Sale of MHSM	Method of Communication	Communication Goal
<ul style="list-style-type: none"> • SO Stewards • ISO Members • MHSM Wholesalers • MHSM Retailers 	<ul style="list-style-type: none"> • Email Blasts • Website Posts • Targeted Webinar Sessions 	<p>Ensure that all stakeholders involved in the sale of MHSM are fully aware of:</p> <ul style="list-style-type: none"> • The process by which fees will be reduced for SO stewards and ISO Members • The anticipated timing of implementation of the fee reductions and • The estimated level of the fee reduction per MHSW category

Proposal – Residual Funds

- Any residual funds that remain in the program following the resolution of outstanding program financial obligations, are proposed to be transferred to the Authority to help offset registry-related costs under the RRCEA framework in relation to various MHSW material categories
- Using SO's residual funds to offset the Authority's registry-related expenses will lower registry fees recoverable from producers, thereby reducing the cost that producers pass on to consumers under the RRCEA

MHSW Residual Fund Forecast (\$000)

Antifreeze	\$55
Fertilizers	\$5
Oil Containers	\$87
Oil Filters	\$58
Paints/Coatings	\$53
Pesticides	\$5
Solvents	\$9
Pressurized Containers (Non-Refillable)	\$44
Pressurized Containers (Refillable)	\$33
Single-Use Batteries	\$27
Residual Funds at program Termination	\$376

Key questions – Financial Forecast, Fee Reduction and Residual Funds

- *Do you have any comments or feedback regarding:*
- *The proposal to return surplus funds to MHSM consumers through the implementation of a fee reduction to SO stewards and ISO members?*
- *The proposal to transfer remaining MHSW residual funds to the Authority to offset registry-related expenses and ultimately lower producer registry fees?*

Operations



Operations: Service Providers



Proposal – Stewardship Ontario Program Operation **Single-Use Batteries and Pressurized Containers**

- No changes to service provider claims procedures, incentive payments or contractual terms prior to the MHSW Program termination date
- No changes to MHSW material definitions
- All MHSW materials will continue to be collected, transported, processed and recycled in accordance with current program standards and performance metrics up until **June 30, 2021** (or **June 30, 2020** in the case of single-use batteries).

Proposal – Municipal Collectors

Single-Use Batteries and Pressurized Containers

- SO to continue to pay municipalities for depot hours and collection events in relation to single-use batteries until **June 30, 2020** and pay for depot hours and collection events for other MHSW materials until **June 30, 2021**.
- Municipalities would receive payments pursuant to the same payment schedule as they currently receive.
- Municipalities must submit event claims no later than two months after the program termination dates (**August 31, 2020** for single-use batteries and **August 31, 2021** for pressurized containers).
- SO will work with municipalities to amend existing agreements to reflect the different termination dates for single-use batteries and other MHSW materials.

Proposal – Transporters and Processors Single-Use Batteries and Pressurized Containers

- SO proposes to continue to provide incentives under the Battery Incentive Program (BIP) for all single-use batteries collected by **June 30, 2020** (program termination date)
- Transporters would have until **July 15, 2020** to collect single-use batteries and from collection sites and until **July 15, 2021** to collect pressurized containers.
- Transporters and processors would have until **August 31, 2020** to submit incentive claims for single-use batteries dropped off by **June 30, 2020** and collected by **July 15, 2020**.
- Transporters and processors would have until **August 31, 2021** to submit claims for pressurized containers dropped off by **June 30, 2021** and collected by **July 15, 2021**.

Summary of Key Dates – Service Providers

Single-use battery cut-off dates	
June 30, 2020	Single-use Battery program termination date: <ul style="list-style-type: none"> • Materials collected by this date eligible for transportation and processing incentives; • Municipalities eligible for single-use battery related incentives re depot hours and collection events.
July 15, 2020	Deadline for pick-up of single-use batteries collected by June 30
August 31, 2020	Deadline for: <ul style="list-style-type: none"> • Submission of municipal claims for single-use battery related incentives (final submission); • Submission of service provider claims for battery incentives (final submission);
MHSW cut-off dates	
June 30, 2021	MHSW material program termination date (excluding single-use batteries): <ul style="list-style-type: none"> • Materials collected by this date eligible for transportation and processing incentives; • Municipalities eligible for incentives re depot hours and collection events
July 15, 2021	Deadline for pick-up of MHSW collected by June 30 (excluding single-use batteries)
August 31, 2021	Deadline for: <ul style="list-style-type: none"> • Submission of municipal claims for incentives (final submission); • Submission of service provider claims for incentives (final submission);

Proposals – Audit and Review Activities

Service Providers Claims

- SO proposes to continue with current service provider monitoring throughout the wind-up period
- As the wind-up date approaches, SO anticipates that volumes of materials collected and processed may change, which will require the careful monitoring of final service provider claims submissions closely and initiation of review procedures to confirm materials collected are consistent with program standards

Service Providers – Post-Wind Up

All MHSW Materials

- All material collected **AFTER** the MHSW program termination dates (**June 30, 2020** for single-use batteries and **June 30, 2021** for all remaining MHSW materials) would be subject to the requirements of the RRCEA and the associated regulations
- If service providers wish to continue to participate in the MHSW program under the RRCEA, new agreements will need to be established to define terms for collection, transportation and processing of material
- It is anticipated that PROs for Batteries and MHSW materials will register with the Authority in advance of the program wind up

Proposal – ISP Agreements

Paint and Coatings, Pesticides, Solvents, Fertilizers, Automotive Materials

MHSW Material	ISO	Program Agreement Amendments
Antifreeze Oil Containers Oil Filters	AMS	<ul style="list-style-type: none"> SO to extend its current agreements with each ISO to align with the MHSW Program wind up termination date (June 30, 2021)
Pesticides Solvents Fertilizers	PCA	<ul style="list-style-type: none"> SO will follow the current process and arrangements with the ISOs and purchase SO steward's share of quarterly costs in each material category based on estimates of proportionate share of total supplied quantities of MHSM to the Ontario market SO to follow the existing invoicing and payment process until program termination
Paint and Coatings	PCA	<ul style="list-style-type: none"> SO proposes to explore the possibility of adding paints and coatings to its existing supply agreement with PCA (covering PSF categories) during the wind-up period. SO will continue to purchase credits on behalf of its registered stewards from PCA until program termination

Key question – Service Provider Operations

***Are the service provider cut-off dates proposed by
Stewardship Ontario reasonable?***

Operations Stewards



Proposal – Steward Reporting and Payment Dates

Single-Use Batteries

- Final adjustment requests for 2019 and earlier will need to be submitted by **May 31, 2020**
- Final supply reports for Q2 2020 data July 1, 2020 will be due by **August 31, 2020**
- Final adjustment requests for 2020 supply data will need to be submitted by **August 31, 2020**
- Battery stewards would receive their last invoice from SO 90 days after the program termination with payment required 30 days after receipt of the invoice (**Oct 31, 2020**)

Proposal – Steward Reporting and Payment Dates

All Other MHSW Materials

- Final adjustment requests for 2020 and earlier will need to be submitted by **May 31, 2021**
- Final supply reports for Q2 2021 data July 1, 2020 will be due by **August 31, 2021**
- Final adjustment requests for 2021 supply data will need to be submitted by **August 31, 2021**
- MHSW stewards would receive their last invoice from SO 90 days after the program termination with payment required 30 days after receipt of the invoice (**Oct 31, 2021**)

Summary of Key Dates for Stewards

Single-use battery cut-off dates	
May 31, 2020	Deadline for single-use battery stewards to submit 2019 supply report adjustments
June 30, 2020	Single-use Battery program termination date
August 31, 2020	Deadline for: <ul style="list-style-type: none"> • Submission of single-use battery steward supply report adjustments for 2020;
Oct 31, 2020	<ul style="list-style-type: none"> • Deadline for steward payment of final Stewardship Ontario invoice – sent September 30, 2020 Due 30 days after receipt
MHSW cut-off dates	
May 31, 2021	Deadline for other MHSW stewards (excluding single-use batteries) to submit 2019-2020 supply report adjustments
June 30, 2021	MHSW material program termination date (excluding single-use batteries)
August 31, 2021	Deadline for: <ul style="list-style-type: none"> • Submission of steward supply report adjustments for 2021;
Oct 31, 2021	<ul style="list-style-type: none"> • Deadline for steward payment of final Stewardship Ontario invoice – sent September 30, 2021 Due 30 days after receipt

Proposals – Audit and Review Activities

Steward Supply Reports

- SO proposes continue to follow its current steward compliance audit framework for selecting stewards to audit throughout 2019 and 2020
- As program termination dates get closer, SO proposes to limit random steward audits and focus resources on ensuring steward compliance with program termination reporting deadlines and requirements

Key question – Steward operations

Does Stewardship Ontario's proposed final steward reporting schedule and process align with your business operations?

Promotion and Education



Proposal – Orange Drop Website and Branding

- SO to continue to use Orange Drop branding and website functions as the consumer-facing brand of the MHSW Program throughout the wind-up period
- SO to operate the Orange Drop website for six months after program termination (*this transition period would last for 18 months for single-use batteries)
- During the transition, the Orange Drop website would direct consumers to new sources of information on the proper disposal of MHSW materials
- Following this transition period, SO to transfer the legal title of Orange Drop and its website domain name to the Authority

Proposal – Orange Drop Website and Branding

- SO to continue the current promotion and education awareness programs throughout the wind-up period to ensure that program performance is not adversely affected by a slow down of these activities
- Promotion and education activities represented approximately four per cent of Stewardship Ontario MHSW Program expenses in 2018; a similar level of spending is being proposed for 2019 and 2020
- Promotion and education activities will cease on **June 30, 2021**

Key question – Promotion and Education

Do you support the transfer of the ownership of the Orange Drop website and branding to the Authority?

Would you support the Orange Drop branding being made available to Producer Responsibility Organizations (PROs) and producers?

Do you feel that PROs may need access to the Orange Drop website and branding prior to the wind-up dates?

Key question – General Feedback on the WUP

Is there enough information in the wind-up plan for you to prepare for the wind up of the program?

Please provide any feedback you may have regarding the MHSW Wind Up Plan's efforts to meet the requirements of the various Minister's directions?

Next steps

- You may provide your feedback on SO's MHSW Wind-Up Plan by:
 - Emailing your comments to consultations@rpra.ca
 - You will receive an email from RPRA that includes a link to this presentation, the audio, and a survey on the consultation process
- Stakeholder feedback is due by **November 21, 2019**
- Feedback from the consultation will be summarized in a report that will be available on the Authority's website
- RPRA and SO will provide information on proposed regulations as soon as information becomes available from the Ministry of Environment, Conservation and Parks

Key Questions

Question 1: Do you have any questions regarding the role of the Authority?

Response:

- a. Niagara Region has no concerns at this time provided that the transition of the windup plan submitted by Stewardship Ontario meets the Minister's Directive, the process is transparent and the Resource Productivity and Recovery Authority (Authority) fulfills its mandate as required.
- b. As part of its role following windup plan completion, the Authority needs to ensure the market is fair to all parties and that no single Producer Responsibility Organization (PRO) has a major monopoly of agreements with producers (i.e. no more than XX percent of the market). Niagara experienced this issue during the tire transition during the first half of 2019 i.e. a PRO indicated that one specific tire PRO had agreements with 85% of the market which caused operational issues for Niagara Region resulting in reduced service and tires not being collected.
- c. That all parties involved with the process of MHSW are compensated properly according to the Minister's Direction.

Question 2: Do you have any questions or comments regarding the wind-up plan's evaluation criteria, its timelines or the Minister's direction?

Response:

- a. The timelines seem reasonable
- b. Niagara Region has concerns about the transition occurring in the middle of the summer (busy time of year for MHSW) while the collection sites try to maintain a high level of service for residents. As an example, during the transition of the tire program it took several months for the PROs to have agreements in place and coordination of haulage which would be critical during a busy time of the year such as summer.

Question 3: Do you have any feedback on the proposed Conflict of Interest Plan contained within SO's MHSW Wind Up Plan? Does it support competition and prevent conflict of interest?

Response:

- a. The changes to the various boards appears to have eliminated any potential conflict of interest. That being said, the process must be transparent.

Question 4: Do you have any feedback on the plan for the management of MHSW program data leading up to and following the wind up?

Response:

- a. The management of data is appropriate based on the information provided.

Question 5: The proposal to return surplus funds to MHSM consumers through the implementation of a fee reduction to SO stewards and ISO members?

Response:

- a. The Authority will need to clearly and transparently demonstrate that through this process there is a fee reduction passed down through the stewards and Industry Stewardship Organizations (ISO) members to the consumers. The Authority needs to ensure that stewards do not increase the cost and then reduce the cost by the same amount and claim that consumers are receiving a rebate.
- b. The fee reduction methodology needs to be clearly and easily communicated to consumers so that they are aware of the fee reduction program.

Question 6: The proposal to transfer remaining MHSW residual funds to the Authority to offset registry-related expenses and ultimately lower producer registry fees?

Response:

- a. The process of transferring residual funds needs to be transparent. Similar to response 5 a., the Authority must ensure that any savings are passed onto consumers.

Question 7: Are the service provider cut-off dates proposed by Stewardship Ontario reasonable?

Response:

- a. The timelines seem reasonable.

Question 8: Does Stewardship Ontario's proposed final steward reporting schedule and process align with your business operations?

Response:

- a. It is not anticipated that the reporting schedule will have an impact on our business operations. The Authority has provided sufficient notice in order for Niagara Region to plan and meet requirements in advance of the deadlines.

Question 9: Do you support the transfer of the ownership of the Orange Drop website and branding to the Authority?

Response:

- a. Yes, an independent organization should oversee the Orange Drop site to ensure that the public's interest is maintained.

Question 10: Would you support the Orange Drop branding being made available to Producer Responsibility Organizations (PROs) and producers?

Response:

- a. The PROs and producers should work through the Authority for any changes that are required to the Orange Drop site.

Question 11: Do you feel that PROs may need access to the Orange Drop website and branding prior to the wind-up dates?

Response:

- a. Please see response to Question 10.

June 21, 2019

Krista Friesen
Resource Recovery Policy Branch
40 St. Clair Avenue West, Floor 8
Toronto, ON
M4V 1M2

Dear Ms. Friesen,

**RE: REGULATION FOR RECYCLING OF ELECTRICAL AND ELECTRONIC
EQUIPMENT (EEE) AND BATTERIES (EBR REGISTRY NUMBER: 019-0048)**

Niagara Region appreciates the opportunity to provide comments in response to the EBR posting regarding the Regulations for Recycling of Electrical and Electronic Equipment (EEE) and Batteries under the Resource Recovery and Circular Economy Act, 2016. Please find the Region's comments on each respective section of the regulations below.

Designating Materials

Niagara Region is supportive of inclusive list of designated materials, including appliances, lighting and ballasts, which are included in Schedule I of the EEE regulation, however the list of EEE does not include toys. Toys containing electronic parts and batteries are commonly found at municipal recycling and waste disposal facilities and should be included in the scope of the EEE regulation.

The Region has no concerns with the definition of "large-scaled fixed installations" which excludes large-scale electrical equipment such as elevators, escalators and streetlights.

Niagara Region also supports the inclusion of single use and rechargeable batteries in the battery regulation as it avoids confusion for consumers and ensures more battery capture.

Defining Responsible Producers

The regulations propose responsibility primarily on brand holders who are resident in Canada whose EEE and batteries are marketed and supplied to Ontario consumers, followed by importers and others who market EEE and batteries who are resident in Ontario, and then others who are located out of province but who market and supply EEE and batteries to Ontario consumers through the internet. Niagara Region supports the cascading approach to identify responsibility for EEE and batteries, however if there are two or more brand holders resident in Canada, the regulation states that the brand holder most directly connected to the production of the EEE or the batteries is the producer. This is not defined and should be further clarified as it is vague.

Niagara Region's Response to Consultation Sessions: Proposed Producer Responsibility Framework for WEEE and Batteries

Niagara Region supports the dual hierarchy for batteries to differentiate producers that include batteries in their products and those that do not.

With respect to the producers that are located out of province but who market and supply EEE and batteries to Ontario consumers through the internet, a mechanism should be developed to report on-line sellers (free-riders) that do not pay extended producer responsibility (EPR) fees and do not assume take-back obligations. This would improve enforcement by RPRA.

Collection Requirements

Niagara Region supports the Ministry's approach for ensuring accessibility of EEE and battery collection sites across the Province. While the accessibility requirements increase the reach to consumers throughout the province and applies to municipalities of more than 1,000, this may still leave a segment of Ontario municipalities without disposal options if there is no local retailer. Accessibility of collection sites must be included in all municipalities.

The regulation does not, and should not, require municipalities to collect EEE or batteries, but municipalities should retain the right to collect if they wish to be a service provider.

The EEE regulation suggests collecting each type of EEE material separately. Only in rare cases would categories not mix with other categories or have different requirements (i.e.: lighting ballasts). But for the most part, electronics can be safely collected together. This will enable sites with limited space to effectively offer collection services for a wider range of materials with existing resources.

A significant portion of EEE falls under the categories of large and small equipment, including most appliances, tools and gardening equipment. Therefore producers of large and small equipment should not be exempt from collection requirements. Further, in an effort to maximize capture, producers should be subject to collection requirements in all cases, and should not have reduced obligations even if their management requirement falls below the identified minimum thresholds. The identified management requirement thresholds in the regulations do not support the notion of 100% extended producer responsibility practices.

Management Requirements

Niagara Region is supportive of adding the weight of reuse, refurbishment, or processed EEE to make new products, packaging or *things* to satisfy recovery requirements as this should help incentivize more reuse and refurbishment activity; however, there should be increased checks and enforcement to prevent any producers from falsely calling a product refurbished just to meet their targets. In addition, the term, "things" needs to be defined. It is vague and does little to provide clarification and could have companies looking to achieve targets based on the lowest common denominator.

**Niagara Region's Response to Consultation Sessions:
Proposed Producer Responsibility Framework for WEEE and Batteries**

Waste Reduction Initiatives

Niagara Region is supportive of a reduction of a management requirement to be capped at 50 per cent if: EEE contains post-consumer recycled glass or recycled plastic content; if EEE is subject to a warranty that covers one or more years (with escalating reductions); or if the producer provides information, tools or parts available at no charge or on a cost recovery basis to safely repair the EEE. The process for repairs shall be a relatively simple process to ensure that it does not deter the repair of EEE.

Both regulations should encourage product design where there is less use of toxic materials and rare earth components in the manufacture of EEE and battery products.

An extended warranty, at no additional cost, that provides the same coverage as the original manufacturer's warranty would provide an incentive for manufacturers to design their products with additional longevity. This would drive innovation in the design of their product if their extended, no-charge warranty was three or more years, with the incentive that the producer may reduce the weight of its supply data for each of those years by 10 per cent of the weight supplied with the warranty in each of those years.

A processor and refurbisher guideline will support the required standards that must be met by processors and refurbishers in order for the tonnage processed by those companies to count toward a producer's recovery requirement. The guideline should make a clear distinction between repair and refurbishment. Refurbishing should be clearly defined as a product being put back on the market, versus repair which does not entail a resale of the product. The guideline, as well as increased checks and enforcement, will help support and prevent any producers from falsely calling a product refurbished just to meet their management requirement.

Promotion and Education

Promotion and education should be clear on what types of EEE and batteries can be recycled and which cannot. In addition, the requirements for promotion and education should be expanded to be clear on how repair services, parts and tools are made available to consumers and how producers shall make these tools available and accessible to rural, northern and remote communities.

The regulations should be clear on what types of communication are required (i.e.: radio, television, social media campaigns, etc.) and should also include non-digital media forms such as print to increase accessibility of information to rural, northern and remote communities that may not have access to broadband internet service providers.

Further, the regulations should state that the producer, while responsible for all promotion and education, can delegate or engage with private parties to address these responsibilities to help meet their requirements.

Finally, the regulations do not offer a standard for those who market EEE and batteries in Ontario on visible extra fees related to resource recovery or waste reduction. Rather, the regulations leave it up to

**Niagara Region's Response to Consultation Sessions:
Proposed Producer Responsibility Framework for WEEE and Batteries**

seller whether they identify the charge or not. Niagara Region supports all-in pricing to make it simpler for the consumer.

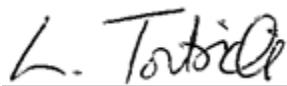
Registration, Record Keeping, Reporting and Auditing

The regulations should require collection sites to register and confirm that they are an active collection site for EEE and batteries. In Niagara, there has been some confusion with respect to the collection of tires as some registered collectors are not actively collecting tires. As such, the regulations should require collection sites to register with confirmation of active collection.

The regulations state that municipalities, acting as collectors, must keep records relating to EEE and batteries at their sites. Specifically, the draft regulations state that if the site receives more than 15 units or 150 kg of EEE, or more than 15 kg of batteries, from a person on a single day, the operator of the site must record the person's name, contact information, any unique identifier assigned by the Registrar and the amount of EEE or batteries accepted. Niagara Region is not supportive of keeping or maintaining these records as it is impractical and unnecessary for municipal collection sites. We support the exclusion of municipal sites from these record keeping requirements as municipal sites manage a wide range of materials from the public to ensure they are properly managed and are extremely busy.

Thank you again for the opportunity to provide comments on the regulation. Niagara Region looks forward to continued engagement with the Ministry, and sharing our unique municipal perspective as we work together to create a circular economy for Ontario.

Regards,



Lydia Torbicki
Director, Waste Management Services (Acting)

cc: Mr. R. Tripp, CAO (Acting)
Ms. C. Habermehl, Commissioner, Public Works Department (Acting)

November 25, 2019

VIA WEBFORM

Jamie Haldenby
Ministry of the Environment, Conservation and Parks,
Program Management Branch – Program Oversight
40 St. Clair Avenue West
4th Floor
Toronto, ON
M4V 1M2

Dear Ms. Haldenby:

RE: ERO 019-0671 Changing the Mandate of the Resource Productivity and Recovery Authority

Niagara Region Waste Management Services is submitting the comments below in response to ERO 019-0671. We thank you for the opportunity to share our municipal perspective and look forward to continued engagement with the province.

In the development of mandate and program changes for the Resource Productivity and Recovery Authority (RPRA), Niagara Region encourages consultation with stakeholders, including municipalities. Niagara Region is generally supportive of the move to digital reporting as a means of increasing efficiency and accessibility as well as reducing paper waste. With respect to specific program changes, Niagara Region recommends consideration of recycling programs for materials such as shingles, mattresses, carpets, porcelain and concrete. Finally, the continued oversight of new and existing programs by the Province is recommended.

We appreciate your consideration of these comments.

Respectfully submitted,



Catherine Habermehl
Director, Waste Management Services

Encl.

**Niagara Region Waste Management Services Response on MECP's Proposal
"Changing the Mandate of the Resource Productivity and Recovery Authority"
ERO number- 019-0671**

Proposed Changes

1. Change RPRA's mandate to include digital reporting services, fee setting, and cost recovery for other programs beyond producer responsibility

1.1 We are proposing to have RPRA collect information for other programs beyond resource recovery and waste reduction. This would include having RPRA carry out registration of programs and overseeing reporting, data management and fee collection for duties related to waste, beyond waste reduction, or resource recovery. This would save all businesses money as a larger group of system users would be sharing common costs.

1.2 RPRA currently sets and collects fees to recover the costs for administering programs under the RRCEA. We are proposing changes to allow RPRA to set and collect fees for the digital reporting services they would be providing for any new programs they take on. The fees would include costs incurred by the ministry for program oversight, compliance and enforcement.

Comments:

Niagara Region is supportive of the move to digital reporting and online processes as a means of increasing efficiency and accessibility as well as reducing paper waste.

In terms of expanding the mandate of RPRA to collect information for programs beyond resource recovery and waste reduction, Niagara Region seeks clarification on the types of programs that potentially fall under this expanded oversight (i.e. municipal organics programs, landfill disposal) and recommends consultation with affected parties, including municipalities. As the mandate is expanded, the Region would like to see a focus on recycling programs for materials such as shingles, mattresses, carpets, porcelain and concrete.

In setting fees for digital reporting services, Niagara Region recommends Provincial guidance in defining parameters and overseeing implementation.

2. Maintain government oversight for the programs that will transition to RPRA. We are proposing to allow the ministry to set guidance on fee structures for the programs that RPRA will be providing digital reporting services.

2.1 Compliance and enforcement for future programs taken on by RPRA will remain the responsibility of the ministry. RPRA would be responsible for operating the digital reporting service to ensure reports are complete and related fees are collected. We are not proposing any changes to the existing ministry oversight of RPRA.

Comments:

Niagara Region supports the continued role of the ministry in providing oversight on all new and existing programs taken on by RPRA as a means of maintaining program consistency, quality and accountability.

3. Make other associated changes

3.1 Currently, the ministry recovers its program costs through an Order in Council. We are proposing to recover all ministry costs more efficiently through a Minister's Order.

3.2 The WDTA sets out RPRA's responsibilities, including its responsibility to oversee the transition of waste diversion programs operated by industry funding organizations (IFOs), to the new extended producer responsibility framework under the RRCEA. We propose to amend the WDTA to allow the transfer of residual surplus funds left at the end of transition, from an IFO to RPRA. While most funds are spent during program transition, some funds may still remain at the end of the transition. This change would allow those residual funds to go to RPRA, where they would be used to reduce fees and financially benefit the regulated community related to the program being transitioned.

3.3 We are also proposing to permit future regulations that could assign additional duties and powers to RPRA. The ministry would consult on any future regulations.

Comments:

As it would be difficult to ensure a net zero sum at the end of transition and to avoid a negative funds scenario, it would be necessary to hold a surplus to ensure sufficient funds are available until the end of the transition period. Niagara Region supports the transfer of these residual funds to RPRA. The Region encourages a fair and equitable process to determine the best application of these funds. The process should be transparent and clearly identify which parties will benefit from the surplus funding.

With respect to Ontario Electronic Stewardship (OES), the Minister, in a letter to RPRA on April 2, 2019, stated that any surplus funds that OES does not need for program operations or wind up costs be used for the benefit of Ontario consumers. As the consumers have paid the environmental handling fees, the Minister stated that the consumers must benefit from the surplus. While the consumer fees were eliminated as

of February 1, 2019 to draw down the surplus, any remaining funds that are being considered for transfer to the RPRA should meet with the Minister's approval.

Proposed program to transition to RPRA

The first digital reporting service we are proposing to transition to RPRA is for the Hazardous Waste program. In 2020, we will be consulting on specific regulatory changes related to Hazardous Waste.

Currently the Hazardous Waste program's digital reporting service is difficult to use resulting in the majority of reports being submitted on paper (e.g. manifests). To make reporting easier, we are proposing to have RPRA develop and deliver a digital reporting service for this program.

Comments:

Niagara Region is supportive of the move to digital reporting and online processes as a means of increasing efficiency and accessibility as well as reducing paper waste.

The stakeholders who will be required to utilize the reporting service, specifically including municipalities, must be involved in the development of this new system.

Minute Item No. 5.1

COM 5-2020

Local Considerations to Inform the Development of the Next Ontario Poverty Reduction Strategy

That Report COM 5-2020, dated March 10, 2020, respecting Local Considerations to Inform the Development of the Next Ontario Poverty Reduction Strategy, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Report COM 5-2020, **BE APPROVED** as a written submission to the Ministry of Children, Community and Social Services, further to their request for local recommendations to inform the next Provincial Poverty Reduction Strategy.

Minute Item No. 5.2

COM 4-2020

Emergency Shelter Negotiated Request for Proposal (NRFP) Award Results

That Report COM 4-2020, dated March 10, 2020, respecting Emergency Shelter Negotiated Request for Proposal (NRFP) Award Results, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the homelessness contracts for emergency shelter services **BE AWARDED** in the amount of \$11,705,184 for the period April 1, 2020 to March 31, 2023 to the following nine (9) service providers:

1. Boys and Girls Club of Niagara	\$ 403,200
2. Casa El Norte Refugee Assistance Program	\$ 403,200
3. The Hope Centre	\$ 1,116,000
4. Matthew House Refugee Ministry of Fort Erie	\$ 403,200
5. The RAFT (Niagara Resource Service for Youth)	\$ 583,434
6. The Salvation Army Booth Centre	\$ 1,050,000
7. Southridge Community Church	\$ 2,577,000
8. Start Me Up Niagara	\$ 966,750
9. The Young Women's Christian Association of Niagara Region (YWCA Niagara Region)	\$ 4,202,400

TOTAL	\$ 11,705,184
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2. That an additional contingency of \$250,000 **BE APPROVED** should system adjustments be necessary during the term of the contracts to increase the number or adjust the type of beds offered; and

3. That staff **BE AUTHORIZED** to execute any required amendments and documentation related to the agreements for service providers of emergency shelter to implement funding adjustments.

Minute Item No. 5.3

COM 6-2020

Homelessness Services Housing First and Home for Good Contract Extensions

That Report COM 6-2020, dated March 10, 2020, respecting Homelessness Services Housing First and Home for Good Contract Extensions, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the existing Housing First contracts **BE EXTENDED** as per Appendix 1 of Report COM 6-2020, with the value of \$76,154;
2. That the existing Home for Good contracts **BE EXTENDED** as per Appendix 1 of Report COM 6-2020, with the value of \$31,579;
3. That an additional contingency of \$25,000 **BE APPROVED** should additional extensions be necessary; and
4. That staff **BE AUTHORIZED** to execute any required amendments and documentation related to the agreements for service providers of Housing First and Home for Good to implement contract extensions.

Minute Item No. 5.4

COM-C 10-2020

Niagara Regional Housing Letter - Request for Support - Landlord and Tenant Board

That Correspondence Item COM-C 10-2020, being a letter from Councillor Sendzik, Chair, Niagara Regional Housing Board of Directors, dated February 14, 2020, respecting a letter sent from Niagara Regional Housing to the Ontario Ombudsman requesting a review of the ongoing delays in matters before Landlord and Tenant Board, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Regional Chair **BE DIRECTED** to send a letter to the Ontario Ombudsman supporting the request from Niagara Regional Housing for a review of the ongoing delays in matters before the Landlord and Tenant Board.

Minute Item No. 6
Consent Items for Information

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

- COM 3-2020
Seniors Services Quality Improvement Report – October to December 2019
- COM-C 4-2020
Provincial Employment Transformation
- COM-C 5-2020
Niagara Regional Housing Quarterly Report October 1 to December 31, 2019
- COM-C 6-2020
Niagara Regional Housing Regulation Changes – Communications Plan and
Flyer for Initial Communications
- COM-C 7-2020
2019-RFP-300 – Assertive Street Outreach Request for Proposal Award Results
- COM-C 8-2020
2019-RFP-310 – Housing First Request for Proposal Award Results
- COM-C 9-2020
2019-RFP-311 – Housing for Good Proposal Award Results

Minute Item No. 9.1
Confidential Verbal Update
A Matter of Labour Relations or Employee Negotiations – Provincial Employment Transformation

That the confidential verbal update from A. Jugley, Commissioner, Community Services, respecting A Matter of Labour Relations or Employee Negotiations – Provincial Employment Transformation, **BE RECEIVED** for information.

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

**PHSSC 3-2020
Tuesday, March 10, 2020
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bellows, Bradley (Regional Chair), Butters, Chiocchio
(Committee Co-Chair), Darte, Foster, Gibson, Greenwood
(Committee Co-Chair), Ip, Jordan, Nicholson, Rigby, Sendzik,
Whalen

Absent/Regrets: Heit, Insinna, Villella, Witteveen

Staff: A. Biscaro, Director, Family Health, C. Cousins, Director,
Homelessness and Community Engagement, Dr. A. Feller,
Associate Medical Officer of Health, A. Fitzgerald, Manager,
Social Assistance and Employment Opportunities, A. Jugley,
Commissioner, Community Services, H. Koning, Director, Senior
Services, V. Kuhns, Acting Director, Economic Development, A.-
M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk,
R. Tripp, Acting Chief Administrative Officer, L. Watson, Director,
Social Assistance and Employment Opportunities, B. Zvaniga,
Commissioner, Public Works

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

Councillor Nicholson declared an indirect pecuniary interest with respect to Correspondence Item COM-C 10-2020, respecting Niagara Regional Housing Letter - Request for Support - Landlord and Tenant Board (Agenda Item 5.4), as he operates a legal practice that often represents clients with matters before the Landlord and Tenant Board.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **COM 5-2020**

Local Considerations to Inform the Development of the Next Ontario Poverty Reduction Strategy

Adrienne Jugley, Commissioner, Community Services, and Michelle Johnson, Policy Advisor, Community Services, provided information respecting Ontario's Poverty Reduction Strategy - 2020-2025. Topics of the presentation included:

- Background
- Tracking Niagara's Progress to Reduce Poverty
- Local Considerations
 - Housing & Homelessness Prevention
 - Seniors Support & Long-Term Care
 - Child Care and Support for Families
 - Social Assistance & Employment
- Investments in Social Services

Moved by Councillor Ip
Seconded by Councillor Whalen

That Report COM 5-2020, dated March 10, 2020, respecting Local Considerations to Inform the Development of the Next Ontario Poverty Reduction Strategy, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Report COM 5-2020, **BE APPROVED** as a written submission to the Ministry of Children, Community and Social Services, further to their request for local recommendations to inform the next Provincial Poverty Reduction Strategy.

Carried

5.2 **COM 4-2020**

Emergency Shelter Negotiated Request for Proposal (NRFP) Award Results

Moved by Councillor Rigby
Seconded by Councillor Bellows

That Report COM 4-2020, dated March 10, 2020, respecting Emergency Shelter Negotiated Request for Proposal (NRFP) Award Results, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the homelessness contracts for emergency shelter services **BE AWARDED** in the amount of \$11,705,184 for the period April 1, 2020 to March 31, 2023 to the following nine (9) service providers:

1. Boys and Girls Club of Niagara	\$ 403,200
2. Casa El Norte Refugee Assistance Program	\$ 403,200
3. The Hope Centre	\$ 1,116,000
4. Matthew House Refugee Ministry of Fort Erie	\$ 403,200
5. The RAFT (Niagara Resource Service for Youth)	\$ 583,434
6. The Salvation Army Booth Centre	\$ 1,050,000
7. Southridge Community Church	\$ 2,577,000
8. Start Me Up Niagara	\$ 966,750
9. The Young Women's Christian Association of Niagara Region (YWCA Niagara Region)	\$ 4,202,400
TOTAL	\$ 11,705,184

2. That an additional contingency of \$250,000 **BE APPROVED** should system adjustments be necessary during the term of the contracts to increase the number or adjust the type of beds offered; and
3. That staff **BE AUTHORIZED** to execute any required amendments and documentation related to the agreements for service providers of emergency shelter to implement funding adjustments.

Carried

5.3 COM 6-2020

Homelessness Services Housing First and Home for Good Contract Extensions

Moved by Councillor Sendzik
Seconded by Councillor Gibson

That Report COM 6-2020, dated March 10, 2020, respecting Homelessness Services Housing First and Home for Good Contract Extensions, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the existing Housing First contracts **BE EXTENDED** as per Appendix 1 of Report COM 6-2020, with the value of \$76,154;

2. That the existing Home for Good contracts **BE EXTENDED** as per Appendix 1 of Report COM 6-2020, with the value of \$31,579;
3. That an additional contingency of \$25,000 **BE APPROVED** should additional extensions be necessary; and
4. That staff **BE AUTHORIZED** to execute any required amendments and documentation related to the agreements for service providers of Housing First and Home for Good to implement contract extensions.

Carried

5.4 COM-C 10-2020

Niagara Regional Housing Letter - Request for Support - Landlord and Tenant Board

Moved by Councillor Sendzik
Seconded by Councillor Butters

That Correspondence Item COM-C 10-2020, being a letter from Councillor Sendzik, Chair, Niagara Regional Housing Board of Directors, dated February 14, 2020, respecting a letter sent from Niagara Regional Housing to the Ontario Ombudsman requesting a review of the ongoing delays in matters before Landlord and Tenant Board, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Regional Chair **BE DIRECTED** to send a letter to the Ontario Ombudsman supporting the request from Niagara Regional Housing for a review of the ongoing delays in matters before the Landlord and Tenant Board.

Carried

6. **CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Foster
Seconded by Councillor Jordan

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

COM 3-2020
Seniors Services Quality Improvement Report – October to December 2019

COM-C 4-2020
Provincial Employment Transformation

COM-C 5-2020
Niagara Regional Housing Quarterly Report October 1 to December 31, 2019

COM-C 6-2020

Niagara Regional Housing Regulation Changes – Communications Plan and
Flyer for Initial Communications

COM-C 7-2020

2019-RFP-300 – Assertive Street Outreach Request for Proposal Award Results

COM-C 8-2020

2019-RFP-310 – Housing First Request for Proposal Award Results

COM-C 9-2020

2019-RFP-311 – Housing for Good Proposal Award Results

Carried

7. OTHER BUSINESS

There were no items of other business.

8. CLOSED SESSION

Moved by Councillor Ip

Seconded by Councillor Bellows

That the Public Health and Social Services Committee **DO NOW MOVE** into
closed session to receive a confidential verbal update respecting:

A Matter of Labour Relations or Employee Negotiations – Provincial Employment
Transformation

Carried

Committee resolved into closed session at 1:45 p.m.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 2:29 p.m. with the following individuals in attendance:

Committee: Bellows, Bradley (Regional Chair), Butters, Chiocchio
(Committee Co-Chair), Darte, Foster, Gibson, Greenwood
(Committee Co-Chair), Ip, Jordan, Nicholson, Rigby, Whalen

Absent/Regrets: Heit, Insinna, Sendzik, Villella, Witteveen

Staff: A. Fitzgerald, Manager, Social Assistance and Employment
Opportunities, A. Jugley, Commissioner, Community Services,
V. Kuhns, Acting Director, Economic Development, A.-M. Norio,
Regional Clerk, M. Trennum, Deputy Regional Clerk, R. Tripp,
Acting Chief Administrative Officer, L. Watson, Director, Social
Assistance and Employment Opportunities, B. Zvaniga,
Commissioner, Public Works

9.1 Confidential Verbal Update

A Matter of Labour Relations or Employee Negotiations – Provincial
Employment Transformation

Moved by Councillor Bellows
Seconded by Councillor Rigby

That the confidential verbal update from A. Jugley, Commissioner,
Community Services, respecting A Matter of Labour Relations or
Employee Negotiations – Provincial Employment Transformation, **BE
RECEIVED** for information.

Carried

10. NEXT MEETING

The next meeting will be held on Tuesday, April 7, 2020 at 1:00 p.m. in the
Council Chamber, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 2:30 p.m.

Councillor Greenwood
Committee Co-Chair

Councillor Chiochio
Committee Co-Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Ontario Poverty Reduction Strategy

Local Considerations

Adrienne Jugley, Commissioner
Michelle Johnston, Policy Advisor
Community Services

March 10, 2020

Background

2008: “Breaking the Cycle” (Ontario Poverty Reduction Strategy)

- Achieve a 25% reduction in the number of Ontario children living in poverty within five years

2009: *Poverty Reduction Act* passed

2014 – 2019: “Realizing our Potential” (Ontario Poverty Reduction Strategy)

- Continued commitment to breaking the cycle for children and youth (reduce children living in poverty by 25%)
- Increase employment and income security
- Long-term goal of ending homelessness
- Use evidence-based policy and measure success

New Provincial Priorities

- Encouraging job creation and providing employment opportunities
- Providing people with the right supports and services
- Lowering the cost of living and making life more affordable

Tracking Niagara's Progress to Reduce Poverty

Strong local economy (e.g. low unemployment rate at 5.8%)

Lower household income compared to the provincial average

- Niagara: \$42,511 vs. Ontario: \$48,473

Growing number of local residents who are '**working poor**'

- Niagara 2006: 6.5% vs. Niagara 2016: 8.13%

Slightly higher rate of newborns who are below/above normal **birth weight**

- Niagara: 19.4% vs. Ontario: 19.1%

Higher rate of increase in **core housing need**

- Niagara: +1.5% vs. Ontario +0.8%

Higher rate of increase in vulnerability for **children's developmental health and well-being**

- Niagara: +5.2% vs. Ontario: +1.1%

Higher number of ODSP beneficiaries needing **increased supportive housing, mental health / other supports**

- Niagara 2016: 5.1% vs. Ontario 2016: 3.9%

Local Considerations

Housing & Homelessness Prevention

To build on existing progress, local recommendations include:

- Enhance Community Homelessness Prevention Initiative funding
- Invest in capital and operating funding for supportive housing

Housing & Homelessness Prevention

To further improve poverty reduction efforts, local recommendations include:

- Increase funding to build and maintain community housing
- Invest in initiatives to increase the supply of affordable rental and community housing
- Ensure government policy does not inadvertently increase consumer debt burdens and inflate housing prices further
 - E.g. align annual allowable rent increases with increases to minimum wage and social assistance rates

Seniors Supports & Long-Term Care

To build on existing progress, local recommendations include:

- Invest in and expand eligibility for the Ontario Seniors Dental Program
- Invest in the Assistive Devices Program and expand coverage for low-income individuals

Seniors Supports & Long-Term Care

To further improve poverty reduction efforts, local recommendations include:

- Enhance funding to the community support sector
- Coordinate programs between the Ministry of Health, the Ministry of Long-Term Care and the Ministry of Municipal Affairs and Housing
- Consider expansion of tax deductible health care services for caregivers
- Consider more measures to address financial abuse

Child Care and Support for Families

To build on existing progress, local recommendations include:

- Increase investments in licensed child care spaces and proportionate operational funding
- Continue the CARE tax credit
- Invest in the Wage Enhancement Grant
- Invest in the Nurse-Family Partnership (NFP) program
- Maintain funding and expand eligibility for Healthy Smiles Ontario
- Maintain full-day kindergarten

Child Care and Support for Families

To further improve poverty reduction efforts, local recommendations include:

- Maintain or increase investments in child care fee subsidies, special needs resourcing, EarlyON centres, and before and after-school programs
- Expand eligibility for child care fee subsidy proportionate to further investment in fee subsidy

Social Assistance & Employment

To build on existing progress, local recommendations include:

- Target further investment in mental health and addictions services to those receiving social assistance with barriers to life stabilization and employment
- Invest in incentives that encourage people receiving social assistance to find meaningful employment, without losing vital benefits such as dental and drug coverage

Social Assistance & Employment

To further improve poverty reduction efforts, local recommendations include:

- Review social assistance rates, and rent and utility scales
- Consider possible unintended consequences of changes to definition of disability or ODSP requirements
- Review health benefits for OW clients
- Index minimum wage to inflation
- Invest in literacy, training and skills development

Investments in Social Services



Demonstrates a **cost-effective** means to improve health and social outcomes.

- E.g. Every \$10 spent on housing and supports for those experiencing chronic homelessness, saves \$21.72 in the areas of health, justice and social service systems.



Produces **positive economic effects**.

- E.g. Every dollar invested in child care results in an economic output of \$2.27.
- E.g. The development of one affordable housing unit generates 2 to 2.5 new **local** jobs

Questions?

Subject: Local Considerations to Inform the Development of the next Ontario Poverty Reduction Strategy

Report to: Public Health and Social Services Committee

Report date: Tuesday, March 10, 2020

Recommendations

That this report **BE APPROVED** as a written submission to the Ministry of Children, Community and Social Services further to their request for local recommendations to inform the next provincial Poverty Reduction Strategy.

Key Facts

- Every five years (as mandated by the Poverty Reduction Act, 2009) the provincial government is required to consult on and develop a new Poverty Reduction Strategy.
- The Ministry of Children, Community and Social Services (MCCSS), in collaboration with other provincial ministries, is seeking input from municipal partners, Ontario residents, employers and service providers to identify opportunities for action to reduce poverty.
- Niagara Region's Community Services department, with input from Public Health and Economic Development, Niagara Regional Housing, and the Niagara Poverty Reduction Network, has developed a proposed submission, which includes recommendations based on local needs and experiences of poverty reduction efforts.
- This proposed submission seeks to respond to the MCCSS call for feedback to inform the next provincial Poverty Reduction Strategy, with a focus on key service areas (housing and homelessness prevention, seniors supports and long-term care, child care and support for families, and social assistance and employment), and seeks to align with the following priorities outlined by the Province:
 - Encouraging job creation and providing employment opportunities
 - Providing people with the right supports and services
 - Lowering the cost of living and making life more affordable
- Poverty reduction strategies and investment in their associated initiatives must remain focused on improving outcomes for low-income individuals and families, and account for the current cost of poverty.

- In many cases, maintaining investments in critical social services is a cost-effective approach to improving health and social outcomes, and produces positive multiplying economic effects that should be considered in the next provincial Poverty Reduction Strategy.

Financial Considerations

There are no financial implications associated with this report.

Analysis

Background

Niagara Region's Community Services department, with input from Public Health and Economic Development, Niagara Regional Housing and the Niagara Poverty Reduction Network, sought to review the current provincial Poverty Reduction Strategy to assess existing initiatives and identify opportunities for improvement, in order to better the economic and social conditions of those living in poverty in Niagara.

The current provincial Poverty Reduction Strategy, "Realizing Our Potential" (2014-2019) emphasizes commitments to: break the cycle of poverty for children and youth, move towards employment and income security, establish a long-term goal to end homelessness, and use evidence-based policy to measure success. At that time, indicators identified to cover key aspects of health, education, income security, material deprivation and housing security included: birth weights, school readiness (Early Development Instrument), educational progress (combined grade 3 and grade 6), high school graduation rates, low income measure, depth of poverty, Ontario housing measure, youth and young adults not in education, employment or training (NEET), long-term unemployment, poverty rates of vulnerable populations.

Tracking Niagara's Progress to Reduce Poverty

Data identified at the launch of the first provincial Poverty Reduction Strategy in 2008-2009 continues to be used as a baseline to measure against for subsequent provincial poverty reduction strategies. A number of these initial and additional indicators are not available at a regional or local level, or have since been replaced with different measures of need.

The summary below provides a high-level overview of comparable data specific to Niagara region to understand the local context of poverty.

Economic indicators for the St. Catharines-Niagara Census Metropolitan Area demonstrates a relatively strong economy, with indicators such as a low unemployment rate (5.8%), growing levels of international trade and an increasing number of businesses operating in the Niagara region. However, household income per capita is substantially lower than the provincial average (Niagara: \$42,511 vs. Ontario: \$48,473), and has not kept up with inflation.

When inflation outpaces income growth, individuals and families with low-incomes may be even further challenged to keep up with the growing cost of living in Niagara. In fact, those living in Niagara who work, but continue to live in poverty¹ are a growing number (2006: 6.5% of employed population vs. 2016: 8.13% of employed population). This may indicate that low-income individuals and families are not necessarily benefitting from a growing local economy.

In examining other indicators used to understand the local context of poverty, it is important to consider the growing level of core housing need² both in Niagara and across Ontario. Between 2006 and 2016, the rate of this growth in Niagara has been higher than the provincial average (Niagara: +1.5% vs. Ontario: +0.8%). Households in core housing need may also be identified as at risk of experiencing homelessness.

In examining Early Development Instrument data between 2008 and 2018, children in Niagara and across Ontario have become more vulnerable in their overall developmental health and well-being. Again, in Niagara the rate of increase in vulnerability has been higher than the provincial average (Niagara: +5.2% vs. Ontario: +1.1%)³.

In Niagara, 19.4% of newborns are below or above normal birth weight, which can be associated with risk factors of poverty later in life. Babies born in low-income families are more likely to be below or above normal weight. For instance, in Niagara, there are

¹ An individual is counted among the working poor if they meet the following conditions: (i) has an after-tax income below the Low Income Measure, (ii) has earnings of at least \$3000 a year (income threshold for receiving the Working Income Tax Benefit), (iii) is not a student, (iv) lives independently (non-institutional population).

² Core housing need is an indicator used to identify households living in housing considered unsuitable, inadequate or unaffordable, and whose income levels are such that they could not afford alternative suitable and adequate housing in their community.

³ The three areas where children in Niagara are particularly vulnerable includes physical readiness for the school day (e.g. coming to school with appropriate clothing, shoes and food), overall social competence with peers, and aggressive behaviour.

three times more babies born with a low birth weight in the most materially deprived 20% of the population compared to the least deprived 20% of the population.⁴

Investments in Social Services: A Cost-Effective Approach to Improving Outcomes with Associated Positive Economic Effects

Poverty reduction strategies and investment in their associated initiatives must remain focused on improving outcomes for low-income individuals and families, and account for the current cost of poverty. According to the Public Health Agency of Canada (2016), Canadians in the lowest income group (20% of the population) account for 60% of the total direct economic burden of health including costs for acute care inpatient hospitalizations, prescription medication, and physician consultations.

As the provincial government considers its future spending, investments in social services are viewed as one of the most cost-effective means to improve health and social outcomes. For example, a recent study⁵ published in the Canadian Medical Association Journal indicates that:

- Every \$10 spent on housing and supports for those experiencing chronic homelessness, saves \$21.72 in the areas of health, justice and social service systems.
- Every one cent spent on social services per dollar spent on health, would increase life expectancy by an additional 5% and decrease potentially avoidable mortality by an additional 3% in one year.

Furthermore, research analyzing investments in critical social services not only demonstrates a cost-effective approach to achieving better population health and social outcomes, but also produces positive economic effects. As examples, public investment in early years and child care has been viewed to have a multiplying effect – every dollar invested in child care results in an economic output of \$2.27⁶. Through the construction of new housing units, and repair and retrofitting of existing stock, investments in community housing have also demonstrated to result specifically in local job creation. In fact, the Ontario Non-Profit Housing Association and the Co-operative Housing

⁴ The Ontario Marginalization Index is a data tool that combines a wide range of demographic indicators into four distinct dimensions of marginalization: residential instability, material deprivation, dependency and ethnic concentration. Material deprivation includes factors such as: education, unemployment, lone-parent families, and households needing major repairs.

⁵ Dutton, D. J. et al. (2018). Effect of provincial spending on social services and health care on health outcomes in Canada: an observational longitudinal study. *CMAJ Journal*, 190(3), 66-71.

⁶ Fairholm, R. (2011). Economic Impacts of Early Learning and Care, Early Education Economic Forum, University of Toronto.

Federation of Canada (Ontario Region) reports that the development of one affordable housing unit is estimated to generate between 2 to 2.5 new local jobs⁷.

Housing & Homelessness Prevention

Ending homelessness and ensuring access to safe, adequate and affordable housing reduces poverty and supports employment.

Building on existing progress, it is recommended that provincial levels of government continue to:

- Enhance Community Homelessness Prevention Initiative funding to continue to build on the work to reduce homelessness and poverty, and ensure Niagara Region receives an equitable allocation informed by indicators of need
- Invest in capital and operating funding for supportive housing as a means of ending homelessness (e.g. Home for Good program), and to support those with mental health and/or addictions issues, seniors and those with developmental disabilities
- Maintain Ontario Priorities Housing Initiative (OPHI) housing allowances at current levels
- Hire more landlord adjudicators to address backlogs at the Landlord Tenant Board

To further improve poverty reduction efforts, it is recommended that provincial levels of government:

- Increase funding to build and maintain community housing – most stock is between 20-50 years old and requires significant capital repairs
- Invest in initiatives aimed to increase the supply of rental and community housing
- Ensure that government policy does not inadvertently increase consumer debt burdens and inflate housing prices further
 - E.g., Align annual allowable rent increases with increases to minimum wage and social assistance rates so as to not further disadvantage those who are precariously housed and living in poverty
- Consider funding the new Canada-Ontario Housing Benefit at 100% of average market rent, as opposed to 80% to encourage households to come off the waitlist
- Develop new measures to understand homelessness which leverage community-based data through the implementation of coordinated access systems

⁷ Canada Mortgage and Housing Corporation. (2000). Economic Impacts of Residential Construction. Research Highlight, "Socio-Economic Series, Issue 69." (Ottawa: Canada Mortgage and Housing Corporation); Dunning, W. (2012). *Economic and Fiscal Impacts of Residential Construction – 2012* (Ottawa: Canadian Home Builders' Association); National National Association of Home Builders. (2009). *The Local Impact of Home Building in a Typical Metro Area: Income, Jobs, and Taxes Generated* (Washington DC: NAHB).

Seniors Supports and Long-Term Care

Supporting seniors both in the community and within long-term care homes can reduce poverty and ensure seniors are connected with the right supports and services to ensure a high quality of life.

Building on existing progress, it is recommended that provincial levels of government continue to:

- Invest in the Ontario Seniors Dental Program, and expand eligibility to include those with marginally higher incomes than current threshold requirements
- Provide financial assistance to individuals accessing the Assistive Devices Program, and expand coverage for low-income individuals from 75% to 100% of the cost of equipment such as wheelchairs and mobility aids

To further improve poverty reduction efforts, it is recommended that provincial levels of government:

- Develop an integrated human resources strategy for health care to address staffing shortages, focused on education and training, recruitment, retention and technology.
For example:
 - Provide tuition relief for students in health-care related programs
 - Support organizations in providing paid placements and on-the-job training through apprenticeship programs
 - Support the creation of more living classrooms⁸ for PSWs in training
 - Focus on targeted solutions for rural and remote communities, such as incentives and assistance for people to work in regions where they are most needed
 - Provide incentives to organizations to provide growth and development opportunities, including career laddering for PSWs and RPNs
- Enhance funding to the community support sector (e.g. support with homemaking, meals and personal care) to ensure seniors are not forced into long-term care prematurely
- Coordinate programs between the Ministry of Health, the Ministry of Long-Term Care and the Ministry of Municipal Affairs and Housing, and provide additional funding to expand supportive housing for seniors
- Expand assessments for health benefits (e.g. Ontario Seniors Dental Program, Assistive Devices Program, etc.) beyond solely income and marital status which can

⁸ Living classrooms are interprofessional education programs delivered in a long-term care home, where post-secondary educators, students and those **living** and working in the long-term care home engage in a culture of interactive learning.

skew the potential impacts on discretionary income such as: housing, housing modifications, transportation, dental, vision, medical supplies, and additional services with user fees

- Consider expansion of tax deductible health care services for caregivers accessing additional supports (e.g. Adult Day Program is not a nursing model of service and does not qualify as a tax deductible expense)
- Consider more measures to address financial abuse (i.e. calls/scams)
- Consider tax incentives to home modification and adaptive aids to support seniors aging-in-place

Child Care and Support for Families

Quality, affordable child care and support for families breaks the cycle of child poverty and allows parents to secure meaningful employment.

Building on existing progress, it is recommended that provincial levels of government continue to:

- Increase investments in licensed child care spaces and ensure proportionate investments in operational funding
- Offer the CARE tax credit while recognizing that it may disproportionately benefit households who can afford to pay upfront child care costs until they receive a tax rebate
- Invest in the Wage Enhancement Grant to ensure that Early Childhood Educators (ECE) within the licensed child care system earn an adequate wage, and continue to address the critical ECE shortage (largely recognized to be a function of poor wages)
- Invest in the Nurse-Family Partnership (NFP) program⁹ as an evidence-based home-visiting program that improves the health, well-being and economic self-sufficiency of first-time parents and their children
- Maintain funding for Healthy Smiles Ontario and expand eligibility requirements for higher income levels
- Maintain full-day kindergarten to support high quality early learning
- Invest in the Healthy Babies, Healthy Children Program

⁹ NFP pairs expecting mothers with a Public Health Nurse to receive ongoing home visitation throughout pregnancy, infancy and into toddlerhood (until age two).

To further improve poverty reduction efforts, it is recommended that provincial levels of government:

- Prioritize, maintain or increase investments in child care fee subsidies, special needs resourcing, EarlyON centres and before and after-school programs
- Increase eligible household income levels for child care fee subsidy to better support low-income families, proportionate to further investment in fee subsidy:
 - Current:
 - \$0 to \$20,000 is fully-subsidized with no cost to parents
 - \$20,001 to \$60,000 is subsidized on a sliding scale
 - Proposed:
 - \$0 to \$40,000 is fully subsidized with no cost to parents
 - \$40,001 to \$80,000 is subsidized on a sliding scale

Social Assistance and Employment Considerations

Building on existing progress, it is recommended that provincial levels of government continue to:

- Target further investment in mental health and addictions services to those receiving social assistance and experiencing multiple barriers to life stabilization and employment
- Remove barriers and invest in incentives that encourage people receiving social assistance to find meaningful employment, without losing vital benefits such as dental and drug coverage

To further improve poverty reduction efforts, it is recommended that provincial levels of government:

- Review social assistance rates, and rent and utility scales to address inflation and rising costs of living
- Consider possible unintended consequences (e.g. a potential increase of OW caseloads by up to 30%) prior to changing the definition of disability or the requirements related to ODSP
- Review Temporary Care Assistance to align with strategies to break the cycle of poverty for children and youth (i.e. eligibility for youth in transition programs)
- Review health benefits for clients accessing Ontario Works to align with ODSP benefits (e.g. dental coverage)
- Index minimum wage to inflation to ensure low-income individuals and families can afford rising costs of living

- Invest in literacy, training and skills development to produce desired employment outcomes, help reduce caseloads and ensure job retention

Additional Considerations

- Investments in mental health and addictions supportive housing using a Housing First approach, may provide individuals with the stability necessary in order to pursue employment opportunities
- Recognized as an efficient tool of poverty reduction, affordable local transportation connects people to services and jobs in their communities, and should be considered in tandem with encouraging job creation
- Investments in broadband services (i.e. Wi-Fi internet) similarly plays a critical role in connecting people to the right services and supports
- Poverty reduction efforts require flexible approaches that take into account variation across local economies. For example, the top two employment sectors in Niagara (retail trade, and accommodation and food services) may be indicative of the seasonal and/or precarious nature of work.

Conclusion

Poverty reduction strategies and investment in their associated initiatives must remain focused on improving outcomes for low-income individuals and families, and account for the current cost of poverty. In many cases, maintaining investments in critical social services is a cost-effective approach to improving health and social outcomes, and produces positive multiplying economic effects that should be considered in the next provincial Poverty Reduction Strategy.

Niagara Region's Community Services commits to continuing collaboration with other Regional departments, post-secondary institutions, and non-profit service providers in the community – through tables such as the Niagara Poverty Reduction Network – to evaluate the effectiveness of poverty reduction initiatives in Niagara. In particular, it is important to note that Brock University is currently evaluating the Niagara Prosperity Initiative (a place-based grant program intended to address poverty) and anticipates bringing forward a final report with associated recommendations to Council in 2021 (see COM 2-2020 for further details).

Community Services staff also appreciates the opportunity provided by MCCSS to offer feedback on the provincial Poverty Reduction Strategy, and looks forward to continued dialogue with Ministry counterparts to ensure that the strategies and initiatives designed to reduce poverty meet the needs of those living in Niagara.

Alternatives Reviewed

Not applicable.

Relationship to Council Strategic Priorities

Healthy and Vibrant Community.

Other Pertinent Reports

- COM 2-2020: Niagara Prosperity Initiative Update

Prepared by:

Michelle Johnston, MA
Policy Advisor
Community Services

Recommended by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was reviewed in consultation with Cassandra Ogunniyi, Strategic and Health Equity Initiatives Coordinator, Public Health & Emergency Services, Blake Landry, Manager, Economic Research and Analysis, Economic Development, and Marc Todd, Manager, Social Assistance & Employment Opportunities, Community Services.

Subject: Emergency Shelter Negotiated Request for Proposal (NRFP) Award Results

Report to: Public Health and Social Services Committee

Report date: Tuesday, March 10, 2020

Recommendations

1. That the homelessness contracts for emergency shelter services **BE AWARDED** in the amount of \$11,705,184 for the period April 1, 2020 to March 31, 2023 to the following nine (9) service providers:

1.	Boys and Girls Club of Niagara	\$ 403,200
2.	Casa El Norte Refugee Assistance Program	\$ 403,200
3.	The Hope Centre	\$ 1,116,000
4.	Matthew House Refugee Ministry of Fort Erie	\$ 403,200
5.	The RAFT (Niagara Resource Service for Youth)	\$ 583,434
6.	The Salvation Army Booth Centre	\$ 1,050,000
7.	Southridge Community Church	\$ 2,577,000
8.	Start Me Up Niagara	\$ 966,750
9.	The Young Women's Christian Association of Niagara Region (YWCA Niagara Region)	\$ 4,202,400
TOTAL		11,705,184

2. That an additional contingency of \$250,000 **BE APPROVED** should system adjustments be necessary during the term of the contracts to increase the number or adjust the type of beds offered.
3. That staff **BE AUTHORIZED** to execute any required amendments and documentation related to the agreements for service providers of emergency shelter to implement funding adjustments.

Key Facts

- The purpose of the report is to seek approval to provide \$11,705,184 to the emergency shelter system for the period April 1, 2020 to March 31, 2023 (36 months).

- The requested funding includes an additional contingency of \$250,000 should funding adjustments be necessary during the term of the contracts to increase the number or adjust types of beds offered.
- Emergency shelter services include overnight accommodation, meals, hygiene items, and other supports including assisting clients to find stable and adequate housing.
- This award will provide two (2) additional apartment units for families in the shelter system over the prior contract period. Council is receiving this report as the award value of the Request for Proposal (RFP) is over the \$5 M threshold of the Procurement By-law 02-2016 which requires Council approval.

Financial Considerations

The total cost, of the three (3) year contract, to provide emergency shelter in Niagara is \$11,705,184 or \$3,901,728 annually. The funding highlighted within this report is based on the current 2020 approved budget and confirmed external funding allocations. The three (3) year contracted amount of \$11,705,184 is contingent upon receiving the same funding level until March 31, 2023. Homelessness Services are funded primarily by the Ministry of Municipal Affairs and Housing (MMAH) (70%), Federal Reaching Home funding (8%), as well as Regional levy (22%). The funding received from the MMAH is mainly through the Community Homelessness Prevention Initiative (CHPI) program. The funding is used not only to support the shelter system but also to fund the continuum of critical homelessness services (prevention, outreach, and housing with supports/Housing First). Confirmed CHPI funding for 2020-21 fiscal year is \$7,847,786.

This award is within the 2020 approved budget for Homelessness Services, which included a 20% increase to the shelter funding allocation, over 2019. This increase was required to support providers of emergency shelter as they continue to experience pressures associated with higher occupancy rates (resulting in additional direct costs eg. meals, laundry, cleaning), addressing the needs of clients presenting with higher acuity (substance abuse, mental health and trauma) and providing cost of living increases to agencies from the previous 2017 contracts.

Analysis

The Community Services department operationalizes the Region's responsibilities as the Consolidated Municipal Service Manager (CMSM) for the homelessness system in Niagara, through the Homelessness Services division. Its key responsibility is service system planning and administration for the homelessness system, and it operates under rules established by the MMAH.

The Homelessness Services division contracts with community agencies to provide emergency shelter services to individuals and families who are homeless. These agencies provide overnight accommodation, food and personal basic needs, along with services to find appropriate housing for the client. In addition, shelters provide connections and referrals to other services including mental health supports and treatment, addictions treatment and healthcare counseling as required.

The Homelessness Services team is dedicated to ensuring that Niagara's homelessness system aligns with best practice and reflects local needs, and therefore set a goal to maintain existing shelter capacity. This aligns with provincial funding expectations i.e. to operate from a Housing First and people centered approach which focuses on the shift from reliance on emergency shelter solutions to preventative and rapid rehousing services. In addition, there is a commitment to support agencies to transition shelter service orientation to a housing-focused shelter approach. Housing-focused sheltering diverts individuals seeking shelter to safe and appropriate options wherever possible (De Jong, 2019). If an individual does enter a shelter there is an expectation that they will be working on obtaining permanent housing during their stay (De Jong, 2019)¹.

These practices were also referenced in the January 2019 Homelessness Service System Review report by Whitesell & Company. Ten recommendations were proposed by Whitesell & Company to support the evolution to a more streamlined, efficient and effective homelessness services system that is proposed to better enable clients to obtain affordable, safe and appropriate housing that meets their needs.

A Negotiated Request for Proposal (NRFP) process has been undertaken through the Region's Procurement division and a review process completed in accordance with the Council approved Evaluation Matrix from COM 29-2019. The NRFP, Contract number 2019-RFP-299 for emergency shelter services was issued on October 22, 2019 and closed on November 19, 2019. Eleven (11) proposals were received at time of closing. The evaluation was completed by a panel of six (6) individuals, with representation from another service system manager, and Niagara Region's Public Health, Finance and Community Services departments.

The resulting financial awards take into consideration agency requests and a movement toward standardization of funding for comparable offerings, while working within the

¹ [Housing Focused Sheltering November 21 2017.pdf](#)

funding envelope available for this service. Throughout the 2017-2020 contract period an additional 45 beds were added to the system and are included in this award. In addition, a further two (2) apartment units have been added in this award. The two (2) new apartment units for families are more economical than hotel rooms which are utilized to support system pressures when additional capacity is required. It is anticipated that system transformation, with an emphasis on the best practices of diversion and housing-focused shelter provision, along with increased spaces in supportive housing, will allow the existing shelter providers to meet the community needs for emergency shelter.

The total request for funding from the successful agencies was \$16,332,867. Niagara Region has negotiated with all nine (9) agencies to ensure standardized levels of service, training opportunities for staff and to be able to award agencies within the 2020 approved budget. Through successful negotiations the award was reduced by \$4,627,683, and local agencies have once more committed to address unfunded costs through fundraising efforts.

Alternatives Reviewed

Not applicable. Process approved by Council via COM 29-2019.

Relationship to Council Strategic Priorities

Aligns with the goals in Niagara's 10-Year Housing and Homelessness Action Plan, including Goal 1: housing individuals who do not have a home and Goal 4: building capacity and improving the effectiveness of the housing system.

Healthy and Vibrant Community – Objective 2.3 – Addressing Affordable Housing Needs

Other Pertinent Reports

- COM 29-2019 Procurement of Homelessness Services for Period of April 1, 2020-March 31, 2023
- COM 23-2019 Niagara Region Application for Built for Zero Canada
- COM 10-2019 Homelessness Services System Review
- COM 1-2020 Community Homelessness Prevention Initiative Investment Plan 2020-21

Prepared by:

Carla Montana, BBA
Homelessness and Emergency Services
Advisor
Community Services

Recommended by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Margaret Penca, Manager, Homelessness Services; Stephanie Muhic, Program Financial Specialist; Jeff Mulligan, Manager Strategic Sourcing; and reviewed by Cathy Cousins, Director, Homelessness Services and Community Engagement.

Works Cited

De Jong, I. (2019, December 4). *The Book on Ending Homelessness*. Victoria, BC: FriesenPress.

Subject: Homelessness Services Housing First and Home for Good Contract Extensions

Report to: Public Health and Social Services Committee

Report date: Tuesday, March 10, 2020

Recommendations

1. That the existing Housing First contracts **BE EXTENDED** as per Appendix 1, with the value of \$76,154.
2. That the existing Home for Good contracts **BE EXTENDED** as per Appendix 1, with the value of \$31,579.
3. That an additional contingency of \$25,000 **BE APPROVED** should additional extensions be necessary.
4. That staff **BE AUTHORIZED** to execute any required amendments and documentation related to the agreements for service providers of Housing First and Home for Good to implement contract extensions.

Key Facts

- The purpose of this report is to seek approval to extend current Housing First contracts in keeping with Committee and Council approval of COM 07-2017.
- Housing First and Home for Good contracts are currently delivered in Niagara through ten Housing First and three Home for Good service providers. These providers support 200 units dedicated to Housing First and 40 units dedicated to Home for Good.
- Housing First and Home for Good programs are a recovery-oriented approach to homelessness that involves moving people who experience homelessness into independent and permanent housing as quickly as possible, with no preconditions, and then providing them with client focused services to support housing stability and prevent a return to homelessness.
- In October 2019, Niagara Region's Homelessness Services division issued multiple Negotiated Requests for Proposals, including Housing First and Home for Good, with the goal to seek preferred proponents to enter into direct contract negotiations with Homelessness Services for service delivery.
- Gateway Residential & Community Support Services of Niagara Inc. as a lead agency, in partnership with Southridge Community Church and Niagara Resource

Service for Youth (The RAFT), is the successful proponent for the delivery of Housing First and Home for Good programs.

- Extending contracts of current service providers for a range of 1-3 months will provide a smooth transition to the successful proponent, allowing agencies to transition support plans with clients and minimize destabilization of the homelessness system.

Financial Considerations

The total cost to extend the Housing First and Home for Good contracts with current providers amounts to \$107,733, and is within the 2020 funding available for Homelessness Services. Homelessness Services will work with Niagara Region's Legal Services and Procurement divisions on the extension of the existing contracts.

Analysis

Community Services operationalizes the Region's provincially mandated responsibilities as the Consolidated Municipal Service Manager (CMSM) for the homelessness system in Niagara. This system operates under rules established by the Ministry of Municipal Affairs and Housing (MMAH), and receives Community Homelessness Prevention Initiative (CHPI) and Home for Good supportive housing funding from the Province. The Region also receives federal funding under the Homelessness Partnering Strategy (known as Reaching Home) and is identified as the local Community Entity for this funding.

Niagara Region's Homelessness Services division carried out an approved formal procurement process (COM 29-2019) for the homelessness service system, with the intention to contract these services for a three-year period from April 1, 2020 - March 31, 2023. Successful proponents will operate homelessness services and participate in the transformation to a new integrated homeless system. These proponents have been determined for Outreach, Emergency Shelter, Housing First and Home for Good. The procurement process for the Niagara Emergency Energy Fund, Transitional Housing and Prevention is still in progress.

Current service provider contracts are set to expire March 31, 2020. The current Housing First and Home for Good contracts are recommended to be extended, as per Appendix 1, to support a smooth transition of service delivery from existing providers to the successful proponent, Gateway Residential & Community Support Services of

Niagara Inc., in partnership with Southridge Community Church and Niagara Resource Service for Youth (The RAFT).

In keeping with Committee and Council's approval of COM 07-2017 which provided the authority to award Housing First contracts for the period April 1, 2017 to March 31, 2020, staff is seeking Committee approval to further extend these contracts as outlined in Appendix 1. Of note, while COM 07-2017 did not include the Home for Good contracts, these extensions are being provided as information only.

Alternatives Reviewed

Provide a brief analysis of the possible alternatives and explain why they are not recommended.

Relationship to Council Strategic Priorities

Aligns with the goals in Niagara's 10-Year Housing and Homelessness Action Plan, including Goal 1: housing individuals who do not have a home and Goal 4: building capacity and improving the effectiveness of the housing system.

Healthy and Vibrant Community – Objective 2.3 – Addressing Affordable Housing Needs

Other Pertinent Reports

- COM 07-2017 Housing First Providers in Niagara Region
- COM 10-2019 Homelessness Services System Review
- COM 23-2019 Niagara Region Application for Built for Zero Canada
- COM 26-2019 Homelessness Services Report 2018
- COM 29-2019 Procurement of Homelessness Services for Period of April 1, 2020-March 31, 2023

Prepared by:
Maggie Penca
Manager of Homelessness Services
Community Services

Recommended by:
Adrienne Jugley, MSW, RSW, CHE
Commissioner
Community Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Bart Menage, Director of Procurement and Strategic Acquisitions, Cathy Cousins, Director of Homelessness Services and Community Engagement and reviewed by Stephanie Muhic, Program Financial Specialist.

Appendices

Appendix 1 Homelessness Services Housing First and Home for Good Contract
Extensions Values

Appendix 1 Homelessness Services Housing First and Home for Good Contract
 Extensions Values

Program	Vendor Legal Name	Contract Extension
Housing First	Start Me Up Niagara	\$34,116
Housing First	The Hope Centre: Community Resources in Advocacy	\$5,078
Housing First	Bethlehem Housing and Support Services	\$4,309
Housing First	The Young Women's Christian Association of St. Catharines (YWCA)	\$14,875
Housing First	The Governing Council of the Salvation Army of Canada on behalf of St. Catharines Booth Centre	\$17,776
Total		\$76,154
Program	Vendor Legal Name	Contract Extension
Home For Good	Start Me Up Niagara	\$26,263
Home For Good	The Hope Centre: Community Resources in Advocacy	\$5,316
Total		\$31,579



Mailing Address:
P.O. Box 344
Thorold ON L2V 3Z3

Phone: 905-682-9201
Toll Free: 1-800-232-3292
(from Grimsby and beyond Niagara region only)

Street Address:
Campbell East
1815 Sir Isaac Brock Way
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Main Fax: 905-687-4844
Fax – Applications: 905-935-0476
Fax – Contractors: 905-682-8301
Web site: www.nrh.ca

March 2, 2020

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

Dear Ms. Norio,

At their February 14, 2020 meeting, the Niagara Regional Housing Board of Directors received the following information as attached in the report NRH 5-2020:

That the Niagara Regional Housing Board of Directors send a letter to the Ombudsman of the Province of Ontario with a copy to Regional Council and area MPPs and FORWARD to the Public Health and Social Services Committee for information.

It is further requested that the Regional Chair send a letter to the Ontario Ombudsman supporting the request from Niagara Regional Housing for a review of the ongoing delays in matters before the Landlord and Tenant Board.

Sincerely,

A handwritten signature in black ink, appearing to read 'Walter Sendzik', with a long horizontal flourish extending to the right.

Councillor Walter Sendzik
Chair

Office of the Ombudsman of Ontario
483 Bay Street, 10th floor, South Tower
Toronto, ON M5G 2C9

March 2, 2020

To Whom it May Concern,

It is with utmost respect that the Niagara Regional Housing Board of Directors must convey our ongoing concerns with delays in matters before the Landlord and Tenant Board.

As you may appreciate, both private landlords and not-for-profit housing associations operate on the income they receive from their rental properties. Prior to the fall of 2019, applications to terminate tenancies for non-payment of rent were processed and hearings were scheduled within four to five weeks of the date of filing. More recently, we are finding that hearings are sometimes scheduled four or five months after filing. The financial impact on social housing landlords, with the burden to carry tenants who are not paying rent, is creating a significant impact on our day-to-day operations. We can only imagine how this is adversely impacting private landlords who have large mortgages as well as operating expenses.

NRH is in the business of providing affordable housing and such delays are affecting our ability to meet our mandate. On a day-to-day basis we are finding that tenants are learning of the delays which are allowing them to remain in rental units without paying for months on end.

We believe that this situation has been caused by the large number of vacancies that appear in the list of adjudicators who are available to hear cases. These adjudicators are appointed by the province. We are advised that the Landlord and Tenant Board, in particular the Hamilton office which governs our territorial jurisdiction, is understaffed as attrition takes place and no new employees are hired. There are times when we file applications by fax and the paperwork languishes for an extended period of time without being processed due to these staff shortages.

We respectfully ask that the government and the ombudsman take immediate action to remedy this situation to make the system effective and efficient again. Failure to do so will result in social housing providers' inability to provide suitable housing to those truly in need.

Sincerely,



Walter Sendzik
Board Chair, Niagara Regional Housing

cc: The Hon. Steve Clark, Minister, Ministry of Municipal Affairs and Housing
Jim Bradley, Regional Chair, Niagara Regional Council
Jeff Burch, MPP Niagara Centre
Wayne Gates, MPP Niagara Falls
Sam Oosterhoff, MPP Niagara West
Jennie Stevens, MPP St. Catharines

**Please call 905-682-9201 if you need this information in a different format,
or translated into another language.**

Subject: Seniors Services Quality Improvement Report – October to December 2019

Report to: Public Health and Social Services Committee

Report date: Tuesday, March 10, 2020

Recommendations

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

Key Facts

The purpose of this report is to provide Committee and Council with highlights of quality initiatives and outcomes in the fourth quarter of 2019 for Seniors Services. Areas of focus in this quality update include:

- Seniors Services Strategic Plan 2020-2023
- Infection Prevention and Control – Outbreaks and Hand Hygiene
- Bedrail Failure Mode Effect Analysis (FMEA)

Financial Considerations

The activities highlighted in this report were funded within the 2019 approved operating budgets. The Ministry of Long-Term Care (MLTC) and the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) are the primary sources of funding for the Seniors Services division. Other funding sources include user fees and municipal tax levy.

Analysis

Seniors Strategic Plan 2020-2023

The Long-Term Care Homes Act and Accreditation Canada require long-term care homes to develop a strategic plan every three years. The purpose of the Seniors Services Strategic Plan is to guide the work of the division over the next three years. The plan sets strategic directions focused on services delivered to seniors in Niagara Region's Community Programs as well as in its long-term care homes.

The strategic plan was developed through a comprehensive, staff-led engagement process. Seniors Services' clients / residents, families and caregivers, staff and

community partners provided input and feedback through in-person focus groups and online surveys.

The new vision for Seniors Services is “*Extraordinary Care. Compassionate Team. Collaborative Leader*”. This vision will help drive the work for Seniors Services and is intended to resonate with staff at all levels.

The key strategic priorities are:

- Strengthen Workplace Health and Safety and Workflow
- Engage and Empower Staff
- Enhance Care Experiences
- Improve Outcomes Through Innovation
- Maximize Collaboration with Partners

In order to move these strategic priorities forward, specific projects, initiatives and actions will be identified in annual and multi-year implementation plans. These plans will ensure Seniors Services is aligned to meet current and future needs of seniors living in Niagara, as identified through the strategic planning process.

Infection Control – Outbreaks and Hand Hygiene

Outbreaks in long-term care homes have an impact on the quality of life for residents. Long-term care homes take a number of steps to decrease the risk and length of outbreaks including increased cleaning of high touch surfaces, encouraging residents and staff to get the flu shot, advising families not to visit if they are feeling unwell and ensuring good hand hygiene practices. In 2019, the eight Niagara Region homes had 14 outbreaks including 11 upper respiratory outbreaks (with symptoms of cough, congestion and fever) and 3 enteric outbreaks (with symptoms of vomiting, diarrhea and stomach cramps). The total number of outbreaks decreased slightly from 2018 when there were 16 outbreaks across the homes.

It is widely understood that good hand hygiene prevents the spread of infection and disease. In support of enhanced hand hygiene practices, Seniors Services has a comprehensive hand hygiene program that incorporates annual training on infection control practices and a regular schedule of monthly audits. Staff use a computer application to complete monthly audits. Audits include the four moments of hand hygiene: initial contact with the resident, before sterile technique, after exposure to body fluids and after resident contact. The application provides timely feedback to foster a learning culture of improved hand hygiene techniques and practices. Seniors Services

reached their target for compliance this past quarter by achieving a rate of 98% compliance at the four moments of hand hygiene.

Bed Entrapment Program Failure Mode and Effect Analysis (FMEA)

In the past, the use of bedrails was utilized as a safety mechanism to prevent the risk of falls. Informed by research and analysis, today routine use of bedrails in long-term care homes is discouraged and largely eliminated when possible due to the risk of bed entrapment. Bed entrapment is an event in which an individual is caught, trapped, or entangled in the spaces in or around the bed rail, mattress or bed frame. Bed entrapment has been found to lead to injuries up to and including death. Those most vulnerable for bed entrapment include individuals who are elderly, frail, confused, restless, are in pain, have altered mental status or uncontrolled body movements. As such, long-term care residents are recognized as a high-risk group.

To ensure best practice and guarantee the highest level of resident safety, Seniors Services engaged the Region's Business Excellence and Innovation team to complete a review and prospective analysis of the Bed Entrapment Prevention Program. The program review used the Failure Mode and Effect Analysis (FMEA) tool. Using this tool the team identified key points in the Bed Entrapment Prevention Program that required additional effort to further reduce risks.

Areas of risk identified in the process included staff training, the process to trial a bed rail alternative, and ensuring bed rails that are no longer required or appropriate are removed. Solutions detailed in the action plan include an enhanced training plan (introducing testing to confirm staff understanding and knowledge retention), regular meetings with registered staff and leadership to ensure open and frequent lines of communication, ensuring proper assessment, trial and removal of bed rails. Follow-up action plans are now completed and being implemented across the homes.

Seniors Services has been asked to present the bed entrapment prevention program at the provincial AdvantAge spring 2020 conference, recommending it as an industry best practice program.

Alternatives Reviewed

Not Applicable.

Relationship to Council Strategic Priorities

Healthy and Vibrant Community.

Other Pertinent Reports

None.

Prepared by:

Kim Eros
Associate Director Clinical & Support
Services, Community Services

Recommended by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner, Community Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Jeannette Bax, Business Excellence and Innovation Program Manager, Sandy Dupuis, Manager of Compliance and Community Engagement and reviewed by Henri Koning, Director, Seniors Services.

Appendices

Appendix 1 Seniors Services Report Card 2019

Appendix 1

Seniors Services Report Card 2019

Measures	Definition	2019 Q1	2019 Q2	2019 Q3	2019 Q4
Seniors Long Term Care Home Metrics					
Cognitive Impairment	This metric provides a percentage of residents whose diagnosis includes dementia, other than Alzheimer's or related neurologic diseases after the resident assessment has been completed.	66.7	66.1	65.79	66.06
Resident Satisfaction Survey	This metric provides a measure of the residents' perception of the services and overall rating of a great place to live. The resident satisfaction survey is issued annually. The 2018 MBN median for upper-tier municipalities was 93%. In 2018 the median for the 8 Niagara Region LTC Homes was 95%.	95			
Pressure Ulcers	This is a measure of the # of worsened stage 2-4 pressure ulcers documented on their target assessment and the stage of pressure ulcer is greater on their target assessment than on their prior assessment (Prov. Avg. 2.6%)	3.7	3.73	3.25	2.96
Outbreaks	The resident home area may be declared in outbreak by Public Health if two or more residents residing in the same resident home area have two or more consistent infectious symptoms (In 2018 the total number of outbreaks was 16).	5	2	4	3

Measures	Definition	2019 Q1	2019 Q2	2019 Q3	2019 Q4
% of Resident who have fallen in the last 30 days	This is a measure of the % of residents who sustained a fall in the last 30 days recorded on their target assessment. (Prov. Aver. 16.25%)	17.05	18.25	17.00	16.65
% of Residents with New Fractures	This is a measure of the % of residents who sustained a fracture during this quarter on their most recent assessment. This total includes any fracture that may occur. The goal is to minimize all fractures. (Prov. Aver. 2.1%)	1.74	0.79	1.64	1.075
Seniors Community Programs					
Number of unique individuals served in 2018	Individual is counted once in a calendar year regardless of the number of services one individual may be accessing	1682	1698	1748	1614
% satisfied with overall services	Average across all SCP programs	97			
# of complex case consultations	Multi-agency collaboration is required to support the diverse needs of the individual in developing a community plan of support/care	10	23	4	11

MEMORANDUM

COM-C 4-2020

Subject: Provincial Employment Transformation
Date: March 10, 2020
To: Public Health and Social Services Committee
From: Adrienne Jugley, Commissioner, Community Services

As you are now aware, we have been notified by the Ministry of Labour, Training and Skills Development that we were unsuccessful in our application to be the Service System Manager for our prototype area, for employment services (including those services we provide to recipients of social assistance).

The Ministry also announced the successful proponents in each of the three areas (one for-profit provider, one not-for profit consortium, and one Community College), the announcement is attached for your information. No municipal service manager applications were successful in the three prototype areas.

The successful proponent for the Niagara/Hamilton area is Fedcap (a U.S. based company), an organization that will lead a consortium of providers which includes two current Employment Ontario service providers (Canadian Council on Rehabilitation and Work, Operation Springboard) and two current providers of Ontario Disability Support Program Employment Supports (Corbrook and Community Living Toronto).

As we are aware that the province has very aggressive timelines associated with this initiative, we anticipate hearing shortly from Fedcap as they assume the role of service manager and begin planning employment services for our area. As there are significant financial implications for all social assistance providers, we will be providing the PHSSC committee with updates and recommendations for any service delivery changes over the next several months. We will, of course, work closely with the new service manager to ensure that our clients receive the best employment supports possible and identify opportunities for us to work collaboratively to support an effective local employment system reflective of the unique needs and opportunities of our community.

Lastly, I want to thank our staff from both Community Services and colleagues from across the corporation who assisted with our submission. I believe that the work that

went in to a very comprehensive application and vision for an improved system, will be helpful as we work with Fedcap in the months ahead.

Respectfully submitted and signed by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner



NEWS

Ministry of Labour, Training and Skills Development

Ontario Moving Ahead with the Reform of Employment Services

February 14, 2020 10:00 A.M.

Ontario's Government is moving ahead with the reform of the employment services system by introducing new Service System Managers in three prototype regions across Ontario. This approach will:

- Create an efficient employment service to meet the needs of all clients, including those on social assistance or with a disability.
- Be more responsive to local labour market needs.
- Drive results for job seekers, employers and communities.

Milestones of the reform

Winter 2019 - Announced plan to modernize employment services

- In 2016, [the Auditor General reported](#) that Ontario's employment and training programs were not effectively helping people find and keep full-time jobs.
- On February 12, 2019 the government announced its [plan to modernize Ontario's employment services](#) by creating a new service delivery model that integrates social assistance employment services into Employment Ontario.
- Service System Managers would also be selected to plan and deliver more locally-responsive employment services starting in three prototype regions.

Spring/Summer 2019 - Engaged with stakeholders and partner

- To ensure the new employment services system meets the needs of job seekers and employers, the government engaged with nearly 200 stakeholders and partners in spring/summer 2019.

Summer/Fall 2019 - Announced prototype regions and opened Service System Manager competition

- On [July 2, 2019, the government announced](#) that the new employment services model would first be implemented in three prototype regions: Region of Peel, Hamilton-Niagara and Muskoka-Kawarthas.
- A new competitive process open to any public, not-for-profit and private sector organization was launched to select Service System Managers for the three prototype regions.

January 2020 - Service System Managers selected

The government evaluated all qualified proposals and selected a Service System Manager for each prototype region that is best positioned to manage the employment system and deliver results:

- For Region of Peel: WCG, part of the APM Group.
 - WCG is a Canadian subsidiary of The International APM Group Pty Ltd (APM), a global human service organization based in Australia. In the last year, APM supported more than 350,000 people across 10 countries by designing and delivering employment, health and rehabilitation services.
- For Hamilton-Niagara: A consortium led by Fedcap.
 - The consortium led by Fedcap includes two current Employment Ontario service providers (Canadian Council on Rehabilitation and Work, Operation Springboard) and two current providers of Ontario Disability Support Program Employment Supports (Corbrook, Community Living Toronto).
- For the Muskoka-Kawarthas region: Fleming College.
 - Fleming College has more than 50 years of experience delivering education, skills training and employment services to students, job seekers and employers. Each year, 3,000 job seekers access Employment Ontario services via Fleming College.

Next steps of the reform

- The new Service System Managers will start establishing a presence in their prototype region and familiarizing themselves with the existing employment

service provider network. However, clients will not experience any changes to how they access employment services and supports at this time.

- Lessons learned from the prototype regions will be applied to the future roll out across the province (expected to start in 2022).
- As the new system is implemented in the prototype regions, the government will continue to work with service delivery partners across Ontario to plan and deliver stronger, more localized employment and social assistance services.
- The changes that will be introduced in the prototype phase will not apply to the services delivered on-reserve by First Nations, including Ontario Works Employment Assistance and Employment Ontario employment services.

LEARN MORE

- [Employment and Training Services in Ontario](#)

Janet Deline Communications Branch
MLTSDmedialine@ontario.ca
416-326-7405

[Available Online](#)
[Disponible en Français](#)

Bradley Metlin Minister's Office
Bradley.Metlin@ontario.ca



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

February 14, 2020

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

Dear Ms. Norio,

At their February 14, 2020 meeting, the Niagara Regional Housing Board of Directors, passed the following motion as recommended in attached report NRH 3-2020:

That Niagara Regional Housing Quarterly Report October 1 to December 31, 2019 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Your assistance is requested in moving report NRH 3-2020 through proper channels to Regional Council.

Sincerely,

Mayor Walter Sendzik
Chair

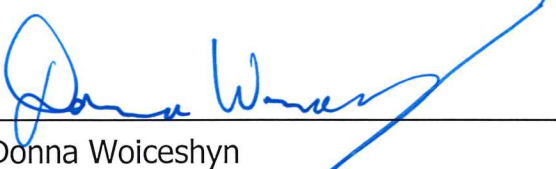


Q4 (October 1 to December 31, 2019) to Board of Directors

Recommendation:

That Niagara Regional Housing Quarterly Report October 1 to December 31, 2019 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Submitted by:


Donna Woiceshyn
Chief Executive Officer

Approved by:


Walter Sendzik
Chair

Directors:

Walter Sendzik, Chair
Regional Councillor
St. Catharines

Gary Zalepa, Treasurer
Regional Councillor
Niagara-on-the-Lake

Tom Insinna
Regional Councillor
Fort Erie

James Hyatt, Vice-Chair
Community Director
St. Catharines

Betty Ann Baker
Community Director
St. Catharines

Betty Lou Souter
Community Director
St. Catharines

Karen Blackley, Secretary
Community Director
Thorold

Barbara Butters
Regional Councillor
Port Colborne

Leanne Villella
Regional Councillor
Welland

Q4 (October 1 to December 31, 2019)

HIGHLIGHTS:

Application Activity

741 received & processed



Work Orders

3,675 issued



Capital Program

8 projects ongoing

51 contract orders issued



Rent Arrears

= \$36,134.21

or **2.81%** of the monthly rent charges



Community Resources & Partnerships

offered supports to

144

new referrals



43

partners

Non-Profit Housing Programs

65% deemed HEALTHY



Rent Supplement / Housing Allowance

1,441 units



Niagara Renovates

- Inspections are complete
- 55 homeowners will receive 2019/2020 funding



Welcome Home Niagara

7 homeowners received assistance



Housing First Project

16

Individuals / families housed



Appeals

= **11** 6 upheld
5 overturned



New Development

- Carlton & Roach • complete
- Hawkins/Dell • demo Jan. 2020
- construction spring 2020



Q4 (October 1 to December 31, 2019)

VISION

That the Niagara community will provide affordable, accessible and quality housing for all residents

MISSION

To expand opportunities that make affordable housing an integral part of building healthy and sustainable communities in Niagara

As the administrator of social housing for Niagara Region, Niagara Regional Housing (NRH) works to fulfill our vision and mission through six main areas of responsibility:

1. [Public Housing \(NRH Owned Units\)](#)
2. [Non-Profit Housing Programs](#)
3. [Rent Supplement Program](#)
4. [Affordable Housing Program](#)
5. [Service Manager Responsibilities](#)
6. [Housing Access Centre and Centralized Waiting List](#)



Definitions can be found in the attached Reference Sheet.

1. Public Housing (NRH Owned Units)

DAY-TO-DAY MAINTENANCE:

In Q4, **3,675 work orders** were issued, representing \$ 1,004,181. \$ 65,866 of this amount was charged back to tenants who were held responsible for damages.

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
# of work orders issued	3,203	2,500	3,084	3,111	3,675

Q4 (October 1 to December 31, 2019)

CAPITAL PROGRAM:

The Capital Program is responsible for maintaining the Public Housing (NRH Owned Units) asset and planning for future sustainability.

In Q4, 51 contract orders were issued, seven public tenders closed and purchase orders issued \$2,788,400.

The Capital Program was responsible for eight capital projects valued at \$2,788,400 including:

- 2 projects – pavement retrofits
- 2 projects – fencing replacements
- 1 project – window and sealant replacements
- 1 project – curtain wall and sealant replacements
- 1 project – shingle roof replacement
- 1 project – window replacements
- 22 RFP's and RFQ's - various investigations, health and safety repairs, emergency repairs, structural repairs and pavement retrofits

As of December 31, 2019, \$ 9,800,000 of the \$11.7 budgeted (excluding emergency) has been committed and or actually spent (85%).

TENANT MOVE OUTS:

Move Outs By Reason

Health	6	NRH Transfer	5
Long Term Care Facility	10	Moved to Coop or Non-Profit	0
Deceased	11	Bought a House	0
Private Rental	9	Left Without Notice	5
Voluntarily Left Under Notice	4	Other/None Given	15
Eviction – Tribunal	6	Cease to Qualify	0
		TOTAL	71

In Q4, there were **71 move outs**. Six involved eviction orders granted under the Ontario Landlord Tenant Board (LTB) – Arrears (five), Disturbances N5 (one). Five of the evictions were enforced by the Sherriff.

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
# of move outs	65	51	86	57	71

Q4 (October 1 to December 31, 2019)

ARREARS:

NRH Housing Operations actively works to reduce rent arrears, which remained consistent throughout 2019.

	Dec 31, 2018	Mar 31, 2019	Jun 30, 2019	Sept 30, 2019	Dec 31, 2019
Rent charges for the month	\$1,187,770.00	\$1,203,317.00	\$1,257,090.00	\$1,267,460.00	\$1,286,793.00
Accumulated rent arrears	\$24,135.76	\$35,736.89	\$34,004.39	\$35,549.21	\$36,134.21
Arrears %	2.03%	2.97%	2.71%	2.80%	2.81%

INSURANCE:

Nothing to report in Q4.

COMMUNITY RESOURCES AND PARTNERSHIPS:

In Q4, we had partnerships with **43 community agencies** across Niagara. As a result of these partnerships, more than 200 support and enrichment activities were offered to tenants at NRH sites. Each partnership contributes to tenant lives and, in turn, the success of the Public Housing community as a whole:

- NRH launched a new partnership with Niagara College in the integrated (non-family, aged 16 and over) buildings on Scott Street in St. Catharines. Scott Street has been a challenging community for a number of years, housing many tenants with mental health and addiction issues. At times, these vulnerable tenants were targeted by drug dealers and had to choose between nefarious friendships or isolation within their units. NRH worked with Niagara Regional Police to stop the criminal activity at the building and is now working with Niagara College to provide support and positive activities. Niagara College provides a supervisor for the Recreation and Social Service Worker students who are gaining valuable experience working with low-income, often vulnerable, populations. NRH tenants benefit from life skills workshops and positive interactions with each other. Together, NRH, Niagara College and the Scott Street tenants are rebuilding Scott Street into a safe, pleasant place to live.

Also during Q4, NRH Community Programs Coordinators (CPCs) offered support to **144 new referrals of tenants in need of assistance¹**. Of those new referrals, **65% were considered medium-high need**, (e.g. child safety concerns, eviction, social issues, cognitive concerns). In particular, there was an increase in the number of tenants needing help with arrears and social issues.

¹ This number is lower than previous quarters due to the implementation of the new Yardi case tracking system and adjustments being made to ensure consistent case tracking.

Q4 (October 1 to December 31, 2019)

2. Non-Profit Housing Programs

As administrator of social housing for Niagara Region, NRH provides legislative oversight for **60 Non-Profit Housing Programs (non-profit and co-operative)**. Operational Reviews are conducted to determine the overall health of each.

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
Healthy	40	40	40	40	39
Routine Monitoring	17	18	17	17	18
Intensive Monitoring	2	0	1	1	1
Pre-PID (Project in Difficulty)	1	1	1	1	1
PID (Project in Difficulty)	1	1	1	1	1
TOTAL	61	60	60	60	60

NRH Housing Programs staff continue to work with Housing Providers as they move toward End of Operating Agreements (EOA) / End of Mortgage (EOM).

3. Rent Supplement Program

In Q4, there were **1,441 Rent Supplement/Housing Allowance units** across Niagara. In the Rent Supplement program, tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the market rent for the unit. The Housing Allowance program is a short-term program that provides a set allowance to help applicants on the wait list.

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
Fort Erie	28	26	32	32	30
Grimsby	26	34	26	24	22
Lincoln (Beamsville)	11	11	11	11	13
Niagara Falls	230	235	239	240	239
Niagara-on-the-Lake	-	4	5	5	5
Pelham	21	20	19	19	19
Port Colborne	53	67	62	65	64
St. Catharines	732	741	780	773	778
Thorold	53	57	61	56	57
Welland	201	209	203	200	198
West Lincoln	15	15	15	15	16
TOTAL	1,370	1,419	1,453	1,440	1,441

Variance in the Rent Supplement program are a reflection of fluctuation between agreements ending and new agreements taken up with landlords.

Q4 (October 1 to December 31, 2019)

An **In-Situ Rent Supplement Program** has been developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.

In Q4, NRH initiated new agreements with **12 new landlords**.

4. Affordable Housing Program

NIAGARA RENOVATES PROGRAM:

The Niagara Renovates program provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes.

Niagara Renovates inspections for 2019-2020 funding are now complete. Inspections include all areas inside and outside of the home to ensure compliance with program guidelines. Issues are identified and a detailed Inspection Report is provided to the homeowner.

NRH received \$600,000 through the Investment in Affordable Housing - Extension (IAH-E) program for homeowner and secondary suite repairs and \$311,015 for multi-unit repairs, totaling \$911,015 for the 2019/2020 period.

NRH received an additional \$376,370 through the Ontario Priorities Housing Initiative (OPHI) for homeowner and housing provider renovations and repairs for the 2019/2020 period.

55 homeowners have been approved for funding.

HOMEOWNERSHIP PROGRAM – “WELCOME HOME NIAGARA”:

The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan.

NRH received \$180,000 through the Investment in Affordable Housing - Extension (IAH-E) program for the 2019/2020 period, with \$100,000 of that allocated to Habitat for Humanity Niagara.

In Q4, **seven homeowners** received assistance through Welcome Home Niagara. **One of these was an NRH tenant.**

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
# of homeowners assisted	19	0	4	6	7

Q4 (October 1 to December 31, 2019)

HOUSING FIRST PROGRAM:

The Housing First program helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing.

In Q4, **15 individuals/families** were housed through the Housing First program. Since 2012, Housing First has helped 438 individuals/families.

	2018- Q4	2019- Q1	2019- Q2	2019- Q3	2019- Q4
# of individuals/families housed	27	10	23	15	16
# of Housing First units (at quarter end)	184	189	198	197	202

17 of these Housing First units were created with NRH's new development at 527 Carlton Street in St. Catharines.

RENTAL HOUSING (NEW DEVELOPMENT):

NRH New Development

Carlton Street, St. Catharines COMPLETE	Amount	Units
Investment in Affordable Housing-Extension (IAH-E), Year 3	\$5,806,000	45
Investment in Affordable Housing-Extension (IAH-E), Year 4	\$2,888,000	23
Social Infrastructure Fund (SIF), Year 1	\$2,387,817	17
Roach Avenue, Welland COMPLETE		
Social Infrastructure Fund (SIF), Year 3	\$1,200,000	8
Hawkins Street/Dell Avenue, Niagara Falls		
Ontario Priorities Housing Initiative (OPHI)	\$3,000,000	20
Regional Development Charges / NRH Reserves	\$17,090,000	53
TOTAL	\$32,371,817	166

Roach Avenue

- Project substantial completion on October 28
- Facility has been turned over to operations November 1
- Tenants started moving in November 1

Hawkins Street/Dell Avenue

- Public Information Session was held November 12, 2019
- Second submission of Site Plan Drawings submitted to the City of Niagara Falls
- Site Plan Agreement scheduled for approval in January 2020
- Development meeting scheduled for January 7, 2020
- Class B Cost Report for development scheduled to commence mid-January

Q4 (October 1 to December 31, 2019)

- Six of 12 housing units have been demolished, removal of debris in progress – scheduled to be complete at the end of January 2020
- Detail development of drawings are approximately 60% complete
- Construction of project is scheduled to begin in spring 2020

Additional New Development

Investment in Affordable Housing-Extension (IAH-E), Year 2 funding has been allocated to three non-profit organizations and will result in the creation of 40 units for seniors and mental health consumers in Niagara:

	Amount	Units
Gateway Residences of Niagara, Huron Street, Niagara Falls COMPLETE	\$720,000	9
Thorold Municipal Non-Profit, Ormond Street, Thorold COMPLETE	\$1,228,912	14
Stamford Kiwanis, Barker Street, Niagara Falls COMPLETE	\$1,089,088	17
TOTAL	\$3,038,000	40

Stamford Kiwanis

- Substantial completion November 22, 2019

5. Service Manager Responsibilities

APPEALS:

In Q4, **11 appeals** were heard (one less than in 2018-Q4).

- Seven related to ongoing RGI eligibility
 - Two Housing Provider appeals for failure to notify of changes (guests) – one UPHELD, one OVERTURNED
 - Four for failure to provide information – three UPHELD (one with conditions), one OVERTURNED
 - One overhoused household for refusing final offer – OVERTURNED
- Four for decisions made by Housing Access
 - One Urgent Status – OVERTURNED
 - One overhoused household (Market-RGI policy) – OVERTURNED
 - Two extra bedroom – UPHELD

	2018-Q4	2019-Q1	2019-Q2	2019-Q3	2019-Q4
# of appeals	12	10	12	10	11

Q4 (October 1 to December 31, 2019)

6. Housing Access Centre & Centralized Waiting List

APPLICATION ACTIVITY:

# of Applications Received & Processed	741	# of Eligible Applications	707
# of Special Provincial Priority Status Applications	103	# of Ineligible Applications	34
# of Urgent Status Applications	130	# of Cancelled Applications	238
# of Homeless Status Applications	158	# of Applicants Housed	156

In Q4, **238 households were removed** from the Centralized Waiting List because they were no longer eligible, they found alternate housing or we were unable to make contact.

Q4 (October 1 to December 31, 2019)

CENTRALIZED WAITING LIST:

		2018- Q4	2019- Q1	2019- Q2	2019- Q3	2019- Q4
		# of households				
A	Rent-Geared-to-Income (RGI) waiting list:					
	Niagara resident RGI waiting list	4,616	4,715	4,926	5,012	5,154
	Applicants from outside of Niagara	761	793	849	897	977
	TOTAL RGI waiting list:	5,377	5,508	5,775	5,909	6,131
	Housing Allowance: a set allowance to help applicants on the waiting list with affordability in the private market until housed in an RGI unit	639	704	742	747	742
A1	RGI waiting list demographics:					
	Seniors	2,218	2,257	2,344	2,362	2,455
	Adults no dependents	1,761	1,805	1,881	1,922	1,979
	Adults with dependents	1,398	1,446	1,550	1,625	1,697
A2	RGI list further segmented (#'s included in A & A1):					
	SPP – Special Provincial Priority (Ministry Priority): helps victims of violence separate permanently from their abuser	131	128	148	165	148
	URG – Urgent (Local Priority): for applicants with mobility barriers and/or extreme hardship where their current accommodation puts them at extreme risk and/or causes hardship	116	117	109	130	142
	HML – Homeless (Local Priority): provides increased opportunity for placement to homeless households	954	971	1,012	1,007	1,075
	SUP – Supportive/Transitional: provides targeted, provisional services to assist individuals to transition beyond basic needs to more permanent housing	13	15	11	12	16
B	In addition, NRH manages:					
	Overhoused: households who are living in subsidized accommodation with more bedrooms than they are eligible for	168	180	176	181	174
	Transfer: households who are currently living in subsidized accommodation and have requested a transfer to another provider	535	564	573	603	613
	TOTAL RGI households on waiting list managed by NRH:	6,080	6,252	6,524	6,693	6,918
C	NRH maintains a waiting list for market rent units (62 Non-Profit Housing Programs):					
	Market: applicants who have applied for a market rent unit in the Non-Profit Housing Programs portfolio	647	667	723	752	784
	TOTAL households on waiting list managed by NRH:	6,727	6,919	7,274	7,445	7,702
	TOTAL individuals on waiting list managed by NRH:	11,488	11,884	12,577	13,059	13,587

Note: the above chart includes only those who apply to the Centralized Waiting List and does not capture the full number of those in need of affordable housing in Niagara.

Q4 (October 1 to December 31, 2019)**ESTIMATED WAIT TIMES:**

CITY	SENIORS Age 55 and older		SINGLES Age 16-54		HOUSEHOLDS WITH DEPENDENTS			
	Bachelor	1 Bed	Bachelor	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed
	Y E A R S							
Fort Erie	-	10	3	10	2	2	5	-
Grimsby	-	5	-	-	-	-	-	-
Lincoln	-	4	-	9	10	9	-	-
Niagara Falls	5	6	-	17	8	3	11	15
Niagara-on-the-Lake	-	5.5	-	-	-	-	-	-
Pelham	-	10	-	-	-	-	-	-
Port Colborne	-	5	-	11	4	4	3	-
St. Catharines	-	6.5	9	13	3.5	4	10	11
Thorold	-	9	-	11	6	10	-	-
Welland	-	5.5	6	15	7	2.5	7	6
West Lincoln	-	4.5	-	-	7	5	-	-

no units of this size available in this community

January 2019

Please note:

- wait time information can fluctuate and is an approximation only
- wait times may not reflect the actual time one may wait for affordable housing

A	AFFORDABLE HOUSING RENTS: Rents are established at 80% market of Canada Mortgage and Housing Corporation (CMHC) Average Market Rent, with no ongoing rental subsidy.
	APPEALS: Social Housing tenants/members can request reviews of decisions related to applicant eligibility, priority status, transfer requests, overhoused status, ongoing Rent-Geared-to-Income (RGI) eligibility and rent calculation issues. The NRH Appeal Committee makes decisions on appeals from applicants and tenants in Public Housing, Social Housing (where they have not established an Appeal Committee) and Rent Supplement units. All appeal decisions are final, per legislation.
	ARREARS: To assist with arrears collection, tenants/members are provided the option of entering into a repayment agreement but are still expected to pay full rent on time.
B	
C	CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI): A program that provides funding to protect affordability for households in social housing, support the repair and renewal of existing social housing supply and expand the supply of community housing over time.
	CAPITAL PROGRAM: Responsible for maintaining the Public Housing (NRH-owned) asset and planning for future sustainability, as well as issuing tenders for service contracts.
	CENTRALIZED WAITING LIST: Is comprised of almost 200 subsidiary lists of Public Housing, Social Housing and private units through the Rent Supplement program. It is maintained on a modified chronological basis (i.e. in order to ensure that applicants are treated fairly, units are offered based on the date of application). The needs of particularly at-risk populations are addressed through Priority Status groups that are offered units before other applicants on the Centralized Waiting List: <ul style="list-style-type: none"> • Special Provincial Priority (SPP) Status • Urgent Status • Homeless Status <p>The <i>Housing Services Act, 2011</i> (HSA) requires that the Centralized Waiting List is reviewed on a regular basis. Applicants are asked to confirm their continued interest and to update information annually (# of household members, total household income) so that NRH can verify ongoing eligibility for housing subsidy. If a household is no longer interested or is deemed ineligible the application is cancelled and removed from the list.</p> <p>The Centralized Waiting List includes various types of households (i.e. families, seniors and singles/adults without dependents) from both within and outside Niagara, the priority groups mentioned above, RGI and Market applicants and existing tenants who are overhoused (have more bedrooms than they need).</p>
	COMMUNITY HOUSING: Housing owned and operated by non-profit, co-operatives and municipal governments or district social services administration boards including subsidized or low-end-of market rents.

Quarterly Report Reference Sheet

	COMMUNITY PROGRAMS: NRH's community partners offer events, presentations, activities and programs to help mitigate the effects of poverty by building community pride, offering life skills training and enhancing the lives of the tenants. While NRH does not deliver these services directly to tenants, NRH's Community Resource Unit facilitates partnerships by identifying evolving community and tenant needs, connecting with appropriate programs and supporting their ongoing success.
D	
E	END OF OPERATING AGREEMENTS (EAO): EOA refers to the expiry of federally signed operating agreements. NRH is working with these providers to find innovative solutions to maintain the existing number of social housing units in Niagara and protect existing tenants/members from losing subsidy.
	END OF MORTGAGE (EOM): Federal/provincial and provincial housing providers (non-profits and co-ops) legislated under the Housing Services Act (HSA) do not have operating agreements that expire when the mortgage matures. The relationship between service manager and housing provider continues with the housing provider still obliged to follow the HSA. The obligation of service manager to pay a mortgage subsidy ends.
	EVICTIION PREVENTION/SUPPORT: Supports to help NRH tenants stay in their homes through identification of tenant needs and connection with supports and services (e.g. Mental health issues, cognitive decline, addiction, family breakdown etc.)
F	
G	
	HOMEOWNERSHIP PROGRAM – "WELCOME HOME NIAGARA": The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan. The loan is forgivable after 20 years if the household remains in the home.
	HOUSING AND HOMELESSNESS ACTION PLAN (HHAP): Niagara's 10-year Community Action Plan to help everyone in Niagara have a home.
	HOUSING ACCESS CENTRE: Housing Access is the gateway to affordable housing in Niagara. All applications for housing are processed through the Housing Access Centre including initial and ongoing eligibility assessment as well as management of the Centralized Waiting List. Options include accommodation with Non-profit and Co-operative housing providers (Social Housing), NRH owned units (Public Housing and two mixed income communities), or for-profit/private landlord owned buildings (Rent Supplement/Housing Allowance).
	HOUSING ALLOWANCE PROGRAM: A variation of the Rent Supplement program that provides a set allowance of up to \$300 per month to private landlords to assist applicants who are on the Centralized Waiting List.
	HOUSING FIRST: Helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing. NRH partners with Niagara Region Community Services and community agencies to provide rent supplement to landlords while agency staff provide a range of personalized supports to encourage successful tenancies and, if the tenant chooses, address personal challenges.

Quarterly Report Reference Sheet

I	IN-SITU RENT SUPPLEMENT PROGRAM: A program developed to engage new landlords and offer applicants on the Centralized Waiting List an opportunity to receive Rent-Geared-to-Income assistance where they currently live. This removes the need for moving related expenses and broadens the network of landlords in business with NRH.
	INVESTMENT IN AFFORDABLE HOUSING PROGRAM – EXTENSION (IAH-E): Provincial and federally funded program designed to improve access to affordable housing that is safe and suitable, while assisting local economies through job creation generated by new development and home repairs/modifications, including: <ul style="list-style-type: none"> • Niagara Renovates • Homeownership (Welcome Home Niagara) • Rent Supplement/Housing Allowance • Rental Housing (New Development)
J	
K	
L	LOCAL HOUSING CORPORATION (LHC): Also called “Public Housing”, LHC refers to the communities that Niagara Regional Housing owns and manages.
M	
N	NIAGARA RENOVATES PROGRAM: Provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes. Assistance is provided in the form of a forgivable loan, written off over a 10-year period, as long as the homeowner continues to live in the home.
	NON PROFIT HOUSING PROGRAMS (FORMERLY “SOCIAL HOUSING”): Includes Non-Profit and Cooperative Housing Providers, who own and manage their own housing communities and have their own independent Boards. NRH provides legislative oversight to ensure they are in compliance with the <i>Housing Services Act (HSA)</i> . Generally, 25% of these units are designated as market rent units. The remaining 75% of units are offered to households on the Centralized Waiting List that pay RGI.
O	ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI): A program to address local housing priorities, including affordability, repair and new construction.
	OPERATIONAL REVIEWS: In order to ensure that Non-Profit Housing Programs comply with legislation and local policies, NRH investigates their overall health by analyzing many factors including finances, vacancy losses, governance issues, condition of buildings etc. NRH then works with them to bring them into compliance and provide recommendations on best business practices.
P	PORTABLE HOUSING ALLOWANCE: Direct financial assistance given to the household (tenant) on the Centralized Waiting List; not tied to a housing unit.
	PRIORITY STATUS GROUPS: Priority Status groups are offered units before other applicants on the Centralized Waiting List: <ul style="list-style-type: none"> • Special Provincial Priority (SPP) Status is the only legislated priority and is intended to help victims of violence separate permanently from their abuser • Urgent Status is intended for applicants with (1) Mobility Barriers (i.e. physical limitations that require barrier-free units) and/or (2) Extreme Hardship (i.e.

Quarterly Report Reference Sheet

	<p>where the applicants' current accommodations puts them at extreme risk and/or causes hardship and relocation would reduce the risks and/or alleviate the hardship</p> <ul style="list-style-type: none"> • Homeless Status provides an increased opportunity for placement to households that are homeless (1 in every 10 households offered housing)
	<p>PUBLIC HOUSING (ALSO CALLED "LOCAL HOUSING CORPORATION"): NRH owns and manages 2,660 units of Public Housing stock in 9 of the 12 Niagara municipalities. Tenants pay 30% of their income for rent. <i>*Note: NRH owns and manages an additional 91 units that have affordable (80% market) and market rents.</i></p>
Q	
R	<p>RENT SUPPLEMENT PROGRAM: Tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the agreed market rent for the unit. <i>*See also Housing Allowance Program and Housing First Project.</i></p>
S	<p>SERVICE LEVEL STANDARDS (SLS): Establishes minimum number of RGI and special needs units to be maintained by each service manager</p> <p>SERVICE MANAGER: As administrator for affordable housing on behalf of Niagara Region, NRH's main responsibilities include: administering Rent Supplement Programs, oversight of Non-Profit and Cooperative Housing Providers, determining RGI eligibility, maintaining Centralized Waiting List, establishing Local Policies etc.</p> <p>SOCIAL HOUSING (FORMERLY "AFFORDABLE HOUSING"): All NRH programs and services, including Public Housing (NRH-owned), Non-Profit Housing Programs, the Rent Supplement Program and the Affordable Housing Program</p>
T	
U	
V	
W	<p>WELCOME HOME NIAGARA: Assists low-to-moderate income rental households to purchase their first home by providing a down payment loan. The loan is forgivable after 20 years if the household remains in the home.</p>
X	
Y	
Z	



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

February 14, 2020

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

Dear Ms. Norio,

At their February 14, 2020 meeting, the Niagara Regional Housing Board of Directors received the following information as attached in the report NRH 4-2020:

That Regulation Changes – Communications Plan and Flyer that will be used as the initial communications tool to summarize the new rules be FORWARDED to the Public Health and Social Services Committee for information.

Also included is a draft letter that will be sent to all applicants on the waiting list.

Sincerely,

A handwritten signature in blue ink, appearing to read "Walter Sendzik", with a long horizontal flourish extending to the right.

Mayor Walter Sendzik
Chair

**Niagara Regional Housing**

1815 Sir Isaac Brock Way, PO Box 344, Thorold, ON L2V 3Z3
Telephone: 905-682-9201 Toll-free: 1-800-232-3292
Main Fax: 905-687-4844 Contractor Fax: 905-682-8301
nrh.ca

MEMORANDUM

Date: March 10, 2020

To: Niagara Region Public Health and Social Services Committee

From: Donna Woiceshyn, CEO, Niagara Regional Housing

Subject: Regulation Changes – Housing Services Act

Councillors should be aware of changes that will be affecting applicants and tenants due to changes in regulations under the *Housing Services Act, 2011*. Through these legislative changes, the Province is seeking to “improve waiting lists, create safer communities and simplify Rent-Geared-to-Income (RGI) rules”.¹

The following is an overview of the new regulations:

1. **Rent Calculations** – Rent calculations will become annual based on 30% of net household income. Currently, rent is recalculated whenever there is a change in income and is based on gross household income. Other changes include the exemption of full-time students from rent calculations. **NRH will implement this change effective July 1, 2021.**
2. **Refusal of Offers** –Households will have to accept the first unit they are offered. Currently, applicants can refuse two offers from their own choices from the building selection list. The amendment allows Service Managers to determine that a household remain eligible if there are extenuating circumstances. **This change will be effective July 1, 2020.**
3. **Previous Convictions** – Housing providers are now able to refuse to re-house households if there has been a previous eviction due to illegal activity and they have reasonable grounds to believe the household would pose a risk to others in the community. Currently, housing providers can only refuse to re-house if there is the offence was related to their Rent-Geared-to-Income subsidy. **The Province made this change effective immediately on September 23, 2019.**
4. **Transfers** – Service Managers now have the ability to determine how to manage transfers. Currently, transfers are not permitted between housing providers. **NRH has decided to maintain this practice.**

¹ MMAH Briefing, Oct. 16, 2019

In order to ensure applicants and tenants are aware of and understand these changes, NRH is mailing all applicants the attached letter and will include relevant information in future communications. The full Communications Plan for the regulation changes is included in the NRH Board Report 20-187-3.5

Date

Applicant Name

Address

Address

**Important Changes to Your Application for Housing
- Please read the information below carefully -**

As of July 1, 2020, there will be new rules under the Housing Services Act, 2011 that will affect your application on the Centralized Waiting List for Rent-Geared-to-Income (RGI) housing.

New Rules

Starting July 1, 2020, you will receive one (1) RGI housing offer. If you refuse the one(1) offer, your application will be cancelled and your file will be closed. Since this is a new rule, any housing offers you refused before July 1, 2020 will not count towards your one (1) offer.

When you choose the locations where you want to live, you must select units that have the appropriate number of bedrooms for your household. If you do not make the selections yourself, NRH will add **all** housing communities with appropriate size units to your application.

Keep Your Application Up to Date

Please remember that you must keep the information on your application up to date. This includes:

- Your contact information (address, telephone number, email address)
- An alternate contact if you are unable to be contacted directly
- Your housing choices (the locations where you want to live)
- Any special requirements
- Your email address, if you have one (housing offers can be made through email)

When you receive a housing offer, you will have two (2) business days to respond to the offer. If you cannot be reached at your own phone number, please provide another number where we can reach you.

Review Current Housing Choices on Your Application

Since you will receive only one housing offer after July 1, 2020, it is important to review the housing choices you made on your application. If you do not make any changes to your housing application, the current communities that you selected will be used.

If you have any questions or need help with your application for housing, please call your Eligibility Assessment Representative at 905-682-9201.

Sincerely,

Housing Access Centre
Niagara Regional Housing

**Please call 905-682-9201 if you need this information in a different format
or translated into another language.**

MEMORANDUM

Date: February 14, 2020

To: Niagara Regional Housing Board of Directors

From: Wendy Thompson, Manager Community Resource Unit

Subject: Regulation Changes – Communications Plan and flyer for initial communications

Further to *Memo 19-185-2.7* regarding amendments to regulations under the *Housing Services Act, 2011*, please see the attached (1) Communications Plan and (2) flyer that will be used as the initial communications tool to summarize the new rules.

Flyer Audience:

- NRH staff
- NRH Board of Directors
- Applicants
- Tenants
- Housing Providers
- Partners

Flyer Distribution:

- NRH will do a mass mail out to tenants and also include the flyer when the Housing Herald newsletters and Income Declaration packages are delivered
- The NRH Translation Document will be sent to tenants with the flyer to ensure those who do not speak English know it is important information that they need to have translated
- The flyer will also be posted on the NRH website and in the front reception area
- Partners and housing providers will receive the flyer by email

As we proceed, staff will continue to update the Communications Plan and bring relevant information with respect to communications and policy changes to the Board as necessary.

Attached: Communication Plan for Changes to HSA regulations
Flyer - *Regulation Changes IMPORTANT!*

HSA Regulation Changes - NRH Communications Plan

Notes:

- website to be updated on an ongoing basis
- ALL Audiences to receive "IMPORTANT!" flyer right away via mail or email (**include transfer info for staff/providers*)

Area of Change	Regulation Change(s)	NRH Effective Date	Audience	Communications	Communication Dates
Community Safety (previous convictions)	Amendment to Ontario Regulation 367/11 under the Housing Services Act, 2011 that allows housing providers to refuse to offer a unit to a household based on a previous eviction for serious illegal activity.	23-Sep-19	Tenants	Income Declaration packages	Mailed on 25th of each month
				Housing Herald	Spring/summer version
			Staff	NRH Today	February 2020
			Providers	Send Notice after policy updates	TBD
			Board	Memos w/ updates	As necessary
				Final approval of policies (local rules)	TBD
			PAC/TAC	Put on meeting agendas	*waiting for 2020 meeting dates
Transfers <i>NOTE: NRH is not changing how transfers are handled</i>	Amendment to Ontario Regulation 367/11 under the Housing Services Act, 2011 related to tenant transfers between different housing providers in the same Service Manager service area.	01-Jan-20	Partners	Email	
			Staff	NRH Today	February 2020
			Providers	Send Notice after policy update	TBD
			Board	Memos w/ updates	As necessary
Refusal of Offers, Selections and Overhoused	Amendments to Ontario Regulation 367/11 under the Housing Services Act, 2011 including a new provincial eligibility rule on refusal of offers, rules on household preferences for a housing project and changes to a Service Manager's authority to make a local rule where a household ceases to meet occupancy standards.	01-Jul-20	Applicants	Letter to all applicants	February 2020
				Posters in front reception/OW offices/211	May 2020
			Tenants	Income Declaration packages	Mailed on 25th of each month
				Housing Herald	Spring/summer version
			Staff	NRH Today	February 2020
			Providers	Send Notice after policy update	TBD
			Board	Memos w/ updates	As necessary
				Final approval of policies (local rules)	TBD
			PAC/TAC	Put on meeting agendas	*waiting for 2020 meeting dates
			Partners	Email	

COM-C 6-2020
HSA Regulation Changes - NRH Communications Plan

NRH 4-2020
 20-187-3.5.ATT1
 February 14, 2020
 Page 2 of 2

Area of Change	Regulation Change(s)	NRH Effective Date	Audience	Communications	Communication Dates
RGI calculations	Ontario Regulation 298/01 replaced with new Ontario Regulation 316/19 “Determination of Geared-to-Income Rent under Section 50 of the Act” under the Housing Services Act, 2011 (HSA) to simplify the calculation of Rent-Geared-to-Income (RGI) assistance. Amendments to Ontario Regulation 367/11 “General” under the HSA to support RGI simplification.	01-Jul-21	Tenants	Income Declaration packages	Mailed on 25th of each month
				Housing Herald	Spring/summer version
			Staff	NRH Today	February 2020
			Providers	Send Notice after policy update	TBD
			Board	Memos w/ updates	As necessary
				Final approval of policies (local rules)	TBD
			PAC/TAC	Put on meeting agendas	*waiting for 2020 meeting dates
			Partners	Email	



IMPORTANT!



Rules are changing...

Subject	NEW Rule	When?	Who does this affect and how?
Rent Calculations	Rent calculations will be annual based on 30% of net household income, determined by your Notice of Assessment.	July 1, 2021	Applies to tenants
			Every year with your Annual Income Declaration package, you must provide NRH with your Notice of Assessment (from your completed taxes). If your income decreases, you may request one in-year review. Your rent will only change if your income has decreased 20% or more.
Community Safety	A household may be denied a unit if a member of the household was previously evicted for illegal activity (within the last five years).	September 23, 2019	Applies to tenants & applicants
			You will not be affected if you have not been evicted for illegal activity.
Refusal of Offer	Applicants on the Centralized Waiting List will only receive one (1) offer of Rent-Geared-to-Income housing.	July 1, 2020	Applies to applicants
			Beginning July 1, 2020, you must accept the one (1) offer of Rent-Geared-to-Income housing you receive or your application on the waiting list will be cancelled and your file will be closed. **please review the housing preferences you chose on your application.



If you have questions, please call 905-682-9201 or check nrh.ca

MEMORANDUM**COM-C 7-2020****Subject: 2019-RFP-300 – Assertive Street Outreach Request for Proposal Award Results****Date: March 10, 2020****To: Public Health and Social Services Committee****From: Adrienne Jugley, Commissioner, Community Services**

The review of 2019-RFP-300 – Assertive Street Outreach was conducted as outlined in COM 29-2019 for the funding period April 1, 2020 to March 31, 2023. The selection process was undertaken by an Evaluation Review Committee, which included an external community member, and staff members from Niagara Region Public Health, Finance and Community Services. Niagara Regional staff have now completed negotiations of 2019-RFP-300 – Assertive Street Outreach, and the results of the evaluation of proposals are as follows:

Successful agencies:

1. Gateway Residential & Community Support Services of Niagara Inc.
2. Niagara Resource Service for Youth (The RAFT)
3. Port Colborne Community Association for Resource Extensions (Port Cares)

These successful agencies will work with Niagara Region to actively engage individuals experiencing unsheltered homelessness to promote, connect, and coordinate access to the range of supports available across Niagara's Homeless-Serving System, including emergency shelter, housing and support services. Assertive Street Outreach proactively engages and responds to requests in the community for individuals in public spaces, who, for example, may be 'sleeping rough' or living outdoors (e.g. sleeping in a car, living in an encampment etc.). Outreach workers are focused on ending the experience of homelessness, particularly for those who would otherwise be underserved in traditional settings. Additionally, the selected agencies will provide a centralized service for after-hours access to Niagara's Homeless-Servicing system.

Street-based outreach ensures that trained workers respond directly and immediately to a person's needs by bringing coordinated services from across the Homeless-Serving System to the individual, rather than waiting for them to seek services on their own.

These services aim to:

- Proactively engage with people sleeping rough to facilitate pathways into housing
- Minimize the harmful effects of rough sleeping while working towards long-term housing solutions
- Provide standardized intake, triage, and assessment to assess a person's vulnerability and assist in the identification of appropriate housing resources
- Deliver case coordination in collaboration with government and non-profit organizations to support those who may be reluctant to access traditional services
- Provide an intensive and coordinated team approach to identify and work towards personal goals.

Committee is receiving this memo for information as the awarded value of this RFP falls within staff's delegated authority as per the Procurement By-Law. Niagara Region negotiated with three agencies to ensure standardized levels of service, training opportunities for staff and to be able to award agencies within the 2020 approved budget.

Respectfully submitted and signed by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner

MEMORANDUM**COM-C 8-2020**

Subject: 2019-RFP-310 – Housing with Supports – Housing First Request for Proposal Award Results

Date: March 10, 2020

To: Public Health and Social Services Committee

From: Adrienne Jugley, Commissioner, Community Services

The review of 2019-RFP-310 – Housing with Supports – Housing First was conducted as outlined in COM 29-2019 for the funding period April 1, 2020 to March 31, 2023. The selection process was undertaken by an Evaluation Review Committee, which included representation from another municipal service system manager and staff members from Niagara Regional Housing, Niagara Region Public Health, Finance and Community Services. Niagara Regional staff have now completed negotiations of 2019-RFP-310 – Housing with Supports – Housing First, and the results of the evaluation of proposals are as follows:

Successful agency:

Gateway Residential & Community Support Services of Niagara Inc.

The successful agency is a lead agency in a consortium with two other agencies (Southridge Community Church and Niagara Resource Service for Youth (The RAFT)). This results in one award with one contract for this service area. This agency is also the successful lead agency in a consortium with the same two agencies (Southridge Community Church and Niagara Resource Service for Youth (The RAFT)) for the Home for Good (intensive supportive housing) service area. This allows for seamless transfers between the two programs as levels of support needed for individuals often changes over time.

The successful agency will work with Niagara Region to provide a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing and providing additional supports and services as needed.

The successful agency will support individuals experiencing chronic and/or episodic homelessness with mid to high acuity of need to obtain and retain stable housing. This will also help to reduce pressure on Niagara's shelter system, and alleviate pressures in other areas of Niagara's health and social service system (e.g. emergency room visits.).

The successful agency will identify goals, assess needs, work with support services and participants to develop personal support and housing plans. This will enable clients to retain their housing and increase their quality of life.

Committee is receiving this memo for information as the awarded value of this RFP falls within staff's delegated authority as per the Procurement By-Law. Consistent with the Negotiated RFP process, Niagara Region staff negotiated with the top ranked agency to ensure standardized levels of service, training opportunities for staff and to be able to award agencies within the 2020 approved budget.

Respectfully submitted and signed by:

Adrienne Jugley, MSW, RSW, CHE
Commissioner

MEMORANDUM

COM-C 9-2020

Subject: 2019-RFP-311 – Housing with Supports – Home for Good Request for Proposal Award Results

Date: March 10, 2020

To: Public Health and Social Services Committee

From: Adrienne Jugley, Commissioner, Community Services

The review of 2019-RFP-311 – Housing with Supports – Home for Good was conducted as outlined in COM 29-2019 for the funding period April 1, 2020 to March 31, 2023. The selection process was undertaken by an Evaluation Review Committee, which included representation from another municipal service system manager and staff members from Niagara Region Public Health, Finance and Community Services. Niagara Region staff have now completed negotiations of 2019-RFP-311 – Housing with Supports – Home for Good, and the results of the evaluation of proposals are as follows:

Successful agency:

Gateway Residential & Community Support Services of Niagara Inc.

The successful agency is a lead agency in a consortium with two other agencies (Southridge Community Church and Niagara Resource Service for Youth (The RAFT)). This results in one award with one contract for this service area. This agency is also the successful lead agency in a consortium with same two agencies (Southridge Community Church and Niagara Resource Service for Youth (The RAFT)) for the Housing First service area. This allows for seamless transfers between the two programs as levels of support required for individuals often changes over time, resulting in transitions between program areas.

The successful agency will work with Niagara Region to support individuals with complex needs to achieve and maintain housing stability, and to more generally advance the Province of Ontario's goal of ending chronic homelessness by 2025, through the provision of supportive housing for individuals within the provincial 'Home for Good' priority homelessness areas:

- Chronically Homeless
- Youth homelessness (aged 16-24 years)
- Indigenous homelessness

- Homelessness following transitions from provincially-funded institutions and service systems (e.g., hospitals, corrections, foster care/child protection).

The agency will support individuals experiencing chronic homelessness with high acuity of need to obtain and retain stable housing. This will also help to reduce pressure on Niagara's shelter system, and alleviate pressures in other areas of Niagara's health and social service system (e.g. emergency room visits.).

The successful agency will identify goals, assess needs, work with support services and participants to develop personal support and housing plans. This will enable clients to retain their housing and increase their quality of life.

Committee is receiving this memo for information as the awarded value of this RFP falls within staff's delegated authority as per the Procurement By-Law. Consistent with the Negotiated RFP process, Niagara Region staff negotiated with the top ranked proponent to ensure standardized levels of service, training opportunities for staff and to be able to award agencies within the 2020 approved budget.

Respectfully submitted and signed by

Adrienne Jugley, MSW, RSW, CHE
Commissioner

Minute Item No. 5.1

CSD 15-2020

2019 Year End Results and Transfer Report

That Report CSD 15-2020, dated March 11, 2020, respecting 2019 Year End Results and Transfer Report, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the unaudited summarized financial results of the Niagara Region as detailed in Appendix 1 of Report CSD 15-2020 **BE RECEIVED**;
2. That the 2019 year end operating surplus for levy supported programs including agencies, boards and commissions of \$3,453 thousand **BE TRANSFERRED** as follows:
 - \$48 thousand **BE TRANSFERRED** to the Ontario Police Video Training Alliance Reserve as per Niagara Regional Police Services recommendation to their Board (Appendix 6 to Report CSD 15-2020)
 - \$89 thousand **BE TRANSFERRED** to the Police Services Board Contingency Reserve as per Niagara Regional Police Services recommendation to their Board (Appendix 6 to Report CSD 15-2020)
 - \$204 thousand **BE TRANSFERRED** to the Police Contingency Reserve as per Niagara Regional Police Services recommendation to their Board (Appendix 6 to Report CSD 15-2020)
 - \$580 thousand **BE TRANSFERRED** to the Niagara Regional Housing Owned Units Reserve to fund heat control system upgrades in owned units to be completed in 2020 as per Niagara Regional Housing recommendation to their Board (Appendix 7 to Report CSD 15-2020)
 - \$250 thousand **BE TRANSFERRED** to the Niagara Regional Housing Reserve to fund the Affordable Housing Master Plan to be completed in 2020 as per Niagara Regional Housing recommendation to their Board (Appendix 7 to Report CSD 15-2020)
 - \$355 thousand **BE TRANSFERRED** to the Niagara Regional Housing Reserve to be utilized for new capital development opportunities to reduce the housing waitlist as per Niagara Regional housing recommendation to their Board (Appendix 7 to Report CSD 15-2020)
 - \$177 thousand surplus related to the 2019 Smarter Niagara Incentives Program (SNIP) **BE TRANSFERRED** the Taxpayer Relief Reserve to fund the 2020 SNIP program as directed by Council at the December 5, 2019 Budget Review Committee of the Whole meeting
 - \$1,750 thousand **BE TRANSFERRED** the Taxpayer Relief Reserve;

3. That the 2019 year end operating deficit for rate supported programs of \$2,840 thousand **BE TRANSFERRED** from reserves as follows:
 1. \$1,156 thousand **BE TRANSFERRED** from the Waste Management Stabilization Reserve in order to fund the operating deficit relating to Waste Management services
 2. \$507 thousand **BE TRANSFERRED** from the Water Stabilization Reserve in order to fund the operating deficit related to Water services
 3. \$1,177 thousand **BE TRANSFERRED** from the Wastewater Stabilization Reserve in order to fund the operating deficit relating to Wastewater services;
4. That encumbrances of \$16,377 thousand, detailed in Appendix 2 to Report CSD 15-2020, **BE RECEIVED** for information and that the deferral of these expenditures be included in the 2020 operating budget; and
5. That the transfers of \$8,446 thousand from the capital variance project to Capital Reserves **BE RECEIVED** for information.

Minute Item 5.2

HR 3-2020

**Chief Administrative Officer (CAO) Recruitment - Regional Councillor
Appointments to the CAO Recruitment Committee**

That Report HR 3-2020, dated March 11, 2020, respecting Chief Administrative Officer (CAO) Recruitment – Regional Councillor Appointments to the CAO Recruitment Committee, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a Chief Administrative Officer (CAO) Recruitment Committee **BE FORMED**;
2. That four (4) Regional Councillors **BE APPOINTED** to the CAO Recruitment Committee; and
3. That the process for appointing members of Regional Council to serve on the CAO Recruitment Committee **BE CONDUCTED** at the Regional Council meeting being held on March 26, 2020.

Minute Item No. 5.3

CLK 4-2020

**Policy Update – Whistleblower Policy, Code of Ethics-Conflict of Interest Policy,
and Recruitment and Selection Policy**

That Report CLK 4-2020, dated March 11, 2020, respecting Whistleblower Policy, Code of Ethics-Conflict of Interest Policy, and Recruitment and Selection Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Whistleblower Policy (Appendix 1 to Report CLK 4-2020) **BE APPROVED**;
2. That the updated Policy C-A-007 Code of Ethics - Conflict of Interest (Appendix 2 to Report CLK 4-2020), **BE APPROVED**; and
3. That the updated Policy C-HR-010 Recruitment and Selection (formerly Employment and Staffing) (Appendix 3 to Report CLK 4-2020) **BE APPROVED**.

Minute Item No. 5.4

CSD 3-2020

Request to Write-Off Outstanding Amounts Over \$25,000

That Report CSD 3-2020, dated March 11, 2020, respecting Request to Write-Off Outstanding Amounts Over \$25,000, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the write-off of uncollectible accounts receivable totaling \$100,348.58 **BE APPROVED**.

Minute Item No. 5.5

CSD 16-2020

Procurement Process for Insurance and Risk Management Services

That Report CSD 16-2020, dated March 11, 2020, respecting Procurement Process for Insurance and Risk Management Services, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE AUTHORIZED** to commence the procurement process for the acquisition of insurance and risk management services utilizing a Request for Proposal ("RFP") process which employs the same methodology/wording as was issued in 2017, with the exception of engaging the services of a Fairness Advisor Commissioner;
2. That staff **BE AUTHORIZED** to procure the services of a Subject Matter Expert to assist with the RFP process and to provide an objective coverage compliance analysis report for evaluators; and
3. That staff **BE AUTHORIZED** to procure insurance and risk management services for a three year contract period with an option in favour of Niagara Region to extend the contract on the same terms and conditions for an additional term of up to two years.

Minute Item No. 5.6

CSD 21-2020

Canadian Radio-television Telecommunications Commission (CRTC) Broadband Fund

That CSD 21-2020, dated March 11, 2020, respecting Canadian Radio-television Telecommunications Commission (CRTC) Broadband Fund, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That staff **BE AUTHORIZED** to redirect funding previously committed to the application of Connect to Innovate (CTI) program to fund an application to the federal CRTC Broadband Fund, not to exceed a contribution of \$400,000.

Minute Item No. 5.7

CSD 22-2020

Initiation Report for 2020 Capital Funds – 911 Backup Rationalization

That Report CSD 22-2020, dated March 11, 2020, respecting Initiation Report for 2020 Capital Funds – 911 Backup Rationalization, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That financing in the amount of \$1,000,000, **BE INITIATED** from the capital budget for 911 Backup Rationalization (20001271) and that the project **BE FUNDED** as follows:
 - Capital Levy: \$1,000,000; and
2. That staff **BE AUTHORIZED** to amend Recommendation #2 of Report CSD 4-2017, the existing agreement with Niagara Regional Police Services (NRPS) respecting the Region's commitment to maintain 68 Church Street, St. Catharines as an interim backup 911/NRPS Communications Centre, to reflect that the NRPS 3 District facility be outfitted and maintained as the temporary and interim backup 911/NRPS Communications Centre until such time as a permanent backup centre is established.

Minute Item No. 6.1

CSC-C 5-2020

Statement of Remuneration and Expenses for Members of Council and Council Appointees for 2019

That Correspondence Item CSC-C 5-2020, being a memorandum from T. Harrison, Commissioner/Treasurer, dated March 11, 2020, respecting Statement of Remuneration and Expenses for Members of Council and Council Appointees for 2019, **BE RECEIVED** for information.

Minute Item No. 9.1

Confidential CSD 10-2020

A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client Privilege under s. 239(2) of the Municipal Act, 2001 – Carillion Canada Inc. v. Regional Municipality of Niagara (RMON) re Niagara Regional Police Services (NRPS) Headquarters and 2 District

That Confidential Report CSD 10-2020, dated March 11, 2020, respecting A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client Privilege under s. 239(2) of the *Municipal Act, 2001* – Carillion Canada Inc. v. Regional Municipality of Niagara (RMON) re Niagara Regional Police Services (NRPS) Headquarters and 2 District, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Minute Item No. 9.2

Confidential CSD 14-2020

A Matter of Advice that is Subject to Solicitor-Client Privilege and Respecting Litigation – Summary of Civil Lawsuits Commenced Against the Regional Municipality of Niagara (Niagara Region), Niagara Regional Police Services (NRPS) and Niagara Regional Housing (NRH)

That Confidential Report CSD 14-2020, dated March 11, 2020, respecting A Matter of Advice that is Subject to Solicitor-Client Privilege and Respecting Litigation – Summary of Civil Lawsuits Commenced Against the Regional Municipality of Niagara (Niagara Region), Niagara Regional Police Services (NRPS) and Niagara Regional Housing (NRH), **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Minute Item No. 9.3

Confidential Verbal Update

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

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

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

**CSC 3-2020
Wednesday, March 11, 2020
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Campion, Diodati, Easton, Edgar, Fertich, Foster (Committee Chair), Gale, Ip, Rigby, Whalen (Committee Vice-Chair)

Absent/Regrets: Heit, Redekop

Staff: D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, S. Hendrie, Chief Information Officer, M. Koren, Project Manager, Buildings, F. Meffe, Director, Human Resources, B. Menage, Director, Procurement & Strategic Acquisitions, A.-M. Norio, Regional Clerk, D. Pasto, Risk Management Program Manager, B. Ray, Associate Director, Facilities, Projects, Assets and Energy, M. Steele, Associate Director, Financial Reporting and Analysis, M. Trennum, Deputy Regional Clerk, R. Tripp, Acting Chief Administrative Officer, A. Wheaton, Corporate Reporting Supervisor, B. Zvaniga, Commissioner, Public Works

1. CALL TO ORDER

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

2. DISCLOSURES OF PECUNIARY INTEREST

See Minute Item 8.0.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. **ITEMS FOR CONSIDERATION**

5.1 **CSD 15-2020**

2019 Year End Results and Transfer Report

Melanie Steele, Associate Director, Reporting & Analysis, provided information respecting Q4 2019 Financial Results. Topics of the presentation included:

- Background
- Deliverables
- Q4 Summary Results
- Q4 Operating Results - Levy
 - Regional Departments
 - Agencies, Boards, and Commissions
- Q4 Operating Results - Rate
 - Water & Wastewater
 - Waste Management
- Year End Transfer Recommendations
- Q4 Capital Results

Moved by Councillor Whalen
Seconded by Councillor Diodati

That Report CSD 15-2020, dated March 11, 2020, respecting 2019 Year End Results and Transfer Report, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the unaudited summarized financial results of the Niagara Region as detailed in Appendix 1 of Report CSD 15-2020 **BE RECEIVED**;
2. That the 2019 year end operating surplus for levy supported programs including agencies, boards and commissions of \$3,453 thousand **BE TRANSFERRED** as follows:
 - \$48 thousand **BE TRANSFERRED** to the Ontario Police Video Training Alliance Reserve as per Niagara Regional Police Services recommendation to their Board (Appendix 6 to Report CSD 15-2020)
 - \$89 thousand **BE TRANSFERRED** to the Police Services Board Contingency Reserve as per Niagara Regional Police Services recommendation to their Board (Appendix 6 to Report CSD 15-2020)

- \$204 thousand **BE TRANSFERRED** to the Police Contingency Reserve as per Niagara Regional Police Services recommendation to their Board (Appendix 6 to Report CSD 15-2020)
 - \$580 thousand **BE TRANSFERRED** to the Niagara Regional Housing Owned Units Reserve to fund heat control system upgrades in owned units to be completed in 2020 as per Niagara Regional Housing recommendation to their Board (Appendix 7 to Report CSD 15-2020)
 - \$250 thousand **BE TRANSFERRED** to the Niagara Regional Housing Reserve to fund the Affordable Housing Master Plan to be completed in 2020 as per Niagara Regional Housing recommendation to their Board (Appendix 7 to Report CSD 15-2020)
 - \$355 thousand **BE TRANSFERRED** to the Niagara Regional Housing Reserve to be utilized for new capital development opportunities to reduce the housing waitlist as per Niagara Regional housing recommendation to their Board (Appendix 7 to Report CSD 15-2020)
 - \$177 thousand surplus related to the 2019 Smarter Niagara Incentives Program (SNIP) **BE TRANSFERRED** the Taxpayer Relief Reserve to fund the 2020 SNIP program as directed by Council at the December 5, 2019 Budget Review Committee of the Whole meeting
 - \$1,750 thousand **BE TRANSFERRED** the Taxpayer Relief Reserve
3. That the 2019 year end operating deficit for rate supported programs of \$2,840 thousand **BE TRANSFERRED** from reserves as follows:
- \$1,156 thousand **BE TRANSFERRED** from the Waste Management Stabilization Reserve in order to fund the operating deficit relating to Waste Management services
 - \$507 thousand **BE TRANSFERRED** from the Water Stabilization Reserve in order to fund the operating deficit related to Water services
 - \$1,177 thousand **BE TRANSFERRED** from the Wastewater Stabilization Reserve in order to fund the operating deficit relating to Wastewater services

4. That encumbrances of \$16,377 thousand, detailed in Appendix 2 to Report CSD 15-2020, **BE RECEIVED** for information and that the deferral of these expenditures be included in the 2020 operating budget; and
5. That the transfers of \$8,446 thousand from the capital variance project to Capital Reserves **BE RECEIVED** for information.

Carried

5.2 HR 3-2020

Chief Administrative Officer (CAO) Recruitment - Regional Councillor
Appointments to the CAO Recruitment Committee

Moved by Councillor Butters
Seconded by Councillor Easton

That Report HR 3-2020, dated March 11, 2020, respecting Chief Administrative Officer (CAO) Recruitment – Regional Councillor Appointments to the CAO Recruitment Committee, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a Chief Administrative Officer (CAO) Recruitment Committee **BE FORMED**;
2. That four (4) Regional Councillors **BE APPOINTED** to the CAO Recruitment Committee; and
3. That the process for appointing members of Regional Council to serve on the CAO Recruitment Committee **BE CONDUCTED** at the Regional Council meeting being held on March 26, 2020.

Carried

5.3 CLK 4-2020

Policy Update – Whistleblower Policy, Code of Ethics-Conflict of Interest Policy, and Recruitment and Selection Policy

Moved by Councillor Edgar
Seconded by Councillor Ip

That Report CLK 4-2020, dated March 11, 2020, respecting Whistleblower Policy, Code of Ethics-Conflict of Interest Policy, and Recruitment and Selection Policy, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Whistleblower Policy (Appendix 1 to Report CLK 4-2020) **BE APPROVED**;
2. That the updated Policy C-A-007 Code of Ethics - Conflict of Interest (Appendix 2 to Report CLK 4-2020), **BE APPROVED**; and
3. That the updated Policy C-HR-010 Recruitment and Selection (formerly Employment and Staffing) (Appendix 3 to Report CLK 4-2020) **BE APPROVED**.

Carried

Councillor Information Request(s)

Consider provisions in the policy that would allow vendors and contractors to make a complaint under the Whistleblower Policy. Councillor Gale.

5.4 CSD 3-2020

Request to Write-Off Outstanding Amounts Over \$25,000

Moved by Councillor Easton
Seconded by Councillor Champion

That Report CSD 3-2020, dated March 11, 2020, respecting Request to Write-Off Outstanding Amounts Over \$25,000, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the write-off of uncollectible accounts receivable totaling \$100,348.58 **BE APPROVED**.

Carried

5.5 CSD 16-2020

Procurement Process for Insurance and Risk Management Services

Moved by Councillor Rigby
Seconded by Councillor Gale

That Report CSD 16-2020, dated March 11, 2020, respecting Procurement Process for Insurance and Risk Management Services, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE AUTHORIZED** to commence the procurement process for the acquisition of insurance and risk management services utilizing a Request for Proposal ("RFP") process which employs the same methodology/wording as was issued in 2017, with the exception of engaging the services of a Fairness Advisor Commissioner;
2. That staff **BE AUTHORIZED** to procure the services of a Subject Matter Expert to assist with the RFP process and to provide an objective coverage compliance analysis report for evaluators; and
3. That staff **BE AUTHORIZED** to procure insurance and risk management services for a three year contract period with an option in favour of Niagara Region to extend the contract on the same terms and conditions for an additional term of up to two years.

Carried

5.6 CSD 21-2020

Canadian Radio-television Telecommunications Commission (CRTC)
Broadband Fund

Moved by Councillor Diodati
Seconded by Councillor Whalen

That CSD 21-2020, dated March 11, 2020, respecting Canadian Radio-television Telecommunications Commission (CRTC) Broadband Fund, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That staff **BE AUTHORIZED** to redirect funding previously committed to the application of Connect to Innovate (CTI) program to fund an application to the federal CRTC Broadband Fund, not to exceed a contribution of \$400,000.

Carried

5.7 CSD 22-2020

Initiation Report for 2020 Capital Funds – 911 Backup Rationalization

Moved by Councillor Fertich

Seconded by Councillor Champion

That Report CSD 22-2020, dated March 11, 2020, respecting Initiation Report for 2020 Capital Funds – 911 Backup Rationalization, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That financing in the amount of \$1,000,000, **BE INITIATED** from the capital budget for 911 Backup Rationalization (20001271) and that the project **BE FUNDED** as follows:
 - Capital Levy: \$1,000,000; and
2. That staff **BE AUTHORIZED** to amend Recommendation #2 of Report CSD 4-2017, the existing agreement with Niagara Regional Police Services (NRPS) respecting the Region's commitment to maintain 68 Church Street, St. Catharines as an interim backup 911/NRPS Communications Centre, to reflect that the NRPS 3 District facility be outfitted and maintained as the temporary and interim backup 911/NRPS Communications Centre until such time as a permanent backup centre is established.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 CSC-C 5-2020

Statement of Remuneration and Expenses for Members of Council and Council Appointees for 2019

Moved by Councillor Diodati

Seconded by Councillor Gale

That Correspondence Item CSC-C 5-2020, being a memorandum from T. Harrison, Commissioner/Treasurer, dated March 11, 2020, respecting Statement of Remuneration and Expenses for Members of Council and Council Appointees for 2019, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

7.1 Motion respecting Direct Election of the Regional Chair

Councillor Ip enquired as to when the motion respecting the direct election of the Regional Chair, which Council referred to the Corporate Services Committee at its meeting held on Thursday, February 20, 2020, would be considered by the Committee. Ann-Marie Norio, Regional Clerk, advised that the motion would be brought forward at the Corporate Services Committee meeting to be held on Wednesday, April 8, 2020.

8. CLOSED SESSION

Councillor Campion declared an indirect pecuniary interest with respect to the Confidential Verbal Update, respecting a Matter Respecting Litigation and a Matter of Advice that is Subject to Solicitor-Client Privilege under s. 239(2) of the *Municipal Act, 2001* - Application for Judicial Review - Niagara Home Builders' Association, as the City of Welland is named in the filing and he is the Mayor of the City of Welland.

Moved by Councillor Whalen
Seconded by Councillor Easton

That this Committee **DO NOW MOVE** into closed session.

Carried

Committee resolved into closed session at 10:15 a.m.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened in open session at 11:07 a.m. with the following individuals in attendance:

Committee:	Bradley (Regional Chair), Butters, Campion, Diodati, Easton, Edgar, Fertich, Foster (Committee Chair), Gale, Ip, Rigby, Whalen (Committee Vice-Chair)
Absent/Regrets:	Campion, Heit, Redekop
Staff:	D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, M. Koren, Project Manager, Buildings, A.-M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk, R. Tripp, Acting Chief Administrative Officer

9.1 Confidential CSD 10-2020

A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client Privilege under s. 239(2) of the *Municipal Act, 2001* – Carillion Canada Inc. v. Regional Municipality of Niagara (RMON) re Niagara Regional Police Services (NRPS) Headquarters and 2 District

Moved by Councillor Rigby
Seconded by Councillor Gale

That Confidential Report CSD 10-2020, dated March 11, 2020, respecting A Matter Respecting Litigation and A Matter of Advice that is Subject to Solicitor-Client Privilege under s. 239(2) of the *Municipal Act, 2001* – Carillion Canada Inc. v. Regional Municipality of Niagara (RMON) re Niagara Regional Police Services (NRPS) Headquarters and 2 District, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

9.2 Confidential CSD 14-2020

A Matter of Advice that is Subject to Solicitor-Client Privilege and Respecting Litigation – Summary of Civil Lawsuits Commenced Against the Regional Municipality of Niagara (Niagara Region), Niagara Regional Police Services (NRPS) and Niagara Regional Housing (NRH)

Moved by Councillor Diodati
Seconded by Councillor Fertich

That Confidential Report CSD 14-2020, dated March 11, 2020, respecting A Matter of Advice that is Subject to Solicitor-Client Privilege and Respecting Litigation – Summary of Civil Lawsuits Commenced Against the Regional Municipality of Niagara (Niagara Region), Niagara Regional Police Services (NRPS) and Niagara Regional Housing (NRH), **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Carried

9.3 Confidential Verbal Update

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

Moved by Councillor Whalen
Seconded by Councillor Easton

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

Carried

10. NEXT MEETING

The next meeting will be held on Wednesday, April 8, 2020 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 11:10 a.m.

Councillor Foster
Committee Chair

Matthew Trennum
Deputy Regional Clerk

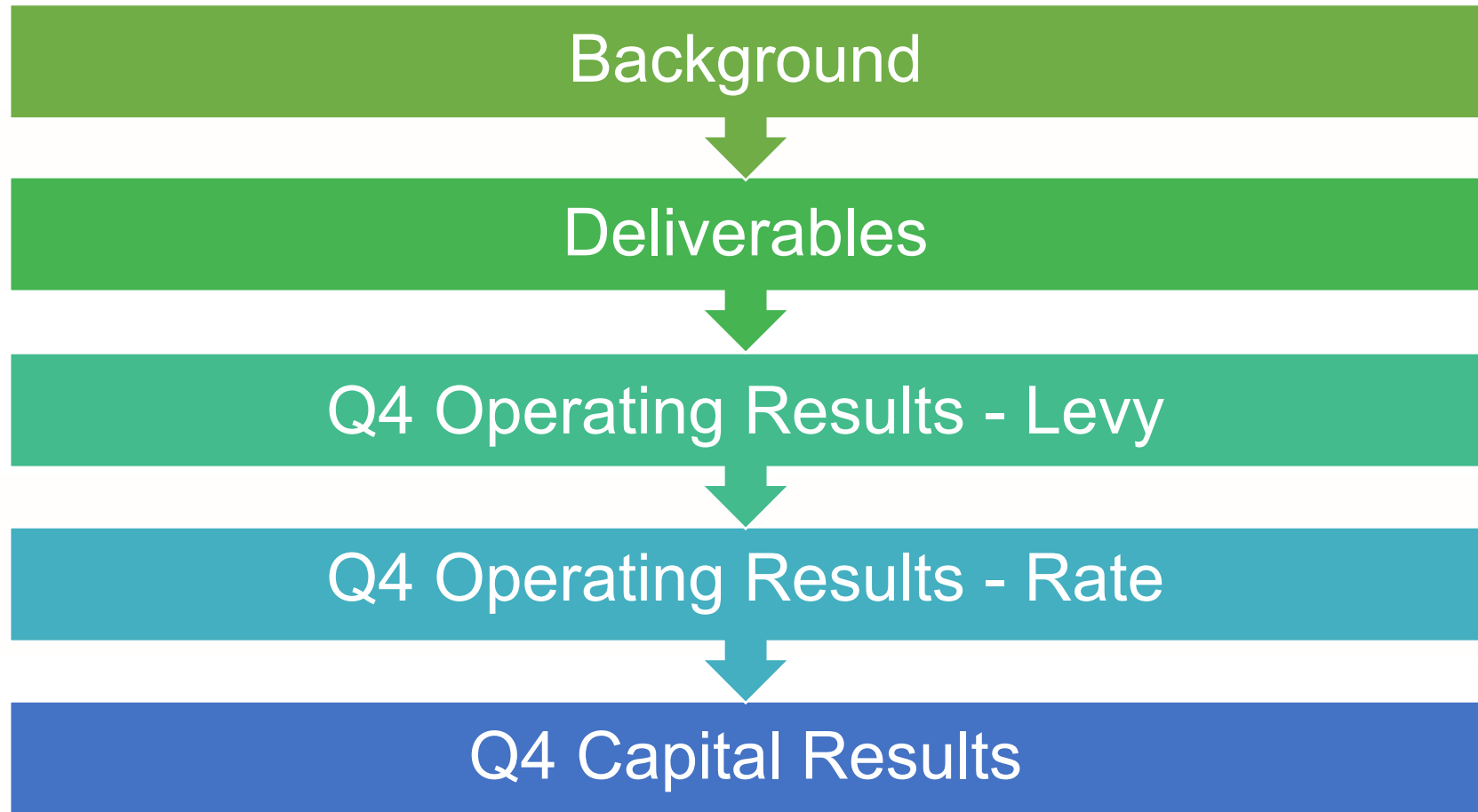
Ann-Marie Norio
Regional Clerk

Q4 2019 Financial Results

Corporate Services Committee

March 11, 2020

Agenda

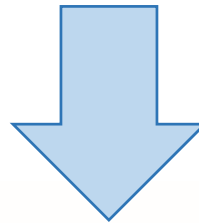


Background

Policies that guide our **financial strategy** and how we allocate resources:

Budget Planning By-Law

Capital Financing Policy



Policies that guide our **financial reporting** requirements:

Budget Control By-Law

Reserve and Reserve Fund Policy

Operating Surplus / Deficit Policy

Financial Reporting and Forecasting Policy

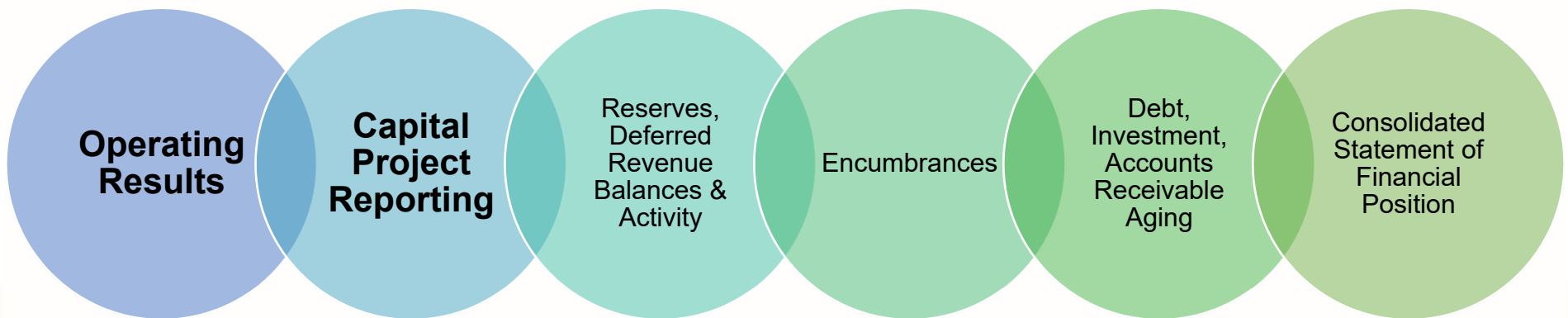
Deliverables

Q4 2019 Financial Update is available on the Niagara Region's external website:

[December 2019 Financial Report](https://www.niagararegion.ca/business/finance/quarterly-reports/default.aspx)

(<https://www.niagararegion.ca/business/finance/quarterly-reports/default.aspx>)

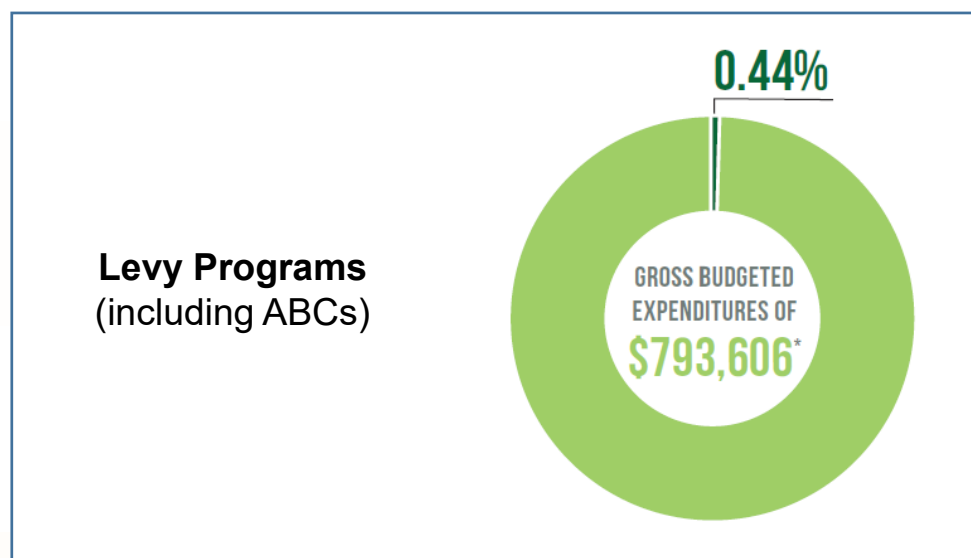
The report contains information on:



Q4 Summary Results

Levy

(in thousands)	Surplus Before Indirect Allocations		Surplus After Indirect Allocations	
Levy no ABCs	\$	1,450	\$	878
ABCs	\$	1,895	\$	2,575
Total Levy	\$	3,345	\$	3,453



* Includes transfer, intercompany charges and indirect allocations

Financial Results of ABCs

NRPS

GROSS BUDGETED EXPENDITURES OF **\$180,120***



NRH

GROSS BUDGETED EXPENDITURES OF **\$65,448***



COURT SERVICES

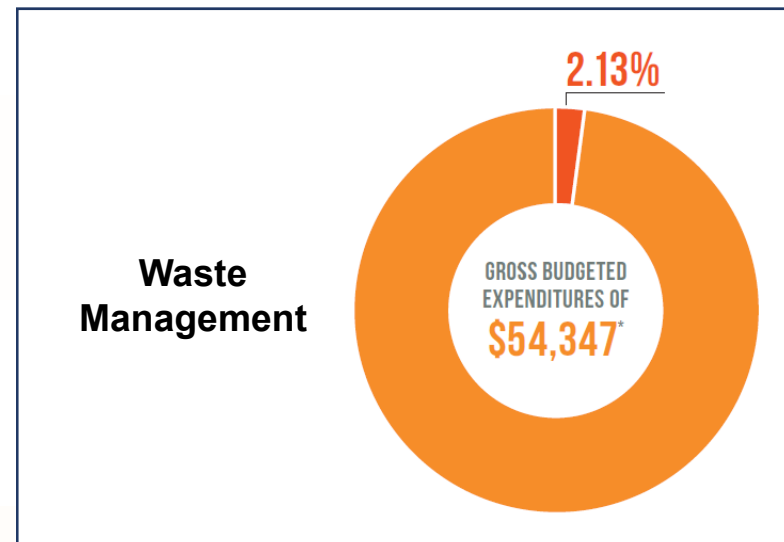
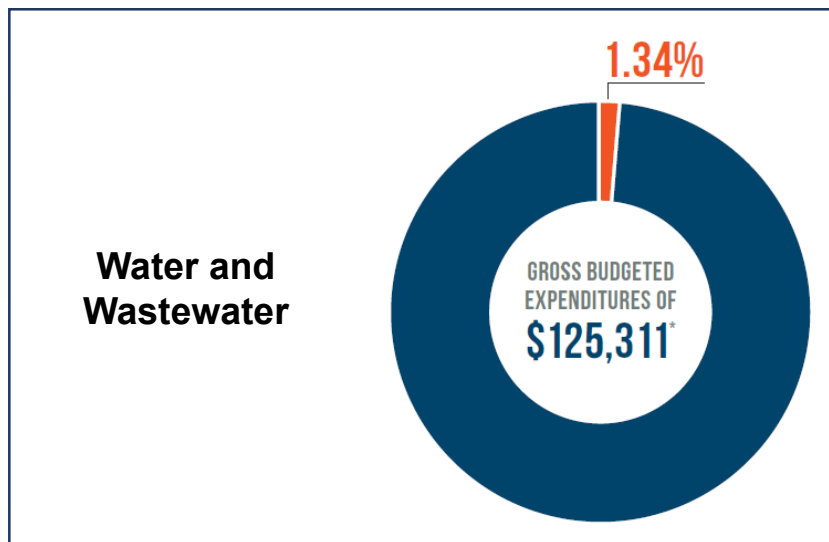
GROSS BUDGETED EXPENDITURES OF **\$6,135***



Q4 Summary Results

Rate

(in thousands)	Deficit Before Indirect Allocations	Deficit After Indirect Allocations
Water and Wastewater	\$ (1,497)	\$ (1,684)
Waste Management	\$ (1,236)	\$ (1,156)
Total Rate Supported Programs	\$ (2,733)	\$ (2,840)



* Includes transfer, intercompany charges and indirect allocations

Q4 Results By Department

(in thousands)	Surplus / (Deficit) (before indirect allocations)	Surplus / (Deficit) (after indirect allocations)	Percentage of Gross Budget
Regional Departments			
Governance	\$ 216	\$ 222	
General Government	\$ (5,372)	\$ (5,373)	
Corporate Administration	\$ 1,079	\$ 976	
ERMS	\$ 1,580	\$ (0)	
Corporate Services	\$ 1,566	\$ 243	
Community Services	\$ (236)	\$ 1,413	
Public Health & Emergency Services	\$ (2,586)	\$ (2,243)	
Public Works - Transportation	\$ 5,115	\$ 5,395	
Planning & Development	\$ 88	\$ 244	
Total Regional Departments	\$ 1,450	\$ 878	0.16%
Agencies, Boards and Commissions (ABCs)			
Court Services	\$ 368	\$ 444	7.24%
NRH	\$ 1,185	\$ 1,327	2.03%
NRPS	\$ 342	\$ 798	0.44%
NPCA	\$ (0)	\$ 6	0.13%
Total ABCs	\$ 1,895	\$ 2,575	1.01%
Total Levy Supported Programs	\$ 3,345	\$ 3,453	0.44%
Water and Wastewater	\$ (1,497)	\$ (1,684)	1.34%
Waste Management	\$ (1,236)	\$ (1,156)	2.13%
Total Rate Supported Programs	\$ (2,733)	\$ (2,840)	1.58%

Levy

Regional Departments

(in thousands)	Surplus / (Deficit) (before indirect allocations)		Surplus / (Deficit) (after indirect allocations)		Percentage of Gross Budget
Regional Departments and General Government	\$	1,450	\$	878	0.16%
ABC's	\$	1,895	\$	2,575	1.01%
Total Levy Supported Programs	\$	3,345	\$	3,453	0.44%

Factors impacting Regional Departments (Surplus of +\$878):

- Labour related costs (+\$3,467), offset by WSIB costs (-\$1,084)
- Supplemental tax revenue (+\$2,313)
- NRT revenue - revised fare agreements (+\$1,218)
- NRT services – delayed rollout in West Niagara services (+\$1,904)
- Development Charge grants (-\$3,083)
- Change in legal liability (-\$4,832)

Major factors driving results at Q3 were included in the 2020 budget where applicable

Levy ABCs

(in thousands)	Surplus / (Deficit) (before indirect allocations)	Surplus / (Deficit) (after indirect allocations)	Percentage of Gross Budget
Agencies, Boards and Commissions (ABCs)			
Court Services	\$ 368	\$ 444	7.24%
NRH	\$ 1,185	\$ 1,327	2.03%
NRPS	\$ 342	\$ 798	0.44%
NPCA	\$ (0)	\$ 6	0.13%
Total ABCs	\$ 1,895	\$ 2,575	1.01%

Factors impacting ABCs (Surplus of +\$2,575):

- NRH – Subsidy payments to providers and rent supplement (+\$1,825), rental revenue (+\$526) repairs and maintenance (-\$1,117)
- Court Services – Labour related costs (+\$404), increased revenues (+\$285) offset by higher distribution to LAMs (-\$444), sale of surplus lands (+\$215)
- NRPS – Compensation (+\$364), Provincial funding (\$356), other revenue (+\$282)

Major factors driving results at Q3 were included in the 2020 budget where applicable

Rate

Water & Wastewater

(in thousands)	Deficit Before Indirect Allocations	Deficit After Indirect Allocations	Percentage of Gross Budget
Water and Wastewater	\$ (1,497)	\$ (1,684) ←	1.34%
Waste Management	\$ (1,236)	\$ (1,156)	2.13%
Total Rate Supported Programs	\$ (2,733)	\$ (2,840)	1.58%


Factors Impacting Water & Wastewater (Deficit of **-\$1,684**):

- R&M (inclusive of emergency repairs) **(-\$2,215)**
- Water sales **(-\$1,013)**
- Increased admin costs **(-\$574)**
- Chemical costs **(-\$318)**
- Utilities **(+\$1,447)**
- Consulting **(+\$508)**
- Sludge disposal **(+\$372)**
- Compensation **(+\$327)**

Major factors driving results at Q3 were included in the 2020 budget where applicable

Rate

Waste Management

(in thousands)	Deficit Before Indirect Allocations	Deficit After Indirect Allocations	Percentage of Gross Budget
Water and Wastewater	\$ (1,497)	\$ (1,684)	1.34%
Waste Management	\$ (1,236)	\$ (1,156) 	2.13%
Total Rate Supported Programs	\$ (2,733)	\$ (2,840)	1.58%

Factors Impacting Waste Management (Deficit of \$1,156):

- Decrease in **net** recycling sales as a result of lower commodity prices **(-\$2,404)**
- Issuance of liquidated damages on collection contract **(+\$360)**
- Environmental monitoring savings **(+\$243)**
- Consulting **(+\$198)**

Major factors driving results at Q3 were included in the 2020 budget where applicable

Year End Transfer Recommendations

Levy Summary

(in thousands)	Surplus / (Deficit)	Year End Transfer Recommendation	
		Allocate to Taxpayer Relief	Allocate to Other Reserve
Regional Departments and General Government	\$ 878	\$ 878	\$ -
ABC's			
Court Services	\$ 444	\$ 444	\$ -
NRH	\$ 1,327	\$ 141	\$ 1,185
NRPS	\$ 798	\$ 457	\$ 342
NPCA	\$ 6	\$ 6	\$ -
Total for Levy Supported Programs	\$ 3,453	\$ 1,925	\$ 1,527

Allocations to other reserves of \$1,527 are as follows:

- \$204 to Police Contingency
- \$89 to Police Services Board Contingency
- \$48 to Ontario Police Video Training Alliance (OPVTA)
- \$605 to Niagara Regional Housing Reserve
- \$580 to NRH Owned Units

Allocation of \$1,925 to Taxpayer Relief includes \$177 designated for SNIP in the 2020 budget

Stabilization Reserve Targets

Target per Policy is 10% to 15% of operating expenses

Balances below target impact the ability to manage operational risks

(in thousands)	Reserve Balance		Reserve Target Balance		Conclusion
	Before Year End	After Year End	Low (10%)	High (10%)	
Taxpayer Relief (*)	\$ 21,831	\$ 23,756	\$55,968	\$83,952	Underfunded
Water Stabilization	\$ 3,492	\$ 2,985	\$2,359	\$3,539	Sufficiently Funded
Wastewater Stabilization	\$ 3,025	\$ 1,848	\$6,342	\$9,513	Underfunded
Waste Management Stabilization	\$ 7,200	\$ 6,044	\$5,085	\$7,628	Sufficiently Funded
Police Contingency	\$ 250	\$ 454	Assessed by NRPS		
Police Services Board Contingency	\$ 153	\$ 242			

* - Niagara Region considers all levy gross expenditures, excluding ABCs, when setting targets for Taxpayer Relief Reserve

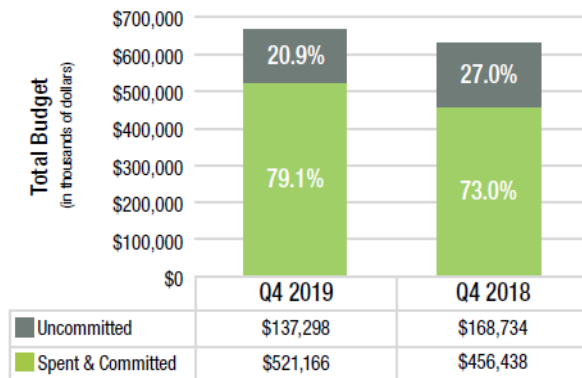
Capital Project Status

Projects with budgets greater than \$1M

LEVY

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

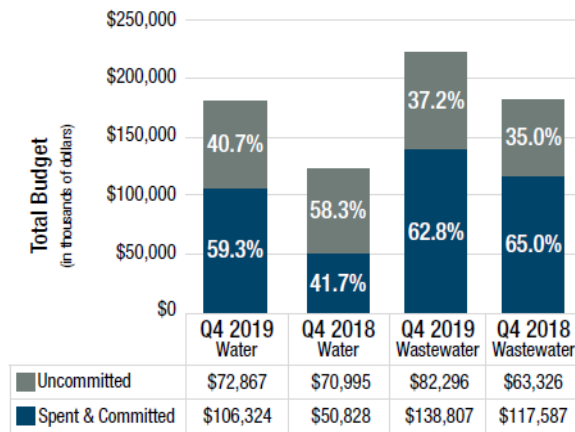
Total projects with budgets greater than \$1M.



WATER & WASTEWATER

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

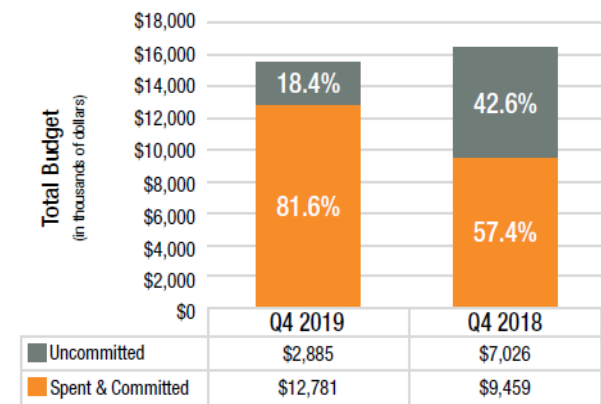
Total projects with budgets greater than \$1M.



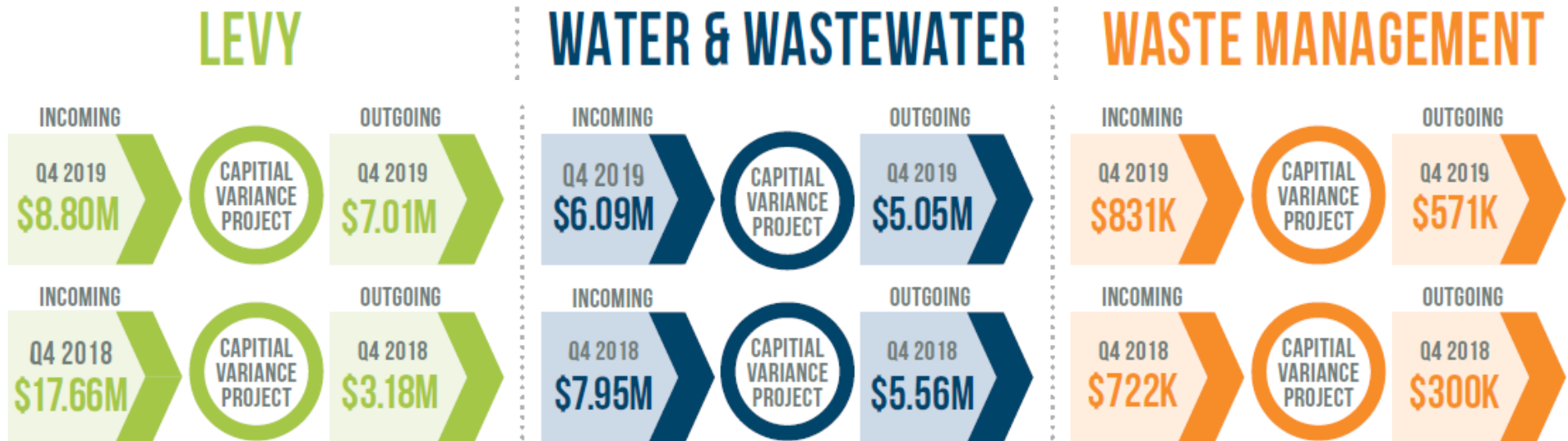
WASTE MANAGEMENT

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

Total projects with budgets greater than \$1M.



Capital Project Variances



As of Q4 2019, **\$8.4M** has been made available for future capital
\$5.1M of this amount has been **committed to the 2020 capital budget**

Questions?

Melanie Steele
Associate Director, Reporting & Analysis

Subject: 2019 Year End Results and Transfer Report

Report to: Corporate Services Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That the unaudited summarized financial results of the Niagara Region as detailed in Appendix 1, **BE RECEIVED**;
2. That the 2019 year end operating surplus for levy supported programs including agencies, boards and commissions of \$3,453 thousand **BE TRANSFERRED** as follows:
 - \$48 thousand **BE TRANSFERRED** to the Ontario Police Video Training Alliance (OPVTA) Reserve as per NRPS recommendation to their Board in Appendix 6
 - \$89 thousand **BE TRANSFERRED** to the Police Services Board Contingency Reserve as per NRPS recommendation to their Board in Appendix 6
 - \$204 thousand **BE TRANSFERRED** to the Police Contingency Reserve as per NRPS recommendation to their Board in Appendix 6
 - \$580 thousand **BE TRANSFERRED** to the NRH Owned Units Reserve to fund heat control system upgrades in owned units to be completed in 2020 as per NRH recommendation to their Board in Appendix 7
 - \$250 thousand **BE TRANSFERRED** to the Niagara Regional Housing Reserve to fund the Affordable Housing Master Plan to be completed in 2020 as per NRH recommendation to their Board in Appendix 7
 - \$355 thousand **BE TRANSFERRED** to the Niagara Regional Housing Reserve to be utilized for new capital development opportunities to reduce the housing waitlist as per NRH recommendation to their Board in Appendix 7
 - \$177 thousand surplus related to the 2019 SNIP program **BE TRANSFERRED** to the Taxpayer Relief Reserve to fund the 2020 SNIP program as directed by Council at December 5, 2019 BRCOTW
 - \$1,750 thousand **BE TRANSFERRED TO** the Taxpayer Relief Reserve;
3. That the 2019 year end operating deficit for rate supported programs of \$2,840 thousand **BE TRANSFERRED** from reserves as follows:
 - \$1,156 thousand **BE TRANSFERRED** from the Waste Management Stabilization Reserve in order to fund the operating deficit relating to Waste Management service
 - \$507 thousand **BE TRANSFERRED** from the Water Stabilization Reserve in order to fund the operating deficit related to Water services

- \$1,177 thousand **BE TRANSFERRED** from the Wastewater Stabilization Reserve in order to fund the operating deficit relating to Wastewater services;
- 4. That encumbrances of \$16,377 thousand (Appendix 2), **BE RECEIVED** for information and that the deferral of these expenditures be included in the 2020 operating budget; and
- 5. That the transfers of \$8,446 thousand from the capital variance project to Capital Reserves **BE RECEIVED** for information.

Key Facts

- Overall, the unaudited results of Niagara Region's 2019 budget is a surplus of \$3,453 thousand in the levy supported programs and deficit of \$2,840 thousand in the rate supported programs.

	2019 Surplus/(Deficit) after indirect allocations (in thousands)	2019 Percentage of Budgeted Gross Expenditures	2018 Surplus/Deficit Percentage of Budgeted Gross Expenditures
Regional Depts. & General Government	\$878	0.16%	0.35%
Court Services	\$444	7.24%	8.10%
NRH	\$1,327	2.03%	4.65%
NRPS	\$798	0.44%	0.34%
NPCA	\$6	0.13%	0.06%
Total Levy Supported Surplus	\$3,453	0.44%	0.26%
Water	(\$507)	1.13%	10.67%
Wastewater	(\$1,684)	1.46%	0.63%
Waste Management	(\$1,156)	2.13%	3.13%
Total Rate Supported Deficit	(\$2,840)	1.58%	2.76%

- The Niagara Region continues to tightly manage its operating surplus/deficits in year with overall variances as a percentage of gross budgeted expenditure remaining low. A 5 year summary of the surplus/deficit can be found in Appendix 3.
- The recommendations included in this report have been guided by the Operating Surplus/Deficit Policy approved by Council in July 2018, which states that "yearend surpluses will be allocated to those areas that have been identified as underfunded per the Reserve and Reserve Fund Policy and/or one time funding needs as recommended by Council".

- ABC's have made their own recommendations based on their strategic objectives and their assessment of underfunded areas.
- As the Surplus/Deficit Policy applies to all departments, agencies, boards and commissions the recommendation to transfer the full levy supported surplus to the Taxpayer Relief Reserve is preferred by Niagara Region staff in consideration of the Niagara Regions' overall sustainability and credit rating. More information on this is presented in the Alternatives Reviewed section of the report.
- Funding of \$16,377 thousand has been set aside in the encumbrance reserve as of December 31, 2019. \$12,683 thousand (77.4%) of the total encumbrance amount is related to various incentive and grant programs such as Combined Sewer Overflow (CSO) Program, Smarter Niagara Incentive Program (SNIP), Public Realm Investment Program (PRIP), Gateway Tax Increment Grant (TIG) and the Waterfront Investment Program (WIP). For the amounts encumbered, a spending obligation (in the form of a purchase order, contract or other legally binding commitment) has been made against the 2019 operating budget, however, the product or service has not been received in the year. The budgeted funds will be transferred to the 2020 operating budget when the product or service is received and the related budgeted expense will be grossed up for the year.
- In accordance with the Budget Control By-Law, capital variance projects (CVP) are allocated surplus from capital projects and used for funding capital project deficits in the year. The CVP are maintained at a target balance of \$1 million at the beginning of each year per the Capital Asset Management Policy. Balances greater than \$1 million are transferred to capital reserves at year end. Transfers to the General Capital Levy of \$5,449 thousand, Wastewater capital of \$945 thousand, Water capital of \$1,172 thousand and Waste Management Capital of \$1,100 thousand were completed at year end. Some of this funding was utilized in the 2020 capital budget and some will be leveraged in the long-term capital affordability strategy.

Financial Considerations

The recommendations in this report will fully allocate the 2019 year end operating surplus to reserves. Full explanations for the surpluses and deficits can be found in Appendix 4 and are summarized on the *Consolidated Year End Funding Surplus/(Deficit) Review* in Appendix 1.

Analysis

Full analysis and explanation of the rate and levy supported programs can be found in the Annual Financial Update in Appendix 4 and on the Region's website. The report is Accessibility for Ontarians with Disabilities Act compliant. Hard copies of the report can be made available upon request.

[December 2019 Financial Report](https://www.niagararegion.ca/business/finance/quarterly-reports/default.aspx)

(<https://www.niagararegion.ca/business/finance/quarterly-reports/default.aspx>)

Reserve Impacts Based on Report Recommendations

The Niagara Region's Operating Surplus/Deficit Policy outlines how annual operating surpluses or deficits are addressed at year end, giving consideration to affordability, sustainability and Niagara Region's credit rating. This Policy applies to all departments, agencies, boards and commissions consolidated within the Niagara Region.

The Policy states that year end surpluses will be allocated to those areas that have been identified as underfunded per the Reserve and Reserve Funds Policy and/or one time funding needs as recommended by Council. The Policy states that for corporate stabilization reserves, the minimum balance target is 10% to 15% of Operating Expenses.

The chart below shows a summary of the transfers recommended in this report and shows the reserve balance before and after the recommended transfers.

Reserve Description	Reserve Balance Before Transfer (in thousands)	Recommended Transfer to/(from) Reserve (in thousands)	Reserve Balance After Transfer (in thousands)
Stabilization Reserves			
Taxpayer Relief	\$21,831	\$1,925	\$23,757
Water Stabilization	\$3,492	(\$507)	\$2,986
Wastewater Stabilization	\$3,026	(\$1,177)	\$1,848
Waste Management Stabilization	\$7,200	(\$1,156)	\$6,043
Police Contingency	\$250	\$204	\$454
Police Services Board Contingency	\$152	\$89	\$252
Capital Reserves			
Ontario Police Video Training Alliance	\$61	\$48	\$109
Niagara Regional Housing	\$7,623	\$605	\$8,228
Niagara Owned Units	\$5,408	\$580	\$5,987

The following shows the balance of the reserves (after the recommended transfers included in this report) and amount over or below the minimum target balances as outlined in the Reserve and Reserve Funds Policy.

Reserve Description	Reserve Balance After Transfer (in thousands)	Target Balance (in thousands)	
		Low (10%)	High (15%)
Stabilization Reserves			
Taxpayer Relief	\$23,757	\$55,968	\$83,952
Water Stabilization	\$2,986	\$2,359	\$3,359
Wastewater Stabilization	\$1,848	\$6,342	\$9,513
Waste Management Stabilization	\$6,043	\$5,085	\$7,628
Police Contingency	\$454	Determined by NRPS	
Policy Contingency	\$252	Determined by NRPS	
Capital Reserves			
Ontario Police Video Training Alliance	\$109	Reserve targets noted above not applicable for these reserves	
Niagara Regional Housing	\$8,228		
Niagara Owned Units	\$5,987		

Based on the table above, the following stabilization reserves are underfunded, as they are not meeting the minimum target balance thresholds established:

- Taxpayer Relief
- Wastewater Stabilization

Reserve balances below the minimum target may impact the ability to manage future operational risks.

Unspent Budgeted Reserve Transfers

Budgeted reserve transfers that are unspent during the year are returned to their originating reserves in accordance with the Reserve and Reserve Fund Policy. In 2019 the following funds were returned to reserves:

- Unused drainage assessment funding by local area municipalities of \$98 thousand
- Unused active transportation/bike lane funding by local area municipalities of \$150 thousand
- Unused funds for Niagara Regional Transit West Niagara service expansion rollout of \$821 thousand
- Unused funds for Stormwater guidelines of \$50 thousand

Encumbrances

Encumbrance accounting is a mechanism to facilitate the accounting of good and services where an obligation to purchase has occurred but the goods or services have not been received by year end. An obligation to purchase can be in the form of a purchase order, contract or other legally binding commitments. Funds are requested to be set aside in the encumbrance reserve for use in the following year.

Incorporated in the year end operating funding surpluses are encumbrances totalling \$16,377 thousand (see Appendix 2). As part of the year end reporting process, the Financial Management and Planning division has reviewed each encumbrance request with the originating department. The encumbrances identified will be transferred to the encumbrance reserve at December 31, 2019 and transferred back to the respective departments in 2020. Encumbrance balances that have been carried forward from a previous year have also been identified in Appendix 2.

The majority of the encumbrance requests in 2019 relate to various incentive and grant programs which are in partnership with the local area municipalities (LAMs) and can span multiple years.

Capital Variance Project Transfer to Capital Reserve

Throughout the year, project variances are transferred to or from the Capital Variance Project (CVP) to be use in year in accordance with the Budget Control By Law.

During 2019, a total of 117 projects were closed (compared to 197 projects in 2018). As a result of the project closures and budget reductions, a total of \$15,727 thousand and \$26,331 thousand were returned to the CVP in 2019 and 2018 respectively.

At the end of the year, the balance of the CVPs are reviewed and the amount in excess of \$1 million is transferred to the appropriate capital reserve (see *Capital Variance Project Summary* in Appendix 4 for more detail).

The following is a summary of the amounts transferred to the respective capital reserve from each CVP and the balances remaining in the CVP as of December 31, 2019.

CVP Description	CVP Balance Before Transfer to Reserve (in thousands)	Transfer to Reserve (in thousands)	CVP Balance After Transfer to Reserve (in thousands)
Levy Programs	\$6,229	\$5,229*	\$1,000
Waste Management	\$1,682	\$1,100**	\$582
Wastewater	\$1,945	\$945	\$1,000
Water	\$2,172	\$1,172	\$1,000
Total	\$12,028	\$8,446	\$3,582

* \$4,000 of the amount transferred to reserve has been committed to the approved 2020 capital budget

** All of the \$1,100 transfer to reserve has been committed to the approved 2020 capital budget

Alternatives Reviewed

Council may direct staff to consider alternatives options for the consolidated net surplus position of \$612 thousand. Some of the potential alternatives may include:

Alternative Option – Transfer all of the Surplus from the Levy Supported Programs to Taxpayer Relief

It is at the discretion of Council how to treat the levy supported operating surplus at year end. Surpluses are a result of funding provided in a budget that was not required to achieve the objectives or mandate for that year. Since these funds are not required, Council may direct staff to allocate all of the levy supported operating surplus to the Taxpayer Relief Reserve (thereby not accepting some or all of the recommendations made by the NRH and NRPS Boards).

The yearend surplus is currently the only mechanism the Region is using to contribute funds into its stabilization reserves as contributions to these reserves are not being made as part of the base budget process. This alternative allows Council to maximize its available contribution to the stabilization reserves and improves the Region's overall

financial sustainability. Strong stabilization reserves support all levy supported programs including the agencies, boards and commissions who may need to leverage them in the future.

To further support staff's position that Niagara Region's reserves are underfunded, the Ministry of Municipal Affairs and Housing's 2018 Financial Indicator Review has been attached in Appendix 5. It shows Niagara Region's reserves as a percentage of municipal expenses at 32.5% which is much lower than the comparative group showing an average of 91.8%.

Relationship to Council Strategic Priorities

Providing formal financial reporting to Council and the public supports the Council Strategic Priority of Sustainable and Engaging Government.

Other Pertinent Reports

CSD 49-2019	Q1 2019 Financial Update
CSD 63-2019	Q2 2019 Financial Update
CSD 76-2019	Q3 2019 Financial Update

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This report was prepared in consultation with the Corporate Leadership Team and consolidated ABC's and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer.

Appendices

Appendix 1	Consolidated Year End Funding Surplus/(Deficit)
Appendix 2	Detailed Summary of Encumbrances by Department
Appendix 3	5 Year Funding Surplus/(Deficit) Analysis
Appendix 4	Q4 2019 Financial Update

Appendix 5	MMAH 2018 Financial Indicator Review
Appendix 6	NRPS Financial Variance Overview for the Year Ending December 31, 2019
Appendix 7	NRH 2019 Year-End transfer Report (NRH 2-2020)

Appendix 1 - Consolidated Year End Funding Surplus/(Deficit)

CSD 15-2020
March 11, 2020

	Year End Operating Surplus/(Deficit) Before Transfers	Year End Operating Surplus Transferred Back to Reserve(*)	Encumbrance(**)	Year End Operating Surplus/(Deficit)
LEVY SUPPORTED DEPARTMENTS				
Regional Departments				
Corporate Administration	\$1,060	\$0	-\$84	\$976
Corporate Services	\$343	\$0	-\$100	\$243
Enterprise Resource Management Services	\$98	\$0	-\$98	\$0
Community Services	\$1,702	\$0	-\$289	\$1,413
Economic Development	\$0	\$0	\$0	\$0
Public Works - Transportation	\$7,313	-\$1,069	-\$849	\$5,395
Governance	\$222	\$0	\$0	\$222
Planning & Development	\$958	-\$50	-\$664	\$244
Public Health	-\$2,178	\$0	-\$65	-\$2,243
Subtotal - Regional Departments	\$9,519	-\$1,119	-\$2,149	\$6,250
General Government	-\$909	\$0	-\$4,463	-\$5,373
Regional Departments and General Government	\$8,610	-\$1,119	-\$6,613	\$878
Agencies, Boards and Commissions				
Court Services	\$444	\$0	\$0	\$444
Niagara Regional Housing	\$2,061	\$0	-\$735	\$1,327
Niagara Regional Police	\$798	\$0	\$0	\$798
Niagara Peninsula Conservation Authority	\$6	\$0	\$0	\$6
Subtotal - Agencies, Boards and Commissions	\$3,309	\$0	-\$735	\$2,575
Total Levy Supported Departments	\$11,919	-\$1,119	-\$7,347	\$3,453
RATE SUPPORTED DEPARTMENTS				
Water	-\$507	\$0	\$0	-\$507
Wastewater	\$7,043	\$0	-\$8,220	-\$1,177
Waste Management	-\$347	\$0	-\$810	-\$1,156
Total Rate Supported Departments	\$6,189	\$0	-\$9,030	-\$2,840

(*) Unspent budgeted reserve transfers are returned to their originating reserves in accordance with the Reserve and Reserve Funds Policy

(**) Encumbrances are transferred to 2020 operating budgets in accordance with the Budget Control By-Law

Description	Amount
General Government	
Public Realm Investment Program	
East Fonthil Seating RR20 & Rice Road	\$12
Parkette Queenston St*	\$100
Prince Charles Dr*	\$13
RR18 (Ontario St.), RR81 (King St.)*	\$10
Civic Square Revitalization*	\$30
RR20 (Lundy's Lane Gateway Lighting and Bus Shelters)*	\$100
Smithville Public Square*	\$100
RR54 Pelham Port Robinson Rice Rd Parkette	\$30
RR20 West Lincoln Smithville Streetscaping Upgrades	\$100
RR20 West Lincoln Smith Street Lighting Upgrades	\$100
RR27 Welland Parkette Hellesms/East Main St	\$20
	\$615
Gateway - Tax Increment Grant	
287 Silverthorne/Buchner	\$1,613
Waterfront Improvement Program	
Millennium Recreation Trail*	\$400
Town of Lincoln Museum and Cultural Centre*	\$250
	\$650
Smarter Niagara Incentive Program	
Building and Facade Improvement Grant/Loan Program	\$360
CIP/MasterPlans/Official Plans Grant Program	\$410
ESA Phase II (Risk Assessment Plan)	\$36
Heritage Restoration and Improvement Grant	\$50
Public Realm Grant Program	\$130
Residential Grant/Loan Program	\$599
	\$1,585
Total Encumbrances for General Government	\$4,463
Corporate Administration	
Advertising Partnership with City of St. Catharines*	\$13
Economic Development - Study and Lead Generation	\$71
Total Encumbrance for Corporate Administration	\$84
Corporate Services	
Business Licensing	\$100
Total Encumbrance for Community Services	\$100
Enterprise Resource Management Services	
Sustainability Review*	\$85
Advertising Partnership with City of St. Catharines*	\$13
Total Encumbrance for Enterprise Resource Management Services	\$98
Community Services	
Gateway Residential Community Support	\$289
Total Encumbrance for Community Services	\$289
Planning & Development	
New Regional Official Plan*	\$391
Municipal Comprehensive Review*	\$61
Environmental Planning Review*	\$53

Description	Amount
Highly Vulnerable Aquifer Reviews*	\$18
Ontario Tender Fruit Irrigation Ambassador	\$16
Stormwater Management Guidelines	\$125
Total Encumbrance for Planning and Development	\$664
Public Health	
EMS System Redesign*	\$65
Total Encumbrance for Public Health	\$65
Niagara Regional Housing	
Integrated Housing Solution Software*	\$31
Designated Substance Survey*	\$110
Masonry Wall Investigation	\$87
K3D Thermostat Technology	\$507
Total Encumbrance for Niagara Regional Housing	\$735
Public Works - Transportation	
Emerald Ash Bore*	\$178
Spring Tree Planting	\$64
Complete Streets Design Manual	\$400
Niagara Transit Governance Study	\$207
Total Encumbrance for Public Works - Transportation	\$849
Public Works - Waste Management	
Fairness Advisor for MRF Opportunity Review*	\$25
MRF Opportunity Review*	\$345
Long-Term Waste Management Strategic Plan*	\$400
Service level change campaign	\$40
Total Encumbrance for Public Works - Waste Management	\$810
Public Works - Water/Wastewater	
Unused Combined Sewer Overflow Funding - 2015 Program (at 75%)*	\$1,229
Unused Combined Sewer Overflow Funding - 2016 Program (at 75%)*	\$2,083
Unused Combined Sewer Overflow Funding - 2017 Program (at 75%)*	\$1,089
Unused Combined Sewer Overflow Funding - 2018 Program (at 50%)*	\$1,851
Unused Combined Sewer Overflow Funding - 2019 Program (at 50%)*	\$1,968
Total Encumbrance for Public Works - Water/Wastewater	\$8,220
TOTAL 2019 ENCUMBRANCE	\$16,377

* Encumbrance balance carried over from 2018

Appendix 3 - 5 Year Consolidated Year End Funding Surplus/(Deficit)

Year End Operating Surplus/(Deficit) (in thousands)					
LEVY SUPPORTED DEPARTMENTS	2019	2018	2017	2016	2015
Regional Departments					
Corporate Administration	\$976	\$357	\$365	\$127	\$74
Corporate Services	\$243	\$254	-\$118	\$0	\$0
Enterprise Resource Management Services	\$0	\$10	-\$10	\$0	\$0
Community Services	\$1,413	\$1,742	\$3,700	-\$951	\$258
Economic Development	\$0	\$0	\$226	\$216	\$51
Public Works - Transportation	\$5,395	\$975	\$1,913	\$2,332	-\$3,887
Governance	\$222	\$413	\$120	-\$190	\$291
Planning & Development	\$244	\$558	\$518	-\$66	-\$308
Public Health	-\$2,243	-\$186	\$1,825	\$345	\$1,873
Subtotal - Regional Departments	\$6,250	\$4,123	\$8,539	\$1,813	-\$1,648
General Government	-\$5,373	-\$5,850	-\$6,113	\$192	\$3,972
Regional Departments and General Government	\$878	-\$1,727	\$2,426	\$2,005	\$2,324
Agencies, Boards and Commissions					
Court Services	\$444	\$396	-\$344	-\$249	-\$226
Niagara Regional Housing	\$1,327	\$2,635	\$1,908	\$624	\$717
Niagara Regional Police	\$798	\$528	-\$7,641	-\$2,781	\$629
Niagara Peninsula Conservation Authority	\$6	-\$4	-\$3	\$0	-\$51
Subtotal - Agencies, Boards and Commissions	\$2,575	\$3,555	-\$6,080	-\$2,406	\$1,069
Total Levy Supported Departments	\$3,453	\$1,828	-\$3,654	-\$401	\$3,393
RATE SUPPORTED DEPARTMENTS					
Water	-\$507	\$2,449	\$1,432	\$1,361	-\$56
Wastewater	-\$1,177	-\$370	-\$1,343	\$588	\$593
Waste Management	-\$1,156	\$1,551	\$5,682	\$4,337	\$4,552
Total Rate Supported Departments	-\$2,840	\$3,630	\$5,771	\$6,286	\$5,089

Includes unspent budgeted reserve transfers returned to their originating reserves in accordance with the Reserve and Reserve Funds Policy and year end encumbrances.



Niagara  Region

2019

Q4 FINANCIAL UPDATE | DECEMBER

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Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2019 Q4 financial update.

Niagara is a culturally rich and historically significant region that offers its residents a mix of urban and rural living within 12 area municipalities. The Region boasts a diverse economy that includes manufacturing, tourism, agriculture and emerging sectors such as new media, green technology and bioscience.

Regional government operations are overseen by Niagara Regional Council which is composed of 32 elected representatives from 12 area municipalities and the Regional Chair. The current Regional Council was elected in November 2018 and the 32 members will serve a four year term to November 14, 2022.

As of December 31, 2019 Niagara Region is forecasting a funding surplus of \$3,453 thousand related to the levy programs, \$1,684 thousand deficit related to Water and Wastewater programs, and a \$1,156 thousand deficit related to the Waste Management Program.

Affordability and sustainability are two key elements of Niagara Region's budget strategy. Achieving a balance between providing the programs and services residents have come to rely upon, ensuring they can afford to pay for them and ensuring that we have money to fund future infrastructure and program needs is critical. We would appreciate your feedback at www.niagararegion.ca.

We hope you will find the information provided in this report of interest and welcome any suggestions for its improvement going forward.

Helen Chamberlain, Director of Financial Management & Planning, Deputy Treasurer

The following is an unaudited report which has been prepared and reviewed by the Financial Management & Planning team in Corporate Services.

CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

LEVY

(in thousands of dollars)

Niagara Region's levy programs excluding agencies, boards and commissions (ABC's) has a year end operating surplus of \$878. The surplus is largely driven from labour costs as a result of vacancies (\$3,467), collection of supplement tax revenues higher than budgeted (\$2,122), increase in revenues for Niagara Regional Transit (NRT) primarily driven by revised agreements with the college and university (\$1,218), one-time savings due to the delayed implementation of some enhanced NRT services due to long lead-in time in delivery of buses (\$1,904) and lower employee health benefit expense (\$853).

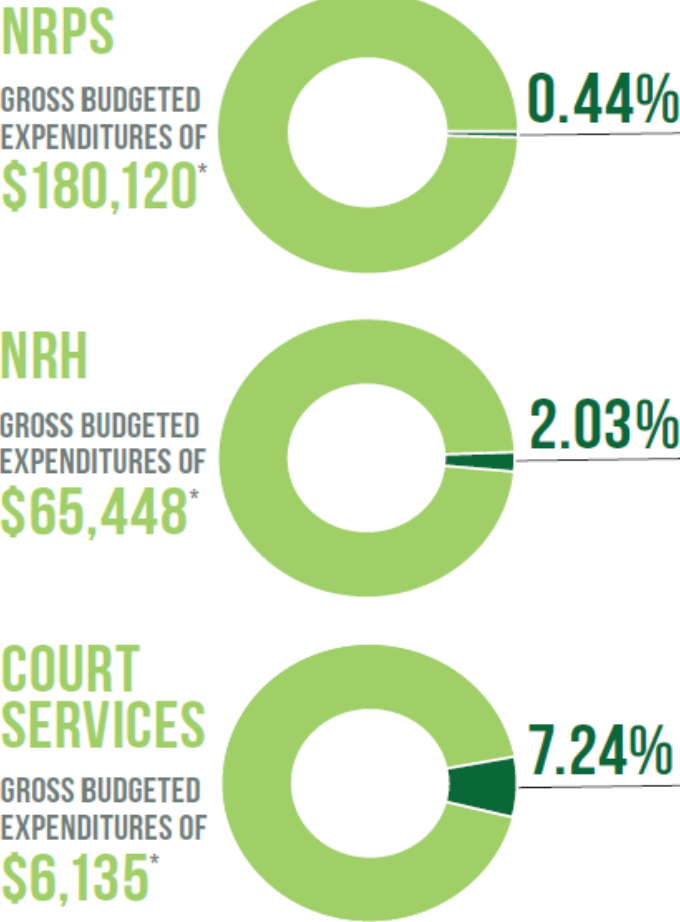
This surplus has been partially offset by higher than budgeted Workplace Safety Insurance Board (WSIB) costs in the EMS division (\$1,084), higher than budgeted Development Charge (DC) grants (\$3,082) and unforeseen claim payouts and changes in the legal liability during the year.

The ABC's surplus of \$1,895 is a result of lower labour costs due to vacant positions (\$909), increased collection activity in Court Services as well as lower than budgeted subsidy payments to providers (\$1,224) and rent supplement to landlords (\$601) in Niagara Regional Housing (NRH). These surpluses have been offset by higher distribution to the Local Area Municipalities (LAMs) (\$444) in Court Services as well as higher repairs and maintenance (\$1,117) in NRH owned units and an unanticipated decrease in Provincial funding (\$356) impacting Niagara Regional Police Services (NRPS). The NRH and NRPS Boards have made recommendations as to which reserves their respective surpluses should be allocated at year end. These recommendations have been included in CSD 15-2020 in addition to the recommendation that the remaining levy surplus be allocated to the Taxpayer Relief Reserve in accordance with the Operating Surplus/Deficit Policy C-F-022.

LEVY DEPARTMENT AND PROGRAMS
(Including ABC's)



FINANCIAL RESULTS OF ABC'S



*Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT
HIGHLIGHTS

-\$3,083
variance as a result of higher than budgeted Development Charge grants provided during the year.

+\$2,313
collected in unanticipated supplement tax billings during the year

+\$3,122
Combined variance in NRT resulting from increased revenues generated from agreements and one-time savings from delayed implementation of some enhanced NRT services

CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

WATER & WASTEWATER

(in thousands of dollars)

Water and Wastewater services has a net operating deficit of \$1,684 at year end which is attributed to a deficit in the Water division of \$507 and a deficit in the Wastewater division of \$1,177.

The \$507 deficit in the Water division is due to lower than anticipated water sales as a result of cool and wet weather, which has been partially offset by lower than budgeted electricity savings (partly due to the Ontario Fair Hydro Act) and savings in compensation resulting from vacant positions.

The \$1,177 deficit in the Wastewater division is driven by unanticipated emergency sewer repair costs, higher repairs and maintenance costs for equipment, buildings and grounds and chemical costs. This deficit has been partially offset by a savings in budgeting electricity costs, compensation due to vacant positions as well as higher By Law revenue due to hauled sewage volumes exceeding budget during the year.

It is recommended at year end that the operating deficit in the Water division be transferred from the Water Stabilization Reserve and that the operating deficit in the Wastewater Division be transferred from the Wastewater Stabilization Reserve.

As a result of the year end transfer, the Water Stabilization Reserve will be at a balance of \$2,985 which is within the funding targets for the stabilization reserve. The funding target of 10% to 15% of annual budgeted operating expenditures (excluding reserve transfers and debt allocations) are \$2,359 and \$3,539 respectively.


After the recommended year end transfer, the Wastewater Stabilization Reserve will be at a balance of \$1,848 which is below the minimum stabilization target for the Reserve. The funding targets of 10% to 15% of annual budgeted operating expenditures are \$6,342 and \$9,513 respectively. The reserve balance is below the minimum target, which may impact the ability to manage future operational risks.

WATER & WASTEWATER OPERATING DEFICIT




* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



-\$1,014
VARIANCE IN WATER SALES

3.0% of budgeted variable water revenues due to cool and wet weather



-\$1,239
VARIANCE IN EMERGENCY SEWER REPAIR

Dain City emergency sewer repair resulted in unanticipated costs.

CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

WASTE MANAGEMENT

(in thousands of dollars)

Waste Management Services has an operating deficit of \$1,156 at year end.

The deficit is primarily a result of the continuing decline in the recyclable commodities market impacting revenue from sale of recyclables. This was partially offset by lower than anticipate costs of purchasing commodities under contracts with Waterloo, Haldimand and commercial business. The deficit was mitigated further by liquidated damages issued under Niagara Region's collection contract from failure to meet performance standards and savings in compensation.

It is recommended at year end that the operating deficit in Waste Management be transferred from the Waste Management Stabilization Reserve.


As a result of the year end transfer, the Waste Management Stabilization Reserve will be at a balance of \$6,044 which is within the funding targets for the Reserve. The funding target of 10% to 15% of annual budgeted operating expenditures (excluding reserve transfers and debt allocations) are \$5,085 and \$7,628 respectively.

WASTE MANAGEMENT OPERATING DEFICIT



* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



**-\$2,404 NET
VARIANCE IN
RECYCLING
OPERATIONS**

resulting from the continuing decline
in the commodities market

Summary of Consolidated Operating Surplus/(Deficit) (in thousands of dollars)

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Actuals	Q4 Surplus / (Deficit)	Annual Budget	Actuals	Q4 Surplus / (Deficit)
LEVY SUPPORTED DEPARTMENTS & PROGRAMS						
Regional Departments						
Governance	\$2,136	\$1,920	\$216	\$2,413	\$2,191	\$222
General Government	-\$299,136	-\$293,764	-\$5,372	-\$370,336	-\$364,963	-\$5,373
Corporate Administration	\$6,496	\$5,417	\$1,079	\$5,736	\$4,760	\$976
Enterprise Resource Management Services	\$12,928	\$11,348	\$1,580	\$0	\$0	\$0
Corporate Services	\$29,361	\$27,795	\$1,566	\$1,783	\$1,540	\$243
Community Services	\$27,640	\$27,876	-\$236	\$43,791	\$42,378	\$1,413
Public Health & Emergency Services	\$24,908	\$27,494	-\$2,586	\$38,675	\$40,918	-\$2,243
Public Works – Transportation	\$33,604	\$28,490	\$5,115	\$72,966	\$67,571	\$5,395
Planning & Development	\$2,899	\$2,811	\$88	\$4,438	\$4,193	\$244
Sub-Total - Regional Departments	-\$159,163	-\$160,613	\$1,450	-\$200,534	-\$201,412	\$878
Agencies, Boards & Commissions						
Court Services	-\$1,839	-\$2,207	\$368	-\$605	-\$1,049	\$444
Niagara Regional Housing	\$27,789	\$26,604	\$1,185	\$35,405	\$34,079	\$1,327
Niagara Regional Police	\$146,714	\$146,372	\$342	\$161,528	\$160,729	\$798
Niagara Peninsula Conservation Authority	\$4,200	\$4,200	\$0	\$4,206	\$4,200	\$6
Subtotal Agencies, Boards & Commissions	\$176,864	\$175,893	\$1,895	\$200,534	\$197,959	\$2,575
Total Levy Supported Programs	\$17,701	\$14,356	\$3,345	\$0	-\$3,453	\$3,453
RATE SUPPORTED DEPARTMENTS						
Public Works - Water & Wastewater	-\$15,338	-\$13,840	-\$1,497	\$0	\$1,684	-\$1,684
Public Works - Waste Management	-\$2,364	-\$1,128	-\$1,236	\$0	\$1,156	-\$1,156
Total Rate Supported Departments	-\$17,701	-\$14,968	-\$2,733	\$0	\$2,840	-\$2,840
TOTAL	\$0	-\$612	\$612	\$0	-\$612	\$612

Levy Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$394,344	\$391,052	\$3,292	0.8%
Administrative	\$31,066	\$32,502	-\$1,436	-4.6%
Operational & Supply	\$41,729	\$37,971	\$3,758	9.0%
Occupancy & Infrastructure	\$27,468	\$27,760	-\$292	-1.1%
Equipment, Vehicles, Technology	\$15,374	\$15,686	-\$312	-2.0%
Community Assistance	\$204,529	\$197,166	\$7,363	3.6%
Partnership, Rebate, Exemption	\$22,019	\$20,323	\$1,696	7.7%
Financial Expenditures	\$68,609	\$56,450	\$12,159	17.7%
Total Expenses	\$805,138	\$778,910	\$26,228	3.3%
Taxation	-\$380,993	-\$383,481	\$2,489	0.7%
Federal & Provincial Grants	-\$327,480	-\$321,311	-\$6,169	-1.9%
By-Law Charges & Sales	-\$18,661	-\$18,919	\$258	1.4%
Other Revenue	-\$66,472	-\$69,108	\$2,637	4.0%
Total Revenues	-\$793,606	-\$792,819	-\$787	-0.1%
Intercompany Charges	-\$1,952	-\$1,794	-\$158	-8.1%
Total Intercompany Charges	-\$1,952	-\$1,794	-\$158	-8.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$9,579	-\$15,703	\$25,283	263.9%
Transfers From Funds	-\$23,308	-\$22,165	-\$1,143	-4.9%
Transfers To Funds	\$31,570	\$52,319	-\$20,750	-65.7%
Expense Allocations To Capital	-\$140	-\$96	-\$44	-31.8%
Total Transfers	\$8,122	\$30,059	-\$21,937	-270.1%
Net Expenditure (Revenue) Before Indirect Allocations	\$17,701	\$14,356	\$3,345	18.9%
Indirect Allocations & Debt	-\$17,701	-\$17,808	\$107	0.6%
Total Indirect Allocations & Debt	-\$17,701	-\$17,808	\$107	0.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	-\$3,453	\$3,453	0.0%

Levy - Continued

Variance Analysis (in thousands of dollars)

Levy is operating a year-to-date surplus before indirect allocations of \$3,345. This is due to the following factors:

Compensation – The favourable variance of \$3,292 is mainly due to vacancies across the corporation, resulting in lower than anticipated compensation costs. These savings have been reduced by higher than budgeted Workplace Safety Insurance Board (WSIB) costs (\$1,082) within the Emergency Medical Services (EMS) division.

Administration – The unfavourable variance of \$1,436 is largely due to an increase in the estimated legal claims cost.

The unfavourable variance is offset by favourable variances in timing of consulting expenditures involving the new Regional Official Plan (ROP) (\$1,018), the rollout of Transportation Services and Transit related studies (\$641), Complete Streets consulting study (\$400), Niagara Regional Transit (NRT) study (\$207). Many of these consulting engagements have been encumbered into 2020.

Operational & Supply – The favourable variance of \$3,758 is a result of the following:

- timing differences in the rollout of increased NRT services (\$1,904)
- lower than anticipated usage of hired equipment (\$764) in Transportation
- savings in the Ontario Senior Dental Care Program (OSDCP) (\$707) due to a delay in the launch of the program.
- reduced usage of traffic signal maintenance, sign and pavement marking material (\$633) in Transportation
- reduced Niagara Specialized Transit (NST) services due to revised contract terms (\$226)

The favourable variance has been partially offset by higher than anticipated medical supplies and transportation expenditures for high intensity needs residents (\$565) in Senior Services, which 95% is offset by Ministry funding.

Community Assistance – The favourable variance of \$7,363 is primarily due to:

- lower than budgeted Ontario Works (OW) caseload expenditures (\$3,123) resulting in reduced number of benefit issuances in SAEO. OW caseload expenditures are fully funded by the Province, as such, surpluses identified in this section are offset by less Provincial funding being received, described below.
- lower than budgeted subsidy payments to non-profit and co-op providers and rent supplements to landlords (\$1,890) in Niagara Regional Housing (NRH)
- timing differences in the 100% Ministry funded-community capital builds as construction will be completed by December 2020 (\$1,246) in Children Services
- reinvestment of parental fee revenue (\$491) in Children Services

The favourable variance has been partially offset by a transfer to capital for the Regionally owned and operated child care centre build (\$553) described in the Transfers below.

Partnership, Rebate, Exemption – The favourable variance of \$1,696 is due to lower than anticipated Local Area Municipality (LAM) grants (\$298) associated with multi-use paths and drainage assessment funding for LAMs as well as the timing of economic incentive grant payments (\$4,394) for Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway Tax Increment Grants. Where appropriate these amounts have been encumbered into 2020 to align with anticipated payments of these grants and are identified in Transfers below.

The favourable variance has been partially offset by higher than budgeted mandatory and non-mandatory Development Charge (DC) exemptions (\$3,083) as per the adopted Development Charges By-law 2017-88 in addition to tax rebates to charitable organizations and commercial vacancy rebates.

Financial Expenditures – The favourable variance of \$12,159 is primarily due to the debt charge placeholder of \$12,711 (due to the timing of actual project spending), which has been transferred to capital reserves through Transfer to Funds identified below. The overall favourable variance has been partially offset by higher than anticipated tax write offs (\$224) and unrealized foreign exchange losses (\$83).

Levy - Continued

Taxation – The favourable variance of \$2,489 is primarily the result of increases in supplement tax revenues (SUPs) collected during the year. The increase in SUPs is attributable to growth mainly in Welland, Niagara Falls, Thorold, Grimsby and Niagara-on-the-Lake.

Federal & Provincial Grants – The unfavourable variance of \$6,169 is due to:

- lower than budgeted Ministry funding reflective of the reduction in 100% funded expenditures (\$3,032) in SAEO
- timing differences as a result of Ministry-funded programs and related administrative costs revenue being recognized based on actual expenditures incurred (\$1,381) in NRH
- unfavourable variance related to timing differences of Ministry-funded community capital builds as revenues is recognized based on actual expenses incurred (\$1,062)
- delayed launch of the new OSDCP (\$609)
- lower than anticipated OW program administration funding (\$490) received from the Ministry due to being held at 2018 actuals
- the discontinuation of the annual inflationary increase in Land Ambulance funding (\$439)
- shortfall in Provincial grant funding (\$356) in NRPS.

These unfavourable variances have been partially mitigated by favourable variances as a result of additional funding in Senior Services received specifically related to the high intensity needs expenditures (\$924) and timing of revenue recognized in Homelessness.

Other Revenue – The favourable variance of \$2,637 is due to:

- higher than anticipated provincially established accommodation fees (\$686)
- higher than anticipated rental revenues for NRH-owned units (\$526)
- unbudgeted revenue for EMS provided at the St. Catharine's Consumption Treatment Site (\$413)
- higher union billings for employees (\$384) in Community Services
- increase in collection enforcement activity (\$285) in Court Services
- net proceeds for sale of surplus land (\$215) in Court Services
- higher than budgeted investment income from the timing differences of transfer between Region and NRH bank accounts (\$184)

These favourable variances have partially offset by lower than expected development charges revenue recognized (\$259) related to delays in consulting assignments and lower than expected proceeds from sale of fleet vehicles and equipment (\$230) in Transportation.

Transfers to Funds – the unfavourable variance is \$20,750 is a result of the encumbrance (\$7,347), funds returned to reserves from the delayed rollout of NRT services to West Niagara (\$821) and debt charge placeholder (\$12,711) resulting from the timing of actual project spending.

Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$1,910	\$1,795	\$115	6.0%
Administrative	\$220	\$122	\$98	44.6%
Operational & Supply	\$0	\$0	\$0	100.0%
Equipment, Vehicles, Technology	\$2	\$2	\$0	13.3%
Partnership, Rebate, Exemption	\$2	\$0	\$2	98.2%
Total Expenses	\$2,134	\$1,918	\$216	10.1%
Other Revenue	\$0	\$0	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%
Intercompany Charges	\$2	\$1	\$0	2.8%
Total Intercompany Charges	\$2	\$1	\$0	2.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$2,136	\$1,920	\$216	10.1%
Total Transfers			\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,136	\$1,920	\$216	10.1%
Indirect Allocations & Debt	\$277	\$272	\$6	2.0%
Total Indirect Allocations & Debt	\$277	\$272	\$6	2.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,413	\$2,191	\$222	9.2%

Governance - Continued

Variance Analysis (in thousands of dollars)

Governance is operated with a surplus before indirect allocations of \$216. The following factors have contributed to this surplus.

Compensation - The favourable variance of \$115 is due to vacancies within the Chair’s Office and deferred or declined salary increases.

Administration - The favourable variance of \$98 is due to lower than anticipated advertising and travel costs.

Community Impacts & Achievements

Governance consists of the Members of Council and the Office of the Regional Chair who provide the overall political leadership of the organization.

Project Updates/Accomplishments

- Passed the 2020 operating and capital budget which included funding for numerous critical projects along with addressing the impacts of provincial downloading
- Started work on a government relations plan that incorporates the priorities of Niagara 12 municipalities along with the Niagara Region
- Acted quickly to action the recommendations of the Provincial Ombudsman, including providing direction to staff to develop policies to safeguard hiring processes in the future
- Continued to work closely with the 2021 Summer Games committee to ensure the successful completion of the legacy projects and operations of the games
- Met with provincial ministry staff to progress Niagara’s priorities on numerous files and issues

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Administrative	\$6,243	\$11,165	-\$4,922	-78.8%
Operational & Supply	\$228	\$0	\$228	99.9%
Occupancy & Infrastructure	\$95	\$72	\$22	23.5%
Partnership, Rebate, Exemption	\$15,414	\$14,156	\$1,258	8.2%
Financial Expenditures	\$66,273	\$53,872	\$12,401	18.7%
Total Expenses	\$88,252	\$79,265	\$8,987	10.2%
Taxation	-\$380,993	-\$383,481	\$2,489	0.7%
By-Law Charges & Sales	-\$55	-\$24	-\$31	-55.9%
Other Revenue	-\$15,771	-\$16,407	\$636	4.0%
Total Revenues	-\$396,818	-\$399,912	\$3,094	0.8%
Intercompany Charges	-\$367	-\$211	-\$156	-42.4%
Total Intercompany Charges	-\$367	-\$211	-\$156	-42.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$308,933	-\$320,858	\$11,926	3.9%
Transfers From Funds	-\$11,234	-\$11,234	\$0	0.0%
Transfers To Funds	\$21,031	\$38,328	-\$17,298	-82.3%
Total Transfers	\$9,797	\$27,094	-\$17,298	-176.6%
Net Expenditure (Revenue) Before Indirect Allocations	-\$299,136	-\$293,764	-\$5,372	-1.8%
Indirect Allocations & Debt	-\$71,200	-\$71,200	\$0	0.0%
Total Indirect Allocations & Debt	-\$71,200	-\$71,200	\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$370,336	-\$364,963	-\$5,373	-1.5%

General Government - Continued

Variance Analysis (in thousands of dollars)

General Government is operating at a deficit before indirect allocations of \$5,373 due to the following factors:

Administration - The unfavourable variance of \$4,922 is primarily due to an increase of the accrual for estimated legal claims against the Region.

Operational and Supply – The favourable variance of \$228 relates to budgeted expenditures not incurred for the new Council’s strategic priorities.

Partnership, Rebate, Exemption - The favourable variance of \$1,258 is due to the timing of payments of economic incentive grants amounting to \$4,394 (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants). This amount has been encumbered into 2020 to align with anticipated payments of these grants. These encumbrances are included in the Transfers to Funds identified below.

The favourable grants variance is offset by unfavourable variances of \$2,914 for mandatory and non-mandatory development charge exemptions (identified in the Deferred Revenue schedule) as per the adopted Development Charges By-law 2017-88 as well as \$222 in tax rebates to charitable organizations and commercial vacancy rebates.

Financial Expenditures – The favourable variance of \$12,401 is due to the debt charge placeholder of \$12,711 (due to the timing of actual project spending), which has been transferred to capital reserves through Transfers to Funds identified below. The overall favourable variance is offset by unfavourable variances of \$224 due to tax write offs and \$83 due to unrealized foreign exchange losses.

Taxation - The favourable variance of \$2,489 is primarily the result of increases in supplemental tax revenues (attributable to growth mainly in Welland, Niagara Falls, Thorold, Grimsby and Niagara-on-the-Lake).

Other Revenue – The favourable variance of \$636 is related to net proceeds of \$269 from the sale of surplus properties which has been transferred to the Capital Levy reserve, per Procurement By-law 02-2016, as identified in Transfer to Funds below. \$284 of the favourable variance relates to cannabis legalization implementation funding, billboard sign rentals, telecom tower rentals and VISA rebates while \$83 relates to investment income.

Intercompany Charges – The unfavourable variance of \$156 mainly relates to \$145 change in the budgeted funding source from provincial funding to capital variance (CV) project for the roof replacement at Peer Street, Niagara Falls. This unfavourable variance is fully offset by a favourable variance in the transfers to the Capital Levy reserve as identified in Transfer to Funds below.

Transfers To/From Funds – The unfavourable variance of \$17,298 is due to economic incentive grant encumbrances (\$4,463), debt charge placeholder (\$12,711), and net proceeds from the sale of Surplus Property (\$269), all as identified above. This is offset by favourable variance of \$145 due to the change in budgeted funding source for the Peer Street roof replacement as identified above.

Community Impacts & Achievements

The General Government department consists of Taxation revenue and costs associated with Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC), investment income on investments held with different institutions (see investment report for further details), economic incentives and other support grants such as contributions to the Niagara Health System’s new cancer centre as well as grants related to development charges, the Youth Retention Program, the Smarter Niagara Incentive Program and Canada Summer Games. General Government is also responsible for managing the Region’s capital financing sources such as capital levy reserve contributions and debt charges.

General Government - Continued

- Successfully funded 56 Capital projects for 2019 through a \$14,000 reserve contribution to the Capital Levy reserve. Some of the significant capital projects for 2019 included Martindale Road Reconstruction (\$16,100), Niagara Regional Transit (\$14,000), Casablanca Boulevard (\$10,000), and Thorold Stone Road extension (\$6,000).
- Successfully funded 79 Capital projects and 129 Operating projects with \$18,300 and \$1,500 respectively of Development Charges reserves by utilizing a more streamlined and efficient funding process.
- Delivered economic incentive grant programs (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants) partnering with the Local Area Municipalities and Non for Profit Organizations to promote culture, public realm and economic growth.
- Funding of \$400 related to the ‘Connect to Innovate’ program which seeks to improve the digital infrastructure by bringing broadband internet to rural and remote communities across the Region.
- Funding of \$200 to Niagara College in support of the Region’s agri-business sector through targeted investments in new laboratories, specialized teaching and applied research infrastructure, and agri-business incubation space.
- Contribution of \$1,000 towards activities involved in hosting the 2021 Canada Summer Games (CSG) which is expected to attract over 4,600 athletes across 17 sporting disciplines. In addition to welcoming over 30,000 visitors to the Region, the CSG is anticipated to generate an economic impact of \$200 million and 1,100 jobs for the Region.
- Successfully invested over \$165,000 with an overall portfolio rate of 3.11%.
- Total of \$97,700 of debentures successfully issued through the Capital Markets and Infrastructure Ontario as follows:
 - \$32,400 issued for Regional projects (Roads, Niagara Regional Housing, Niagara Regional Transit, Properties Management, and Police) with a term of 10 years and at a rate of 2.71%
 - \$25,800 issued for Regional projects (Roads, Public Health, Police, Wastewater, Water) with a term of 30 years and a rate of 2.91%
 - \$31,000 issued for Local Area Municipalities (Wainfleet, Niagara Falls, Welland, St. Catharines, Pelham) with a term of 10 years and at a rate of 2.71%
 - \$8,500 issued on behalf of Local Area Municipalities; \$2,700 for Lincoln with a term of 20 years and a rate of 2.8%, \$1,800 for Niagara-on-the-Lake with a term of 15 years and a rate of 2.69%, \$4,000 for West Lincoln with a term of 30 years and a rate of 2.80%.

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$4,507	\$4,113	\$394	8.7%
Administrative	\$1,943	\$1,239	\$704	36.2%
Operational & Supply	\$17	\$4	\$13	75.7%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles,Technology	\$12	\$29	-\$17	-146.4%
Partnership, Rebate, Exemption	\$628	\$575	\$53	8.4%
Financial Expenditures	\$0	\$1	-\$1	0.0%
Total Expenses	\$7,106	\$5,961	\$1,145	16.1%
Federal & Provincial Grants	-\$200	-\$81	-\$119	-59.3%
Other Revenue	\$0	-\$131	\$131	0.0%
Total Revenues	-\$200	-\$212	\$12	6.0%
Intercompany Charges	\$11	\$6	\$6	50.7%
Total Intercompany Charges	\$11	\$6	\$6	50.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$6,917	\$5,755	\$1,163	16.8%
Transfers From Funds	-\$421	-\$421	\$0	0.0%
Transfers To Funds	\$0	\$84	-\$84	0.0%
Total Transfers	-\$421	-\$337	-\$84	-19.9%
Net Expenditure (Revenue) Before Indirect Allocations	\$6,496	\$5,417	\$1,079	16.6%
Indirect Allocations & Debt	-\$761	-\$658	-\$103	-13.5%
Total Indirect Allocations & Debt	-\$761	-\$658	-\$103	-13.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$5,736	\$4,760	\$976	17.0%

Corporate Administration - Continued

Variance Analysis (in thousands of dollars)

Corporate Administration operated at year-to-date surplus before indirect allocations of \$1,079. The following factors have contributed to this surplus.

Compensation - The favourable variance of \$394 is due to staffing vacancies throughout the divisions of Corporate Administration. The variance is lowered due to a seconded position at the Niagara District Airports, which is offset by increased revenues.

Administration - The favourable variance of \$704 is due to timing of consulting expenditures and changes in work plans related to strategic economic development consulting; government relations activities; and internal project management work. The deferred spend is directly linked to the staffing vacancies throughout the department. Of this unspent budget, \$84 of expenditures have been committed to Economic Development lead generation and a sponsorship shares service arrangement with the City of St. Catharines and are included in the 2019 encumbrances reported as Transfer Between Funds.

Partnership, Rebate, Exemption - The favourable variance of \$53 is due to decreased grant & sponsorship funding issued by Economic Development.

Federal & Provincial Grants - The unfavourable variance of \$119 is due to decreased funding available for Economic Development activities.

Other Revenue - The favourable variance of \$131 is due to revenue received for an employee seconded to the Niagara District Airports.

Transfers Between Funds - The unfavourable variance of \$84 relates to the 2018 encumbrances.

Community Impacts & Achievements

Corporate Administration includes the Chief Administrative Officer's Office, Organizational Performance, Internal Audit, Project Management and Strategic Communications & Public Affairs whose main focus is the general management/support of the other Regional departments. Economic Development is also a part of Corporate Administration and supports the Niagara Region and business communities to compete successfully in Niagara, Ontario and on a global scale.

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Strategic Communications and Public Affairs

Advanced corporate communications priorities and campaigns, including:

- Public engagement on Industrial and Commercial excess land policies
- Executed communications plan for Niagara Region Transit fall service changes including radio advertising, social media, billboards, movie theatre trailer, and other tactics
- Coordinated eight week radio and digital media campaign through Bell Media for Waste Management campaign Recycling Matters
- Provide ongoing communications support on Region's Official Plan process, including the development of branding, media and public engagement strategy
- Communications provided support on budget process including spearheading public and media engagement, preparation of graphic design materials, social media and media releases.
- Provide ongoing support related to corporate-wide sustainability review
- Providing key support & counsel for 2 major Economic Development projects: 100-minutes of promotional videos, 4 new websites, branding and print products
- Supported launch of new urban design awards program including providing branding and print products, video, event planning and coordinating media coverage.
- Provide ongoing communications support on construction of new International Plaza including facilitating media coverage, organizing public events and providing regular updates internally to staff on progress of work
- Supported Waste Management on communications element of Waste Collection RFP and change to Every-Other-Week garbage collection
- Support in communicating and creation of Council Strategic Priorities.

Corporate Administration - Continued

- Support Senior services in the development and execution of their provincially mandated professional development training that included education/training kits for all Senior's staff. Additionally created branding and supporting materials including artwork installations of Senior Services Strategic Plan 2020-2023.
- Development of a brand for Built for Zero Niagara which was featured by the national organization for being an example of best in industry communications method.
- Assisted in the execution and communication materials to support the Regional Staff Engagement Survey which received the highest participation rate in Regional history.

Organizational Performance, Internal Audit & Project Management

- Successful launch of the new Strategic Plan to Regional staff through the Ignite Summit manager/directors meeting, along with a digital organization-wide launch.
- Re-alignment of the public facing corporate dashboard with the new strategic plan, with a new look and feel that will be launched in early 2020
- Continued work as Project Manager for NRH Alternate Service Delivery project taking the future state; moving on to coordinate and action the implementation plan.
- Continued work as Project Manager for Airport, including discussions with LAM owners, gathering legal documentation, and supporting the airport study commissioned by economic development.
- Internal Audit completed a review of Waste Management Contract Terminology and Oversight Practices
- The Project Management Office (PMO) developed and delivered PM Methodology the Region based on industry best practice along with a Toolkit including Templates for the PMs for standardized project management practice across the organization.
- PMO also organized multiple training events for project managers across the organization based on best-in-class principles from the global Project Management Institute.
- In addition, the PMO team also delivered two major cross-functional projects: Bill 142 Compliance and NOTL WWWW Plant project documentation as well as A Stakeholder Communication Tool for Transportation and a Procurement Intake Tool.

Economic Development

Project Updates/Accomplishments

- Information and Communications Technology (ICT) Policy Brief with the Niagara Community Observatory released.
- Niagara Economic Update presented at the Niagara Economic Summit, November 1.
- NFTZ program now has 110 clients, an additional 14 since Q3.
- Two NFTZ seminars were held, one at Niagara Region and the second in Welland.
- Lead generation contract awarded to develop program of meetings in the U.S. in Q4.
- Foreign Direct Investment Report completed by consultants to inform 2020 workplan.
- One application to the Niagara Gateway Economic Zone and Centre Community Improvement Plan, attracting \$8 million in new investment. On completion will create an estimated 51 to 74 new jobs.
- Twenty one site selection requests were received this quarter.
- Collaboration continues with Planning and Development on a Niagara Employment Lands Strategy.
- Advertising for business attraction executed in Q4 included sponsored content in Globe and Mail, Toronto Life, National Post and the Canadian Immigrant.
- Sponsorship of the CKTB 610 Business Trip included daily promo reels and speaking/interview opportunities.
- Niagara's Airports' Feasibility and Future Business Modelling draft report received and stakeholders were engaged for feedback.
- Information Centre Q3 2019: Approximately 27,769 tourists visited the kiosk.

Enterprise Resource Mgmt. Serv. Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$9,984	\$9,004	\$980	9.8%
Administrative	\$3,603	\$2,926	\$678	18.8%
Operational & Supply	\$42	\$53	-\$11	-26.4%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles,Technology	\$8	\$9	\$0	-2.2%
Financial Expenditures	\$0	\$16	-\$16	0.0%
Total Expenses	\$13,638	\$12,008	\$1,630	12.0%
Federal & Provincial Grants	-\$122	-\$123	\$1	0.8%
By-Law Charges & Sales	-\$10	-\$11	\$1	8.1%
Other Revenue	-\$20	-\$64	\$44	218.5%
Total Revenues	-\$152	-\$198	\$45	29.9%
Intercompany Charges	\$23	\$20	\$3	11.9%
Total Intercompany Charges	\$23	\$20	\$3	11.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$13,508	\$11,830	\$1,678	12.4%
Transfers From Funds	-\$580	-\$580	\$0	0.0%
Transfers To Funds	\$0	\$98	-\$98	0.0%
Total Transfers	-\$580	-\$482	-\$98	-16.9%
Net Expenditure (Revenue) Before Indirect Allocations	\$12,928	\$11,348	\$1,580	12.2%
Indirect Allocations & Debt	-\$12,928	-\$11,348	-\$1,580	-12.2%
Total Indirect Allocations & Debt	-\$12,928	-\$11,348	-\$1,580	-12.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	\$0	\$0	0.0%

Enterprise Resource Management Services - Continued

Variance Analysis (in thousands of dollars)

Enterprise Resource Management Services operated at a surplus before indirect allocations of \$1,580 due to the following factors:

Compensation - The favourable variance of \$980 is due to temporary staffing vacancies in Financial Management and Planning, Procurement and Strategic Acquisitions, Legal Services and the Asset Management Office.

Administration - The favourable variance of \$678 is due to timing of corporate sustainability review expenses which were encumbered at 2018 year-end as well as lower than anticipated claim payouts and legal fees associated with claims.

Other Revenues – The favourable forecasted variance \$44 is due to legal costs recovered related to claims management.

Transfers – The unfavourable variance of \$98 relates to unspent reserve funding for the corporate sustainability review (\$85) and corporate sponsorship shared service arrangement with the City of St. Catharines (\$13).

Community Impacts & Achievements

Financial Management and Planning

- 2018 Financial Statement audit completed with unmodified opinion and no management letter points.
- Approval of both the 2019 and 2020 Operating, Capital and Rate Budgets.
- Received 2018 GFOA Canadian Award for Financial Reporting and 2019 GFOA Distinguished Budget Presentation Award.
- Public engagement completed for change in tax policy regarding proposed vacancy rebates and vacancy rebate changes subsequently approved by Council in January 2019.
- Collaborated with Social Assistance and Employment Opportunities and the Regional Enterprise Resource Planning teams to create a SAMS daily load interface which greatly reduced time required to reconcile bank statements
- Supported major cross functional corporate initiatives such as Niagara Regional Housing Governance, Canada Summer Games, GO implementation, Airport study, impacts of Bill 108, and reporting on Provincial budget implications.
- Approval of the new Budget Planning By-law based on principles of sustainability, transparency and affordability to replace the former Budget Affordability Guidance Policy.
- Approval of the Capital Financing Policy which provides a framework and long-term strategy for sustainable capital financing.
- Approval of a modernized Employee Travel and Expense Policy that is based on principles of accountability, transparency, value for money, and fairness.

Procurement and Strategic Acquisitions

- Utilized negotiated RFP for Early On Childcare providers, Social Housing Alternative Service Delivery, Homelessness service providers.
- A number of formal procurements have utilized eBidding system, approved in 2018.

Legal Services

- Legal support for land transactions that advanced affordable housing initiatives:
 - Land acquisition for Niagara Regional Housing at 12 St. Davids Road and 52 Ormond Street, Thorold for the improvement of six existing apartment units and the creation of four more affordable units
 - Land transaction (Niagara Region sale to Niagara Regional housing) surplus lands at the Provincial Offences Court site on East Main Street in Welland for future affordable housing units

Enterprise Resource Management Services - Continued

- Strategic advice and legal support to the GO team on the acquisition of the VIA station property on Bridge Street in Niagara Falls.
- Legal assistance with formal procurements and agreements relating to:
 - Early ON Childcare Care
 - Waste Management Collection contract
 - Successfully defended and resolved a number of claims at mediation and trial on favourable terms that represented cost savings for the Region.

Asset Management Office

- Asset Management Plan governance strategy completed and approved by Council in January 2019. Asset Management Office currently engaged in collaborative work with all Regional departments around asset management.

Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$17,212	\$15,546	\$1,665	9.7%
Administrative	\$3,478	\$3,684	-\$207	-5.9%
Operational & Supply	\$322	\$259	\$63	19.5%
Occupancy & Infrastructure	\$7,223	\$6,946	\$277	3.8%
Equipment, Vehicles, Technology	\$2,639	\$2,738	-\$99	-3.8%
Partnership, Rebate, Exemption	\$5	\$3	\$1	28.9%
Financial Expenditures	\$0	\$5	-\$5	0.0%
Total Expenses	\$30,878	\$29,182	\$1,695	5.5%
By-Law Charges & Sales	-\$320	-\$249	-\$71	-22.2%
Other Revenue	-\$1,116	-\$1,076	-\$40	-3.6%
Total Revenues	-\$1,436	-\$1,325	-\$111	-7.7%
Intercompany Charges	\$168	\$86	\$82	48.7%
Total Intercompany Charges	\$168	\$86	\$82	48.7%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$29,610	\$27,943	\$1,666	5.6%
Transfers From Funds	-\$389	-\$389	\$0	0.0%
Transfers To Funds	\$140	\$240	-\$100	-71.4%
Total Transfers	-\$249	-\$149	-\$100	-40.2%
Net Expenditure (Revenue) Before Indirect Allocations	\$29,361	\$27,795	\$1,566	5.3%
Indirect Allocations & Debt	-\$27,578	-\$26,255	-\$1,323	-4.8%
Total Indirect Allocations & Debt	-\$27,578	-\$26,255	-\$1,323	-4.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,783	\$1,540	\$243	13.6%

Corporate Services - Continued

Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of \$1,566 due to the following factors:

Compensation – The favourable variance of \$1,665, are due to vacancies in the General Manager's Office (\$249), Human Resources (\$245), Clerks Administration (\$250), IT Solutions (\$218), Construction, Energy and Facilities Management (\$127) and Business Licensing Admin (\$49) and actual health and dental claims experienced in the year being less than budgeted, partially offset by an unfavourable variance in labour relations.

Administration - The unfavourable variance of \$207 is mainly due to upgrading the payroll processing system, offset by lower than anticipated consulting services and training costs.

Operational & Supply - The favourable variance of \$63 is mainly due to savings in corporate training costs used to partially offset upgrades to the payroll processing system, partially offset by a higher than anticipated Regional printer and photocopier usage costs.

Occupancy & Infrastructure - The favourable variance of \$277 is due to lower than anticipated costs for electricity and natural gas utilities as well as a reduction in property taxes on buildings that have been repurposed for Regional department use, partially offset by a higher than anticipated increase in building lease costs.

Equipment, Vehicles, Technology - The unfavourable variance of \$99 is due to an increase in software license costs.

Revenues - The unfavourable variance of \$111 is due primarily to lower than anticipated Regional share of business licensing fees.

Transfers – The unfavourable variance of \$100 relates to unspent reserve funding for Business Licensing software.

Community Impacts & Achievements

Business Licensing

- Responsibility for licensing, governance and enforcement of all business licenses was successfully transferred back to the Niagara Region from Niagara Regional Police on June 1, 2019.
- Undertook extensive review of license fee structure to better align fees with administrative costs.

Construction, Energy and Facilities Management

- Ground breaking ceremony held on June 4, 2019 for the new 1 District Niagara Regional Police Station in St. Catharines.
- Construction commenced in August 2019 on the St. Catharines Child Care Centre expansion.
- Achieved substantial completion of New Public Health building in September 2019.
- Approval of Energy Conservation and Demand Management Plan for Region on June 12, 2019.

Clerks

- Amended Councillor Expense Policy ensuring additional transparency and accountability.
- Recommendations from Ontario Ombudsman Report “Inside Job” were accepted by Regional Council and staff are working on the required policies and procedures.
- With the onboarding of new staff, Clerks has been able to offer education and training in the areas of privacy and records.

IT Solutions

- Amended Councillor Expense Policy ensuring additional transparency and accountability.

Corporate Services - Continued

- Recommendations from Ontario Ombudsman Report “Inside Job” were accepted by Regional Council and staff are working on the required policies and procedures.
 - With the onboarding of new staff, Clerks has been able to offer education and training in the areas of privacy and records.

Customer Service

- Enhanced the ability of front line staff to easily access information needed to best direct customers in a timely, accurate and consistent manner through implementation of a new knowledge base software.
- Increased our ability to capture, view, and analyze customer transaction data in order to make better operational recommendations based on customer needs and trends.
- Conducted a cross training pilot with front line staff to enable operational efficiencies and collect data to further inform customer service delivery recommendations.
- Improving the in person service experience for our customers through improved wayfinding and signage within headquarters.
- Modernizing the customer experience creating a new digital channel of communication available for our customers through piloting a chat tool in public health.
- Continuing to foster partnerships within both the organization and the community to enhance service delivery processes and the overall customer experience.

Community Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$101,567	\$102,652	-\$1,085	-1.1%
Administrative	\$1,617	\$1,822	-\$205	-12.7%
Operational & Supply	\$8,951	\$9,430	-\$479	-5.3%
Occupancy & Infrastructure	\$3,691	\$3,679	\$11	0.3%
Equipment, Vehicles, Technology	\$1,158	\$1,488	-\$330	-28.5%
Community Assistance	\$171,911	\$167,649	\$4,263	2.5%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$79	-\$79	0.0%
Total Expenses	\$288,895	\$286,798	\$2,097	0.7%
Federal & Provincial Grants	-\$236,588	-\$233,160	-\$3,428	-1.4%
By-Law Charges & Sales	-\$3,530	-\$4,321	\$791	22.4%
Other Revenue	-\$23,038	-\$24,093	\$1,056	4.6%
Total Revenues	-\$263,156	-\$261,574	-\$1,581	-0.6%
Intercompany Charges	\$409	\$317	\$91	22.3%
Total Intercompany Charges	\$409	\$317	\$91	22.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$26,147	\$25,541	\$606	2.3%
Transfers From Funds	-\$336	-\$336	\$0	0.0%
Transfers To Funds	\$1,829	\$2,671	-\$842	-46.1%
Total Transfers	\$1,493	\$2,335	-\$842	-56.4%
Net Expenditure (Revenue) Before Indirect Allocations	\$27,640	\$27,876	-\$236	-0.9%
Indirect Allocations & Debt	\$16,151	\$14,502	\$1,649	10.2%
Total Indirect Allocations & Debt	\$16,151	\$14,502	\$1,649	10.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$43,791	\$42,378	\$1,413	3.2%

Community Services - Continued

Variance Analysis (in thousands of dollars)

Community Services' operated at a deficit before indirect allocations of \$236 in part related to mid-year provincial funding announcements resulting in reduced funding to Social Assistance and Employment Opportunities (SAEO) (-0.9% per cent of the net budget). The following factors contribute to these variances:

Compensation - The unfavourable variance of \$1,085 is primarily due to the following: An unfavourable variance of \$963 in Seniors Services due to the required one to one staffing for residents with high intensity needs in long-term care (LTC), 95% of which is offset by ministry funding. In addition, there is higher than anticipated pay related to employees' time spent on union business in LTC, offset in union billings. An unfavourable variance of \$217 in Children Services due to higher than anticipated staff replacement pay at our regionally operated child care centres. A favourable variance in SAEO of \$109 is related to gapping of positions to mitigate Ministry funding being held at 2018 actuals.

Administration - The unfavourable variance of \$205 is primarily due to Senior Services higher than anticipated expenditures associated with necessary staff training at the LTC homes (clinical capacity building e.g. enhanced wound care, responsive behaviours and safety).

Operational & Supply – The unfavourable variance of \$479 is due to Senior Services higher than anticipated medical supplies and transportation expenditures for high intensity needs residents in LTC, 95% of which is offset by Ministry funding.

Equipment, Vehicles, Technology – The unfavourable variance of \$330 is due to Senior Services higher than anticipated equipment repair and building maintenance costs at the LTC homes.

Community Assistance - The favourable variance of \$4,263 is primarily due to the following: A favourable variance in SAEO of \$3,123 related to lower than budgeted Ontario Works (OW) caseload expenditures resulting in reduced number of benefit issuances, which is 100% funded by the Province. A favourable variance in Children Services of \$1,246 due to timing differences in the 100% Ministry-funded community capital builds as construction will be completed by December 2020, offset by a transfer to capital for the regionally owned and operated child care centre capital build of \$553. In addition, a favourable variance of \$491 related to the reinvestment of the parental fee revenue.

Federal & Provincial Grants – The unfavourable variance of \$3,428 is primarily due to the following: An unfavourable variance of \$3,644 in SAEO due to lower than budgeted Ministry funding reflective of the reduction in 100% funded expenditures of \$3,032 as well as lower than anticipated OW program administration funding received from the Ministry of \$490 due to being held at 2018 actuals. An unfavourable variance in Children Services of \$1,062 is primarily due to the timing differences related to the Ministry-funded community capital builds as revenue is recognized based on actual expenses incurred. A favourable variance in Seniors Services of \$822 in additional funding specifically related to high intensity needs expenditures. A favourable variance of \$456 in Homelessness due to the timing of revenue recognized related to the fiscal year-end programs to be spent in the first quarter of 2020.

By-Law Charges & Sales - The favourable variance of \$791 is primarily due to Children Services higher than anticipated parental fee revenue at our five regionally operated child care centres of \$491, along with an increased fee subsidy parental fee revenue of \$205.

Other Revenue - The favourable variance of \$1,056 is due to Senior Services higher than anticipated provincially established accommodation fees and union billings for employees.

Transfers – The unfavourable variance of \$842 is a result of the following: An unfavourable variance of \$553 in Children Services due to the capital expenditures relating to the addition to the St. Catharines child care centre being budgeted in community assistance. An unfavourable variance of \$289 in Homelessness due to a transfer to the encumbrance reserve to fund additional supportive housing units over a 24-month period as approved by Council (report NRH 9-2019).

Community Services - Continued

Community Impacts & Achievements

Children Services

- Continuing to provide child care fee subsidy without a waitlist.
- Provided additional funding to service providers to sustain a local expansion plan and achieved a ministry target of 584 new spaces and to maintain affordable rates for child care.
- Five Community capital builds are progressing with 230 new spaces anticipated to be open by December 2020.

Senior Services

- Received ministry approval to proceed with a pilot project where Linhaven will trial a six bed ‘step-down’ unit to help transition residents out of the behavioral support unit back to regular long-term care.
- Continued work on programming and conceptual design for the redevelopment project (Linhaven and Gilmore Lodge)

Homelessness and Community Engagement

- Launched Built-For-Zero campaign with all homeless agencies.
- Completed the five-year Housing and Homeless Action Plan update, received Council approval and submission to Ministry of Municipal Affairs and Housing was completed.
- Launched work on the Community Safety and Well-being plan, including forming a community advisory table and commencement of community consultations.

Social Assistance and Employment Opportunities

- Achieved provincial employment performance targets, which results in maximum performance funding of 8.1M.
 - Percentage of terminations existing to employment of 23.44% (5.53% greater than target)
 - Percentage of total caseload exiting to employment of 1.34% (0.31% greater than target)
 - Percentage of caseload with earnings of 16.65% (0.04% greater than target)

Public Health & Emergency Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$79,758	\$81,784	-\$2,025	-2.5%
Administrative	\$2,314	\$2,936	-\$623	-26.9%
Operational & Supply	\$6,068	\$5,419	\$650	10.7%
Occupancy & Infrastructure	\$679	\$635	\$44	6.5%
Equipment, Vehicles, Technology	\$2,484	\$2,606	-\$122	-4.9%
Community Assistance	\$0	\$3	-\$3	0.0%
Financial Expenditures	\$0	\$4	-\$4	0.0%
Total Expenses	\$91,304	\$93,387	-\$2,083	-2.3%
Federal & Provincial Grants	-\$65,843	-\$64,974	-\$869	-1.3%
By-Law Charges & Sales	-\$240	-\$174	-\$66	-27.7%
Other Revenue	-\$297	-\$819	\$522	175.9%
Total Revenues	-\$66,380	-\$65,967	-\$413	-0.6%
Intercompany Charges	\$1,540	\$1,550	-\$10	-0.6%
Total Intercompany Charges	\$1,540	\$1,550	-\$10	-0.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$26,463	\$28,969	-\$2,506	-9.5%
Transfers From Funds	-\$1,641	-\$1,641	\$0	0.0%
Transfers To Funds	\$85	\$165	-\$80	-93.6%
Total Transfers	-\$1,555	-\$1,475	-\$80	-5.1%
Net Expenditure (Revenue) Before Indirect Allocations	\$24,908	\$27,494	-\$2,586	-10.4%
Indirect Allocations & Debt	\$13,767	\$13,424	\$343	2.5%
Total Indirect Allocations & Debt	\$13,767	\$13,424	\$343	2.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$38,675	\$40,918	-\$2,243	-5.8%

Public Health & Emergency Services - Continued

Variance Analysis (in thousands of dollars)

Public Health (PH) & Emergency Medical Services (EMS) year-end unfavourable variance before indirect allocations was \$2,586 due to the following factors:

Compensation – The unfavourable variance of \$2,025 was primarily due to higher than anticipated Workplace Safety Insurance Board (WSIB) costs in EMS (\$1,084), and paramedic salaries (\$895). These unfavourable variances were partially offset by temporary staffing vacancies within various PH programs, as well as in Other Revenues as the majority of the paramedic salary variance was for EMS service provided at the St. Catharine’s Consumption Treatment site on a cost recovery basis (as described below).

Administrative – The unfavourable variance of \$623 was primarily the result of increased consulting costs relating to current strategic health initiatives, increased staff training and development costs, and unanticipated workspace redesign costs, within divisions of PH.

Operational & Supply - The favourable variance of \$650 was primarily due to the introduction of a new Ministry of Health (MOH) Ontario Senior Dental Care Program (OSDCP) in-year. The delayed launch of the program limited PH’s ability to utilize all of the available funding in the program’s first year (as described below).

Equipment, Vehicles, Technology – The unfavourable variance of \$122 was primarily due to replacement furniture as well as investments in audio-visual equipment in Mental Health.

Federal & Provincial Grants – The unfavourable variance of \$869 was primarily due to the delayed launch of the new MOH OSDCP (\$609 unfavourable), as well as the discontinuation of the annual inflationary increase in Land Ambulance funding (\$439 unfavourable). The MOH announced the OSDCP funding in August 2019, effective April 2019. Council acceptance of funding and establishment of the OSDCP budget did not occur until September 2019, which limited the ability to expend the full budget this year. These amounts were partially offset by MOH one-time funding (\$295 favourable) that was announced in-year for various PH programs.

Other Revenue - The favourable variance of \$522 is due mainly to unbudgeted revenue for EMS services provided at the St. Catharine’s Consumption Treatment site to offset the related costs (\$413).

Community Impacts & Achievements

Mandatory and Related Programs

- In order to harness modern data analytics capabilities, new work is launching to improve information governance within Public Health & Emergency Services to enable more timely and targeted delivery of service to the public
- The Provincial Government’s delay in allocating funding to launch the Senior’s Dental Program has resulted in a 7 month delay in delivering this new service to the public
- Instituted a new bylaw to strengthen restrictions on smoking, cannabis, and e-cigarette in order to protect the public from second-hand exposure
- Engaging in new health promotion activities concerning suicide-prevention, cannabis, and e-cigarette use
- Adapted Public Health inspections to new regulations issues by the Provincial government
- Launched multiple new tools for engaging with the public (e.g. live chat, text messaging) as well as enhancing social media presence.
- Worked collaboratively with Niagara Health and West Lincoln hospitals to improve screening for risk to child development and appropriate follow-up – resulting in more than 95% uptake by families

Mental Health

- Enhanced funding from the HNHB LHIN for Early Intervention in Psychosis

Public Health & Emergency Services - Continued

- Participation in a four year project to improve evidence-based treatment protocols in the Early Intervention in Psychosis service
- Enhanced capacity to our intake process to ensure our clients have access to the right service, at the right time, in the right place
- Evaluation of outcomes for clients accessing various treatment modalities across MH services shows improvement in client outcomes
- Intensive training for clinical staff on evidence-based treatments and protocols including suicide assessment and intervention, cognitive behavioural therapy and dialectical behaviour therapy
- Collaboratively working across Public Health divisions to ensure messaging to our clients, staff and public is consistent and aligned with research
- Participating in the Mental Health and Addictions Collaborative for system planning in Niagara
- Participating in the Niagara Ontario Health Team application

Emergency Services

- All phases of the EMS system transformation implemented in Q3 with early results at end of Q4
- The system has reduced the amount of lights and siren responses from 42% to 11%, which has decreased risk to the community and responders, while improving resource utilization
- The system has decreased call volume for most municipal fire services responding to medical related calls by approximately 50% or more
- Service delivery changes have resulted in improved patient access to health care resources to best meet their needs and overall reduction in number of patients transported to hospital for the first time since 2007
- Yearly call volume increase for 2019 was 0.11% down from 6.6% yearly average from 2011-2017
- In 2019 there were 2.2% less patients transported to hospital than in 2018
- Despite lowering call volume, and less patients taken to hospital, transfer of care times at Niagara hospitals increased in late Q3 and into Q4 by as much as 30% or more resulting in a decrease in available ambulances positioned to respond to calls (offload delays)
- The lack of available ambulances has impacted the ability to improve response time for the most critically ill or injured patients which is a risk to the community, a key outcome for the system changes undertaken in 2019
- An economic evaluation of the new system is being reviewed by McMaster University to assist with future sustainability planning

Public Works – Transportation Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$15,999	\$14,264	\$1,735	10.8%
Administrative	\$2,606	\$1,550	\$1,056	40.5%
Operational & Supply	\$22,809	\$18,815	\$3,993	17.5%
Occupancy & Infrastructure	\$869	\$558	\$311	35.8%
Equipment, Vehicles, Technology	\$2,283	\$2,284	-\$1	0.0%
Community Assistance	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$367	\$8	\$359	97.8%
Financial Expenditures	\$0	\$31	-\$31	0.0%
Total Expenses	\$44,933	\$37,511	\$7,422	16.5%
Taxation	\$0	\$0	\$0	0.0%
Federal & Provincial Grants	\$0	\$16	-\$16	0.0%
By-Law Charges & Sales	-\$6,229	-\$6,473	\$244	3.9%
Other Revenue	-\$834	-\$533	-\$301	-36.1%
Total Revenues	-\$7,064	-\$6,991	-\$73	-1.0%
Intercompany Charges	-\$2,069	-\$1,797	-\$272	-13.1%
Total Intercompany Charges	-\$2,069	-\$1,797	-\$272	-13.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$35,800	\$28,723	\$7,077	19.8%
Transfers From Funds	-\$4,235	-\$3,166	-\$1,069	-25.2%
Transfers To Funds	\$2,179	\$3,028	-\$849	-39.0%
Expense Allocations To Capital	-\$140	-\$96	-\$44	-31.8%
Total Transfers	-\$2,196	-\$233	-\$1,963	-89.4%
Net Expenditure (Revenue) Before Indirect Allocations	\$33,604	\$28,490	\$5,115	15.2%
Indirect Allocations & Debt	\$39,362	\$39,082	\$281	0.7%
Total Indirect Allocations & Debt	\$39,362	\$39,082	\$281	0.7%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$72,966	\$67,571	\$5,395	7.4%

Public Works Transportation - Continued

Variance Analysis (in thousands of dollars)

Public Works Levy operated at a surplus before indirect allocations of \$5,115. The following factors contributed to this surplus:

Compensation – The favourable variance of \$1,735 is primarily due to delays in filling vacant positions and decreased overtime costs.

Administration – The favourable variance of \$1,056 is primarily due to: decrease in consulting work of \$641 related to timing differences in the rollout of Transportation Services and Transit related studies; decrease of \$104 in data analysis services provided through Transportation Planning; reduced information & promotions costs of \$154; and reduced staff travel, training & other administrative expenses of \$157 due to vacant positions. Of this unspent budget, \$400 has been committed to future Complete Streets consulting study and \$207 to Niagara Regional Transit (NRT) consulting study; these commitments are included in the 2019 encumbrances reported in Transfers to Funds.

Operational & Supply – The favourable variance of \$3,993 is a result of: timing differences in rollout of increased NRT services of \$1,904; reduced Niagara Specialized Transit (NST) services of \$226 due to revised contract terms; lower than anticipated usage of winter sand, winter salt and organic de-icing material of \$221 due to mild winter conditions in 2019; reduced usage of traffic signal maintenance, sign and pavement marking material of \$633; lower than anticipated usage of hired equipment of \$764; and a decrease of \$245 in other program specific supplies and material. A total of \$242 of the unspent hired equipment budget has been committed to the Emerald Ash Borer tree removal project; this commitment is included in the 2019 encumbrances reported in Transfers to Funds.

Occupancy & Infrastructure – The favourable variance of \$311 is largely due to lower than expected electricity costs of \$387 related to the timing difference in the rollout of the Street Lighting program partially offset by increased repairs and maintenance and other infrastructure costs of \$76.

Equipment, Vehicles, Technology – The unfavourable variance of \$1 is due to higher than expected vehicle and equipment repairs of \$418 on aging fleet vehicles and equipment offset by savings of \$417 due to lower than expected fuel prices and usage.

Partnership, Rebate, Exemption – The favourable variance of \$359 is due to lower than anticipated Local Area Municipality (LAM) grants of \$298 associated with multi-use paths and drainage assessment funding for LAMs and \$61 due to a reduction in grant funding to the city of Niagara Falls for Computer Aided Dispatch / Automated Vehicle Location (CAD/AVL) systems for the existing NRT fleet.

By-Law Charges & Sales Costs – The favourable variance of \$244 is largely due to higher than anticipated NRT fare revenue of \$1,235 primarily related to increased U-Pass agreements with Brock and Niagara College for Fall 2019 semester offset by lower than expected signal maintenance, signs and lane marking revenues of \$981.

Other Revenue – The unfavourable variance of \$301 is primarily due to lower than expected development charges of \$259 related to delays in consulting assignments that are development charge eligible and lower than expected proceeds from sale of fleet vehicles and equipment of \$230 offset by increased road permit and license fees and other revenue of \$188.

Intercompany Charges – The unfavourable variance of \$272 is largely due to lower than expected fuel revenue allocations due to lower fuel prices and usage.

Transfers to Funds – The unfavourable variance of \$1,963 relates primarily to: 2019 Administration and Operational & Supply encumbrances of \$849, as outlined above; lower than anticipated LAM grants of \$298 associated with multi-use paths and drainage assessment funding for LAMs; and return of \$821 to reserve fund from delayed rollout of NRT services to West Niagara.

Public Works Transportation - Continued

Community Impacts & Achievements

- The Regional Road Network consists of 1,732 total lane kms of road. As part of the Region’s Transportation Engineering capital program, 28.7 lane kms of roadways were resurfaced in 2019 through the annual Hot Mix Program-Phases I and II.
- The Region’s Transportation Operations department has: applied 14,985 tonnes of salt on regional roads via the winter maintenance program; removed 1,595 trees as part of the Emerald Ash Borer and Tree Removal programs; and repaired or replaced 204 culverts in 2019.
- The Region’s Transportation Planning department has implemented the Vision Zero Road Safety Plan to enhance safety and community wellbeing for Niagara’s residents and visitors. A comprehensive 5 year Action Plan is underway focused on reducing traffic-related fatalities and serious injuries on Niagara’s streets. The Plan addresses safety for the most vulnerable users of our transportation system (pedestrians, school children, older adults and cyclists) and encourages multi-modal transportation system.
- Martindale Road reconstruction (Phase 2) led by Transportation Services has commenced. This is the second phase of a two-phase program that will complete improvements on Martindale Road from the QEW to Fourth Avenue, including new signals and upgrades, illumination upgrades and geometric improvements. Active transportation has been an important part of this program as the Martindale Road corridor is a highly utilized active transportation route.
- Reece Bridge reconstruction project was completed in September, three months ahead of schedule. Led by Transportation Services, this bridge reconstruction/re-alignment project addressed severe horizontal alignment issues north and south of the bridge structure. Staff took a progressive approach of selecting an alignment that provided an added level of safety when crossing the structure as well as providing construction benefits.
- Ongoing strategic projects out of the Transportation Master Plan (TMP) are underway such as the Casablanca Boulevard Environmental Assessment (EA), the St. Paul Street Bridge EA and the Thorold Stone Road Extension and Bridge Street EAs that will help support efficient traffic, active transportation and GO Initiatives.
- Weekday GO Train service started in January 2019, four years in advance of projected opening day, with one a.m. and one p.m. stop in St. Catharines and Niagara Falls.
- GO Rail Stations:
 - Niagara Falls and St. Catharines: Metrolinx initiated the station design work with the GO Implementation Office coordinating inputs from Local and Regional staff. An MOU for creation of a new local road connecting station to Ridley Rd is approved, and the right of way incorporated in the design. Niagara Falls, in coordination with the Region, has submitted an application for ICIP (Investing in Canada Infrastructure Program) funding to establish a transit hub at the station.
 - Grimsby: Following new direction from Metrolinx on funding of future stations based on market driven Transit Oriented Development (TOD) approach, options are being developed for potentially advancing the Grimsby station under an alternative delivery model.
- Transit Governance framework: critical studies related to transit governance are underway, including the specialized transit study and the transit governance study. The latter will develop a business case for selecting a consolidated transit model, with a decision point expected in Q2 2020.
- September 2019 saw a significant accelerated increase in NRT service hours outlined in the IMT Service Plan. Completed the consolidation of the remaining duplicate routes and renegotiated U-Pass agreements to improve transit services.

Planning & Development Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$5,636	\$5,032	\$604	10.7%
Administrative	\$2,411	\$836	\$1,575	65.3%
Operational & Supply	\$23	\$13	\$10	43.5%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$36	\$43	-\$6	-17.8%
Partnership, Rebate, Exemption	\$120	\$96	\$24	19.8%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$8,227	\$6,020	\$2,206	26.8%
By-Law Charges & Sales	-\$1,740	-\$1,211	-\$529	-30.4%
Other Revenue	-\$1,286	-\$411	-\$875	-68.0%
Total Revenues	-\$3,026	-\$1,622	-\$1,404	-46.4%
Intercompany Charges	-\$419	-\$419	-\$1	-0.2%
Total Intercompany Charges	-\$419	-\$419	-\$1	-0.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$4,782	\$3,979	\$802	16.8%
Transfers From Funds	-\$1,882	-\$1,832	-\$50	-2.7%
Transfers To Funds	\$0	\$664	-\$664	-0.0%
Total Transfers	-\$1,882	-\$1,169	-\$714	-37.9%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,899	\$2,811	\$88	3.0%
Indirect Allocations & Debt	\$1,539	\$1,382	\$156	10.2%
Total Indirect Allocations & Debt	\$1,539	\$1,382	\$156	10.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,438	\$4,193	\$244	5.5%

Planning & Development - Continued

Variance Analysis (in thousands of dollars)

Planning and Development operated at a surplus before indirect allocations of \$88. The following factors have contributed to this surplus.

Compensation - The favourable variance of \$604 is due to extended vacancies with difficulty recruiting senior professional positions.

Administration - The favourable variance of \$1,575 is largely due to the timing of consulting expenditures involving the new Regional Official Plan (ROP) amounting in \$1,018. The remaining favourable variance relates to work completed in house saving \$49 and delayed completion of a secondary plan \$100 and hiring of an aggregates advisor \$150 with the latter both offset by revenues.

This amount is offset by decreased development charge revenues realized in the amount of \$628 and a 2019 encumbrance of \$390 reported as a Transfer Between Funds. An additional encumbrance of \$258 represents commitments for the municipal comprehensive review, creation of stormwater guidelines and environmental & highly vulnerable aquifer peer reviews.

Partnership, Rebate, Exemption - The favourable variance of \$24 is due to timing of grant awards and lower than anticipated matching grants. This is offset by a committed grant of \$16 which is included in the 2019 encumbrance reported as Transfer Between Funds.

By-Law Charges & Sales - The unfavourable variance of \$529 is due lower than anticipated application volumes within development planning and a delay in introducing new fees and inflationary increase to April 1.

Other Revenue - The unfavourable variance of \$875 is due to a lower transfer of development charge revenue of \$725 and a delay in anticipated revenue from a developer related to an aggregates advisor of \$150. The development charge revenue is matched to expenditures to partially fund the Regional Official Plan and secondary plans and offsets the administration favourable forecast.

Transfer Between Funds - The unfavourable variance of \$714 is due to \$664 in 2019 encumbrances and transfers to reserve of \$50 in unspent one time funding for Stormwater guidelines.

Community Impacts & Achievements

Planning & Development provides land use planning and development review including natural heritage, urban design, growth management policy and implementation services, capacity planning, water and wastewater master planning, development engineering, development agreements and growth infrastructure planning. The department also provides services related to Part 8 of the Ontario Building Code (private sewage systems) to nine of the twelve local area municipalities.

Project Updates/Accomplishments

- Regional Official Plan (ROP) is ongoing and progressing on track with attendance at all local councils and established frameworks, background studies and policy development. Public Information Centres (Open Houses), Public Meetings and social media input will be occurring in 2020 on key policy issues and draft policy.
- Supported full audit preparation for the grant and incentives review while continuing to deliver programs, future direction from Council will be required.

Other Initiatives

Leading/Supporting the following Regional Council's Strategic Priorities:

- Implementing GO Hub and Transit Stations Strategy, Streamlining Process for Development Approvals, Facilitating Development Solutions, Grant and Incentive Programs, Affordable Housing and the Housing Action Plan and the Airport Strategy.

Growing Niagara

- District & Secondary Plans: Brock Plan implementation, Glendale Plan ongoing and Prudhommes Plan complete
- Providing assistance with development of the Master Community Plan for Smithville
- Supporting major development initiatives and alignment with growth infrastructure

Planning & Development - Continued

- Providing assistance for City of Welland for northwest urban boundary expansion.
- Substantive background work on the Region’s new Official Plan, including separate background reports or studies on Employment, Housing, Climate Change, Aggregates, Agriculture, and Natural Environment.

Supporting Local Communities, Fostering Great Development

- 74% increase in development application revenues between 2015-2018
- 29% increase in pre-consultations between 2015-2018
- 95% of applications satisfied review timeline targets in 2018
- Leading Environmental Planning review function
- Developing stormwater and hydrogeology guidelines for the Niagara Region
- Developing and implementing wet weather management programs and education in partnership with the Local Area Municipalities and the Combined Sewer Overflow Program.
- Advancement of Master Plan/Site Plans for LTC builds at Linhaven in St. Catharines, and Gilmore Lodge in Fort Erie. The plans for these properties, and considerations for adjacent compatible uses are advancing to the initial planning approvals stage, concurrently with architectural designs for the LTC Homes themselves.
- Establishing a Joint Agency Review Team to guide a new quarry application in the City of Niagara Falls
- Working with the agricultural community to streamline provincial regulations related to on-farm uses.

Building Great Communities - Urban Design (Public Realm Investment Program)

- Regional facilities and streetscapes in core areas
- Providing assistance to several communities with urban design solutions
- Implementing the Transportation Master Plan
- Managed the successful construction of the International Plaza
- Revamped and launched the 2020 Niagara Biennial Urban Design Awards

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$2,039	\$1,615	\$424	20.8%
Administrative	\$1,834	\$1,753	\$81	4.4%
Operational & Supply	\$929	\$1,420	-\$491	-52.9%
Equipment, Vehicles,Technology	\$1	\$8	-\$8	-1566.8%
Financial Expenditures	\$108	\$241	-\$133	-123.5%
Total Expenses	\$4,910	\$5,038	-\$128	-2.6%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%
Other Revenue	-\$6,740	-\$7,240	\$500	7.4%
Total Revenues	-\$6,740	-\$7,240	\$500	7.4%
Intercompany Charges	-\$9	-\$5	-\$4	-47.9%
Total Intercompany Charges	-\$9	-\$5	-\$4	-47.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$1,839	-\$2,207	\$368	20.0%
Transfers To Funds	\$0	\$0	\$0	0.0%
Total Transfers	\$0	\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,839	-\$2,207	\$368	20.0%
Indirect Allocations & Debt	\$1,234	\$1,158	\$76	6.1%
Total Indirect Allocations & Debt	\$1,234	\$1,158	\$76	6.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$605	-\$1,049	\$444	73.5%

Court Services - Continued

Variance Analysis (in thousands of dollars)

Court Services operated at a surplus before indirect allocations of \$368 due to the following factors:

Distribution to Local Area Municipalities - The total year distribution to local area municipalities and Region is \$1,049 each, which reflects a favourable variance of \$444 due in part to an increase in collection enforcement activity and fine payments received, as well as savings due to vacancy management.

Compensation - The favourable variance of \$424 is due to vacancy management.

Administrative – The favourable variance of \$81 is primarily due to lower than anticipated adjudication costs and reduced costs for enforcement investigation through increased use of collection agency services, offset by increased Victim Fine Surcharge costs paid to the Ministry of Attorney General as a result of increased fine payments received.

Operational & Supply - The unfavourable variance of \$491 is mainly due to the increase in the fourth quarter net revenue distribution payment to the local area municipalities reflective of the overall net revenue for the year being more than budgeted.

Financial Expenditures – The unfavourable variance of \$133 is a result of higher collection charges paid to third party collection agencies, which is offset by increased delinquent fine revenue recovered in the year.

Other Revenue - The favourable variance of \$500 is due to an increase in collection enforcement activity and larger fine payments received in the year in the amount of \$285, as well as net proceeds of \$215 from the sale of surplus land.

Community Impacts & Achievements

Court Services is responsible for overseeing the Provincial Offences Court on behalf of the Niagara Region and the 12 Local Area Municipalities in the areas of Administration, Collections and Prosecutions.

- Court Services achieved full amalgamation of services in 2019 following the closure of the St. Catharines courthouse and the centralization of all staff at the new Welland courthouse. Court Services has benefited from a reduced reliance on the labour pool and not needing to operate out of multiple locations.
- Based on a redistribution of work following the centralization of staff, Court Services was able to streamline processes while simultaneously dealing with an increased volume of work, resulting in a reduction of 3 FTEs for the 2020 budget.
- Court Services Collections Team led an RFP, on behalf of the Niagara Region and a number of participating municipalities, to solicit proposals from Collection Agencies to collect outstanding POA fines. The RFP was completed ahead of schedule, and contracts were executed within 2019.
- Court Services collaborated with the Transportation, Business Licencing and Finance divisions to develop a business case that was approved with the 2020 budget to implement Vision Zero, a road safety initiative.
- On October 21, 2019, the surplus lands at the Welland courthouse were sold to Niagara Regional Housing for \$220,000 (\$215,000 net proceeds after accounting for appraisal and survey expenses).

Niagara Regional Housing Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$5,105	\$4,984	\$121	2.4%
Administrative	\$938	\$644	\$295	31.4%
Operational & Supply	\$89	\$83	\$7	7.5%
Occupancy & Infrastructure	\$14,613	\$15,557	-\$944	-6.5%
Equipment, Vehicles,Technology	\$337	\$296	\$41	12.2%
Community Assistance	\$32,617	\$29,515	\$3,103	9.5%
Financial Expenditures	\$2,225	\$2,195	\$29	1.3%
Total Expenses	\$55,924	\$53,273	\$2,651	4.7%
Federal & Provincial Grants	-\$14,719	-\$13,337	-\$1,381	-9.4%
Other Revenue	-\$15,324	-\$16,005	\$681	4.4%
Total Revenues	-\$30,043	-\$29,342	-\$701	-2.3%
Intercompany Charges	\$58	\$64	-\$7	-11.4%
Total Intercompany Charges	\$58	\$64	-\$7	-11.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$25,939	\$23,995	\$1,944	7.5%
Transfers From Funds	-\$1,306	-\$1,282	-\$24	-1.9%
Transfers To Funds	\$3,156	\$3,890	-\$735	-23.3%
Total Transfers	\$1,850	\$2,608	-\$759	-41.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$27,789	\$26,604	\$1,185	4.3%
Indirect Allocations & Debt	\$7,616	\$7,475	\$141	1.9%
Total Indirect Allocations & Debt	\$7,616	\$7,475	\$141	1.9%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$35,405	\$34,079	\$1,327	3.7%

Niagara Regional Housing - Continued

Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) operated a surplus before indirect allocations of \$1,185. The surplus is due to the following factors:

Compensation – The favourable variance of \$121 is due to actual health and dental claims experienced in the year being less than budgeted.

Administration - The favourable variance of \$295 is due to the timing of executive-office initiatives and the designated substance survey reports for housing providers which was encumbered into the 2019 budget. The consultant did not complete all of the survey reports prior to yearend; as a result, a request has been made to re-encumber \$109 into the 2020 budget.

Occupancy & Infrastructure - The unfavourable variance of \$944 is primarily a result of an expanded preventative maintenance program and move-out costs (\$660), higher than anticipated pest control costs (\$301), and higher than budgeted snow removal costs in the first half of the year (\$156); offset by lower than budgeted utility costs resulting from capital improvements and new heating control systems (\$223).

Community Assistance - The favourable variance of \$3,103 is primarily due to lower than budgeted subsidy payments to non-profit and co-op providers and rent supplements to landlords (\$1,890), in addition to timing differences in Ministry-funded programs (\$1,507). This favourable variance is partially offset by support provided to the Homelessness division in Community Services (\$190). The Board provided direction in-year to assist in funding providers for heat control system upgrades to create future operating savings for those entities. Further correspondence with providers has indicated a less than anticipated take-up of this initiative. A request has been made to encumber \$506 into the 2020 budget for this initiative. The favourable ministry-funded program variance is partially offset by the unfavourable variance in Federal & Provincial Grants, as revenue is deferred to align with timing of Ministry-funded programs and related administrative costs.

Federal & Provincial Grants - The unfavourable variance of \$1,381 is due to timing of Ministry-funded programs and related administrative costs as revenue is recognized based on actual expenses incurred.

Other Revenue - The favourable variance of \$681 is primarily due to higher than budgeted investment income from the timing of transfers between Region and NRH bank accounts (\$184) and higher than anticipated rental revenues for NRH-owned units (\$526).

Transfer to Funds – The unfavourable variance of \$735 relates to the 2019 encumbrances.

Community Impacts & Achievements

Acting as Service Manager on behalf of Niagara Region, NRH is responsible for Community, Social, Public & Affordable Housing within the context of an ever-increasing wait list and clients struggling through negative effects of poverty. Accomplishments to date in 2019 include:

- *New Units:*
 - Completion and occupancy of the \$15.8 million, 85-unit Carlton Street development, addressing the need for affordable rental units in St. Catharines
 - Completion and occupancy of the multi-residential intensification on Roach Avenue in Welland, adding 8 net new owned units
 - Purchased two buildings in Thorold for intensification increasing owned units by 6 with an additional 4-5 units currently under construction
 - Demolition of 12 NRH units began for the Hawkins Street multi-residential intensification that will add 61 net new owned units in Niagara Falls
- *Home Repairs* – NRH received \$600,000 through the Investment in Affordable Housing-Extension (IAH-E) program for homeowner and secondary suite repairs and \$311,015 for multi-unit repairs, totaling \$911,015 for the 2019/2020 period. In addition, \$176,370 was received from Ontario Priorities Housing Initiative (OPHI) and Canada-Ontario Community Housing Initiative (COCHI) for 2019. As of December 31, 2019, 58 homeowners had been approved for funding.

Niagara Regional Housing - Continued

- *Homeownership* – NRH received \$180,000 through the Investment in Affordable Housing-Extension (IAH-E) and \$200,000 from the Ontario Priorities Housing Initiative (OPHI) program for the 2019/2020 period. As of December 30, 2019, down payment assistance was provided to 17 households to help purchase their first home. Funds were also allocated to 5 Habitat for Humanity Niagara Homes.
- *Help For Survivors Of Domestic Violence* – Continue accepting applications for recommendation to the Province to provide Portable Rent Benefits and prevent at-risk households from unsafe situations or the move to shelters
- *Addressed Homeless* – Ongoing partnership with Community Services through the Housing First program to move those experiencing homelessness to their own homes with appropriate supports
- *Rent Supplement* - Advertisements for new rent supplement agreements in order to expand units available with subsidies in private buildings, piloted the Rent Supplement In-Situ program to help waitlist applicants by partnering with the landlord to provide RGI subsidy in the private unit where the applicant currently resides.
- *Housing Providers:*
 - Semiannual provider forums to ensure continued engagement of housing providers
 - Provider Advisory Committee gathers regularly for consultation
 - NRH is working with service managers across the province to advocate for a funding solution that will ensure providers remain viable due to end of mortgages
 - Introduced Pilot Community Programs Coordinator to assist Housing Providers with eviction prevention
- Improved Public Housing (NRH-owned) communities
 - Partner with more than 40 agencies across Niagara to link vulnerable tenants with appropriate supports and provide community programs to build better communities
 - Began a new Social Enterprise Pilot with Niagara Resource Service for Youth (“RAFT”) to train at-risk youth to complete work needed for unit turnovers in NRH communities. This is the fourth NRH-RAFT partnership which employs tenants and RAFT youth in NRH communities
 - Engaged students from Niagara College’s Recreation Therapy and Social Service Worker programs to support high needs tenants in maintaining their tenancies and living healthier lives

Niagara Regional Police Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$150,626	\$150,263	\$364	0.2%
Administrative	\$3,860	\$3,826	\$34	0.9%
Operational & Supply	\$2,251	\$2,476	-\$225	-10.0%
Occupancy & Infrastructure	\$298	\$311	-\$13	-4.3%
Equipment, Vehicles, Technology	\$6,414	\$6,183	\$231	3.6%
Financial Expenditures	\$4	\$6	-\$3	-74.8%
Total Expenses	\$163,453	\$163,065	\$388	0.2%
Federal & Provincial Grants	-\$10,008	-\$9,652	-\$356	-3.6%
By-Law Charges & Sales	-\$6,538	-\$6,456	-\$82	-1.3%
Other Revenue	-\$2,046	-\$2,329	\$283	13.8%
Total Revenues	-\$18,592	-\$18,437	-\$155	-0.8%
Intercompany Charges	-\$1,297	-\$1,406	\$109	8.4%
Total Intercompany Charges	-\$1,297	-\$1,406	\$109	8.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$143,564	\$143,222	\$342	0.2%
Transfers To Funds	\$3,150	\$3,150	\$0	0.0%
Total Transfers	\$3,150	\$3,150	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$146,714	\$146,372	\$342	0.2%
Indirect Allocations & Debt	\$14,814	\$14,357	\$457	3.1%
Total Indirect Allocations & Debt	\$14,814	\$14,357	\$457	3.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$161,528	\$160,729	\$798	0.5%

Niagara Regional Police Services - Continued

Variance Analysis (in thousands of dollars)

For the period ending December 31 2019, the Service's financial result was a combined Net Expenditure before Indirect Allocations surplus of \$342. The Service recommended a transfer of the surplus to reserves consistent with Region policy. The surplus consisted of a \$204 surplus attributable to the Niagara Regional Police Service, a \$90 surplus attributable to the Police Service Board, and a \$48 surplus attributable to the Ontario Police Video Training Alliance (OPVTA), which will be transferred to their respective contingency reserves.

Compensation – At December 31, the Compensation expense was below the approved budget by \$364. This favorable variance is primarily the result of lower than expected utilization of uniform staffing due to lags in hiring during periods of staff turnover and from relief coverage during periods of absenteeism. This resulted in both uniform salary and benefit savings. The surplus can also be attributed to an overall favourable health and dental benefit claims experience. Continued trends in civilian staffing due to pressures in operationally essential units such as Communications, Prisoner Management and Records and Information Management, as well as greater than expected sick leave payouts, all contributed unfavourably to the overall compensation surplus position.

Other Operational Expenditures - Other Operational Expenditures are comprised of all other operating expenditures excluding Compensation. At December 31, the Other Operational Expenditures were below the approved budget by \$24. This is mainly due to savings in telecommunications, fuel rates and repairs and maintenance expenses for vehicles and equipment. These savings were partially offset by the purchase of uniform equipment, specifically protective body armour.

Recoveries & Revenues – At December 31, Gross Revenues and Recoveries were \$155 below budget levels mainly due to a shortfall to Provincial grant funding partially offset by additional revenue from one-time cost recovery services.

Intercompany Charges – At December 31, Intercompany charges were favourable by \$109. This is mainly due to savings in vehicle and equipment repairs and maintenance as well as recycling collection.

Conclusion

The detailed variance analysis has been prepared based on results of operations at December 31, 2019. The Service yearend surplus of \$342 represents 0.2% of the total budget. The results include the actual expenditures incurred and provisions for all known liabilities and offsetting revenues at December 31, 2019.

NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Partnership, Rebate, Exemption	\$5,484	\$5,484	\$0	0.0%
Total Expenses	\$5,484	\$5,484	\$0	0.0%
Other Revenue	\$0	\$0	\$0	0.0%
Total Revenues	\$0	\$0	\$0	0.0%
Total Intercompany Charges			\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,484	\$5,484	\$0	0.0%
Transfers From Funds	-\$1,284	-\$1,284	\$0	0.0%
Total Transfers	-\$1,284	-\$1,284	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$4,200	\$4,200	\$0	0.0%
Indirect Allocations & Debt	\$6	\$0	\$6	100.0%
Total Indirect Allocations & Debt	\$6	\$0	\$6	100.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,206	\$4,200	\$6	0.1%

Niagara Peninsula Conservation Authority - Continued

Niagara Peninsula Conservation Authority (NPCA) is a separate corporation and the Niagara Region levies the Niagara share of the NPCA levy on their behalf. The above summary shows the amount levied on behalf of the NPCA and not their operating results.

Water & Wastewater Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$23,724	\$23,397	\$327	1.4%
Administrative	\$2,017	\$2,083	-\$66	-3.3%
Operational & Supply	\$12,709	\$13,124	-\$415	-3.3%
Occupancy & Infrastructure	\$17,950	\$18,316	-\$365	-2.0%
Equipment, Vehicles, Technology	\$6,143	\$6,558	-\$415	-6.8%
Community Assistance	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$18,227	\$4,107	\$14,120	77.5%
Financial Expenditures	\$0	\$85	-\$85	0.0%
Total Expenses	\$80,771	\$67,670	\$13,101	16.2%
Taxation	-\$116,919	-\$115,905	-\$1,014	-0.9%
By-Law Charges & Sales	-\$1,358	-\$1,730	\$372	27.4%
Other Revenue	-\$7,034	-\$1,575	-\$5,459	-77.6%
Total Revenues	-\$125,311	-\$119,210	-\$6,101	-4.9%
Intercompany Charges	\$1,824	\$1,661	\$163	8.9%
Total Intercompany Charges	\$1,824	\$1,661	\$163	8.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$42,716	-\$49,880	\$7,163	16.8%
Transfers From Funds	-\$9,659	-\$2,998	-\$6,661	-69.0%
Transfers To Funds	\$37,038	\$39,038	-\$2,000	-5.4%
Total Transfers	\$27,379	\$36,039	-\$8,661	-31.6%
Net Expenditure (Revenue) Before Indirect Allocations	-\$15,338	-\$13,840	-\$1,497	-9.8%
Indirect Allocations & Debt	\$15,338	\$15,524	-\$187	-1.2%
Total Indirect Allocations & Debt	\$15,338	\$15,524	-\$187	-1.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	\$1,684	-\$1,684	0.0%

Water & Wastewater - Continued

Variance Analysis (in thousands of dollars)

Water & Wastewater services concluded 2019 with a \$1,684 deficit consisting of unfavourable variances of \$507 in Water and \$1,177 in Wastewater. The following factors have contributed to these variances.

Compensation - The favourable variance of \$327 is primarily due to staffing vacancies for a portion of the year. The favourable variance was partially offset by higher than expected lieu and overtime due to staff time required for emergency repairs (\$128).

Administration - The unfavourable variance of \$66 is primarily due to higher than anticipated external legal expenses (\$210) and additional staff development (\$64) in order to support training required to meet legislation. This was partially offset by unspent consulting budget of \$320.

Operational & Supply - The unfavourable variance of \$415 is primarily due chemical costs (\$319) as a result of higher contract prices and increased usage. In addition, there were higher than budgeted lab costs (\$290) due to additional testing required to support compliance. The unfavourable variance was partially offset by favourable sludge management costs (\$392) due to multiple shutdowns of the centrifuge in order to support capital works and repairs.

Occupancy & Infrastructure - The unfavourable variance of \$365 is due to higher than budgeted repair and maintenance costs for both grounds (\$296) and buildings (\$313), along with emergency sewer repairs for Dain City and other trunk sewer assessments (\$1,239). These unfavourable variances were partially offset by lower than expected electricity costs of \$1,447.

Equipment, Vehicles, Technology –The unfavourable year-to-date variance of \$415 is primarily due higher than anticipated repairs and maintenance equipment costs of \$452 due to aging infrastructure.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$14,120 is due to CSO funds committed to local area municipalities but not yet paid of \$14,093. All CSO funding not spent will be encumbered into future year budgets. This favourable variance is offset through unfavourable variances in unrecognized development charge revenue and reserve transfers further discussed below.

Taxation - The unfavourable variance of \$1,014 is due to decreased water sales. This is as a result of wet weather in 2019 and an increased focus by LAMs on reducing leakage in the distribution system.

By-Law Charges & Sales Costs - The favourable variance of \$372 is due to increased hauled sewage revenue of \$261 as a result of increased volume and fees collected of \$92.

Other Revenue - The unfavourable variance of \$5,459 is mainly driven by the timing of development charge revenue recognition to fund the CSO program of \$5,433.

Transfers - The unfavourable year-to-date variance of \$8,661 is primarily due to CSO projects committed to local municipalities but not yet paid of \$8,220 which have been encumbered into 2020. In addition, \$441 in previously encumbered CSO projects were closed as the funds were no longer required.

Community Impacts & Achievements

- The Water and Wastewater Operations Divisions treated 55.46 billion liters of water in 2019 through six water treatment plants and 316 km of watermains, as well as 76.14 billion liters of wastewater through eleven plants and one biosolids storage facility, with collection through 123 pump stations and 302 km of forcemains and gravity trunk sewers.
- The 16th Annual Children’s Water Festival was a success in May of 2019, with over 3,600 students, 170 teachers and approximately 400 parents attending over 4 days. The previous 16 Niagara Children’s Water Festival (NCWF) events were hosted at Ball’s Falls Conservation Area. In 2020, the 17th NCWF will be hosted at Brock University as part of a new partnership where Brock will be providing the facilities for the festival as an in-kind sponsorship. Registration for the 2020 NCWF

Water & Wastewater - Continued

opened on Nov. 18, 2019 and was fully subscribed by Nov. 19, 2019 with over 2,358 students set to participate for the transitional year.

- The new water wagon was unveiled in 2019 enhancing the existing wagon program and attended 55 events between May-October.
- Sponsoring partner of the OCWA “I Don’t Flush” campaign; engaging the public on messages around “non-flushables” and their impact on wastewater systems. The 2019 “I Don’t Flush” message reached over 700,000+ Facebook and Twitter users and made more than 24,759,784 media impressions over the campaign. This included hosting an information booth at regional HQ and handing out promotional material to residents and distributing to participating local municipalities.
- There were 14 community organizations/international delegations hosted for tours at our Water/Wastewater Treatment plants in 2019.

Staffing:

- Fully staffed all W/WW DLT vacancies including the hire to fill the new AD of Asset Management position.
- Increased the temporary PM compliment to help facilitate the delivery of the 2020 Capital Projects.
- The Asset Management Team is now formed and is currently reviewing current practices and processes.
- Hired an Energy Management Project Manager who will continue exploring energy rebates on capital projects and energy savings opportunities.

Capital Projects:

- Successfully tendered the 15 ML Grimsby Water Reservoir Project under the estimated budget.
- Held two successful PICs for the proposed new South Niagara Falls WWTP to engage the Public in the site selection process including two Facebook live broadcasts to extend the reach of information to the Public. This was the first attempt of its kind which proved to be very successful and well received.
- Completed the EA for the Bender Hill SPS. This is a critical station servicing one of the main tourist cores of Niagara Falls. Also successfully created a partnership with Niagara Parks Commission to combine the SPS project and Parkway realignment benefitting both parties by reducing the disruption to the locals and tourists, as well as realizing cost saving in this joint venture.
- Commenced the detailed design for the Welland WTP Phase II project. Made a presentation to City of Welland Senior Staff and Council to inform them of the project in greater detail than what was previously presented.
- Successfully constructed a temporary forcemain repair in Dain City averting further basement flooding while continually working on a permanent solution.
- Construction for the Rosehill Water Treatment Plant Upgrades is well underway and is anticipated to be completed by summer 2020. The work includes sustainability upgrades to each major plant process.
- Construction for the Niagara Falls Water Treatment Plant Phase II Upgrades has been awarded to Maple Reinders. This sustainability work includes filter rehabilitation and miscellaneous building repairs. The project is eligible for CWWF funding and is anticipated to be completed by summer 2020.
- The new NOTL WWTP is fully operational with substantial completion expected to be issued in Q1 of 2020. Final completion is expected by Q2 2020 subject to rectification of all outstanding work and deficiencies.
- Welland WWTP Upgrade project is expected to be complete by June 2020. On-going issues with general contractor resources and lack of payment to subcontractors has significantly impacted construction progress.

Asset Management:

- The locate team completed 9,645 locate requests.
- There were 50,200 meters of gravity pipe inspected and 10,000 meters cleaned.
- A new site facility virtual tours was launched along with the support of new facility scans.
- A Remotely Piloted Aircraft System (RPAS) program for Water & Wastewater was established.

Waste Management Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage
Compensation	\$3,686	\$3,512	\$174	4.7%
Administrative	\$1,994	\$715	\$1,279	64.1%
Operational & Supply	\$40,864	\$38,519	\$2,345	5.7%
Occupancy & Infrastructure	\$1,438	\$1,425	\$14	0.9%
Equipment, Vehicles, Technology	\$1,053	\$1,254	-\$201	-19.1%
Partnership, Rebate, Exemption	\$196	\$196	\$0	-0.1%
Financial Expenditures	\$0	\$36	-\$36	0.0%
Total Expenses	\$49,231	\$45,656	\$3,575	7.3%
Taxation	-\$35,328	-\$35,328	\$0	0.0%
By-Law Charges & Sales	-\$14,588	-\$10,584	-\$4,004	-27.4%
Other Revenue	-\$4,431	-\$4,493	\$63	1.4%
Total Revenues	-\$54,347	-\$50,406	-\$3,941	-7.3%
Intercompany Charges	\$129	\$133	-\$4	-3.4%
Total Intercompany Charges	\$129	\$133	-\$4	-3.4%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$4,988	-\$4,617	-\$371	-7.4%
Transfers From Funds	-\$1,511	-\$1,511	\$0	0.0%
Transfers To Funds	\$4,136	\$5,000	-\$865	-20.9%
Total Transfers	\$2,624	\$3,489	-\$865	-33.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$2,364	-\$1,128	-\$1,236	-52.3%
Indirect Allocations & Debt	\$2,363	\$2,284	\$79	3.4%
Total Indirect Allocations & Debt	\$2,363	\$2,284	\$79	3.4%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$0	\$1,156	-\$1,156	0.0%

Waste Management Services - Continued

Variance Analysis (in thousands of dollars)

Waste Management Services operated at a deficit after indirect allocations of \$1,156. The following factors contributed to this deficit:

Compensation – The favourable variance of \$174 is due primarily to salary gapping and position vacancy management.

Administrative – The favourable variance of \$1,279 is primarily due to the timing of \$810 of consulting related to the Long-Term Strategic Plan (LTSP) Study, the Material Recovery Facility (MRF) Opportunity Review – Phase 4, and the service level change campaign, as well as reduced consulting expenditures of \$197 for 2019. Promotional and educational costs were also lower than anticipated by \$218, further contributing to the surplus, resulting from the utilization of existing communication pieces and Region services, as well as the reprioritization of planned promotion and education campaigns. \$810 for the LTSP Study, the MRF Study, and the service level change campaign, was committed and is included in the 2019 encumbrance reported in Transfers to Funds.

Operational & Supply – The favourable variance of \$2,345 is primarily due to lower than anticipated commodity prices for the purchase of recyclable materials under contracts with Waterloo, Haldimand and commercial businesses (\$1,777) which is offset by related decreases to recycling processing revenues. A savings of \$250 for lower than anticipated labour costs at the MRF in 2019 also contributed to the surplus. Liquidated damages in the amount of \$360 were issued under contract 2009-RFP-44 for breaches of contractual performance standards.

Equipment, Vehicles, Technology – The unfavourable variance of \$201 is due to higher than anticipated equipment repairs required at the various sites.

By-Law Charges & Sales – The unfavourable variance of \$4,004 is primarily due to lower than anticipated and decreasing market revenues received from the sale of recyclable commodities (i.e. unfavourable variance for fibres, including boxboard, newsprint and cardboard, of \$3,347, from containers such as PET plastic, aluminum, and steel of \$688, and from other recyclables, such as bulky rigid plastics and fine paper, of \$53). These decreases are offset by increased garbage tag sales of \$74 and tipping fee revenues of \$23 from the additional landfill tonnages received at the landfill sites.

Transfer to Funds – The unfavourable variance of \$865 relates to the 2019 encumbrance of \$810 and the transfer of proceeds from the sale of a loader at the MRF to the capital reserve

Community Impacts & Achievements

Waste Management Services (WMS) is responsible for the operation of various facilities, including landfill sites, HHW depots and the Recycling Centre (a net revenue generator). WMS is also responsible for the delivery of curbside waste, recycling and organics collection and diversion programs, the management of long-term organics processing and disposal contracts, the operations and maintenance contracts at open and closed landfill sites, the recycling processing contract, policy development, capital program delivery and supporting outreach and communications programs.

- Negotiated RFP for the next waste collection contract, which will begin on October 19, 2020, was awarded in November 2019. The successful proponents for Collection Area One and Two are GFL Environmental Inc. and Miller Waste Systems Inc., respectively.
- New base collection service level approved by Regional Council, effective October 19, 2020, includes:
 - Every-other-week (EOW) garbage collection for all residential properties and for Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located outside the Designated Business Areas (DBAs). Recycling and organics collection will continue on a weekly basis and the garbage container (bag/can) limits would double for affected sectors.

Waste Management Services - Continued

- Four (4) item limit per residential unit, per collection, for large item collection at Low-Density Residential properties and discontinuation of appliances and scrap metal curbside collection.
 - Standardization of the weekly garbage container (bag/can) limits for IC&I and MU properties to four (4) containers per property.
 - Additional collection of children’s diapers and non-hazardous medical waste for approved properties, during the alternate weeks of EOW garbage collection on a year-round basis.
- On-going negotiations with Emterra Environmental to ensure performance and adherence to the terms and conditions of Contract 2009-RFP-44, which includes changes to collection days in Wainfleet effective November 4, 2019. This change will help optimize collection fleet on Mondays and reduce delays throughout the week.
- Continue to market recyclable materials despite restrictive global market conditions.
- MRF Opportunity Review Phase 4 is in progress:
 - Purpose is to Identify options for the MRF considering the transition of the residential Blue Box program to extended producer responsibility.
 - Fairness advisor and project consultant/ transaction advisor were retained and the project was initiated in November 2019.
- Continue to investigate, assess and mitigate any environmental impacts related to the two open and twelve closed landfill sites.
- Continued work on Waste Management’s Condition Assessment and Asset Management project, which includes all 14 landfill sites. This work will help the Region plan for the funding necessary to maintain its capital assets, and allow for effective decision making and a proactive approach to managing the assets. The project was substantially completed by the end of December 2019.
- MECP approved the application in December 2019 for Phase 2 of the upgrades at the Humberstone Landfill, with construction scheduled to begin in 2020.
- In July 2019, introduced the mattress recycling program at the Region’s three recycling depots. At the end of 2019, a total of 43 tonnes have been recycled or approximately 2,380 mattresses.
- During the course of 2019, work has been progressing to reduce the number of monitoring wells required at both open and closed landfills, resulting in fewer monitoring wells at the Humberstone Landfill.
- Phase 1 of the Humberstone Landfill expansion (gas and leachate collection systems) was completed in Q4 of 2019.

Operating Budget Amendments & Adjustment Summary (in thousands of dollars)

The following identifies all budget amendments & adjustments as per Budget Control Policy 2017-63.

Original Budget Revenue & Expenditures		973,894
Total Budget Amendment		-
Corporate	19,494	To record the 2018 Encumbrance budget adjustment as detailed in the 2018 Year-End Results & Transfer report (CSD 21-2019).
Enterprise Resource Management Services	55	To record funding and related expenditures from the Province of Ontario related to the sustainability review
General Government	600	To utilize 2018 surplus to fund the Smarter Niagara Incentive Program per Committee (CSC 3-2019).
Community Services	317	To record revenue and related expenditures due to additional annual funding received from the pharmaceutical industry
Community Services	183	To record revenue and related expenditures from the Government of Canada's Reaching Home program (formerly Homelessness Partnering Strategy)
Community Services	83	To record revenue and related expenditures from the Local Health Integration Network (LHIN) for the Senior Services division
Community Services	550	To record revenue and related expenditures related to increased fee subsidy for Children's Services
Community Services	2,293	To record revenue and related expenditures related to in-year funding announcement from the Ministry of Education for Children's Services per report (COM 31-2019)
Planning and Development	480	To record the unused development charge funding and related expenditures for the Regional Official Plan in relation to the 2018 Year-End Results & Transfer report (CSD 21-2019)
Planning and Development	(38)	To record reduction in funding from the Ministry of Community and Social Services in relation to an employment survey
Planning and Development	150	To record funding and related expenditures in connection with hiring an aggregates advisor
Public Health and Emergency Services	106	To record revenue and related expenditures from the Local Health Integrated Network (LHIN) to support a Mental Health and Addictions Project Manager
Public Health and Emergency Services	239	To record revenue and related expenditures from the Local Health Integrated Network (LHIN) to support the Community Paramedicine Program
Public Health and Emergency Services	1,603	To record revenue and related expenditures related to the Ontario Seniors Dental Care program from the Ministry of Health and Long Term Care (PHD 16-2019)
Public Health and Emergency Services	613	To record revenue and related expenditures related to the Dedicated Offload Nursing program from the Ministry of Health and Long Term Care

Operating Budget Amendments & Adjustment Summary (in thousands of dollars) - continued

Wastewater	4,553	To record unused development charge funding and related expenditures for the Combined Sewer Overflow program from 2018 in relation to the 2018 Year-End Results & Transfer report (CSD 21-2019).
Transportation	250	To record revenue and related expenditures for the annual Crack Sealing program as a result of moving from capital budget to operating budget
Niagara Regional Housing	1,224	To utilize 2018 Niagara Regional Housing surplus to fund 2019 housing programs per Committee (CSC 3-2019).
Niagara Regional Housing	55	To record revenue and related expenditures related on two newly purchased properties
Niagara Regional Housing	100	To record budgeted revenue and expenditures related to the Niagara Home Ownership program
Niagara Regional Housing	938	To record revenue and related expenditures related to the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) (NRH 8-2019)
Total Budget Adjustment	33,848	
December 31, 2019 Adjusted Budget	1,007,742	

Reserve Summary (in thousands of dollars)

Reserves are an important tool to assist in financial management and planning of a municipality. Prudent use of reserves help mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. Reserves are governed by the Region's Reserve and Reserve Fund Policy C-F-013.

At December 31, 2019 the Region's consolidated and uncommitted reserve balance (excluding commitments made with the 2020 approved budget) was \$245,612 (\$295,018 at December 31, 2018). The ratio of debt to reserves is an important marker of fiscal sustainability. A ratio of less than 1 shows that if revenues were to decline, the Region would have other resources to meet its obligations. Conversely, if the ratio is greater than 1, it can indicate vulnerability to economic downturns. The Region's debt to reserve ratio, including unissued debt is 2.75 (1.67 at December 31, 2018).

Description	Balances at December 31, 2018	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at December 31, 2019 before Transfers	Year-end Transfers*	Balances Available at December 31, 2019	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2019
Wastewater Capital	\$43,246	\$21,225	\$0	-\$24,443	\$603	\$40,631	\$945	\$41,576	-\$6,660	\$34,916
Water Capital	\$88,488	\$19,784	\$0	-\$31,828	\$1,195	\$77,640	\$1,172	\$78,811	-\$6,660	\$72,151
Waste Management	\$16,903	\$1,655	\$0	-\$4,115	\$227	\$14,670	\$1,100	\$15,770	-\$9,002	\$6,768
General Capital Levy	\$26,221	\$27,625	-\$2,000	-\$41,395	\$0	\$10,451	\$5,229	\$15,680	-\$400	\$15,280
Infrastructure Deficit	\$241	\$3,468	\$0	-\$3,709	\$0	\$0	\$0	\$0	\$0	\$0
Court Services Facility Renewal	\$1,650	\$0	\$0	\$1,226	\$0	\$2,876	\$0	\$2,876	\$0	\$2,876
Niagara Regional Housing	\$6,040	\$1,274	\$0	\$308	\$0	\$7,623	\$605	\$8,228	\$0	\$8,228
NRH Owned Units	\$4,121	\$1,881	\$0	-\$595	\$0	\$5,408	\$580	\$5,987	\$0	\$5,987
NRPS Long-Term Accommodation (LTA)	\$52	\$0	\$0	\$0	\$0	\$52	\$0	\$52	\$0	\$52
Ontario Police Video Training Alliance	\$61	\$0	\$0	\$0	\$0	\$61	\$48	\$109	\$0	\$109
Police Capital Levy	\$719	\$1,200	\$0	-\$1,358	\$0	\$561	\$0	\$561	\$0	\$561
Police Vehicle and Equipment Replacement	\$224	\$1,500	\$0	-\$1,700	\$0	\$24	\$0	\$24	\$0	\$24
Total Capital Reserves	\$187,967	\$79,612	-\$2,000	-\$107,609	\$2,025	\$159,998	\$9,679	\$169,675	-\$22,722	\$146,951
Wastewater Stabilization	\$2,982	\$0	\$0	\$0	\$43	\$3,026	-\$1,177	\$1,848	\$0	\$1,848
Water Stabilization	\$3,442	\$0	\$0	\$0	\$50	\$3,492	-\$507	\$2,985	\$0	\$2,985
Waste Management Stabilization	\$7,427	\$248	-\$580	\$0	\$105	\$7,200	-\$1,156	\$6,044	\$0	\$6,044
Encumbrance**	\$21,318	\$9,692	-\$14,633	\$0	\$0	\$16,377	\$0	\$16,377	\$0	\$16,377

Reserve Summary (in thousands of dollars) - continued

Description	Balances at December 31, 2018	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at December 31, 2019 before Transfers	Year-end Transfers*	Balances Available at December 31, 2019	Capital Commitments to Uninitiated Projects	Balances Available at December 31, 2019
Investment Income Stabilization	\$19	\$0	-\$19	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief **	\$24,714	\$874	-\$3,757	\$0	\$0	\$21,831	\$1,925	\$23,756	\$0	\$23,756
NRH Rent Supplements	\$278	\$0	-\$12	\$0	\$0	\$266	\$0	\$266	\$0	\$266
Police Contingency	\$0	\$250	\$0	\$0	\$0	\$250	\$204	\$454	\$0	\$454
Police Services Board Contingency	\$153	\$0	\$0	\$0	\$0	\$153	\$89	\$242	\$0	\$242
Total Corporate Stabilization Reserves	\$60,334	\$11,064	-\$19,001	\$0	\$198	\$52,594	-\$622	\$51,974	\$0	\$51,974
Ambulance Communication	\$37	\$0	\$0	\$0	\$0	\$37	\$0	\$37	\$0	\$37
Circle Route Initiatives	\$1,383	\$0	\$0	\$0	\$0	\$1,383	\$0	\$1,383	\$0	\$1,383
Total Specified Contribution Reserves	\$1,419	\$0	\$0	\$0	\$0	\$1,419	\$0	\$1,419	\$0	\$1,419
Future Benefit Costs	\$24,845	\$0	-\$150	\$0	\$0	\$24,695	\$0	\$24,695	\$0	\$24,695
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270	\$0	\$2,270
Smart Growth	\$201	\$0	\$0	\$0	\$0	\$201	\$0	\$201	\$0	\$201
Landfill Liability	\$8,288	\$2,288	\$0	-\$2,490	\$119	\$8,205	\$0	\$8,205	\$0	\$8,205
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$793	\$0	\$793
Police Accumulated Sick Leave	\$1,680	\$0	\$0	\$0	\$0	\$1,680	\$0	\$1,680	\$0	\$1,680
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$3,070	\$200	\$0	\$0	\$0	\$3,270	\$0	\$3,270	\$0	\$3,270
Total Future Liability Reserves	\$45,298	\$2,488	-\$150	-\$2,490	\$119	\$45,265	\$0	\$45,265	\$0	\$45,265
Total (Excluding Deferred Revenues)	\$295,018	\$93,164	-\$21,151	-\$110,099	\$2,342	\$259,277	\$9,057	\$268,334	-\$22,722	\$245,612

* Subject to Council approval in CSD 15-2020.

** Opening balances have been reclassified due to rounding error from the prior year.

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2018	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at December 30, 2019	Capital Commitments *	Balance Available at December 31, 2019
Development Charges-General Government	\$1,265	\$477	\$120	-\$406	\$0	\$27	\$1,483	\$0	\$1,483
Development Charges-Police Services	\$1,884	\$834	\$209	\$0	\$4	\$48	\$2,980	-\$43	\$2,937
Development Charges-Roads	\$50,883	\$14,064	\$3,435	\$0	-\$12,556	\$1,067	\$56,893	-\$41,795	\$15,098
Development Charges-Sewer	\$43,822	\$9,430	\$2,425	-\$1,120	-\$3,313	\$951	\$52,193	-\$9,333	\$42,860
Development Charges-Water	\$28,296	\$6,587	\$1,721	\$0	-\$2,203	\$627	\$35,029	-\$26,257	\$8,772
Development Charges-Emergency Medical	\$1,140	\$331	\$48	\$0	-\$14	\$26	\$1,531	-\$81	\$1,449
Development Charges-LT Care	\$3,076	\$2,359	\$205	\$0	\$0	\$87	\$5,727	\$0	\$5,727
Development Charges-POA	\$181	\$111	\$19	\$0	\$0	\$5	\$315	-\$331	-\$16
Development Charges-Health	\$415	\$299	\$43	\$0	\$0	\$12	\$768	\$0	\$768
Development Charges-Social Housing	\$2,609	\$1,872	\$92	\$0	-\$272	\$69	\$4,370	-\$1,889	\$2,481
Development Charges-Waste Division	\$959	\$742	\$57	\$0	\$66	\$28	\$1,852	-\$408	\$1,444
Subtotal Development Charges	\$134,530	\$37,107	\$8,372	-\$1,526	-\$18,288	\$2,947	\$163,141	-\$80,137	\$83,005
Federal Gas Tax	\$19,724	\$27,582	\$0	\$0	-\$13,499	\$535	\$34,343	-\$32,304	\$2,039
Provincial Gas Tax	\$508	\$761	\$0	-\$122	-\$500	\$12	\$658	\$0	\$658
Subtotal Gas Tax	\$20,232	\$28,343	\$0	-\$122	-\$13,999	\$547	\$35,001	-\$32,304	\$2,697
Total	\$154,762	\$65,450	\$8,372	-\$1,648	-\$32,287	\$3,494	\$198,142	-\$112,441	\$85,701

* The capital commitments included represent all approved capital project expenditures budgeted to be funded by development charges and/or federal/provincial gas tax. Each quarter and/or year end a review of the status of the respective capital projects is completed and revenue earned is allocated accordingly.

Deferred Revenue Summary (in thousands of dollars) - continued

Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2019)

Grant Category	Actuals			Total	Annual Budget 2019	Actual Variance 2019
	Q1-Q2	Q3	Q4			
Other Economic Incentives:						
50% Industrial - (M)	\$164	\$54	-\$1	\$218		
Phase in costs - (D)	\$1,805	\$866	\$0	\$2,672		
Brownfield - (D)*	\$329	\$502	\$935	\$1,766		
Smart Growth Niagara - (D)	\$0	\$0	\$23	\$23		
Long-Term Care Facility - (D)	\$0	\$0	\$410	\$410		
Board of Education - (D)	\$0	\$0	\$0	\$0		
NRH - (D)	\$0	\$0	\$0	\$0		
Parking garage - (D)	\$0	\$0	\$0	\$0		
Agriculture - (D)	\$179	\$0	\$0	\$179		
Place of Worship - (D)	\$384	\$0	\$0	\$384		
Intensification RDC Reductions - (M)	\$12	\$13	\$14	\$39		
Hotels/Motels - (D)	\$0	\$1,582	\$0	\$1,582		
Other (D)	\$246	\$0	-\$77	\$169		
Subtotal - Other Economic Incentives	\$3,118	\$3,017	\$1,305	\$7,440	\$4,089	-\$3,351
Non-Profit - (D) *	\$150	\$0	\$0	\$150	\$150	\$0
Industrial and Gateway - (D) *	\$508	\$182	\$92	\$782	\$1,050	\$268
Total	\$3,777	\$3,199	\$1,397	\$8,372	\$5,289	-\$3,083

Note: (D) – Discretionary, (M) – Mandatory
* Details on individual application can be found on the following page.

Deferred Revenue Summary (in thousands of dollars) - continued

Details for Application Based Regional Development Charge Grants (2019)

2019 Brownfield RDC Reduction Program Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2019
Grants Application Prior to 2019 ¹				\$28,394	\$1,262	\$939
2019 Applications:						
439 King St ²	Mar 8, 2019	Retirement complex	Welland	\$827	\$827	\$827
Total				\$29,221	\$2,090	\$1,766

¹Grants awarded in prior years may be paid in current or future periods depending on the timing of building permit issuance.

²Conditional grant awarded pending submission of final information from applicant.

2019 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2019
Q1-Q3 Applications				\$171	\$150
Q4 Applications:					
Nil				\$0	\$0
Total				\$171	\$150

2019 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2019
Q1-Q3 Applications				\$690	\$690
Q4 Applications:					
406 Lakeshore Road	Nov 5, 2019	Fermentation and Distilling	NOTL	\$43	\$43
7 Westwood Court	Dec 31, 2019	Industrial Warehousing	NOTL	\$49	\$49
Total				\$782	\$782

Operating Reserve Transfer Reconciliation

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A requirement in the Reserve and Reserve Funds Policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds not approved in the initial annual budget.

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net operating transfers to reserves, including interest allocation to reserves	- \$64,051	
<i>Additional operating reserve transfers (to)/from reserves:</i>		
All Rate Reserves	\$142	Interest income allocation to reserve lower than budget (as per Reserve policy)
Taxpayer Relief	- \$821	Transfer back to reserve for unused funds – delays in NRT Niagara West service expansions and delays in Sunday service expansions due to insufficient capital resources
Taxpayer Relief	- \$50	Transfer back to reserve for unused funds – Planning guidelines project
Capital Levy	- \$98	Transfer back to reserve for unused funds – Drainage Assessment Funding for LAMs
Capital Levy	-\$150	Transfer back to reserve for unused funds - Active Transportation/Bike Lane Funding for LAMs
Capital Levy	- \$284	Transfer to reserve for proceeds on sale of surplus properties (as per Procurement By-Law)
Capital Levy	\$145	Reduced transfer to reserve (budgeted to fund associated capital project) as a result of provincial budget announcements no longer providing funding for the Peer Street Roof replacement
Capital Levy	- \$9,180	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Water Capital	- \$1,359	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Wastewater Capital	- \$2,170	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Waste Management	- \$55	Transfer to reserve for proceeds on sale of surplus assets (as per Procurement By-law)
NRH Owned Units	- \$900	Transfer to reserve to be used for the proposed 2020 Niagara Falls Mutli-Residential Intensification Capital Project (NRH 19-183.31a)
2018 Encumbrance	\$21,322	2018 Encumbrances (CSD 21-2019)
Taxpayer Relief	-\$28	Correction or rounding error from 2018 year end between Taxpayer Relief and Encumbrance funds
2019 Encumbrance	- \$16,377	2019 Encumbrances (CSD 15-2020)
Wastewater Capital	-\$441	Underspent CSO projects closed during the year, transfer amount back to Wastewater Capital Reserve
Net operating transfers to reserves	- \$74,355	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A requirement in the Reserve and Reserve Funds Policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds.

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2019 Budget	\$133,887	Reserve transfers to capital projects
Capital reserve transfer commitments from 2018 or prior Budget	\$3,480	2018 or prior initiated capital projects
Capital reserve transfer commitments from 2018 or prior Budget closed and never initiated	- \$1,910	Project close out and reserve transfers not required
Capital reserve transfer commitments from uninitiated capital projects	- \$22,722	2019 Uninitiated capital projects
Budget Adjustment	- \$145	Reduced transfer from reserve as a result of provincial budget announcements no longer providing funding for the Peer Street Roof replacement. This amount to fund the project was drawn from the CVP
<u>Q1 and Q2 additional capital reserve transfers:</u>		
NRH Owned Units	- \$291	Project close out, funds returned to reserve – Annual Emergency Capital Program – 2018
NRH Owned Units	- \$8	Project close out, funds returned to reserve – Unit Capital - 2017
NRH Owned Units	- \$16	Project close out, funds returned to reserve – Building Capital - 2016
<u>Q3 additional capital reserve transfers:</u>		
Police Capital Levy	- \$2	Project close out, funds returned to reserve – Marine Zodiac
Police Capital Levy	- \$1	Project close out, funds returned to reserve – Marine Sonar
Police Capital Levy	- \$27	Project close out, funds returned to reserve – Communications Unit Equipment
<u>Q4 additional capital reserve transfers:</u>		
Court Services Facility Renewal	- \$331	Transfer back to reserve as a result of project eligibility to use DC reserves as a funding source instead of reserves
Court Services Facility Renewal	- \$895	Budget reduction on Court Facilities Renewal project

Capital Reserve Transfer Reconciliation (in thousands of dollars) – Continued

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Niagara Regional Housing	- \$17	Transfer back to reserve as a result of project eligibility for funding not included in the initial Council approved budget
Niagara Regional Housing	- \$701	Budget reduction – NRH New Build, Carlton St., St. Catharines
NRH Owned Units	- \$200	Project close out, funds returned to reserve – Annual Emergency Capital Program – 2019
NRH Owned Units	- \$2	Project close out, funds returned to reserve – Grounds Capital 2018
Net capital transfers	\$110,099	

Encumbrance Summary (in thousands of dollars)

Encumbrance accounting is a mechanism to facilitate the accounting of goods and services where an obligation to purchase has occurred but the goods or services had not been received by year end. Public sector accounting requires the Niagara Region to follow accrual based accounting. This creates a funding complication in that goods or services contracted before year end and received subsequent to year end would not be matched to their budgeted funding. Encumbrance accounting was introduced to effectively transfer the budgeted funding for goods and services where a purchase order, contract or other commitment exists, to an encumbrance reserve at year end. Below is a detailed summary of 2019 encumbrances by department.

Encumbrance History

	2019	2018	2017	2016	2015
Governance	\$0	\$0	\$0	\$35	\$129
General Government	\$4,463	\$3,363	\$2,278	\$250	\$0
Corporate Administration	\$84	\$135	\$390	\$249	\$30
Corporate Services	\$100	\$198	\$15	\$290	\$0
Enterprise Resource Management Services	\$98	\$581	\$224	\$99	\$0
Community Services	\$289	\$36	\$3	\$0	\$101
Planning & Development Services	\$664	\$1,881	\$1,649	\$3,254	\$2,509
Public Health	\$65	\$1,318	\$79	\$275	\$35
Economic Development	\$0	\$285	\$678	\$95	\$126
Niagara Regional Housing	\$735	\$371	\$501	\$223	\$34
Public Works - Transportation	\$849	\$735	\$1,544	\$2,104	\$269
Public Works - Waste Management	\$810	\$932	\$522	\$204	\$244
Public Works - Water/ Wastewater *	\$8,220	\$9,659	\$9,495	\$7,989	\$7,195
Council Direction (CSD 21-2019)	\$0	\$1,828	\$0	\$0	\$0
TOTAL	\$16,377	\$21,322	\$17,378	\$15,067	\$10,671

* The Public Works - Water/Wastewater 2019 Encumbrance includes \$13,506 (\$8,220 funded from reserves, \$5,286 funded from development charges) related to the Combined Sewer Overflow (CSO) program. Managing this program through the operating budget rather than capital budget began in 2015. \$2,573 (\$1,930 funded from reserves, \$643 funded from development charges) remains in capital projects related to the CSO program from 2008 through 2014.

Notes:

- \$12,683 of the total encumbrances in 2019 (2018 - \$14,342) relate to incentive and grant programs.

Encumbrance Detail (in thousands of dollars)

Description	Amount	
General Government		
Public Realm Investment Program		
East Fonthil Seating RR20 & Rice Road	\$12	
Parkette Queenston St*	\$100	
Prince Charles Dr*	\$13	
RR18 (Ontario St.), RR81 (King St.)*	\$10	
Civic Square Revitalization*	\$30	
RR20 (Lundy's Lane Gateway Lighting and Bus Shelters)*	\$100	
Smithville Public Square*	\$100	
RR54 Pelham Port Robinson Rice Rd Parkette	\$30	
RR20 West Lincoln Smithville Streetscaping Upgrades	\$100	
RR20 West Lincoln Smith Street Lighting Upgrades	\$100	
RR27 Welland Parkette Hellems/East Main St	\$20	\$615
Gateway - Tax Increment Grant		
287 Silverthorne/Buchner		\$1,613
Waterfront Improvement Program		
Millennium Recreation Trail*	\$400	
Town of Lincoln Museum and Cultural Centre*	\$250	\$650
Smarter Niagara Incentive Program		
Building and Facade Improvement Grant/Loan Program	\$360	
CIP/MasterPlans/Official Plans Grant Program	\$410	
ESA Phase II (Risk Assessment Plan)	\$36	
Heritage Restoration and Improvement Grant	\$50	
Public Realm Grant Program	\$130	
Residential Grant/Loan Program	\$599	\$1,585
Total Encumbrances for General Government		\$4,463
Corporate Administration		
Advertising Partnership with City of St. Catharines*		\$13
Economic Development - Study and Lead Generation		\$71
Total Encumbrance for Corporate Administration		\$84
Corporate Services		
Business Licensing		\$100
Total Encumbrance for Corporate Services		\$100
Enterprise Resource Management Services		
Sustainability Review*		\$85
Advertising Partnership with City of St. Catharines*		\$13
Total Encumbrance for Enterprise Resource Management Services		\$98
Community Services		
Gateway Residential Community Support		\$289
Total Encumbrance for Community Services		\$289
Planning & Development		
New Regional Official Plan*		\$391
Municipal Comprehensive Review*		\$61
Environmental Planning Review*		\$53
Highly Vulnerable Aquifer Reviews*		\$18
Ontario Tender Fruit Irrigation Ambassador		\$16
Stormwater Management Guidelines		\$125
Total Encumbrance for Planning and Development		\$664

Encumbrance Detail (in thousands of dollars) - Continued

Description	Amount
Public Health	
EMS System Redesign*	\$65
Total Encumbrance for Public Health	\$65
Niagara Regional Housing	
Integrated Housing Solution Software*	\$31
Designated Substance Survey*	\$110
Masonry Wall Investigation	\$87
K3D Thermostat Technology	\$507
Total Encumbrance for Niagara Regional Housing	\$735
Public Works - Transportation	
Emerald Ash Bore*	\$178
Spring Tree Planting	\$64
Complete Streets Design Manual	\$400
Niagara Transit Governance Study	\$207
Total Encumbrance for Public Works - Transportation	\$849
Public Works - Waste Management	
Fairness Advisor for MRF Opportunity Review*	\$25
MRF Opportunity Review*	\$345
Long-Term Waste Management Strategic Plan*	\$400
Service level change campaign	\$40
Total Encumbrance for Public Works - Waste Management	\$810
Public Works - Water/Wastewater	
Unused Combined Sewer Overflow Funding - 2015 Program (at 75%)*	\$1,229
Unused Combined Sewer Overflow Funding - 2016 Program (at 75%)*	\$2,083
Unused Combined Sewer Overflow Funding - 2017 Program (at 75%)*	\$1,089
Unused Combined Sewer Overflow Funding - 2018 Program (at 50%)*	\$1,851
Unused Combined Sewer Overflow Funding - 2019 Program (at 50%)	\$1,968
Total Encumbrance for Public Works - Water/Wastewater	\$8,220
Total 2019 Encumbrance	\$16,377

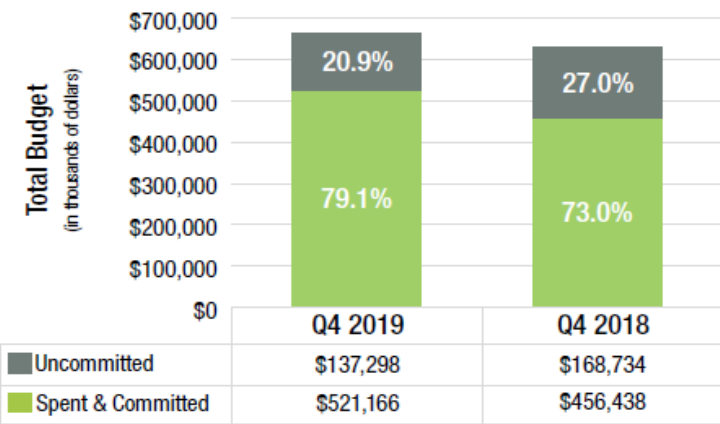
* Encumbrance balance carried over from 2018

Capital Highlights

LEVY

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

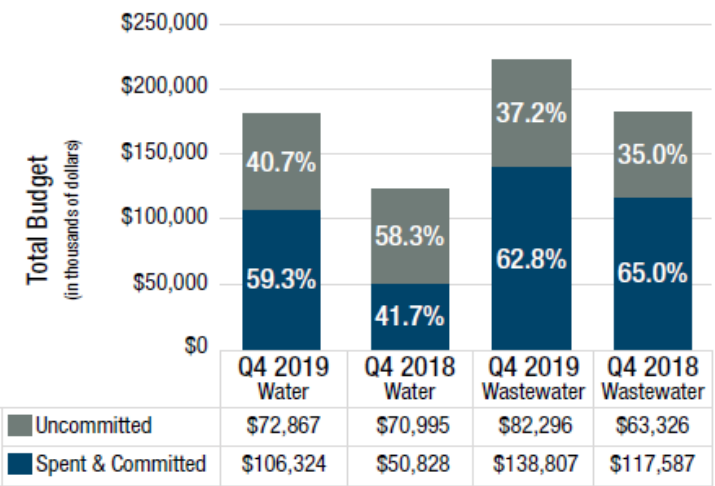
Total projects with budgets greater than \$1M.



WATER & WASTEWATER

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

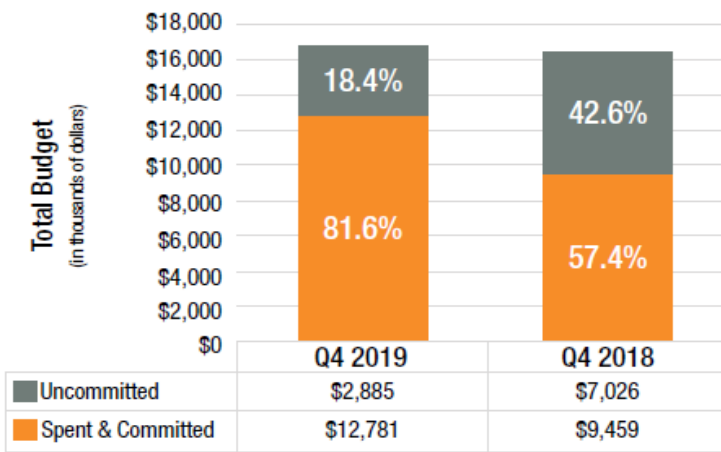
Total projects with budgets greater than \$1M.



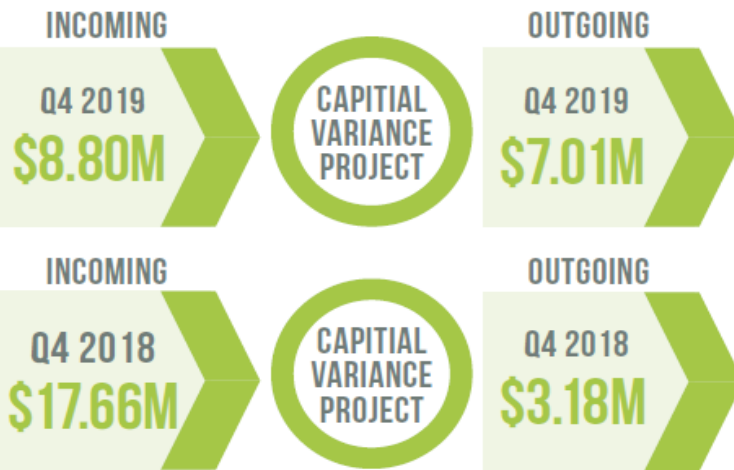
WASTE MANAGEMENT

PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

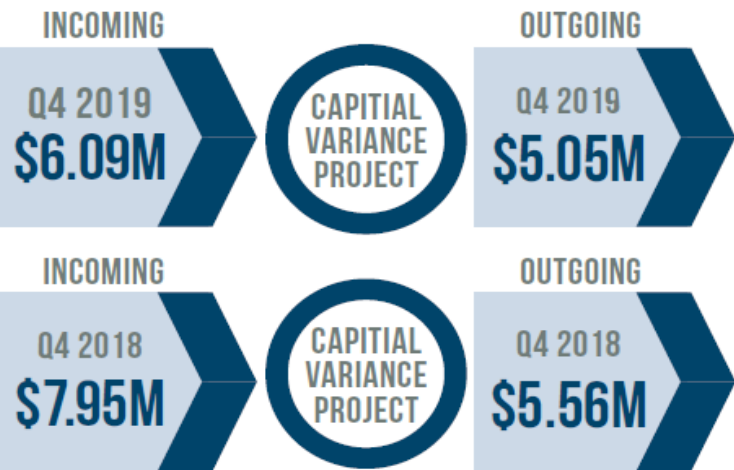
Total projects with budgets greater than \$1M.



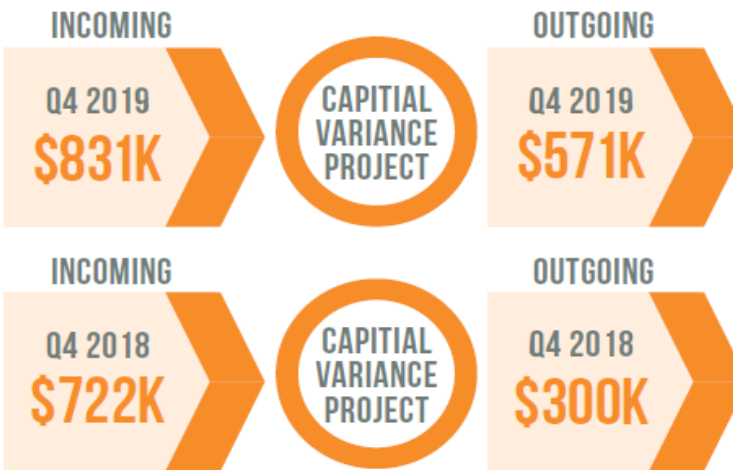
CAPITAL VARIANCE PROJECT TRANSFERS AT QUARTER END



CAPITAL VARIANCE PROJECT TRANSFERS AT QUARTER END



CAPITAL VARIANCE PROJECT TRANSFERS AT QUARTER END



Capital Summary (in thousands of dollars)

The Corporate Services department develops the Capital Financing Strategy and Capital Budget guidelines in co-ordination with department and board input and in alignment with Council objectives and corporate policies. The Corporate Services department is responsible for the following: preparing the consolidated capital budget and forecast based on the requests of departments and boards; coordinating capital initiations, financing, closure and budget reduction of capital projects approvals and reporting; supporting tangible capital asset accounting in accordance with the Capital Asset Management Policy; and reporting on the consolidated activity of the capital program..

The capital budget represents priority projects as determined by the departments and boards and approved by Council. Following capital budget approval, projects are initiated based on department requirements and timing to complete projects. Project managers within departments and boards administer the projects and maintain the related tangible capital asset information. Project managers are accountable for monitoring the capital projects within the capital program and taking corrective action, when necessary, including both reporting on significant variances as well as taking part in the capital closure and budget reduction of capital projects process.

Capital Budget Reconciliation

The capital budget managed by Niagara Region has decreased by \$1,402 since Q3 2019. The reasons for the decrease from Q3 2019 are broken down in the table below.

Nine capital projects of the 524 capital sub-projects, with budgets totalling approximately \$38,343 (levy \$37,198 / rate \$1,145) remain uninitiated at December 31, 2019. A summary of the levy and rate impact of Niagara Regions total capital budget during the year is presented below:

Capital Budget Reconciliation	Levy Programs	Rate Programs	Adjusted Budget
2018 Total Adjusted Budget at December 31, 2018 (excluding Capital Variance Projects)	\$682,337	\$362,614	\$1,044,952
Council Approved 2019 Budget	\$151,936	\$122,348	\$274,284
Gross Budget Adjustment (including transfers from operating)	\$2,394	\$559	\$2,953
Transfer from Capital Variance	\$5,326	\$2,632	\$7,957
Budget Reductions on Active Capital Projects *	- \$7,309	- \$407	- \$7,716
Projects Closed	- \$53,064	- \$12,562	- \$65,626
Closed projects reactivated	\$0	\$200	\$200
2019 Total Adjusted Budget at July 24, 2019 (excluding Capital Variance Projects)	\$781,620	\$475,384	\$1,257,004
Gross Budget Adjustment (including transfers from operating)	\$4,070	- \$46	\$4,024
Transfer from Capital Variance	\$1,385	\$2,929	\$4,314
Budget Reductions on Active Capital Projects *	- \$1,701	- \$575	- \$2,276
Projects Closed	- \$27,052	- \$5,549	- \$32,601
Transfer between Levy/Rate Programs	\$195	- \$195	\$0
Closed projects excluded in project summary reporting	- \$7,298	\$0	- \$7,298
2019 Total Adjusted Budget at October 23, 2019 (excluding Capital Variance Projects)	\$751,219	\$471,948	\$1,223,168
Gross Budget Adjustment (including transfers from operating)	\$20,799	\$208	\$21,008
Transfer from Capital Variance	\$409	\$62	\$471
Budget Reductions on Active Capital Projects *	- \$5,330	- \$128	- \$5,459
Projects Closed	- \$12,294	- \$5,127	- \$17,422
2019 Total Adjusted Budget at December 31, 2019 (excluding Capital Variance Projects)	\$754,803	\$466,963	\$1,221,766

* Budget reductions do not necessarily reflect surplus funding as not all project budgets are funded in advance.

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments (from external revenue sources), transfers from the capital variance project, budget reductions and transfer to operations during Q4 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Corporate Services	Canada Summer Games	\$9,700	\$13,687				\$23,387
Corporate Services	Health Facilities - Niagara Falls	\$7,019			- \$950	Debt	\$6,069
Corporate Services	Court Facilities Renewal *	\$12,908	\$331		- \$1,231	CVP Levy - \$4, Court Services Facility Renewal Reserve - \$1,226	\$12,008
Niagara Regional Housing	New Build, Carlton Street, St. Catharines	\$15,771			-\$701	NRH Reserve	\$15,070
Niagara Regional Housing	Intensification, Hawkins Street, Niagara Falls *	\$810	\$106		- \$106	DC NRH - \$88, NRH Reserve - \$17	\$810
Niagara Regional Police Services	Capital Assets - 2016	\$222			- \$42	Police Capital Levy (POCL) Reserve	\$180
Niagara Regional Police Services	Vehicles - 2018	\$1,454			- \$68	Police Capital Levy (POCL) Reserve	\$1,386
Niagara Regional Police Services	Vehicles - 2019	\$1,414	\$39				\$1,454
Niagara Regional Police Services	Mobile Data Terminal Replacements	\$800	\$70				\$870
Public Works - Levy	Signals - RR12 Grimsby Rd @ RR20	\$240			- \$43	CVP Levy	\$197
Public Works - Levy	Signals - RR12 Chris/Mntn @ RR81 Main	\$180	\$2	\$18			\$200
Public Works - Levy	Intersection Improvement - RR50 Glenridge @John MacDonnell	\$230		\$25			\$255

Capital Budget Adjustments (in thousands of dollars) – Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	Intersection Improvement - RR89 Jacobsen/Burleigh	\$5,500			- \$500	CVP Levy - \$343, DC Roads - \$156	\$5,000
Public Works - Levy	Intersection Improvement - RR46 Geneva/St. Paul	\$4,300			- \$750	CVP Levy - \$414, DC Roads - \$336	\$3,550
Public Works - Levy	Capacity Improvements - Reconstruct RR49 McLeod, Montrose to Stanley	\$7,838	\$374	\$66			\$8,278
Public Works - Levy	Replacement of Burgoyne Bridge	\$93,344	\$6,190				\$99,534
Public Works - Levy	Capacity Improvements - RR54 Hwy 20/Merritt	\$8,350			- \$500	CVP Levy - \$75, DC Roads - \$425	\$7,850
Public Works - Levy	Capacity Improvements - RR98 Charnwood McLeod	\$4,950			- \$90	CVP Levy - \$14, DC Roads - \$76	\$4,860
Public Works - Levy	Roads Rehabilitation RR49 McLeod	\$1,050			- \$350	CVP Levy - \$53, DC Roads - \$297	\$700
Public Works - Levy	Highway 20 Bridge - Emergency Repair	\$0		\$300			\$300
All Levy Departments		\$176,080	\$20,799	\$409	- \$5,330		\$191,958
Waste Management	Loader Replacement - 2017	\$281		\$1			\$282
Water	Virgil Elevated Tank *	\$524	\$128		- \$128	CVP - Water	\$524
Water	DeCew High Lift Pump Sizing	\$90		\$41			\$131
Wastewater	Bridgeport Sewage Pump Station	\$150	\$80	\$20			\$250
All Rate Departments		\$1,045	\$208	\$62	- \$128		\$1,187
All Departments Total		\$177,125	\$21,008	\$471	- \$5,459		\$193,145

* Project received external funding or became eligible for development charge (DC) funding and therefore a budget adjustment was processed to recognize the new funding source in alignment with a budget reduction to return Regional funding sources to reserves or DC’s.

Capital Project Closures (in thousands of dollars)

Projects are closed throughout the year. When projects are closed, surplus funds are transferred to Capital Variance Projects that have been set up in various functional areas (levy supported and water / wastewater / waste management capital projects). For projects that are not funded from the general capital levy or rate reserves, any surpluses identified through the closeout report would be returned to the specific source reserve for future use, and reported as part of year-end transfer report. The following 37 projects were closed during October 24 to December 31, 2019. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Community Services	Annual - Long Term Care Bed Replacement - 2019	\$75	\$66	\$9	\$1	CVP Levy	1
Corporate Services	AED Defibrillators - 2017	\$58	\$41	\$17	\$17	CVP Levy	3
Corporate Services	Information Technology Server Building	\$3,903	\$3,851	\$51	\$51	CVP Levy	8
Corporate Services	Emergency Medical Services - Generators Part 2	\$479	\$440	\$39	\$39	CVP Levy	2
Niagara Regional Housing	Annual - Emergency Capital Program - 2019	\$200	\$0	\$200	\$200	NRH Owned Units	1
Niagara Regional Housing	Grounds Capital - 2018	\$727	\$725	\$2	\$2	NRH Owned Units	2
Niagara Regional Housing	East Main Street Land	\$220	\$220	\$0	\$0	NRH Owned Units	1
Niagara Regional Police Services Board	Service Equipment - Video Cameras	\$250	\$0	\$250	\$250	Unitiated and Closed	4
Public Health	Ambulance & Equipment - 2017	\$1,812	\$1,801	\$11	\$11	CVP Levy	3
Public Works - Levy	Roads Reconstruction - RR50 Thorold/Riverbank	\$2,400	\$2,238	\$162	\$162	CVP Levy	4
Public Works - Levy	Annual - Storm Sewer & Culvert Program - 2016	\$639	\$635	\$4	\$4	CVP Levy	4
Public Works - Levy	Vehicle Extended Cab Pickup 4X4 Unit #193	\$35	\$35	\$0	\$0	CVP Levy	1
Public Works - Levy	Vehicle Extended Cargo Van 8600 Unit #587	\$50	\$50	\$0	\$0	CVP Levy	2
Public Works - Levy	Vehicle Extended Cargo Van 8600 Unit #588	\$57	\$54	\$3	\$3	CVP Levy	2
Public Works - Levy	Vehicle Extended Cargo Van 8600 Unit #586	\$50	\$48	\$2	\$2	CVP Levy	2
Public Works - Levy	Inter-Municipal Transit Capital Acquisition - 2015	\$1,340	\$1,120	\$220	\$130	CVP Levy	4
Total Levy Reporting Projects Closed and Removed from Project Listing		\$12,294	\$11,325	\$969	\$871		
Waste Management	Annual Recycling Centre Building & Equipment - 2016	\$290	\$290	\$0	\$0	CVP WMT	4
Waste Management	Recycling Centre - Loader Replacement	\$282	\$282	\$0	\$0	CVP WMT	3
Total Waste Management Projects Closed and Removed from Project Listing		\$572	\$572	\$0	\$0		

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Combined Sewer Overflow - Plymouth Ave Sewer Separation	\$400	\$289	\$111	\$111	CVP SEW	7
Wastewater	Combined Sewer Overflow - Burger Area Sewer Separation	\$650	\$548	\$102	\$102	CVP SEW	7
Wastewater	Combined Sewer Overflow - Riverview Creek Source Reduction	\$238	\$178	\$59	\$59	CVP SEW	7
Wastewater	Combined Sewer Overflow - Old Orchard Storm Pumping Station Storage	\$175	\$128	\$47	\$47	CVP SEW	6
Wastewater	Combined Sewer Overflow - River Road	\$300	\$43	\$257	\$43	CVP SEW	6
Wastewater	Combined Sewer Overflow - Empire Street	\$275	\$190	\$85	\$77	CVP SEW	6
Wastewater	Combined Sewer Overflow - Level Avenue	\$126	\$0	\$126	\$126	CVP SEW	5
Wastewater	Combined Sewer Overflow - Lakeshore Road	\$132	\$85	\$47	\$47	CVP SEW	5
Wastewater	Combined Sewer Overflow - Buckland Storm Sewer	\$325	\$204	\$121	\$121	CVP SEW	5
Wastewater	Combined Sewer Overflow - Flow Monitoring - Hydraulic Model Enhancement	\$50	\$38	\$12	\$12	CVP SEW	5
Wastewater	Combined Sewer Overflow - Lincoln & Coventry	\$25	\$19	\$6	\$6	CVP SEW	5
Wastewater	Combined Sewer Overflow - Empress Avenue Sanitary Drain	\$38	\$37	\$0	\$0	CVP SEW	5
Wastewater	Combined Sewer Overflow - Fitch Street Pump Station Drainage Area	\$38	\$23	\$14	\$14	CVP SEW	5
Wastewater	Digester & Sludge Program - 2017	\$250	\$234	\$16	\$16	CVP SEW	3
Total Wastewater Projects Closed and Removed from Project Listing		\$3,020	\$2,016	\$1,004	\$782		
Water Works	Optimize Maintenance System	\$340	\$0	\$340	\$340	CVP WAT	1
Water Works	Decew Cottage Decommission	\$60	\$47	\$13	\$13	CVP WAT	1
Water Works	Miscellaneous Program - Pressure Booster	\$1,050	\$991	\$59	\$59	CVP WAT	4
Water Works	Vale Replacement Program - 2018	\$85	\$17	\$68	\$68	CVP WAT	2
Total Water Projects Closed and Removed from Project Listing		\$1,535	\$1,056	\$479	\$479		
Total Rate Projects Closed and Removed from Project Listing		\$5,127	\$3,644	\$1,484	\$1,262		
Total Projects Closed		\$17,422	\$14,969	\$2,453	\$2,133		

Capital Project Closed by Adjustment (in thousands of dollars)

Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Combined Sewer Overflow - River Road Sewer Separation	\$1,350	\$1,074	\$276	\$21	CV SEW	9
Closed Capital Project Adjustments		\$1,350	\$1,074	\$276	\$21		

Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set-up to manage the overall project. Illustrated below is the \$1,221,766 capital budget managed by Niagara Region, representing 524 sub-projects, total capital spending including commitments to date of \$841,201 and budget remaining of \$380,564, after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 155 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	\$1,026	\$508	\$517	49.6%
Corporate Services	\$146,841	\$130,574	\$16,267	88.9%
Enterprise Resource Management Services	\$25,137	\$13,687	\$11,450	54.4%
Niagara Regional Housing	\$39,829	\$36,384	\$3,445	91.4%
Niagara Regional Police Services Board	\$28,385	\$26,195	\$2,190	92.3%
Planning	\$3,294	\$3,291	\$3	99.9%
Public Health	\$4,796	\$4,349	\$447	90.7%
Public Works - Levy	\$409,157	\$306,178	\$102,979	74.8%
Waste Management	\$15,666	\$12,781	\$2,885	81.6%
Wastewater	\$221,104	\$138,807	\$82,296	62.8%
Water Works	\$179,191	\$106,324	\$72,867	59.3%
Active projects with budgets greater than \$1 million	\$1,074,425	\$779,079	\$295,346	72.5%
Uninitiated projects with budgets greater than \$1 million	\$36,869	\$0	\$36,869	0.0%
Total projects with budgets greater than \$1 million	\$1,111,294	\$779,079	\$332,215	70.1%
Active projects with budgets less than \$1 million	\$108,997	\$62,122	\$46,875	57.0%
Uninitiated projects with budgets less than \$1 million	\$1,474	\$0	\$1,474	0.0%
Total Capital Projects	\$1,221,766	\$841,201	\$380,564	68.9%

Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than \$1 million is presented below. There are a total of 155 projects totaling \$1,111,294 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$779,079, representing 70.1 per cent of the adjusted capital budget on these active and uninitiated sub-projects.

When a surplus exists at the end of a project, the surplus funds will be transferred back to the respective Capital Variance Project (CVP). Projects forecasting a deficit will require additional funding. Project-to-date funding requests up to \$250 can be made through a CVP request at the discretion of the Commissioner of the department and the Treasurer. Requests in excess of \$250 will be made through Council.

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Annual - Capital Improvement - 2018		\$1,026	\$508	\$517	49.6%	\$236	\$308	\$0	\$0	2021
Total Community Services		\$1,026	\$508	\$517	49.6%	\$236	\$308	\$0	\$0	
Asset Replacement - 2018		\$3,147	\$2,668	\$478	84.8%	\$517	\$0	\$0	\$0	2021
Asset Replacement - 2019		\$2,288	\$1,610	\$678	70.4%	\$1,602	\$0	\$0	\$0	2022
St. Catharines Child Care Addition		\$1,675	\$1,571	\$104	93.8%	\$1,061	\$0	\$0	\$0	2022
Court Facilities Welland *		\$12,490	\$12,336	\$154	98.8%	\$200	\$0	\$0	\$288	2020
Customer Service Strategic Priority		\$1,685	\$152	\$1,533	9.0%	\$1,150	\$383	\$0	\$0	2026
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$0	\$3,895	\$0	\$0	2021
Emergency Medical Services Facility Welland		\$1,100	\$298	\$802	27.1%	\$11	\$802	\$0	\$0	2021
Environmental Centre Expansion		\$2,000	\$144	\$1,856	7.2%	\$0	\$6,124	\$0	\$0	2022
Environmental Centre Expansion	Uninitiated	\$21,177	\$0	\$21,177	0.0%	\$2,000	\$14,929	\$0	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Financial Management System *		\$12,640	\$12,464	\$176	98.6%	\$42	\$0	\$0	\$169	2020
Health Facilities - Niagara Falls *		\$6,069	\$5,523	\$546	91.0%	\$140	\$0	\$0	\$481	2020
Long-term Accommodations - NRPS D1		\$20,116	\$19,519	\$596	97.0%	\$12,094	\$0	\$0	\$0	2021
Long-term Accommodations - NRPS Headquarters D2		\$66,007	\$65,440	\$567	99.1%	\$741	\$0	\$0	\$0	2020
Long-term Care Home Redevelopment - 2015		\$15,635	\$7,237	\$8,398	46.3%	\$7,142	\$1,000	\$1,011	\$0	2028
Regional Headquarters Generator Replacement		\$1,990	\$1,609	\$381	80.9%	\$1,927	\$0	\$0	\$0	2021
Total Corporate Services		\$171,913	\$130,574	\$41,339	76.0%	\$28,628	\$27,133	\$1,011	\$939	
2021 Canada Summer Games		\$23,387	\$13,687	\$9,700	58.5%	\$5,350	\$4,350	\$0	\$0	2021
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	0.0%	\$1,750	\$0	\$0	\$0	2021
Total Enterprise Resource Management Services		\$25,137	\$13,687	\$11,450	54.4%	\$7,100	\$4,350	\$0	\$0	
Building Capital - 2018		\$4,673	\$4,577	\$96	97.9%	\$475	\$0	\$0	\$0	2020
Building Capital - 2019		\$5,536	\$4,969	\$567	89.8%	\$2,661	\$0	\$0	\$0	2020
Expansion, Roach Avenue, Welland		\$2,758	\$2,689	\$69	97.5%	\$113	\$0	\$0	\$0	2020
Expansion, Thorold		\$1,101	\$989	\$112	89.8%	\$112	\$0	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Grounds Capital - 2017		\$1,053	\$1,047	\$6	99.4%	\$6	\$0	\$0	\$0	2020
New Build, Carlton Street, St. Catharines		\$15,070	\$14,957	\$113	99.3%	\$113	\$0	\$0	\$0	2020
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,537	\$147	94.5%	\$193	\$0	\$0	\$0	2020
Unit Capital - 2018		\$1,600	\$1,257	\$343	78.6%	\$355	\$0	\$0	\$0	2020
Unit Capital - 2019		\$5,355	\$3,363	\$1,992	62.8%	\$2,731	\$0	\$0	\$0	2020
Total Niagara Regional Housing		\$39,829	\$36,384	\$3,445	91.4%	\$6,757	\$0	\$0	\$0	
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2022
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2022
Information Technology & Equipment Replacement		\$1,100	\$865	\$235	78.6%	\$371	\$0	\$0	\$0	2021
Information Technology Continuity Plan		\$1,500	\$1,003	\$497	66.9%	\$811	\$0	\$0	\$0	2020
S.P.I.R.I.T. (Supporting Police in Records Information Technology)		\$8,630	\$8,431	\$199	97.7%	\$199	\$0	\$0	\$0	2020
Vehicles - 2018		\$1,386	\$1,386	\$0	100.0%	\$0	\$0	\$0	\$0	2021
Vehicles - 2019		\$1,454	\$1,352	\$101	93.0%	\$335	\$0	\$0	\$0	2022
Voice Radio System		\$13,315	\$13,158	\$157	98.8%	\$74	\$100	\$0	\$0	2021
Total Niagara Regional Police Services Board		\$29,635	\$26,195	\$3,440	88.4%	\$1,790	\$2,350	\$0	\$0	
Regional Headquarters Landscape Master Plan		\$3,294	\$3,291	\$3	99.9%	\$68	\$0	\$0	\$0	2020
Total Planning		\$3,294	\$3,291	\$3	99.9%	\$68	\$0	\$0	\$0	

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Ambulance & Equipment - 2018		\$2,595	\$2,279	\$316	87.8%	\$614	\$0	\$0	\$0	2020
Ambulance & Equipment - 2019		\$2,201	\$2,070	\$132	94.0%	\$2,093	\$0	\$0	\$0	2020
Total Public Health		\$4,796	\$4,349	\$447	90.7%	\$2,706	\$0	\$0	\$0	
Annual - Storm Sewer & Culvert Program - 2017		\$1,750	\$1,750	\$0	100.0%	\$320	\$0	\$0	\$0	2020
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$323	\$677	32.3%	\$975	\$0	\$0	\$0	2021
Capacity Improvements - Charnwood/McLeod		\$7,110	\$6,684	\$426	94.0%	\$1,600	\$341	\$0	\$0	2021
Capacity Improvements - New Escarpment Crossing		\$2,200	\$691	\$1,509	31.4%	\$500	\$1,009	\$0	\$0	2024
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2024
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$300	\$400	\$33	\$0	2025
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$7,000	\$83	\$6,917	1.2%	\$300	\$150	\$6,506	\$0	2023
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$4,591	\$2,753	\$1,839	60.0%	\$0	\$500	\$1,452	\$0	2022
Capacity Improvements - Reconstruct RR49		\$8,278	\$7,654	\$624	92.5%	\$641	\$0	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
McLeod, Montrose to Stanley										
Capacity Improvements - RR10 Livingston/QEW-GR		\$11,750	\$1,334	\$10,416	11.4%	\$10,471	\$0	\$0	\$0	2023
Capacity Improvements - RR54 Hwy 20/Merritt		\$7,850	\$6,865	\$985	87.4%	\$1,689	\$0	\$0	\$0	2020
Interchange Sir Isaac Brock Way @ 406 Hwy		\$4,271	\$4,271	\$0	100.0%	\$0	\$0	\$0	\$0	2020
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,898	\$2,759	\$139	95.2%	\$190	\$0	\$0	\$0	2022
Intersection - RR20 Industrial Park toTownline Phase 2		\$3,231	\$2,666	\$564	82.5%	\$3,183	\$0	\$0	\$0	2021
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,712	\$5,031	\$681	88.1%	\$5,148	\$0	\$0	\$0	2020
Intersection Improvement - RR46 Geneva/St. Paul		\$5,750	\$5,257	\$493	91.4%	\$1,845	\$0	\$0	\$0	2020
Intersection - RR89 Jacobsen/Burleigh		\$6,256	\$5,492	\$764	87.8%	\$980	\$0	\$0	\$0	2020
Replacement of Burgoyne Bridge****		\$99,534	\$98,517	\$1,018	99.0%	\$146	\$0	\$0	\$879	2020
Roads Facility Program - Patrol Yard Improvement - 2018		\$1,000	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2021
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$11	\$989	1.1%	\$1,000	\$0	\$0	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,477	\$316	91.7%	\$25	\$80	\$211	\$0	2023
Roads Reconstruction - RR38 QEW/Fourth		\$23,156	\$18,778	\$4,378	81.1%	\$7,500	\$2,180	\$0	\$0	2021
Roads Reconstruction - St Davids Road East		\$6,934	\$569	\$6,365	8.2%	\$5,900	\$500	\$132	\$0	2022
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$5,750	\$4,938	\$812	85.9%	\$5,287	\$0	\$0	\$0	2021
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$2,830	\$205	93.3%	\$2,500	\$238	\$0	\$0	2021
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$1,000	\$174	\$826	17.4%	\$350	\$486	\$0	\$0	2021
Roads Rehabilitation - RR1 Albert/Lakeshore		\$2,165	\$575	\$1,590	26.6%	\$50	\$1,547	\$0	\$0	2021
Roads Rehabilitation - RR1 Dominion Road, Burleigh/Bufalo		\$12,070	\$11,866	\$204	98.3%	\$577	\$204	\$0	\$0	2021
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$404	\$1,371	22.8%	\$800	\$647	\$0	\$0	2021
Roads Rehabilitation - RR56 Glendale to St Davids		\$2,000	\$1,309	\$691	65.4%	\$1,819	\$0	\$0	\$0	2021
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$19,300	\$9,199	\$10,101	47.7%	\$5,000	\$2,000	\$3,600	\$0	2023

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$9,118	\$9,059	\$59	99.4%	\$7,537	\$0	\$0	\$0	2020
Roads Rehabilitation - RR87 Third/Seventh		\$1,500	\$1,486	\$14	99.1%	\$370	\$0	\$0	\$0	2021
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$8,500	\$5,232	\$3,268	61.6%	\$250	\$2,782	\$500	\$0	2022
Roads Resurfacing - 2013		\$4,933	\$4,191	\$742	85.0%	\$720	\$22	\$0	\$0	2021
Roads Resurfacing - 2016 **		\$7,541	\$7,261	\$280	96.3%	\$0	\$0	\$0	\$282	2020
Roads Resurfacing - 2018		\$9,510	\$9,438	\$71	99.3%	\$100	\$27	\$0	\$0	2021
Roads Resurfacing - 2019		\$8,844	\$8,419	\$425	95.2%	\$4,410	\$100	\$0	\$0	2022
Stabilization RR14 Canboro Rd at Warner		\$5,539	\$5,395	\$144	97.4%	\$160	\$0	\$0	\$0	2020
Structural Rehabilitation - 2016 Program		\$3,700	\$1,493	\$2,207	40.3%	\$1,800	\$692	\$0	\$0	2021
Structural Rehabilitation - 2019 Program		\$1,000	\$0	\$1,000	0.0%	\$900	\$100	\$0	\$0	2022
Structural Rehabilitation - Main Street Bridge		\$4,703	\$4,516	\$187	96.0%	\$50	\$200	\$19	\$0	2022
Structural Rehabilitation - Mewburn @ CNR Tracks		\$2,500	\$0	\$2,500	0.0%	\$2,500	\$0	\$0	\$0	2021
Structural Rehabilitation - Ontario Power Generation Bridges over Gibson Lake		\$8,100	\$8,006	\$94	98.8%	\$75	\$36	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Structural Rehabilitation - Reece Bridge		\$9,983	\$9,828	\$155	98.5%	\$815	\$0	\$0	\$0	2020
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$2,250	\$410	\$1,840	18.2%	\$1,600	\$316	\$0	\$0	2021
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$422	\$4,598	8.4%	\$367	\$4,400	\$198	\$0	2022
Transportation Infrastructure Means Protection		\$4,000	\$3,944	\$56	98.6%	\$3,900	\$0	\$0	\$0	2022
Public Works - Roads & Fleet		\$361,359	\$286,087	\$75,272	79.2%	\$86,649	\$18,956	\$12,651	\$1,161	
GO Transit		\$31,598	\$6,052	\$25,546	19.2%	\$5,800	\$19,847	\$0	\$0	2023
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$0	\$4,153	\$4,249	\$0	2023
Total GO Transit		\$40,000	\$6,052	\$33,948	15.1%	\$5,800	\$24,000	\$4,249	\$0	
Inter-Municipal Transit Capital Acquisition - 2017		\$17,200	\$14,039	\$3,161	81.6%	\$11,996	\$3,161	\$0	\$0	2021
Total IMT Transit		\$17,200	\$14,039	\$3,161	81.6%	\$11,996	\$3,161	\$0	\$0	
Total Public Works - Levy		\$418,559	\$306,178	\$112,381	73.2%	\$104,446	\$46,117	\$16,900	\$1,161	
Bridge St - Public Drop Off Depot Improvement	Uninitiated	\$1,145	\$0	\$1,145	0.0%	\$0	\$1,050	\$95	\$0	2022
Glenridge - Leachate Collection System		\$1,210	\$99	\$1,111	8.2%	\$234	\$50	\$861	\$0	2023
Humberstone - Infrastructure Upgrades		\$6,306	\$6,258	\$48	99.2%	\$800	\$165	\$0	\$0	2022
Line 5 - Lechate Collection System**		\$1,020	\$2	\$1,018	0.2%	\$0	\$0	\$0	\$1,018	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation *		\$3,930	\$3,795	\$135	96.6%	\$440	\$0	\$0	\$135	2020
Niagara Road 12 & Park Road - Pump Station Upgrades *		\$2,077	\$1,611	\$466	77.6%	\$825	\$85	\$0	\$483	2021
Recycling Centre - Facility Improvements Groundwater		\$1,123	\$1,015	\$109	90.3%	\$50	\$72	\$0	\$0	2021
Total Waste Management		\$16,811	\$12,781	\$4,030	76.0%	\$2,349	\$1,421	\$956	\$1,635	
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	12.9%	\$0	\$500	\$1,003	\$0	2022
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$12,700	\$337	\$12,363	2.7%	\$300	\$1,500	\$10,563	\$0	2023
Lagoon Upgrade program - Stevensville/Douglastown		\$4,100	\$439	\$3,661	10.7%	\$1,000	\$3,046	\$0	\$0	2021
Miscellaneous Program - Centrifuge Components *		\$1,560	\$1,123	\$437	72.0%	\$1,189	\$0	\$0	\$371	2020
Miscellaneous Program - Chemical System Upgrades - 2017		\$1,400	\$93	\$1,307	6.7%	\$500	\$877	\$0	\$0	2021
Miscellaneous Program - Garner Road		\$5,242	\$4,733	\$509	90.3%	\$817	\$0	\$0	\$0	2020
Miscellaneous Program - Motor Control Centres		\$2,000	\$178	\$1,822	8.9%	\$1,930	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$884	\$616	59.0%	\$250	\$422	\$0	\$0	2021
Pump Station Improvement Program - Design ***		\$5,470	\$5,382	\$88	98.4%	\$378	\$0	\$0	- \$240	2020
Pump Station Improvement Program - Haulage Road		\$2,150	\$2,045	\$105	95.1%	\$1,866	\$0	\$0	\$0	2020
Pump Station Improvement Program - Lakeside		\$2,500	\$2,155	\$345	86.2%	\$2,000	\$336	\$0	\$0	2021
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,140	\$145	95.6%	\$145	\$0	\$0	\$0	2020
Pump Station Improvement Program - Park Lane		\$1,400	\$1,012	\$388	72.3%	\$1,304	\$0	\$0	\$0	2022
Pump Station Improvement Program - Riverview SPS		\$1,305	\$881	\$424	67.5%	\$900	\$280	\$0	\$0	2021
Pump Station Improvement Program - South Side High Lift		\$6,651	\$6,370	\$281	95.8%	\$281	\$0	\$0	\$0	2020
Pump Station Improvement Program - Wellandvale		\$2,146	\$2,068	\$78	96.4%	\$783	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Pump Station Improvement Program - Woodsvew		\$5,420	\$478	\$4,942	8.8%	\$100	\$67	\$4,942	\$0	2022
Sewer & Forcemain Program - Dain City		\$6,025	\$1,974	\$4,051	32.8%	\$4,732	\$0	\$0	\$0	2022
Sewer & Forcemain Program - Highway 406 Trunk		\$1,274	\$1,273	\$1	100.0%	\$1	\$0	\$0	\$0	2020
Sewer & Forcemain Program - Oaks Park Trunk *		\$2,145	\$2,121	\$24	98.9%	\$50	\$0	\$0	\$165	2020
Sewer & Forcemain Program - Stamford Centre		\$10,562	\$10,021	\$541	94.9%	\$5,364	\$0	\$0	\$0	2020
Sewer & Forcemain Program - Tupper Dr Trunk		\$2,910	\$143	\$2,767	4.9%	\$80	\$2,717	\$0	\$0	2021
Sewer Relining Program*		\$1,453	\$1,336	\$118	91.9%	\$0	\$0	\$0	\$120	2020
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,493	\$402	99.2%	\$542	\$0	\$0	\$0	2021
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$4,900	\$2,144	\$2,756	43.7%	\$1,283	\$2,756	\$0	\$0	2021
Wastewater Treatment Plant Digester/Sludge Management - 2013 Program *		\$1,000	\$932	\$68	93.2%	\$0	\$0	\$0	\$68	2020
Digester & Sludge Program - 2018		\$2,550	\$1,068	\$1,482	41.9%	\$1,500	\$778	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Wastewater Treatment Plant Upgrade - Garner Road		\$4,500	\$3,976	\$524	88.4%	\$2,500	\$948	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Niagara Falls		\$2,100	\$1,639	\$461	78.1%	\$1,023	\$0	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Port Weller *		\$9,900	\$2,930	\$6,970	29.6%	\$2,300	\$3,000	\$66	\$4,000	2022
Wastewater Treatment Plant Upgrade - Port Weller 2017		\$1,310	\$1,286	\$24	98.2%	\$148	\$0	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Welland		\$21,821	\$21,623	\$198	99.1%	\$4,137	\$0	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$0	\$2,400	0.0%	\$1,400	\$1,000	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Aeration - Seaway		\$1,236	\$1,221	\$14	98.9%	\$69	\$0	\$0	\$0	2020
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$1,230	\$219	\$1,011	17.8%	\$800	\$252	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$29,500	\$1,309	\$28,191	4.4%	\$8,000	\$10,238	\$10,000	\$0	2023
Wastewater Treatment Plant Upgrade - Grit System - Grimsby		\$1,725	\$1,607	\$118	93.1%	\$215	\$0	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Wastewater Treatment Plant Upgrade - Primary Digester #2 - Niagara Falls		\$1,000	\$24	\$976	2.4%	\$992	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway		\$3,115	\$2,928	\$187	94.0%	\$2,143	\$0	\$0	\$0	2020
Total Wastewater		\$221,104	\$138,807	\$82,296	62.8%	\$51,022	\$28,720	\$26,574	\$4,485	
Elevated Tank - New - Pelham		\$1,620	\$214	\$1,406	13.2%	\$215	\$1,321	\$0	\$0	2021
Elevated Tank Rehabilitation - Thorold South		\$2,992	\$2,733	\$259	91.4%	\$374	\$364	\$0	\$0	2021
Meter Replacement Program		\$3,550	\$2,012	\$1,538	56.7%	\$2,000	\$474	\$0	\$0	2021
Miscellaneous Program - Evalution & Replacement		\$1,100	\$1,093	\$7	99.4%	\$37	\$0	\$0	\$0	2020
Miscellaneous Program - Granular Activated Carbon Replacement		\$2,260	\$1,929	\$331	85.3%	\$1,011	\$0	\$0	\$0	2021
Miscellaneous Program - System Storage - Grimsby*		\$26,889	\$23,887	\$3,002	88.8%	\$12,167	\$10,000	\$0	\$3,975	2021
Miscellaneous Program - System Storage - Port Colborne		\$11,850	\$11,790	\$60	99.5%	\$204	\$0	\$0	\$0	2020
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.1%	\$2,000	\$2,074	\$0	\$0	2020

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Water Treatment Plant Raw Water Intake - Niagara Falls		\$15,550	\$263	\$15,287	1.7%	\$2,500	\$12,793	\$0	\$0	2021
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$1,180	\$156	\$1,024	13.2%	\$1,037	\$0	\$0	\$0	2020
Water Treatment Plant Upgrade - Decew Falls - 2016		\$22,250	\$994	\$21,256	4.5%	\$5,000	\$10,000	\$6,557	\$0	2022
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$3,495	\$3,039	\$456	87.0%	\$2,900	\$338	\$0	\$0	2021
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$12,752	\$11,815	\$937	92.7%	\$10,422	\$0	\$0	\$0	2020
Water Treatment Plant Upgrade - Port Colborne		\$8,600	\$812	\$7,788	9.4%	\$3,926	\$4,000	\$0	\$0	2022
Water Treatment Plant Upgrade - Rosehill		\$15,000	\$14,493	\$507	96.6%	\$4,911	\$0	\$0	\$0	2021
Water Treatment Plant Upgrade - Rosehill - 2017		\$1,886	\$295	\$1,591	15.6%	\$154	\$1,591	\$0	\$0	2021
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$1,681	\$3,319	33.6%	\$2,589	\$2,000	\$0	\$0	2021
Watermain Program - Along CNR Grimsby		\$12,825	\$11,981	\$844	93.4%	\$10,000	\$1,401	\$844	\$0	2022
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$0	\$0	\$1,964	\$0	2022
Watermain Program - Fort Erie Dominion Road*		\$10,615	\$10,426	\$189	98.2%	\$100	\$100	\$0	\$377	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2020 Forecasted Expenditures	2021 Forecasted Expenditures	2022 and Beyond Forecasted Expenditures	Forecasted Surplus/Deficit	Estimated Year of Completion
Watermain Program - Hwy406 Cross Trans		\$1,911	\$1,905	\$6	99.7%	\$6	\$0	\$0	\$0	2020
Watermain Program - Lundy's Lane		\$1,000	\$0	\$1,000	0.0%	\$500	\$400	\$100	\$0	2022
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	0.0%	\$4,620	\$0	\$0	\$0	2023
Watermain Program - Welland East and West		\$6,200	\$4,798	\$1,402	77.4%	\$1,871	\$0	\$0	\$0	2020
Total Water Works		\$179,191	\$106,324	\$72,867	59.3%	\$68,543	\$46,857	\$9,464	\$4,352	
Total Projects with budgets greater than \$1 million		\$1,111,294	\$779,079	\$332,215	70.1%	\$273,646	\$157,255	\$54,905	\$12,571	

* At the time of report preparation, the surplus either has been returned or is anticipated to be returned to respective reserves or CVP in 2020

** Project close form has been received subsequent to date that report was prepared. Project to be closed and surplus transferred back to CVP in Q1 2020.

*** Request for additional funding from CVP has been made.

**** Gross expenditure surplus on this project will be used to offset external revenue shortfall.

Capital Variance Project Summary (in thousands of dollars)

Capital projects sometimes require more or less than the approved budget. Throughout the year, project variances are managed though either requesting extra budget dollars from the Capital Variance Project (CVP), or by transferring excess capital project budget dollars to the CVP through a budget reduction.

Transfers to the CVP do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balance of CVPs are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve in accordance with the Capital Asset Management Policy C-F003.

At the end of the year some of the funds in the CV project have been identified as a funding source for the 2020 capital budget. The excess will be transferred to the respective capital reserves for use in the long-term capital affordability strategy.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water	Total Programs
Balance at December 31, 2018 *	\$4,435	\$1,421	\$2,078	\$1,000	\$8,935
Transfer to Active Capital Projects	- \$5,326	- \$570	- \$1,215	- \$847	- \$7,957
Budget Reductions on Active Capital Projects	\$1,970		\$283	\$124	\$2,377
Transfers (to)/from Closed Capital Projects	\$3,712	\$485	\$306	\$3,007	\$7,511
Adjustments to Previously Closed Projects	- \$1				- \$1
Balance at July 24, 2019	\$4,791	\$1,336	\$1,453	\$3,284	\$10,865
Transfer to Active Capital Projects	- \$1,385		- \$292	- \$2,637	- \$4,314
Budget Reductions on Active Capital Projects	\$1,023			\$575	\$1,598
Transfers (to)/from Closed Capital Projects	\$843	\$346		\$384	\$1,573
Balance at October 23, 2019	\$5,272	\$1,683	\$1,161	\$1,606	\$9,721
Transfer to Active Capital Projects	- \$300	- \$1	- \$20	- \$41	- \$362
Budget Reductions on Active Capital Projects	\$837			\$128	\$966
Transfers (to)/from Closed Capital Projects	\$420	\$0	\$803	\$479	\$1,702
Balance at December 31, 2019	\$6,229	\$1,682	\$1,945	\$2,172	\$12,028
Committed to approved 2020 capital budget	- \$4,000	- \$1,100			- \$5,100
Transfer to reserve per Capital Asset Management Policy	- \$1,229		- \$945	- \$1,172	- \$3,346
Uncommitted Balance at December 31, 2019 **	\$1,000	\$582	\$1,000	\$1,000	\$3,582

* At December 31, 2018 the amount in the CVP was not reduced to \$1,000 as there were known CVP request outstanding that could not be processed until the new Council was in place in early 2019 to approve.

** Due to limited funding available in waste management capital reserve for the 2020 budget, funds were committed from the CVP drawing it below \$1,000. It is expected that project closures in early 2020 will replenish this reserve.

Investment Report (in thousands of dollars)

Investment income during Q4 on the primary portfolio amounted to \$5,680, which comprises investment portfolio income and interest on cash balances.

Investment Performance

Investment Income Before Transfers to Reserves:

Unfavorable investment income of \$81, is a result of the declining bond yield environment and the Region choosing to maintain higher cash balances in high-interest savings accounts as a mitigating strategy. Investment income before transfers for 2019 is unfavourable when compared to budget by \$235.

Budget vs Actual before Reserve Transfers	Actuals				Total
	Q1	Q2	Q3	Q4	
Budget	\$4,557	\$5,072	\$5,566	\$5,761	\$20,956
Actual	\$4,835	\$4,726	\$5,481	\$5,680	\$20,722
Variance	\$278	\$-347	\$-86	\$-81	\$-235

Year to date portfolio return:

Q1	Q2	Q3	Q4
2.88%	2.85%	2.95%	2.89%

Investment Income After Transfers to Reserves:

Investment income after transfers is in line with the budgeted amount.

Budget vs Actual after Reserve Transfers	Actuals				Total
	Q1	Q2	Q3	Q4	
Budget	\$4,557	\$5,072	\$5,566	\$5,761	\$20,956
Net Budget Transfers	\$-1,408	\$-1,408	\$-1,408	\$-1,408	\$-5,630
Budget (Net)	\$3,150	\$3,665	\$4,159	\$4,353	\$15,326
Actual	\$4,835	\$4,726	\$5,481	\$5,680	\$20,722
Net Actual Transfers	\$-1,050	\$-1,784	\$-1,733	\$-828	\$-5,395
Actual (Net)	\$3,785	\$2,942	\$3,748	\$4,852	\$15,326
Variance	\$635	\$-723	\$-411	\$499	\$-0

Note: Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities, unrealized exchange losses of \$10 are included in Q4 investment income. Amounts reflected in this report for investment performance above do not include the NRH investment portfolio since these are managed separately.

For completeness, the value of the NRH investments is shown in the total investment holdings.

Investment Term Holdings

Funds	Book Value	Weight
Cash Equivalents < 1 Year	\$28,475	3.7%
2 Year	\$41,698	5.4%
3 Year	\$25,555	3.3%
4 Year	\$22,954	3.0%
5+ Year	\$510,516	65.8%
NRH Investments	\$6,399	0.8%
Subtotal	\$635,597	82.0%
Cash	\$124,520	16.0%
Sinking Fund (Incl. Cash)	\$16,169	2.0%
Total Portfolio	\$776,286	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$70,200	10.88%	15.00%
Bank of Nova Scotia	Corporate	\$76,500	11.86%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$50,000	7.75%	15.00%
HSBC Bank Canada	Corporate	\$0	0.00%	15.00%
National Bank of Canada	Corporate	\$51,500	7.98%	15.00%
Royal Bank of Canada	Corporate	\$48,500	7.52%	15.00%
Total	Corporate	\$296,700	45.99%	50.00%
City of Hamilton	Municipal	\$5,722	0.89%	5.00%
City of London	Municipal	\$0	0.00%	5.00%
City of Montreal	Municipal	\$3,052	0.47%	5.00%
City of Ottawa	Municipal	\$5,341	0.83%	5.00%
City of Quebec	Municipal	\$2,298	0.36%	5.00%
City of Saskatoon	Municipal	\$3,332	0.52%	5.00%
City of Toronto	Municipal	\$8,549	1.33%	5.00%
County of Wellington	Municipal	\$852	0.13%	5.00%
District of Mun of Muskoka	Municipal	\$0	0.00%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,025	0.78%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$5,506	0.85%	5.00%
Region of Halton	Municipal	\$1,519	0.24%	5.00%
Region of Peel	Municipal	\$3,517	0.55%	5.00%
Region of Waterloo	Municipal	\$13,091	2.03%	5.00%
Region of York	Municipal	\$9,679	1.50%	5.00%
York Region District School Board	Municipal	\$4,259	0.66%	5.00%
York Sinking Fund Debenture	Municipal	\$1,796	0.28%	5.00%
Total	Municipal	\$73,537	11.40%	25.00%
Newfoundland and Labrador Hydro	Provincial	\$732	0.11%	25.00%
Ontario Hydro	Provincial	\$21,890	3.39%	25.00%
Province of Alberta	Provincial	\$1,321	0.20%	25.00%
Province of British Columbia	Provincial	\$7,045	1.09%	25.00%
Province of Manitoba	Provincial	\$35,797	5.55%	25.00%
Province of New Brunswick	Provincial	\$1,841	0.29%	25.00%
Province of Newfoundland	Provincial	\$52,247	8.10%	25.00%
Province of Nova Scotia	Provincial	\$17,017	2.64%	25.00%
Province of Ontario	Provincial	\$45,807	7.10%	25.00%
Province of Prince Edward Island	Provincial	\$2,778	0.43%	25.00%
Province of Quebec	Provincial	\$64,347	9.97%	25.00%
Province of Saskatchewan	Provincial	\$5,201	0.81%	25.00%
Quebec Hydro	Provincial	\$14,032	2.18%	25.00%
Total	Provincial	\$270,055	41.86%	75.00%
Region of Niagara Debentures	Municipal	\$4,846	0.75%	100.00%
NRH Investments		\$6,399		
Total excluding Cash	All	\$651,537	100.00%	100.00%
General Chequing **	Cash	\$39,657		
Savings	Cash	\$84,863		
Sinking Fund	Cash	\$229		
Total		\$124,749		
Total including Cash		\$776,286		

* Note: Holdings by security percentages exclude cash balances.

**Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits. Balances include USD funds converted at quarter-end spot rate of 1.2988.

Debt Report (in thousands of dollars)

S&P (Standard & Poor's) has had Niagara rated AA with stable outlook since April 5, 2001 when S&P and CBRS (Canadian Bond Rating Service) merged their ratings. S&P affirmed Niagara’s AA rating with stable outlook on October 8, 2019. The ratings reflect S&P's opinion of Niagara's exceptional liquidity and budgetary performance, strong financial management, and moderate debt burden. The stable outlook reflects S&P's expectations that Niagara will increase its capital spending, which will cause its after-capital surpluses posted in 2017 and 2018 to weaken to a near-balanced position, on average, in the next two years. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

Standard and Poor uses an assessment scale of 1 to 5, with an assessment score of 1 being exceptional and 5 being the weakest score.

Key Rating Factor	Institutional Framework	Economy	Financial Management	Budgetary Performance	Liquidity	Debt Burden
Standard & Poor’s Assessment	2	3	2	1	1	3

Department	Total Debt as at December 31, 2018 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2019 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt As at December 31, 2019	Annual Repayment Limits**
General Government	\$23,098	\$458	\$-2,378	\$-55	\$21,122	\$6,350	\$27,472	
Police	\$82,982	\$9,375	\$-4,661	\$-207	\$87,489	\$2,314	\$89,803	
Transportation	\$121,568	\$26,060	\$-15,804	\$-239	\$131,585	\$46,820	\$178,405	
Public Health	\$14,318	\$2,640	\$-2,301	\$0	\$14,657	\$3,037	\$17,694	
Community Services	\$22,049	\$0	\$-2,511	\$0	\$19,538	\$15,335	\$34,873	
NRH	\$24,205	\$15,171	\$-3,019	\$0	\$36,357	\$0	\$36,357	
Planning	\$63	\$0	\$-31	\$0	\$32	\$0	\$32	
Total Levy	\$288,283	\$53,703	\$-30,706	\$-501	\$310,779	\$73,856	\$384,635	
Wastewater	\$55,898	\$4,080	\$-2,121	\$-1,059	\$56,797	\$32,296	\$89,093	
Water	\$11,245	\$480	\$-347	\$-264	\$11,114	\$22,249	\$33,363	
Waste Management	\$1,558	\$4,560	\$-763	\$0	\$795	\$0	\$795	
Total Rate	\$68,700	\$4,560	\$-3,231	\$-1,323	\$68,706	\$54,545	\$123,251	
Total Niagara Region	\$356,983	\$58,263	\$-33,936	\$-1,824	\$379,485	\$128,401	\$507,886	7.09%

Debt Report (in thousands of dollars) - Continued

Department	Total Debt as at December 31, 2018 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2019 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt As at December 31, 2019	Annual Repayment Limits**
Fort Erie	\$7,383	\$0	\$-1,049	\$0	\$6,333	\$0	\$6,333	2.52%
Grimsby***	\$3,485	\$0	\$-345	\$0	\$3,140	\$0	\$3,140	1.69%
Lincoln	\$4,485	\$2,661	\$-470	\$0	\$6,676	\$0	\$6,676	2.54%
NOTL	\$2,225	\$1,805	\$-421	\$0	\$3,609	\$0	\$3,609	1.51%
Niagara Falls***	\$48,219	\$4,100	\$-3,758	\$0	\$48,560	\$0	\$48,560	3.02%
Pelham	\$30,089	\$4,018	\$-1,855	\$0	\$32,252	\$0	\$32,252	13.40%
Port Colborne***	\$28,749	\$0	\$-1,504	\$0	\$27,246	\$0	\$27,246	7.56%
St. Catharines	\$113,948	\$16,144	\$-11,802	\$-257	\$118,033	\$0	\$118,033	7.72%
Thorold	\$1,065	\$0	\$-115	\$0	\$950	\$0	\$950	0.55%
Wainfleet***	\$266	\$1,496	\$-53	\$0	\$1,708	\$0	\$1,708	0.81%
Welland	\$50,046	\$5,188	\$-6,034	\$0	\$49,199	\$0	\$49,199	8.71%
West Lincoln	\$15,025	\$4,000	\$-529	\$0	\$18,496	\$0	\$18,496	7.63%
NPCA	\$700	\$0	\$-484	\$0	\$216	\$0	\$216	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$305,684	\$39,412	\$-28,420	\$-257	\$316,419	\$0	\$316,419	
Total Niagara Region & External	\$662,667	\$97,675	\$-62,357	\$-2,081	\$695,904	\$128,401	\$824,305	

*Unissued debt information from the local area municipalities is not provided to Niagara Region

Calculated with 2018 FIR data (*)2017 used where 2018 not available) and 2019 debt servicing charges.

2019 Debt Issuances

- By-law 2019-59: Capital Markets \$63,392, 10 years, 2.371% for Niagara Region and municipalities of Niagara Falls, Welland, St. Catharines, Pelham, and Wainfleet
- By-law 2019-82: Infrastructure Ontario \$2,661, 20 years, 2.80% for Lincoln
- By-law 2019-83: Infrastructure Ontario \$1,805, 15 years, 2.69% for Niagara-on-the-Lake
- By-law 2019-84: Infrastructure Ontario \$25,817, 30 years, 2.91% for Niagara Region
- By-law 2019-101: Infrastructure Ontario \$4,000, 30 years, 2.80% for West Lincoln

Accounts Receivable Aging Report (in thousands of dollars)

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than \$25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q3 Financial Update.

Customer Name	Over 120	Explanation of Account	Status
Canada Border Service Agency – FCMB	\$31	Multiple invoices issued on behalf of NRPS for vehicle purchases; payment will be issued for all invoices in one lump sum and should be received in Q1 2020.	Collection to continue
City of Niagara Falls	\$73	2018 RDC invoice in dispute with developer (\$60), applied for NFP grant, which was denied. Collection to continue which may include collecting through property tax. 2019 RDC's (\$13) for one multiple permit and City will advise once collected from the permit holder.	Collection to continue
City of Port Colborne	\$35	2019 RDC balances due to permit information being sent monthly and payment being remitted quarterly. \$16 to be included with Q4 payment, which should be received in Q1 2020. \$19 for one Single Family Dwelling and one multiple permit and City will advise once collected from the permit holder.	Collection to continue
Merritton Mills Redevelopment Corp	\$386	Receivable of 2007 tipping fees for the last of four redeveloped brownfield sites. Niagara Region will offset the tipping fees against the Tax Increment Grant (TIG) being paid on the development, which was initiated in 2019 and is expected to be fully recovered by 2024. In the interim, the Niagara Region is holding a Letter of Credit (LOC) as security for the full amount of the receivable.	2019 TIG agreements Collection to continue
Seniors Resident 12006	\$28	Resident passed away November 30, 2019. Report going to CSC in Q1 2020 for write-off approval.	Write-off imminent
Seniors Resident 11338	\$63	Resident still active. Many attempts have been made to the family to collect and on-going efforts continue to mitigate risk.	Collection to continue

Accounts Receivable Aging Report (in thousands of dollars) - Continued

Customer Name	Over 120	Explanation of Account	Status
Town of Fort Erie	\$56	2019 RDC's to be included with Q4 payment, which should be received in Q1 2020.	Collection to continue
Town of Grimsby	\$845	2018 RDC invoice in dispute with developer (\$843), Grimsby to collect additional amounts outstanding through property tax (with Grimsby legal). 2019 RDC's (\$2) to be included with Q4 payment, which should be received in Q1 2020.	Collection to continue
Town of Lincoln	\$85	2018 RDC building permits on hold as a result of archeological findings on-site. Collection to be made once site has been released from the archeological hold.	Collection to continue
Town of NOTL	\$313	2019 RDC balances due to permit information being sent monthly and payment being remitted quarterly. Amounts will be included with Q4 payment, which should be received in Q1 2020.	Collection to continue
TOTAL	\$1,915	\$385 of the outstanding RDCs relate to timing differences between billing and collection as result of revised Regional processes for collection and accounting for RDCs. Region to review for further enhancements.	

Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards ("PSAS") and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at February 28, 2020. Small changes will occur between this version and the final audited financial statements published in May 2020 as final adjustments relating to capital accounting are processed in March.

	Dec. 31, 2019	Dec. 31, 2018
FINANCIAL ASSETS		
Cash	\$ 135,681	\$ 106,902
Investments	635,596	585,420
Accounts receivable	80,139	80,713
Other current assets	418	329
Tangible capital assets held for sale	756	756
Debt Recoverable from others	316,419	305,684
	1,169,009	1,079,804
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	129,653	114,195
Employee future benefits and post-employment liabilities	109,462	104,421
Deferred revenue	219,750	178,320
Landfill closure and post-closure liability	61,277	61,397
Long-term liabilities	700,256	662,658
	1,220,398	1,120,991
Net debt	(51,389)	(41,187)
NON-FINANCIAL ASSETS		
Tangible capital assets	1,830,021	1,755,117
Inventory	7,498	7,360
Prepaid expenses	18,610	20,836
	1,856,129	1,783,313
Accumulated surplus	\$ 1,804,740	\$ 1,742,126

Accumulated surplus reconciliation:

	Dec. 31, 2019	Dec. 31, 2018
Invested in tangible capital assets	\$ 1,446,184	\$ 1,398,144
Capital fund – unexpended capital financing	271,536	226,159
Operating fund	(11,890)	(12,686)
Unfunded landfill closure & post-closure liability	(61,277)	(61,397)
Unfunded employee future benefits & post-employment liabilities	(108,148)	(103,112)
Total surplus	1,546,405	1,447,108
Total reserves and reserves funds (page 53)	268,335	295,018
Total accumulated surplus	\$ 1,804,740	\$ 1,742,126

Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region’s financial activity as of December 31, 2019. These statements have been compiled by Corporate Services and the departments have validated the information and provided commentary.

These statements present the net funding position of Niagara Region’s operating budget and do not include Public Sector Accounting (PSA) adjustments for amortization, employee future benefits and landfill liability.

Approved and/or expected unbudgeted transfers to/from reserves can offset other variances and impact net surplus/deficit reported by departments. These statements do not include capital activity. Capital activity is summarized by project in the capital reports section.

Definition of Column Headings

Year to date Budget - the portion of the annual budget expected to be realized from January through September.

Year to date Actual - actual costs incurred and revenues earned from January to September. Departments have accrued for goods or services received but not yet paid for and revenues earned but not yet received.

Year to date Budget vs Actual Variance Favourable/(Unfavourable) - the difference between the year to date budget and the year to date actual. An unfavourable variance (i.e. actual expenditures are greater than budgeted or actual revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. actual expenditures are less than budgeted or actual revenues are greater than budgeted) is shown as a positive.

Annual Budget - the annual budget approved by council with budget adjustments as explained on the Operating Budget Amendments & Adjustment Summary.

Annual Forecast - the year to date actual plus the year to go forecast for October to December. It is intended to project expected organization results at the end of the current year based on information available at September 30, 2019. As noted, actual operating results may vary from the forecasted information presented.

Annual Budget vs Forecast Variance Favourable/(Unfavourable) - the difference between the annual budget and the annual forecast. An unfavourable variance (i.e. forecasted expenditures are greater than budgeted or forecasted revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. forecasted expenditures are less than budgeted or forecasted revenues are greater than budgeted) is shown as a positive.

Definition of Report Rows – Expenditures

Compensation - salaries, benefits and personnel related allowances (meals, clothing, training, etc).

Administration - costs for audit, advertising, consulting, insurance, contracted services, Court Services expenses, allowances (car, mileage, etc.), telephone, training and related expenses, office supplies, memberships and other miscellaneous expenses.

Operational & Supply – program specific costs including: chemical, medical, waste management supplies and purchased services.

Occupancy & Infrastructure– costs to repair or maintain property and infrastructure, property tax, leases and all utilities.

Equipment, Vehicles, Technology – costs to repair or maintain equipment and vehicles, minor equipment purchases, computer licenses and support.

Community Assistance - Ontario Works allowances and benefits program costs, rent supplements and the use of all housing related subsidies.

Financial Expenditures - interest charges, principal debt payments, tax write-offs, and bad debt expense. The debt related charges included in this section are allocated to departments through indirect allocations & debt.

Partnership, Rebate, Exemption – grants, rebates and exemptions provided to local area municipalities and/or other organizations to support projects within the region.

Explanation of Statement of Operations - Continued

Definition of Report Rows – Revenues

Taxation - revenues received from local area municipalities including payment-in-lieu, supplemental and power dams revenue; as well as funds received to support waste management, water and wastewater operations.

Federal & Provincial Grants - funds received from the provincial and federal governments.

By-law Charges & Sales - shared services revenue (without shared services agreement), licenses, permits and approvals, and fees and service charges on the User Fee By-Law such as child care fees, health fees, police fees (i.e. accident reports, etc), seniors homes fees (i.e. long term care accommodations fees), road fees and other miscellaneous fees (i.e. zoning).

Other Revenue - shared services revenue (with shared services agreement), investment income, Court Services revenue, recycling revenue, housing revenue and other miscellaneous revenue.

Definition of Report Rows – Intercompany Charges

Intercompany Charges - direct rate-based costs that are allocated to the beneficial recipient by the department providing the service or goods and calculated based on a pre-established rate (i.e. fleet, fuel, photocopiers, and print shop). The pre-established rate is intended to recover the costs incurred by the service providing department (time and material).

Definition of Report Rows – Transfers

Transfer to Reserves - includes all transfers of funds in the current year from the operating program to a reserve. At a corporate level the net of the transfers to reserves and the transfers from reserves represents our total contribution to reserves or draw on reserves in the year.

Transfer from Reserves - transfers of funds in the current year to the operating program from a reserve. At a corporate level the net of the transfers from reserves and the transfers to reserves represents our total contribution to reserves or draw on reserves in the year.

Expense Allocation to Capital - eligible costs recorded and managed in the operating program allocated to the capital program.

Definition of Report Rows – Indirect Allocation & Debt

Indirect Allocation – costs that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications). Indirect costs are common resources shared by several programs and services that require an allocation to determine full cost of the program or service.

Capital Financial Allocation – allocations of all debt charges incurred to programs and services based on projects the debt is issued to fund.



Q4 FINANCIAL UPDATE | DECEMBER 2019



1815 SIR ISAAC BROCK WAY THOROLD, ON L2V 4T7

FINANCIAL INDICATOR REVIEW

(Based on 2018 Financial Information Return)

Niagara R

Date Prepared:		2018 Households:	201,063	Median Household Income:	66,137
MSO Office:	Central	2018 Population:	472,448	Taxable Residential Assessment as a	
Prepared By:		2019 MFIC Index:	n/a	% of Total Taxable Assessment:	72.2%
Tier:	UT			Own Purpose Taxation:	354,302,331

SUSTAINABILITY INDICATORS

Indicator	Ranges	Actuals	South - UT - Regions		Level of Risk
			Median	Average	
Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied	Low: < 10% Mod: 10% to 15% High: > 15%	2014	0.0%	0.0%	LOW
		2015	0.0%	0.0%	LOW
		2016	0.0%	0.0%	LOW
		2017	0.0%	0.0%	LOW
		2018	0.0%	0.0%	LOW
Net Financial Assets or Net Debt as % of Own Source Revenues	Low: > -50% Mod: -50% to -100% High: < -100%	2014	-5.1%	-6.0%	LOW
		2015	-11.9%	-4.1%	LOW
		2016	-17.1%	7.7%	LOW
		2017	-14.2%	18.3%	LOW
		2018	-6.7%	30.3%	LOW
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses	Low: > 20% Mod: 10% to 20% High: < 10%	2014	34.4%	83.3%	LOW
		2015	34.0%	87.2%	LOW
		2016	32.4%	89.3%	LOW
		2017	32.3%	93.2%	LOW
		2018	32.5%	94.4%	LOW
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	Low: > 0.5:1 Mod: 0.5:1 to 0.25:1 High: < 0.25:1	2014	1.15:1	0.93:1	LOW
		2015	1.26:1	0.96:1	LOW
		2016	0.82:1	0.78:1	LOW
		2017	1.18:1	0.75:1	LOW
		2018	0.94:1	0.84:1	LOW

FLEXIBILITY INDICATORS

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	Low: < 5% Mod: 5% to 10% High: >10%	2014	4.2%	5.4%	LOW
		2015	4.2%	5.2%	LOW
		2016	4.3%	4.7%	LOW
		2017	4.6%	4.6%	LOW
		2018	4.2%	4.3%	LOW
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	Low: < 50% Mod: 50% to 75% High: > 75%	2014	42.7%	33.6%	LOW
		2015	43.2%	34.1%	LOW
		2016	41.6%	34.5%	LOW
		2017	42.5%	34.2%	LOW
		2018	43.9%	34.6%	LOW
Annual Surplus / (Deficit) as a % of Own Source Revenues	Low: > -1% Mod: -1% to -30% High: < -30%	2014	9.0%	17.0%	LOW
		2015	15.0%	23.4%	LOW
		2016	12.4%	22.8%	LOW
		2017	7.8%	25.9%	LOW
		2018	11.1%	23.6%	LOW

The data and information contained in this document is for informational purposes only. It is not an opinion about a municipality and is not intended to be used on its own - it should be used in conjunction with other financial information and resources available. It may be used, for example, to support a variety of strategic and policy discussions.

FINANCIAL INDICATOR REVIEW

(Based on 2018 Financial Information Return)

Niagara R

NOTES

Financial Information Returns ("FIRs") are a standard set of year-end reports submitted by municipalities to the Province which capture certain financial information. On an annual basis, Ministry staff prepare certain financial indicators for each municipality, based on the information contained in the FIRs. It is important to remember that these financial indicators provide a snapshot at a particular moment in time and should not be considered in isolation, but supported with other relevant information sources. In keeping with our Financial Information Return review process and follow-up, Ministry staff may routinely contact and discuss this information with municipal officials.

Supplementary Indicators of Sustainability and Flexibility

The following is a summary, adapted from the Chartered Professional Accountants of Canada Statement of Recommended Practice (SORP) 4.

- A government (including a municipality) may choose to report supplementary information on financial condition, to expand on and help explain the government's financial statements.
- Supplementary assessment of a government's financial condition needs to consider the elements of sustainability and flexibility.
- Sustainability in this context may be seen as the degree to which a municipality can maintain its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others without inappropriately increasing the debt or tax burden relative to the economy within which it operates.
- Sustainability is an important element to include in an assessment of financial condition because it may help to describe a government's ability to manage its financial and service commitments and debt burden. It may also help to describe the impact that the level of debt could have on service provision.
- Flexibility is the degree to which a government can change its debt or tax level on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.
- Flexibility provides insights into how a government manages its finances. Increasing taxation or user fees may reduce a municipality's flexibility to respond when adverse circumstances develop if the municipality approaches the limit that citizens and businesses are willing to bear.
A municipality may temporarily use current borrowing, subject to the requirements set out in the Municipal Act to meet expenses and certain other amounts required in the year, until taxes are collected and other revenues are received. Municipal current borrowing cannot be carried over the long term or converted to long term borrowing except in very limited circumstances.
- For each element of financial condition, the report on indicators of financial condition should include municipality-specific indicators and municipality-related indicators. It may be useful to also include economy-wide information when discussing financial condition.

Additional Notes on what Financial Indicators may indicate:

Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied - Shows how much of the taxes billed are not collected.

Net Financial Assets or Net Debt as % of Own Source Revenues - Indicates how much property tax and user fee revenue is servicing debt.

Reserves and Reserve Funds as a % of Municipal Expenses - Indicates how much money is set aside for future needs and contingencies.

Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) - Indicates how much cash and liquid investments could be available to cover current obligations.

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs) - Indicates how much of each dollar raised in revenue is spent on paying down existing debt.

Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) - Indicates how much of the assets' life expectancy has been consumed.

Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues - Indicates the municipality's ability to cover its operational costs and have funds available for other purposes (e.g. reserves, debt repayment, etc.)

The Northern and Rural Municipal Fiscal Circumstances Index (MFCl) is used by the Ministry of Finance to calculate the "Northern and Rural Fiscal Circumstances Grant" aimed at northern as well as single and lower-tier rural municipalities. The index measures a municipality's fiscal circumstances. The MFCl is determined by six indicators: Weighted Assessment per Household, Median Household Income, Average Annual Change in Assessment (New Construction), Employment Rate, Ratio of Working Age to Dependent Population, and Per Cent of Population Above Low-Income Threshold. A lower MFCl corresponds to relatively positive fiscal circumstances, whereas a higher MFCl corresponds to more challenging fiscal circumstances. (Note: the MFCl index is only available for northern and rural municipalities)

FINANCIAL INDICATOR REVIEW

(Based on 2018 Financial Information Return)

Niagara R

CALCULATIONS

Total Taxes Rec. less Allowance for Uncollectibles as % of Total Taxes Levied

SLC 70 0699 01 / (SLC 26 9199 03 - SLC 72 2899 09)

Net Financial Assets or Net Debt as % of Own Source Revenues

SLC 70 9945 01 / (SLC 10 9910 01 - SLC 10 0699 01 - SLC 10 0899 01 -
SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 - SLC 10 1813 01 -
SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)

Total Reserves and Reserve Funds as a % of Municipal Expenses

(SLC 60 2099 02+SLC 60 2099 03)/(SLC 40 9910 11-SLC 12 9910 03-SLC 12 9910 07)

Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)

SLC 70 0299 01 / (SLC 70 2099 01 + SLC 70 2299 01)

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)

(SLC 74 3099 01 + SLC 74 3099 02) / (SLC 10 9910 01 - SLC 10 1831 01)

Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)

SLC 51 9910 10 / SLC 51 9910 06

Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues

(SLC 10 2099 01 - SLC 10 1831 01) / (SLC 10 9910 01 - SLC 10 0699 01 -
SLC 10 0899 01 - SLC 10 1098 01 - SLC 10 1099 01 - SLC 10 1811 01 - SLC 10 1812 01 -
SLC 10 1813 01 - SLC 10 1814 01 - SLC 10 1830 01 - SLC 10 1831 01 - SLC 12 1850 04)



NIAGARA REGIONAL POLICE SERVICE Police Services Board Report

2.

PUBLIC AGENDA

Subject: Niagara Regional Service and Board Financial Variance Overview
for the Year Ending December 31, 2019

Report To: Chair and Members, Niagara Police Services Board Finance
Committee

Report Date: 2020-02-05



Recommendation(s)

That subject to the approval by Regional Municipality of Niagara (Region) Council of the Consolidated Regional Year End Transfer Report, the Niagara Police Services Board approves the:

1. Transfer to the Police Service Board (Board) Contingency Reserve of \$89,411 to offset the costs related to upcoming contract negotiations that will commence in 2020 and to cover a significant matter in accordance with the Board's legal indemnification responsibilities as required by the Collective Agreement.
2. Transfer of \$204,332 to the Niagara Regional Police Service (Service) Contingency Reserve to use for significant unforeseen issues in future years.

Key Facts

- The purpose of the report is to provide an analysis of the 2019 year-end financial results of the Service and Board as per the Financial Reporting, Control and Procurement of Goods and Services By-Law 384-2019.
- The Niagara Region requires that all Operating Departments and Agencies, Boards and Commissions (ABCs) report on variances between actual operating results and approved budgets as part of the Year End Results and Transfer Report to Council.
- For the year ending December 31, 2019, the Service and Board have a combined net expenditure before indirect allocations surplus of \$341,918 or 0.2% below the 2019 approved budget.

Financial Considerations

Approval of the recommendations would provide for the transfer of surplus funds to Service and Board reserves to offset future budget shortfalls.

Analysis

The year-end variance summary (Appendix 1) provides a synopsis of the combined financial operations for the Police Service and the Board for the year ended December 31, 2019. The variance compares the result for 2019 to the budget approved by the Police Service Board and Regional Council.

For the year ended December 31, 2019, the Service and Board have a combined Net Expenditure before Indirect Allocations surplus of \$341,918. The Service is recommending a transfer to reserves as detailed in the table below.

Ontario Police Video Training Alliance (OPVTA)	48,175
Police Service Board	89,411
Niagara Regional Police Service	204,332
Surplus–Net Expenditure before Indirect Allocations	\$341,918

A detailed discussion of the actual performance to budget by major expense category for Police Operations follows:

Personnel Costs:

The actual performance when compared to budget resulted in a favorable variance of \$330,907 or 0.2% of the total Personnel budget. This positive spending pattern is mainly the result of lower than expected utilization of uniform staffing due to lags in hiring during periods of staff turnover and from relief coverage during periods of absenteeism. This resulted in both uniform salary and benefit savings. The surplus can also be contributed to an overall favorable health and dental benefit claims experience.

Continued trends in civilian staffing due to pressures in operationally essential units such as Communications, Prisoner Management and Records and Information Management, as well as greater than expected sick leave payouts, all contributed unfavorably to the overall personnel surplus position.

Other Operational Expenditures:

Other Operational Expenditures are comprised of all other operating expenditures excluding Personnel Costs, Financial Expenditures and Interfunctional Transfer. For

the year ending December 31, 2019, the Other Operational Expenditures resulted in a net deficit of \$203,923. There are a number of supply accounts contributing to this deficit; however, the main variance is due to the purchase of uniform equipment, specifically protective body armor.

The other operational expenditures for 2019 include all known potential liabilities resulting from Service operations.

Recoveries & Revenues:

For the year ending December 31 2019, Gross Revenues and Recoveries were \$116,192 below budget due to a shortfall to Provincial grant funding offset by additional revenue from one-time cost recovery services.

Early this year, the Ministry of Community Safety and Correctional Services announced the end of the PEM grant program as of March 31, 2019. The introduction of the new Community Safety and Policing (CSP) Grant for the years 2019/20, 2020/21 and 2021/22 resulted in overall lower funding allocation for police services. Despite the success of the Service's applications under the CSP program, when compared to other police services, we realized a funding shortfall of \$356,639 for the 2019 fiscal year.

Transfers to/from Reserves:

Appendix 2 summarizes the Service's year-end reserve funds as at December 31, 2019. The schedule includes only those transfers to and from the Reserve Funds approved during the 2019 Budget. The Service recommends the surplus balance, before indirect allocation of \$341,918, be transferred as follows:

	Amount
OPVTA Reserve	48,175
PSB Contingency Reserve	89,411
Service Contingency Reserve	204,332
Total	\$ 341,918

The OPVTA reserve transfer of \$48,175 includes a surplus of \$33,175 from the reconciliation of the 2019 OPVTA financial results and all expenses associated with the 2019 Annual General Meeting and Annual Executive Board Meeting. The balance of \$15,000 is the result of funding for a video production made for the Canadian National Railway.

The Police Services Board ended the 2019 year with a surplus balance of \$89,411 from the lower than expected usage of legal services. A recommendation to transfer these

funds to the PSB Contingency Reserve to offset the costs related to upcoming contract negotiations that will commence in 2020, and to cover a significant matter in accordance with the Board's legal indemnification responsibilities as required by the Collective Agreement.

In alignment with Regional policy, Service staff recommends the transfer of the Service's portion of the surplus, \$204,332 to the contingency reserve to address significant unforeseen cost pressures not addressed in the approved budget.

Conclusion:

The detailed variance analysis has been prepared based on results of operations at December 31, 2019. The Service year end surplus of \$341,918 represents 0.2% of the total budget. The results include the actual expenditures incurred and provisions for all known liabilities and offsetting revenues at December 31, 2019.

Alternatives Reviewed

The alternative, not recommended by the Service, is to report the year end result without any transfers to reserves.

Relationship to Police Service/Board Strategic Priorities

To ensure compliance to the Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service By-Law 384-2019.

Relevant Policy Considerations

- Section 289 of the Municipal Act requires municipalities to prepare a balanced budget that includes all of the expenditures and revenues for the taxation year.
- C-F-022 Operating Surplus/Deficit Policy (Region Policy) states year end surpluses will allocate to those areas identified as underfunded per the Reserve and Reserve Fund Policy C-F-013 and/or one time funding needs as recommended by Council.

Other Pertinent Reports

- Minute No.117.2019 NRPS Financial Variance Overview and Year-End Forecast for the period ending March 31 2019.
- Minute No.159.2019 NRPS Financial Variance Overview and Year-End Forecast for the period ending June 30 2019.

- Minute No.198.2019 NRPS Financial Variance Overview and Year-End Forecast for the period ending September 30, 2019.

This report was prepared by Laura Rullo, Manager, Finance, and reviewed by Lisa DiDonato-DeChellis, Director, Business Services and Acting Deputy Chief David Meade, Support Services.



Submitted by:

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

Appendices

- Appendix 1 Niagara Regional Police Service and Board Year End Variance Summary
- Appendix 2 Niagara Regional Police Service and Board 2019 Year End Reserves Schedule

Appendix 1
Niagara Regional Police Service and Board
December, 2019 Variance Summary

	2018 Actual	2019 Budget	YTD Dec 2018 Actual	YTD Dec 2019 Budget	YTD Dec 2019 Actual	% Budget Spent	Act vs. Budget Surplus/(Deficit)
Police Service							
Uniform Salaries	75,262,841	79,725,832	75,262,841	79,725,832	77,091,676	97%	2,634,156
Uniform Overtime	5,286,873	3,807,696	5,286,873	3,807,696	5,932,873	156%	(2,125,177)
Total Uniform	80,549,714	83,533,528	80,549,714	83,533,528	83,024,549	99%	508,979
Civilian Salaries and Wages	27,663,056	28,950,213	27,663,056	28,950,213	28,939,606	100%	10,607
Civilian Overtime	728,689	525,272	728,689	525,272	1,147,548	218%	(622,276)
Total Civilian	28,391,745	29,475,485	28,391,745	29,475,485	30,087,154	102%	(611,669)
Other Salaries and Wages	2,579,443	2,428,680	2,579,443	2,428,680	2,431,858	100%	(3,178)
Total Salaries and Wages	111,520,902	115,437,693	111,520,902	115,437,693	115,543,561	100%	(105,868)
Employee Benefits	27,681,502	29,636,706	27,681,502	29,636,706	28,675,253	97%	961,453
WSIB	1,420,366	1,775,000	1,420,366	1,775,000	1,754,524	99%	20,476
Sick Leave Payouts	1,048,773	450,000	1,048,773	450,000	1,206,490	268%	(756,490)
Specialty Allowance	1,683,686	1,859,916	1,683,686	1,859,916	1,691,779	91%	168,137
Other Allowances and Benefits	682,178	778,535	682,178	778,535	735,335	94%	43,200
Total Benefits and Allowances	32,516,505	34,500,157	32,516,505	34,500,157	34,063,382	99%	436,775
Total Personnel Costs	144,037,406	149,937,850	144,037,406	149,937,850	149,606,943	100%	330,907
Telephone & Communications	931,156	978,908	931,156	978,908	882,143	90%	96,765
Other Administrative Expenses	2,833,575	2,880,680	2,833,575	2,880,680	2,943,530	102%	(62,849)
Total Administrative Expenses	3,764,731	3,859,588	3,764,731	3,859,588	3,825,672	99%	33,916
Total Operational & Supply	2,388,453	2,251,400	2,388,453	2,251,400	2,476,288	110%	(224,888)
Total Occupancy & Infrastructure	191,461	298,197	191,461	298,197	311,149	104%	(12,952)
Fuel	1,498,751	1,472,420	1,498,751	1,472,420	1,380,156	94%	92,264
Maintenance Contracts	2,613,582	3,065,667	2,613,582	3,065,667	3,014,733	98%	50,934
Other Equipment, Vehicles and Technology	1,615,053	1,898,497	1,615,053	1,898,497	1,804,598	95%	93,899
Total Equipment, Vehicles and Technology	5,727,385	6,436,584	5,727,385	6,436,584	6,199,488	96%	237,096
Transfer to Capital Levy Reserve	-	1,200,000	-	1,200,000	1,200,000	100%	-
Transfer to Benefits Liabilities Reserve	-	-	-	-	-	0%	-
Transfer to Vehicle & Eq'm Repl. Reserve	1,400,000	1,500,000	1,400,000	1,500,000	1,500,000	100%	-
Transfer to Contingency Reserve	-	250,000	-	250,000	484,494	194%	(234,494)
Transfer to WSIB Reserve	200,000	200,000	200,000	200,000	200,000	100%	-
Transfer to OPTVA Reserve	-	-	-	-	18,013	-	(18,013)
Transfer to PSB Reserve	-	-	-	-	89,411	0%	(89,411)
Transfer to Long Term Accommodation Reserve	5,123,092	-	5,123,092	-	-	0%	-
Total - Transfers to Reserve Fund	6,723,092	3,150,000	6,723,092	3,150,000	3,491,918	111%	(341,918)

Appendix 1
Niagara Regional Police Service and Board
December, 2019 Variance Summary

Police Service	2018 Actual	2019 Budget	YTD Dec 2018 Actual	YTD Dec 2019 Budget	YTD Dec 2019 Actual	% Budget Spent	Act vs. Budget Surplus/(Deficit)
Financial Expenditures	10,090	3,500	10,090	3,500	6,118	175%	(2,618)
Intercompany Chargebacks	134,106	242,554	134,106	242,554	145,905	60%	96,649
Total - Financial Expenditures and Chargebacks	144,197	246,054	144,197	246,054	152,024	62%	94,031
Total Gross Expenditures	162,976,725	166,179,674	162,976,725	166,179,674	166,063,481	100%	116,193
Total Recoveries	(1,516,172)	(1,562,311)	(1,516,172)	(1,562,311)	(1,568,469)	100%	6,158
Grants	(10,037,218)	(10,007,795)	(10,037,218)	(10,007,795)	(9,651,756)	96%	(356,039)
Fees	(6,261,747)	(5,849,431)	(6,261,747)	(5,849,431)	(5,800,277)	99%	(49,154)
Other Revenues	(1,992,437)	(2,045,923)	(1,992,437)	(2,045,923)	(2,328,766)	114%	282,843
Transfer From OPTVA Reserve	-	-	-	-	-	0%	-
Transfer From PSB Contingency Reserve	-	-	-	-	-	0%	-
Transfer From Contingency Reserve	-	-	-	-	-	0%	-
Transfer From Capital Levy Reserve	-	-	-	-	-	0%	-
Transfer From Employee Future Benefits Reserve	-	-	-	-	-	0%	-
Transfer From Accum. Sick Lv. Res. Fund.	-	-	-	-	-	0%	-
Total Revenues	(18,291,403)	(17,903,149)	(18,291,403)	(17,903,149)	(17,780,799)	99%	(122,350)
Net Exp. before Indirect Allocations	143,169,150	146,714,214	143,169,150	146,714,214	146,714,213	100%	0

Appendix 2:
Niagara Regional Police Service and Board
2019 Year End Reserve Schedule

Description	Fund 20550	Balance at 31-Dec-2018	Trf. From Current RR1	Trf. To Current RE1	Trf. To Capital RE2	Transfers from/to Region	Close Out Report & YE	Balance at 12/31/2019
Accumulated Sick Leave	562	1,679,575	-	-	-	-	-	1,679,575
Vehicles and Equipment Replacement	506	224,044	1,500,000	-	(1,700,000)	-	-	24,044
Benefits Liabilities	563	4,152,398	-	-	-	-	-	4,152,398
WSIB	564	3,069,590	200,000	-	-	-	-	3,269,590
Contingency Reserve	534	-	250,000	-	-	-	-	250,000
Capital Levy	507	719,208	1,200,000	-	(1,388,500)	-	30,456	561,163
PSB Contingency	535	152,708	-	-	-	-	-	152,708
OPTVA Reserve	505	61,122	-	-	-	-	-	61,122
TOTAL		10,058,645	3,150,000	-	(3,088,500)	-	30,456	10,150,601



NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

1.

PUBLIC AGENDA

Subject: Transfer of Funds to the Ontario Police Video Training Alliance Reserve Fund.

Report To: Chair and Members, Niagara Police Services Board Finance Committee

Report Date: 2020-02-06



Recommendation(s)

That the Niagara Police Services Board Finance Committee approves the transfer of funds to the Ontario Police Video Training Alliance (OPVTA) Reserve Account in the amount of \$48,175.00

Key Facts

- The purpose of this report is to seek the Board's approval to transfer funds in the amount of \$48,175.00 to the OPVTA Reserve Account.
- OPVTA operates on a non-profit, cost recovery basis achieved through the collection of membership fees.
- During 2019, an unplanned retirement within the Video Unit created a gap in staffing which resulted in a surplus in salaries and several expense lines.
- The OPVTA received revenue in the amount of \$15,000.00 for a project funded first through membership and subsequently through cost recovery from the requesting agency, CN Rail. These excess revenues are intended to be held in trust in the Reserve Account on behalf of member agencies.
- \$48,175.00 represents the OPVTA share of surplus in the Video Unit's 2019 Operating Budget in the amount of \$33,175.00 as well as \$15,000.00 in cost recovery for a production on behalf of CN Rail.

Financial Considerations

The funds recommended for deposit to the OPVTA Reserve Account represent a reconciliation of the Video Unit's 2019 Operating Budget, revenue generated through an externally funded project and non-production related expenses for OPVTA. There are no financial implications for the Service.

Analysis

The OPVTA was formed in 1996 as a cost-effective means of providing high quality video-based programs to Ontario's policing community. Through its leadership role in the OPVTA, and in conjunction with the Ontario Police College, the Service's Video Unit produces and distributes training videos, e-learning courses and support materials to a police audience of more than 26,000 officers representing 86 member agencies.

A seven-member Executive comprised of training specialists from OPVTA member agencies represents the interests of the membership, while the Niagara Regional Police Service provides a Senior Officer in the role of Executive Director to OPVTA and a Video Unit Coordinator who together liaise with the OPVTA Board of Directors and serve as points of contact regarding OPVTA video productions.

All costs associated with the OPVTA are recovered through membership fees. A detailed Business Plan confirming OPVTA costs, projected revenues, recommended deliverables and fee schedules, is submitted annually to the Police Services Board.

While both the Board and the Service reasonably expect all OPVTA-related costs to be offset by revenues, the Service has also been firm in its commitment to member services that the OPVTA operate on a non-profit basis. In 2002, the Police Services Board authorized the creation of an OPVTA Reserve Account in order to accommodate unanticipated revenues from projects that were effectively "double-funded" (first through membership dues and subsequently through grant/cost recovery initiatives). This reserve account provides an appropriate place for the Police Services Board to hold "in-trust" any excess/redundant revenues on behalf of OPVTA member services.

At its Annual Executive Meeting in October of 2015, the OPVTA Executive approved a motion clarifying which OPVTA-related expenses should be subject to reimbursement to the Service from the OPVTA reserve. Specifically, the Executive agreed that any OPVTA expenses not related to the day-to-day deliverables (videos and e-courses) should be reimbursed through the reserve account. These would include expenses related to the OPVTA Annual General Meeting, conferences, Executive Meetings (hotels, meals) and promotional materials. It was further agreed that the OPVTA Executive would review eligible expenses on an annual, item-by-item basis and would recommend reimbursement to the Service accordingly. Deposits into, and transfers from this account, are subject to approval by the Police Services Board on a case-by-case basis.

In May of 2019, a Video Producer retired from the Niagara Regional Police Service creating an unexpected gap in staffing. The position remained vacant for the remainder of the year while the Video Unit Coordinator worked with Human Resources to search first within the organization and then externally to identify and hire a replacement. The impact of this vacancy for a period of seven months led to a surplus in budgeted salaries. When combined with other significant reductions in OPVTA expenses such as

the sharing of training materials in digital format, (which led to a marked reduction in costs associated to hard copy DVDs); and savings in web hosting, led to an operating surplus of \$33,175.00 (refer to Appendix 1). This scenario was accounted for in the 2019 OPVTA Business Plan, which was approved by the Police Services Board at its Public Meeting held on November 22, 2018. To that point, the Business Plan stated; "In the event that revenue is found to exceed actual costs attributed to Service involvement in the OPVTA, an application will be made to have the resulting variance deposited in the OPVTA reserve account."

As in prior years, the OPVTA incurred non-production expenses incurred through their Annual General Meeting held at the Ontario Police College on May 1, 2019, and the Annual Executive Meeting that was hosted at Niagara Regional Police Headquarters on November 7, 2019. These expenses in the amount of \$5,809.01 cover travel, lodging, meals and speaker gifts and appreciations. These non-production expenses are found in Appendix 2 and were vetted and approved by the OPVTA Executive Board. They are borne entirely by OPVTA and are accounted for (net of any HST rebate) in Appendix 1 in the overall calculation of the 2019 surplus.

Pending Board approval, \$48,175.00 will be deposited to the OPVTA Reserve Account. This deposit represents a reconciliation of \$15,000 paid to the OPVTA through CN Police for funding of the production entitled *Railway Investigation*, plus \$33,175.00 in operating surplus which factors in expenses attributed to non-production related expenses of the OPVTA Executive.

Alternatives Reviewed

Reject the recommendation. This is not recommended. Since its creation, the OPVTA has requested two Board-approved deposits and four Board-approved withdrawals. The reserve provides a buffer to allow OPVTA to maintain fairly consistent membership rates year over year, manage ebbs and flows in membership, as well as unanticipated expenses.

Relationship to Police Service/Board Strategic Priorities

Not applicable.

Relevant Policy Considerations

Not applicable.

Other Pertinent Reports

251.2017 OPVTA Reserve Fund Transfer Request.

This report was prepared by Acting Deputy Chief David Meade, Support Services, in consultation with Finance Manager, Ms. Laura Rullo, and with the assistance of Financial Analyst, Mr. Curtis Custer.

Bryan MacCulloch

Submitted by:

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

Appendices

Appendix 1 OPVTA Financial Variance Overview for the year ending December 31, 2019

Appendix 2 Reconciliation of Non-Production Expenses Subject to Reimbursement to the Service

Appendix 1
OPVTA Financial Variance Overview
for the year ending December 31, 2019

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
Revenues	318,192	318,900	(708)
Expenses			
Compensation	237,609	222,699	(14,910)
Consulting Services	30,000	22,603	(7,397)
Administrative	12,380	5,763	(6,617)
Operational & Supply	5,400	6,917	1,517
Equipment & Technology	12,500	8,481	(4,019)
	297,889	266,463	(31,426)
Allocated Costs	20,224	19,262	(962)
Total Expenses	318,113	285,725	(32,388)
(Surplus) / Deficit	(79)	(33,175)	(33,096)

Appendix 2
Reconciliation of Non-Production Expenses
Subject to Reimbursement to the Service
(December 3, 2019)

Invoice Date	Amount	Payable to	Account	Details
May 2, 2019	\$1027.15	Delta Airlines	43121-44160	Flight (Thompson)
May 14, 2019	\$1682.50	William G. Thompson/LESPPS	43121-41013	AGM Keynote speaker
May 2, 2019	\$144.48	Hertz Rental Car	43121-52022	Transportation (Thompson)
May 2, 2019	\$350.20	Courtyard Toronto Airport	43121-44160	Accommodation (Thompson)
Nov 6, 2019	\$960.12	Napoli Ristorante	43121-41527	OPVTA Executive Dinner (x16)
Nov 7, 2019	\$233.51	Courtyard Niagara Falls	43121-44160	Accommodation (O'Brien)
Nov 7, 2019	\$148.82	Courtyard Niagara Falls	43121-44160	Accommodation (deHaas)
Nov 7, 2019	\$148.82	Courtyard Niagara Falls	43121-44160	Accommodation (Morphet)
Nov 7, 2019	\$148.82	Courtyard Niagara Falls	43121-44160	Accommodation (Bradley)
Nov 7, 2019	\$148.82	Courtyard Niagara Falls	43121-44160	Accommodation (Novacich)
Nov 7, 2019	\$148.82	Courtyard Niagara Falls	43121-44160	Accommodation (Foreman)
Nov 7, 2019	\$72.52	Tim Hortons #1922	43121-41527	OPVTA Meeting Refreshments (x11)
Nov 7, 2019	\$203.22	Pasta Fresca	43121-41527	OPVTA Executive Lunch
Dec 3, 2019	\$391.21	Strathcraft Awards	43121-44160	Plaques for former members: Nick Novacich, George Bench, Geoffrey Holmes
TOTAL	\$5809.01			



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1815 Sir Isaac Brock Way
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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

February 14, 2020

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

Dear Ms. Norio,

At their February 14, 2020 meeting, the Niagara Regional Housing Board of Directors, passed the following motion as recommended in attached report NRH 2-2020:

1. That the unaudited summarized results for Niagara Regional Housing as detailed in Appendix 1, **BE RECEIVED**.
2. That the following 2019 year-end operating surplus transfers of \$1,185,178 **BE APPROVED** as follows:
 - a) \$580,000 transfer to the NRH Owned Units Reserve to fund heat control system upgrades in owned units to be completed in 2020
 - b) \$250,000 transfer to the Niagara Regional Housing Reserve to fund the Affordable Housing Master Plan to be completed in 2020
 - c) \$355,178 remaining surplus to be transferred to the Niagara Regional Housing Reserve to be utilized for new capital development opportunities to reduce the housing wait list
3. That this report be **REFERRED** to the March 11, 2020 Corporate Services Committee (CSC) meeting.

Your assistance is requested in moving report NRH 2-2020 through proper channels for approval.

Sincerely,



Mayor Walter Sendzik
Chair

REPORT TO: Board of Directors of Niagara Regional Housing

SUBJECT: 2019 Year-End Transfer Report

RECOMMENDATIONS

That the Niagara Regional Housing (NRH) Board of Directors **APPROVE** the following recommendations:

1. That the unaudited summarized results for Niagara Regional Housing as detailed in Appendix 1, **BE RECEIVED**.
2. That the following 2019 year-end operating surplus transfers of \$1,185,178 **BE APPROVED** as follows:
 - a) \$580,000 transfer to the NRH Owned Units Reserve to fund heat control system upgrades in owned units to be completed in 2020
 - b) \$250,000 transfer to the Niagara Regional Housing Reserve to fund the Affordable Housing Master Plan to be completed in 2020
 - c) \$355,178 remaining surplus to be transferred to the Niagara Regional Housing Reserve to be utilized for new capital development opportunities to reduce the housing wait list
3. That this report be **REFERRED** to the March 11, 2020 Corporate Services Committee (CSC) meeting.

KEY FACTS

- As of December 31, 2019, the operating statements for Niagara Regional Housing (NRH) indicate a 2019 budget surplus before indirect allocations of \$1,185,178 or 4.3 percent of NRH's overall net budget
- The purpose of this report is to obtain approval from the NRH Board to transfer the year-end surplus to the NRH Owned Units Reserve, the NRH Reserve and to the Niagara Region (Recommendation #1)
- The transfer to the NRH Owned Units Reserve (Recommendation #1a) is recommended to fund heat control system upgrades in owned units which will realize immediate savings on energy costs. This will be allocated via budget adjustment to NRH's 2020 budget to execute the project.

- The transfer to the NRH Reserve (Recommendation #1b) is recommended to fund the Affordable Housing Master Plan. This will be allocated via budget adjustment to NRH's 2020 budget to execute the project.
- The transfer to the Niagara Region (Recommendation #1c) is recommended to allow Council to consider the full impact of all consolidated levy results and direct any remaining surplus/deficit in accordance with the Niagara Region's Operating Surplus/Deficit Policy C-F-022.

CONSIDERATIONS

Financial

Allocations of 2019 Surplus:

- **Heat Control System Upgrades**

During the year, the Niagara Regional Housing Board of Directors approved a \$1.2 million allocation of 2019 surplus resulting from lower than budgeted subsidy payments to non-profit, co-op and federal housing providers to fund heat control system upgrades (K3D) for the providers to create future operating savings for those entities. Further correspondence with the providers has indicated a less than anticipated take-up of this initiative during 2019, with only \$506 thousand committed to providers.

It is recommended that a transfer to the NRH Owned Units Reserve (Recommendation #1a) from 2019 surplus be used to fund the installation of K3D upgrades in NRH owned units. A total of 10 NRH owned unit properties have been identified (333 units) for a total estimated cost of \$580 thousand (including non-refundable portion of HST) to install the K3D upgrades.

An examination of the Niagara Regional Housing building on Buckley Ave in Niagara Falls since the conversion to K3D limiting thermostats has yielded approximately \$147/ unit in savings annually. (Based on the current rates provided by the Ontario Energy Board). The K3D technology provides a savings of 1,100 kWh (kilowatt hour) annually per unit. On a 60 unit building an energy savings of 66,000 kWh would be realized annually for a total of nearly \$9,000/ year.

These figures are based on electric heat only and not overall electricity savings for the unit.

- **Affordable Housing Master Plan**

The Board of Directors requested a feasibility study on the owned units to explore regeneration/intensification opportunities as approved in the Business Plan for 2019-2020. This scope of the plan has expanded from the feasibility study to a 25 year Affordable Housing Master Plan. NRH has been engaging with a consultant to put together a draft scope of work for the project. The recommended funding allocation of \$250 thousand to the Niagara Regional Housing Reserve would be used to fund the plan as the expanded scope was not considered in the 2020 budget.

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.

- **Transfer to Niagara Region**

At the time of writing this report, the Niagara Region is consolidating its overall levy results and expects any consolidated levy surplus/deficit after specific transfers recommended for strategic one-time initiatives (like the heat control system upgrades and the affordable housing master plan) to be nominal. In accordance with the Niagara Region's Operating Surplus/Deficit Policy C-F-022, the Niagara Region would like to recommend any unused surplus be allocated to areas identified as underfunded per the Reserve and Reserve Fund Policy C-F-013.

In the Q3 2019 consolidated financial update, it was identified that the Niagara Region's corporate stabilization reserves that support all levy programs including Niagara Regional Housing are well below recommended targets and should be considered in the yearend transfer recommendation.

Main Drivers of 2019 Surplus:

- \$121 thousand surplus is due to actual health and dental claims experienced in the year being less than budgeted.
- \$295 thousand surplus is due to the timing of executive-office initiatives and the designated substance survey reports for housing providers. The consultant did not complete all of the survey reports prior to yearend; as a result, a request has been made to encumber \$109 thousand into the 2020 budget.
- \$944 thousand deficit is a result of an expanded preventative maintenance program and move-out costs (\$660 thousand), higher than anticipated pest control costs (\$301 thousand), and higher than budgeted snow removal costs in the first half of the year (\$156 thousand); offset by lower than budgeted utility costs resulting from capital improvements and new heating control systems (\$223 thousand).
- \$3.1 million surplus in budgeted subsidy payments to non-profit, co-op and federal providers, in addition to the timing of take-up for Ministry-funded programs expected to be utilized in 2020. This variance is partially offset by the \$1.4 million unfavourable variance in Federal & Provincial Grants as revenue is deferred to align with timing of program spending and related administrative costs.

- \$681 thousand surplus in Other Revenue mainly due to higher than anticipated rental revenues for NRH-owned units (\$526 thousand) and a favourable variance in investment income (\$184 thousand)
- The overall 2019 surplus is partially offset by \$735 thousand encumbrance to the 2020 budget for ongoing strategic initiatives. These initiatives include ongoing costs relating to heat control system upgrades for providers as mentioned previously (\$506 thousand); the designated substance surveys initiative (\$110 thousand); masonry wall investigations at various housing providers (\$87 thousand); and ongoing housing provider system software development (\$32 thousand). No further initiatives are being recommended to be encumbered to the 2020 budget.

The NRH 2020 operating budget, approved at the end of 2019, considered the main drivers of the current surplus and was adjusted accordingly to reflect anticipated spending in 2020.

See attached Appendix 1: 2019 Year-End Summary

Corporate

The Corporate Year-End Results and Transfer Report will be considered at CSC on March 11, 2020 and will include a recommendation to refer the requested year-end transfers to the Regional Council meeting on March 26, 2020.

Other Pertinent Reports

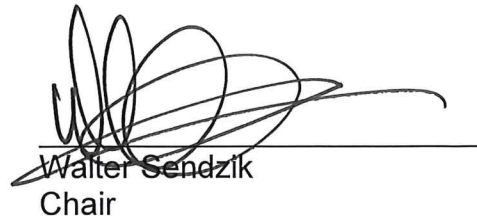
- 19-184-3.2 – Housing Programs Variance Spent Report

Submitted by:



Donna Woiceshyn
Chief Executive Officer

Approved by:



Walter Sendzik
Chair

This report was prepared by Donovan D'Amboise, Program Financial Specialist, in consultation with Dan Ane, Manager Program Financial Support, Cameron Banach, Manager Housing Operations and Donna Woiceshyn, CEO.

Appendix 1: Year-End Summary

2019 NRH Variance Summary	Budget to Actual Variance \$ Surplus (Deficit)	Comments
Expenditures		
Compensation	121,466	(+) Less than budgeted utilization of employee benefits
Administration	294,609	(+) Timing of executive office initiatives & the designated substance survey reports for housing providers
Operational & Supply	6,732	
Property Taxes & Rent	(50,274)	(-) Unfavourable property tax billings compared to budget estimate (on total budget of \$4.9 million)
Property Infrastructure & Maintenance	(961,100)	(-) Unfavourable driven by expanded preventative maintenance program, move-out costs & higher than expected costs related to pest control
Grounds	(155,973)	(-) Higher than expected grounds costs driven by higher than budgeted snow removal costs in the first half of the year
Utilities	222,954	(+) Favourable utilities due to savings in electricity costs due to capital improvements and new heating control systems
Occupancy & Infrastructure	(944,393)	
Equipment, Vehicles, Technology	41,004	(+) Timing of Integrated Housing Provider solution software
Community Assistance	3,102,730	(+) Timing of Ministry funded programs: SIF, IAH-E, OPHI, COCHI (+) Lower than budgeted subsidy payments to non-profit and co-op providers and rent supplement to landlords (-) Support to Community Services Homelessness division
Financial Expenditures	29,294	
Total Variance - Expenditures	2,651,441	
Revenue		
Federal & Provincial Grants	(1,381,483)	(-) Deferred recognition based on timing of Ministry funded programs & related administrative costs: SIF, IAH-E, OPHI, COCHI
Other Revenue	680,598	(+) Higher NRH-owned units rental revenue (+) Investment income
Total Variance - Revenue	(700,885)	
Total Intercompany Charges	(6,546)	
Total Transfers	(758,833)	(-) 2019 Year-end Encumbrances including Designated Substance Surveys, Completion of Integrated Housing Provider software implementation to support housing providers and capital asset management; Heat control system upgrades for providers
Total Surplus After Transfers & Before Indirect Allocations	1,185,178	

Subject: Chief Administrative Officer (CAO) Recruitment – Regional Councillor Appointments to the CAO Recruitment Committee

Report to: Corporate Services Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That a Chief Administrative Officer (CAO) Recruitment Committee **BE FORMED**;
2. That four (4) Regional Councillors **BE APPOINTED** to the CAO Recruitment Committee;
3. That the process for appointing members of Regional Council to serve on the CAO Recruitment Committee **BE CONDUCTED** at the Regional Council meeting being held on March 26, 2020.

Key Facts

- The purpose of this report is to obtain Council's approval of the appointment of four (4) members of Regional Council to serve on the CAO Recruitment Committee along with the Regional Chair.
- On February 20, 2020, Council approved C-HR-026 – CAO Recruitment Selection Offer and Performance Management Policy (the "Policy") and the corresponding C-HR-026-001 – CAO Recruitment Selection Offer of Employment Procedure (the "Procedure").
- The Policy outlines the roles and responsibilities of those in the recruitment process, and the Procedure further details the recruitment process for the position of CAO through the Terms of Reference therein.
- The Terms of Reference includes the formation of a CAO Recruitment Committee that will be comprised of the Regional Chair, who will serve as Committee Chair, and four (4) members of Regional Council to be appointed by Regional Council.
- Members who are appointed to the CAO Recruitment Committee must be able to commit to full and active participation over the course of the CAO recruitment, including mandatory attendance at all meetings, interviews, etc. as noted herein.

Financial Considerations

There are no financial implications associated with this report concerning the appointment of Regional Councillors to the CAO Recruitment Committee, save and except staff time to undertake the work, members of Council time to sit on the Committee.

Any costs related to CAO recruitment activities in 2020 will be funded through the existing, and Council approved, 2020 budget.

Analysis

On February 20, 2020, Regional Council approved Report HR 1-2020 *REVISED* – Chief Administrative Officer (CAO) Recruitment, Selection, Offer of Employment and Performance Management Policy and Procedures which included Policy C-HR-026 – CAO Recruitment Selection Offer and Performance Management (the “Policy”) and the corresponding C-HR-026-001 – CAO Recruitment Selection Offer of Employment Procedure (the “Procedure”).

The Policy and Procedure outline the recruitment process for the position of CAO through the associated Terms of Reference included in the Procedure. The Terms of Reference includes the formation of a CAO Recruitment Committee that will be comprised of the Regional Chair, who will serve as Committee Chair, and four (4) members of Regional Council to be appointed by Regional Council. The process for appointing members of Regional Council to serve on the CAO Recruitment Committee will take place at the Regional Council meeting on March 26, 2020.

Members of Council who are appointed to the CAO Recruitment Committee must be able to commit to full and active participation over the course of the CAO recruitment, including mandatory attendance at all meetings, interviews, etc. The Procedure outlines the following as it pertains to attendance:

...It is mandatory that members of the CAO Recruitment Committee actively participate in all stages of the CAO recruitment process, with specific attention paid to attending all CAO candidate interviews, at any/all steps of the process, specifically as follows:

- (1) CAO Recruitment Committee member attendance at all candidate interview(s) is mandatory. A member of the Recruitment Committee who is absent for any candidate interview shall be deemed to have resigned from the committee and Regional Council will be notified.*
- (2) A member of the CAO Recruitment Committee who is absent for two (2) consecutive non-interview meetings shall be deemed to have resigned from the committee and Regional Council will be notified.*

Upon notification of a vacancy on the Committee as a result of the above, Council may consider the appointment of a new member to the Committee or not replacing the member, depending on the stage the recruitment process has reached. The aforementioned does not preclude Council from re-appointing the Committee member in question.

Furthermore, there are a number of commitments expected by member of Council who are appointed to the Recruitment Committee; in addition to attending meetings, it is expected that members of the Recruitment Committee will, with the support of Region staff:

- Be orientated to By-laws, Policies, and Procedures relevant to the recruitment of a CAO.
- Be educated on the roles, responsibilities and accountabilities of their role including confidentiality and ethics based expectations.
- Hold in strict confidence all confidential information concerning matters dealt with by the Committee; members will be required to execute a confidentiality acknowledgement (attached as Appendix 3) at the outset of the recruitment and selection process.
- Determine the scope of work and select the External Executive Search Firm (ESF) to work with the Recruitment Committee on the recruitment and selection process.
- Engage in a thorough and comprehensive analysis of the position requirements of Senior Leader competencies, skills, experience, knowledge and qualifications of the role of CAO.
- Engage in consultation with the Corporate Leadership Team, other relevant staff, including community stakeholders that may be initiated and incorporated into the recruitment and selection process.
- Support the ESF in providing detailed updates to Council concerning the recruitment and selection process, along with responding to any inquiries made by members of Council.
- Determine the recruitment methodology inclusive of any testing and/or evaluations.
- Review short list of candidates recommended to the Recruitment Committee by the ESF.
- Interview and assess selected candidates with the intent to identify preferred candidate(s).
- Make a recommendation on preferred candidate(s) to Regional Council for consideration.

Upon completion of the appointment of four (4) members of Regional Council to the CAO Recruitment Committee, in consultation with the Chair of the CAO Recruitment Committee (the Regional Chair) an initial CAO Recruitment Committee meeting will be scheduled in early April 2020. In consultation with the Director, Human Resources, and the support of Regional staff, in accordance with the Policy and Procedure, the CAO Recruitment Committee will proceed to determine the scope of work and commence the process to select an ESF.

Additionally, in accordance with the Procedure, regular, detailed written updates will be provided to Regional Council throughout the CAO recruitment and selection process up to and including particulars of preferred candidate(s) being presented to Regional Council for approval, which will include participation of the ESF representative.

Alternatives Reviewed

No alternatives were reviewed as this report is as a result of Regional Council approval of Report HR 01-2020 *REVISED* – Chief Administrative Officer (CAO) Recruitment, Selection, Offer of Employment and Performance Management Policy. This report included the approval of C-HR-026 - CAO Recruitment Selection Offer and Performance Management Policy and corresponding procedure which outlines the formation of a CAO Recruitment Committee.

Relationship to Council Strategic Priorities

Regional Council's prior approval of Report HR 01-2020 *REVISED* – Chief Administrative Officer (CAO) Recruitment, Selection, Offer of Employment and Performance Management Policy and corresponding Procedure aligns with Council's Strategic Priority of Sustainable and Engaging Government.

Other Pertinent Reports

- HR 01-2020 *REVISED* – Chief Administrative Officer (CAO) Recruitment, Selection, Offer of Employment and Performance Management Policy and Procedures

Prepared and Recommended by:

Franco Meffe
Director, Human Resources

Submitted by:

Ron Tripp, P.Eng.
Acting, Chief Administrative Officer
This report was prepared in consultation with Ann-Marie Norio, Regional Clerk.

Appendices

Appendix 1 – C-HR-026 CAO Recruitment Selection Offer and Performance Management Policy

Appendix 2 – C-HR-026-001 CAO Recruitment Selection Offer of Employment Procedure

Appendix 3 – Recruitment Process Confidentiality Acknowledgment – Non-Employee

<i>Policy Category</i>	<i>Name of Policy</i>
Human Resources	Chief Administrative Officer – Recruitment, Selection, Offer of Employment, and Performance Management

Page 1 of 5

Policy Owner	Corporate Administration, Human Resources, Director Human Resources
Approval Body	Regional Council
Approval Date	February 20, 2020
Effective Date	February 25, 2020
Review by Date	February 2022

1. Policy

Regional Council is committed to engaging in good governance through approved policy and procedures for both the recruitment (attraction, selection and offer of employment) and performance management (performance appraisal, objective setting and development plan) for the position of Chief Administrative Officer (CAO).

2. Purpose

The CAO is the senior appointed official of the Regional Municipality and provides leadership in all operational areas, policy, government affairs, business/service delivery, and implementation of Council's strategic priorities. Ensuring the CAO is qualified for the role; that the terms and conditions of their employment are appropriate; that their annual performance is properly aligned to key priorities; and that the incumbent is functioning at an appropriate level, is a key accountability of Council.

3. Scope

This policy applies to the role of the CAO, Council, and key designated external vendors and staff roles accountable for execution of the policy.

There are to be no acts of favouritism or discrimination in the CAO recruitment process. Members of Council, staff, external vendors, and anyone else approved to be part of the recruitment process shall not attempt to influence the hiring of any applicant in a manner that is inconsistent with this policy. This includes that no one shall engage in any behaviour that provides an unfair advantage to a candidate during the CAO recruitment process to assist any candidates by providing inside information, such as but not necessarily limited to, interview questions and suggested answers, presentation materials, information about other candidates, or any information gathered in meetings, conversations, email or any other form of communication or discussion.

<i>Policy Category</i>	<i>Name of Policy</i>
Human Resources	Chief Administrative Officer – Recruitment, Selection, Offer of Employment, and Performance Management

3.1. Roles and Responsibilities

3.1.1. CAO New Hire Recruitment, Selection and Offer of Employment

- Regional Chair: Serves as Chair of the Recruitment Committee and oversees performance management process; ensures the requirements of C-HR-026 Policy is fulfilled. Includes establishing Council approved Recruitment Committee membership, working with any external Executive Search Firm (ESF), enforcement of roles and responsibilities, provide regular detailed updates in writing to Council concerning the recruitment and selection process including particulars of preferred candidate(s), along with integrity and confidentiality requirements. Oversees hiring process through Recruitment Committee and ESF selection, to Council approval of candidate offer of employment.
- Recruitment Committee Member: Acts on behalf of members of Council in the recruitment and selection process. Engages in all procedural elements as outlined in respective C-HR-026-001 Procedure. Includes mandatory attendance at all meetings and interviews, engaging in the development of selection criteria and position profile development as required, collaborating with the Chair and ESF on providing regular detailed updates in writing to Council concerning the recruitment and selection process including particulars of preferred candidate(s). Requires alignment to all integrity and confidentiality requirements.
- Director, Human Resources: Facilitates the recruitment process on behalf of the Regional Chair and Recruitment Committee, and the performance management process. Serves as primary contact point for any ESF; provides guidance and advice to the Chair and Recruitment Committee members ensuring best practices and legal interests of the corporation are upheld, supports the Chair and Recruitment Committee in the preparation of regular detailed written update(s) to Council, leads the procurement of an ESF, facilitates Legal consultation and candidate offer of employment and/or offer letter creation, and any amendment to the employment contract; is required to attend all meetings with the Recruitment Committee and with Council, and any other meetings upon request of the Chair.
- Executive Search Firm (ESF): An external firm or specialized consultant who works with the Chair and Recruitment Committee to confirm the CAO profile, position competencies, and search, selection and offer strategy. ESF accountabilities will align with the defined scope of work, which may include but not necessarily limited to – attraction, screening of prospective candidates, development of short list of candidates to be interviewed by the Committee, including they may support the interview, reference checking and offer of employment process as required. Required to attend meeting(s) of Council to provide detailed updates to members of Council concerning the recruitment and selection process, be prepared to present to Council on its processes to short list candidates, provide candid feedback on the recruitment process, provide observation(s) on any short listed candidates, along with responding to any inquiries made by members of Council.

<i>Policy Category</i>	<i>Name of Policy</i>
Human Resources	Chief Administrative Officer – Recruitment, Selection, Offer of Employment, and Performance Management

Page 3 of 5

- Acting/Interim CAO: A member of the Region's Corporate Leadership Team or an external person appointed by Council to fulfil the duties of the CAO on an acting or temporary basis. The appointment of the Acting CAO does not preclude their candidacy in the selection process for a permanent CAO. If they are not a candidate for the permanent role, they may participate as a member of the Recruitment Committee if approved by the Chair and Recruitment Committee. However, if they are a candidate for the position as permanent CAO, they are not permitted to participate or influence the recruitment process and must excuse themselves from all business associated with same.
- Regional Clerk: Ensures required governance related supports and advice to ensure effective completion of the process; provides agenda and meeting management functions; is required to attend all meetings with the Recruitment Committee and with Council, and any other meetings upon request of the Chair.
- Regional Council: Responsible for the hiring of the CAO and all associated approvals noted within this Policy and its Procedures. Attendance at any meeting of Council where matters pertaining to the CAO recruitment, selection, and offer of employment are being discussed.

3.1.2. Performance Management

- Regional Chair: Ensures the mandate of the C-HR-026-001 Procedure is fulfilled annually. Includes development and execution of annual performance management schedule, providing feedback to CAO; enforcement of roles and responsibilities, annual rating selection, report creation to Council, annual objective and development plan setting with the CAO as well as integrity and confidentiality requirements.
- Chief Administrative Officer: Completing annual assessment; engaging in all aspects of the process as laid out in this C-HR-026 policy and the procedure document. Engaging in the performance appraisal process, and development of annual objectives and development plan.
- Director, Human Resources: Initiates and facilitates the performance appraisal process and creation of annual objective and development plan on behalf of the Regional Chair in accordance with the Region's Non-Union Performance Management Program. Sources and serves as primary point of contact for additional resources or supports such as Legal or Consultants. Provides guidance and advice to the Chair as required, is required to attend all meetings with Council, and any other meetings upon request of the Chair.
- Regional Clerk: Ensures required governance related supports and advice to ensure effective completion of the process; provides agenda and meeting management functions; is required to attend all meetings with Council, and any other meetings upon request of the Chair.
- Regional Council: Responsible for the evaluation of the performance of the CAO and all associated approvals noted within this Policy and Procedures. Attendance at any

<i>Policy Category</i>	<i>Name of Policy</i>
Human Resources	Chief Administrative Officer – Recruitment, Selection, Offer of Employment, and Performance Management

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meeting of Council where matters pertaining to CAO performance management are being discussed.

4. References and Related Documents.

List related legislation, directives, By-laws and associated procedures

4.1. Legislation, By-Laws and/or Directives

- Municipal Act, 2001
- Employment Standards Act, 2000
- CAO By-law 2020-09

4.2. Procedures

- C-HR-026-001 – Chief Administrative Officer Recruitment, Selection, Offer of Employment
- C-HR-026-002 – Chief Administrative Officer Performance Management

5. Related Policies

- Non-Union Compensation C-HR-001
- Employment and Staffing C-HR-010

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, Offer of Employment, and Performance Management</i>

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6. Document Control

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

Approval History

Approver(s)	Approved Date	Effective Date
Regional Council	February 20, 2020	February 25, 2020

Revision History

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

<i>Procedure Category</i>	<i>Name of Procedure</i>
Human Resources	Chief Administrative Officer – Recruitment, Selection, and Offer of Employment

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Procedure Owner	Corporate Administration, Human Resources, Director Human Resources
Parent Policy	C-HR-026 – Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management
Approval Body	Regional Council
Approval Date	February 20, 2020
Effective Date	February 25, 2020
Review by Date	February 2020

The following procedure outlines the Chief Administrative Officer (CAO) Recruitment, Selection, and Offer of Employment.

When a permanent vacancy for CAO occurs, the Regional Chair (Chair) notifies the Director, Human Resources (HR) to initiate the recruitment process to fill the permanent CAO vacancy in accordance with the C-HR-026 Policy and C-HR-026-001 Procedure.

The Director HR, in consultation with the Chair, will initiate the CAO selection process in accordance with the CAO Recruitment Committee Terms of Reference as follows:

Chief Administrative Officer Recruitment Committee Terms of Reference

Mandate / Scope

The mandate of the Chief Administrative Officer (CAO) Recruitment Committee is to facilitate the recruitment process for the CAO and recommend to Regional Council a preferred candidate for the role of CAO.

Goals / Purpose

1. Formation of a CAO Recruitment Committee

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- a. The Committee will be comprised of the Regional Chair, who will serve as Committee Chair, and four (4) members of Regional Council to be appointed by Regional Council. Members must be able to commit to full and active participation over the course of the CAO recruitment, including mandatory attendance at all meetings, interviews, etc. as noted herein.
- b. CAO Recruitment Committee will be governed by the Region's Procedural By-law.

2. Engagement of an External Executive Search Firm (ESF)

- a. CAO Recruitment Committee, in consultation with Director Human Resources, to determine scope of work and select ESF, as per the Niagara Region Procurement By-law.
- b. ESF to develop the key CAO character traits and competencies required, in consultation with the CAO Recruitment Committee, to drive results forward in Niagara.
- c. ESF to undertake CAO candidate search, with active engagement of the CAO Recruitment Committee.
- d. ESF, in consultation with the Recruitment Committee, to provide detailed updates to Council concerning the recruitment and selection process, be prepared to present to Council on its processes to short list candidates, provide candid feedback on the recruitment process, observation(s) on any short listed candidates, along with responding to any inquiries made by members of Council.

3. CAO Recruitment Process

- a. CAO Recruitment Committee members actively participate in a transparent, competitive, and comprehensive recruitment process, while holding in strict confidence all confidential information concerning matters dealt with by the Committee.
- b. CAO Recruitment Committee, with ESF, to provide detailed updates to members of Council concerning the recruitment and selection process.
- c. Upon completion of the recruitment process, the CAO Recruitment Committee to present up to three (3) preferred candidate(s) to Regional Council for approval of a preferred candidate and approval on presented associated terms and conditions of employment.
- d. Upon Regional Council's approval of the preferred candidate, Council authorizes the Director, HR, to extend the approved terms of employment to the preferred candidate, in a form satisfactory to the Director Legal and Court Services, in consultation with any external legal counsel as required, ensuring all legal requirements are met.

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4. Recruitment Committee Membership

The membership structure of the CAO Recruitment Committee will be comprised of not more than five (5) members of Regional Council, including the Regional Chair, who will serve as Committee Chair. All members of the Recruitment Committee, including the Regional Chair, shall have the right to vote.

5. Privacy Considerations

The CAO Recruitment Committee will comply with all open meeting provisions. Information provided to the CAO Recruitment Committee, specifically pertaining to applicants for the position of the CAO, will be held in strict confidence and managed in accordance with the principles of protection of personal information as defined by the *Municipal Freedom of Information and Protection of Personal Privacy Act* (MFIPPA).

The CAO Recruitment Committee shall hold in strict confidence all confidential information concerning matters dealt with by the Committee, members of the Recruitment Committee, and any approved staff who support the recruitment process, will be required to execute a confidentiality agreement at the outset of the recruitment and selection process.

6. Attendance

A recruitment best practice is that all candidates are interviewed by a consistent interview panel, in support of a fair, transparent, and comprehensive recruitment process. It is mandatory that members of the CAO Recruitment Committee actively participate in all stages of the CAO recruitment process, with specific attention paid to attending all CAO candidate interviews, at any/all steps of the process, specifically as follows:

- (1) CAO Recruitment Committee member attendance at all candidate interview(s) is mandatory. A member of the Recruitment Committee who is absent for any candidate interview shall be deemed to have resigned from the committee and Regional Council will be notified.
- (2) A member of the CAO Recruitment Committee who is absent for two (2) non-interview meetings shall be deemed to have resigned from the committee and Regional Council will be notified.

Upon notification of a vacancy on the Committee as a result of the above, Council may consider the appointment of a new member to the Committee or not replacing the member, depending on the stage the recruitment process has reached. The aforementioned does not preclude Council from re-appointing the Committee member in question.

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7. Staff Support to Committee

The Director, HR, Director, Legal and Court Services, and the Regional Clerk, or their respective designates, will function in an advisory capacity to the CAO Recruitment Committee, and the selected ESF. Involvement of any staff not noted herein will require Recruitment Committee approval prior to being engaged to provide any support to the Committee or be in attendance at meetings. In any event, any staff engaged to support the Recruitment Committee shall hold in strict confidence all confidential information concerning matters dealt with by the Committee, including all such staff will be required to execute a confidentiality agreement prior to engaging in support of the Committee. The Director HR, and the Regional Clerk, or their respective designates, are required to attend all Recruitment Committee and Council meetings.

8. Financial Resources

The CAO Recruitment Committee will consult with the Director, HR, to secure the required financial resources to fulfill the direction of the committee to facilitate the CAO recruitment.

9. Frequency of Reporting

Regular, detailed written updates will be provided to Regional Council throughout the CAO recruitment and selection process up to and including particulars of preferred candidate(s) being presented to Regional Council. This will include participation of ESF representative, as defined in C-HR-026 Policy.

10. Termination of CAO Recruitment Committee

The CAO Recruitment Committee shall cease at the conclusion of a successful recruitment of a new CAO.

11. Meetings

Meetings shall be governed by Niagara Region's Procedural By-law as may be amended from time to time.

The following is intended to provide further clarity concerning the above Terms of Reference in support of the CAO recruitment process:

1. The Recruitment Committee will be orientated to By-laws, Policies, and Procedures relevant to the recruitment of a CAO. They will be educated on the roles, responsibilities and accountabilities of their role including confidentiality and ethics based expectations, along

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with executing a confidentiality agreement at the outset of the recruitment and selection process.

2. The Recruitment Committee, with the support of the Director HR and ESF, will engage in a thorough and comprehensive analysis of the position requirements of Senior Leader Competencies, skills, experience, knowledge and qualifications of the role. Due to the importance of this position, consultation with the Corporate Leadership Team, other relevant staff, and community stakeholders may be initiated and incorporated into the recruitment and selection process.
3. The recruitment methodology inclusive of any testing and/or evaluations will be determined by the Recruitment Committee through consultation with the ESF and Director HR, and will be aligned to Regional Policy. The position will be advertised both internally and externally.
4. In consultation with the Recruitment Committee and Director HR, the ESF will undertake CAO recruitment activities within the approved scope of work, which may include but not be limited to: posting the vacant position through appropriate channels, targeted recruitment, review of all applicant resumes and follow up to clarify applicant experience for short listing purposes, screen prospective candidates and develop a formal short list of candidates to be recommended to the Recruitment Committee, leadership assessment, reference checking, and preparation of a written summary of a specific number of candidates as agreed to with the Recruitment Committee for consideration for short listing.
5. The Recruitment Committee and the ESF will interview and assess selected candidates with the intent to identify preferred candidates.
6. Based on the results of interview(s), any testing, evaluation, or assessment, reference checking, etc., the Recruitment Committee will make a recommendation on preferred candidate(s) in a report to Regional Council for consideration.
7. The Director, HR will be responsible for the preparation of the Council approved terms of the offer of employment to the preferred candidate, including the responsibility to engage the Director Legal and Court Services, and any external Legal Counsel when preparing the offer of employment, and negotiation with the preferred candidate, if any. The Offer of Employment documentation will align to corporate practice and meet all legal requirements, including ensuring compensation is aligned to the Non-Union Compensation Policy and Salary Administration Procedures.
8. Any report to Council as noted above will include a detailed summary of the recruitment and selection process undertaken by the Recruitment Committee.

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Definitions

Regional Chair: Serves as Chair of the Recruitment Committee; ensures the requirements of C-HR-026 Policy is fulfilled. Includes establishing Council approved committee membership, working with Director HR and the ESF, enforcement of roles and responsibilities, provides regular detailed updates in writing to Council during the recruitment and selection process including particulars of preferred candidate(s), along with integrity and confidentiality requirements. Oversees hiring process through Recruitment Committee and ESF selection, to Council approval of preferred candidate offer of employment.

Recruitment Committee Member: Acts on behalf of members of Council in the recruitment and selection process. Engages in all procedural elements as outlined in C-HR-026-001 Procedure. Includes mandatory attendance at all meetings and interviews, engaging in the development of selection criteria and position profile development as required, collaborating with the Chair and ESF on providing regular detailed updates in writing to Council concerning the recruitment and selection process including particulars of preferred candidate(s). Requires alignment to all integrity and confidentiality requirements.

Director, Human Resources: Facilitates the recruitment process on behalf of the Regional Chair and Recruitment Committee. Serves as primary contact point for any ESF; provides guidance and advice to the Chair and Recruitment Committee members ensuring best practices and legal interests of the corporation are upheld, supports the Chair and Recruitment Committee in the preparation of regular detailed written update(s) to Council, leads the procurement of an ESF, facilitates Legal consultation and candidate offer of employment and/or offer letter creation, and any amendment to the employment contract; is required to attend all meetings with the Recruitment Committee and with Council, and any other meetings upon request of the Chair.

Executive Search Firm (ESF): An external firm or specialized consultant who works with the Chair and Recruitment Committee to confirm the CAO profile, position competencies, and search, selection and offer strategy. ESF accountabilities will align with the defined scope of work, which may include but not necessarily limited to – attraction, screening of prospective candidates, development of short list of candidates to be interviewed by the Committee, including they may support the interview, reference checking and offer of employment process as required. Required to attend meeting(s) of Council to provide detailed updates to members of Council concerning the recruitment and selection process, be prepared to present to Council on its processes to short list candidates, provide candid feedback on the recruitment process, provide observation(s) on any short listed candidates, along with responding to any inquiries made by members of Council.

Regional Clerk: Ensures required governance related supports and advice to ensure effective completion of the process and provides agenda and meeting management functions; is required

<i>Procedure Category</i>	<i>Name of Procedure</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, and Offer of Employment</i>

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to attend all meetings with the Recruitment Committee and with Council, and any other meetings upon request of the Chair.

Regional Council: Responsible for the hiring of the CAO and all associated approvals noted within this Policy and its Procedures. Attendance at any meeting of Council where matters pertaining to the CAO recruitment, selection, and offer of employment are being discussed.

Competencies: In addition to high character traits, are the attitudes and behaviours required at a high level of performance for an individual to be successful in a role.

Appendices

None

<i>Procedure Category</i>	<i>Name of Procedure</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, and Offer of Employment</i>

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Document Control

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

Approval History

Approver(s)	Approved Date	Effective Date
Regional Council	February 20, 2020	February 25, 2020

Revision History

Revision No.	Date	Summary of Change(s)	Changed by
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RECRUITMENT PROCESS CONFIDENTIALITY ACKNOWLEDGMENT

WHEREAS Niagara Region has commenced a recruitment process for the position of _____, which requires the involvement of _____ (the “Participant”);

AND WHEREAS, during the recruitment process the Participant may be exposed to Confidential Information, as defined below;

AND WHEREAS Niagara Region is committed to maintaining the confidentiality of such Confidential Information to protect individual privacy and preserve the fairness and integrity of the recruitment process;

NOW THEREFORE the Participant agrees as follows:

1. “Confidential Information” shall mean all information related to the recruitment process that is not generally ascertainable from public or published information, including, but not limited to, candidate information, employee information, job requirements, interview questions, information disclosed through the job interview process, and information relating to the business, operations, and assets of Niagara Region that it treats as confidential or proprietary, such as location and analysis data, environmental data, production data, personal (health) information, technology (including information technology), research, and strategies.

“Confidential Information” shall not include information which:

- (i) was already known to the Participant prior to the date of disclosure by Niagara Region as having been publicly available;
 - (ii) at the time of disclosure or thereafter becomes public knowledge through no fault or omission of the Participant; or
 - (iii) is required to be disclosed by law, or order of any court, administrative tribunal or governmental authority having jurisdiction over the Participant.
2. The Participant shall keep all Confidential Information in strict confidence, and shall not use or disclose, or permit the use or disclosure, of any Confidential Information other than for the purpose of facilitating the recruitment process as directed by Niagara Region.
3. The Participant shall not transfer any Confidential Information to, or store any Confidential Information in, any repository, electronic database, or network not authorized by Niagara Region for such a purpose without Niagara Region’s prior written permission.
4. The Participant acknowledges that all Confidential Information shall at all times be the property of Niagara Region, and, upon completion of the recruitment process or at such other

time as Niagara Region may request, the Participant shall promptly return to Niagara Region all hard copy Confidential Information, whether it be in the form of blueprints, documents, or otherwise, and any and all electronic copies of data such as blueprints or documents.

5. The Participant acknowledges that Niagara Region and/or individual candidates for employment or advancement could be irreparably injured by a breach of confidentiality.
6. The Participant has read, understands, and accepts the above terms.

DATED this _____ day of _____, _____.

Participant Signature: _____

Subject: Policy Update – Whistleblower Policy, Code of Ethics/Conflict of Interest Policy and Recruitment and Selection Policy

Report to: Corporate Services Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That the Whistleblower Policy (Appendix 1 to Report CLK 4-2020) **BE APPROVED**;
2. That the updated Policy C-A-007 Code of Ethics - Conflict of Interest (Appendix 2 to Report CLK 4-2020), **BE APPROVED**; and
3. That the updated Policy C-HR-010 Recruitment and Selection (formerly Employment and Staffing) (Appendix 3 to Report CLK 4-2020) **BE APPROVED**.

Key Facts

- The purpose of this report is to seek Council's approval of a Whistleblower Policy and to update the policies respecting Code of Ethics – Conflict of Interest and Employment and Staffing in accordance with the direction provided by the Ontario Ombudsman in his report "Inside Job".
- At its meeting held on December 12, 2019, Regional Council directed staff to prepare a draft whistleblower policy for Council consideration.
- Report CAO 17-2019 provided staff with direction to review and update policies respecting Code of Ethics – Conflict of Interest and Employment and Staffing.

Financial Considerations

There are no financial implications associated with this report.

Analysis

At its special meeting held on December 5, 2019, Regional Council approved Report CAO 17-2019 that directed staff to begin to undertake work associated with implementing the recommendations of Ontario Ombudsman Report "Inside Job". Recommendation 1 of the Ombudsman Report was as follows:

The Regional Municipality of Niagara should ensure it has an employee code of conduct or ethics that provides for the protection of confidential information.

The Code of Ethics – Conflict of Interest policy has been updated to include provisions related to disclosure of confidential or personal information. The provision provides that employees may not use or disclose confidential, privileged, or personal information belonging to or in the custody or control of the Region except as necessary to perform their duties in accordance with the Region's policies and procedures. Further, any release of information must be done in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act* and *Personal Health Information Protection Act* or as otherwise required by law.

Although not within the scope of any Recommendation arising from the Ombudsman Report, the policy was updated with enhanced clarification concerning employees of the Region shall not use their position within the Region to gain any particular personal, business, educational, financial or political advantage; this includes a prohibition that employees not use any Region property, assets, resources, tools, materials, staff, etc... for personal matters.

Recommendation 6 of the Ombudsman Report is as follows:

The Regional Municipality of Niagara should adopt a policy clarifying that employees should not engage in any behaviour that provides an unfair advantage to a candidate during a hiring process, including assisting candidates by providing inside information such as interview questions and suggested answers.

The Employee and Staffing Policy has been updated to include provisions related to favoritism and/or discrimination in any recruitment process. In addition, the policy includes that all persons involved in the recruitment and selection process shall keep confidential all related information, including a Confidentiality Acknowledgement or Commitment, where applicable, or as otherwise required by law.

The policy is applicable to Members of Council, staff, external vendors and anyone else approved to be part of the recruitment process. The policy provides that no one shall engage in any behavior that provides an unfair advantage to a candidate during a recruitment process to assist any candidates by providing inside information, such as but not necessarily limited to, interview questions and suggested answers, presentation materials, information about other candidates, or any information gathered in meetings, conversations, email or any other form of communication or discussion. These updates satisfy the concerns that the Ombudsman raised in his report "Inside Job".

At its meeting held on December 12, 2019, Council passed a resolution directing staff to prepare a draft whistleblower policy for consideration by the Corporate Services Committee and Council.

To create the policy, a scan of comparable policies from various municipalities was completed which provided an overview of best practices for inclusion in the policy. The final draft has been reviewed by Legal and Human Resources as well as the Corporate Leadership Team (CLT).

The draft Whistleblower Policy attached as Appendix 1 is a result of examining various policies that are currently in place in other municipalities and make sense to implement here at Niagara Region. Once the policy is approved, staff will begin work on implementing a procedure with respect to the policy.

Alternatives Reviewed

No alternatives were reviewed as the policy updates were a result of the recommendations of the Ombudsman Report. Direction was provided by Council to bring forward a Whistleblower Policy.

Relationship to Council Strategic Priorities

This report is based on the recommendations of the Ontario Ombudsman and at the direction of Council. The implementation of policies aligns with Council's Strategic Priority of Sustainable and Engaging Government.

Other Pertinent Reports

CAO 17-2019 Recommendations from the Ontario Ombudsman Report "Inside Job" November 2019

Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk

Prepared and Recommended by:

Franco Meffe
Director, Human Resources

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with D. Gibbs, Director, Legal and Court Services.

Appendices

Appendix 1	Draft Whistleblower Policy
Appendix 2	Updated Policy C-A-007 Code of Ethics - Conflict of Interest
Appendix 3	Updated Policy C-HR-010 Recruitment and Selection

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Whistleblower Policy

Policy Owner	Enter Department, Division, Job title
Approval Body	Council
Approval Date	
Effective Date	
Review by Date	Every two years

1. Policy

The Regional Municipality of Niagara ("Niagara Region") is committed to accountability, transparency, integrity and maintaining high ethical standards in the workplace.

To maintain an organizational culture that is ethical, transparent and accountable, it is important to provide a process for employees to report any allegations of wrongdoing, in good faith and without fear of reprisal.

This policy recognizes that it is in the public interest to maintain and enhance public confidence in Niagara Region and its employees, by providing for:

- the disclosure of wrongdoing with respect to the Region's operations;
- the protection from reprisals against employees for disclosing wrongdoings;
- appropriate investigation and disciplinary actions in response to disclosures of wrongdoings when made in good faith

All disclosures of wrongdoing will be investigated in accordance with the provisions set out in this policy.

Niagara Region will not tolerate reprisals against employees who report acts of wrongdoing in good faith and all employees have a duty to report any suspected acts of wrongdoing.

Any employee who knowingly reports a wrongdoing in bad faith, or who knowingly makes a false or misleading statement that is intended to mislead an investigation of wrongdoing, may be subject to legal action or disciplinary action, up to and including dismissal.

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Whistleblower Policy

1.1. Reporting Wrongdoing

- All employees who become aware or suspect that an act of wrongdoing has occurred will immediately notify their supervisor, manager, or director, as applicable and appropriate (see 1.4 Appropriate Authority chart).
 - Where a supervisor, manager is suspected of wrongdoing, reports should be directed to the Director or Commissioner
 - Where a Director or Commissioner is suspected of wrongdoing, reports should be directed to the CAO and or Regional Clerk
 - Where the Regional Clerk is suspected of wrongdoing, reports should be directed to the CAO
 - Where the CAO is suspected of wrongdoing, reports should be directed to the Regional Chair
- In the interests of facilitating a timely investigation, employees are encouraged to bring forward complaints at the earliest opportunity.
- When disclosing an allegation of wrongdoing, all employees must provide sufficient evidence to substantiate the allegation through the Whistleblower Complaint Form.
- If an employee is uncomfortable disclosing an act of alleged wrongdoing to the Appropriate Authority, they can notify an Appropriate Authority a level above (see 1.4 Appropriate Authority chart).
- All employees who report wrongdoing in good faith will be protected from reprisal.
- Any employee who reports a wrongdoing in bad faith, or who knowingly make a false or misleading statement that is intended to mislead an investigation of wrongdoing, may be subject to legal action or disciplinary action up to and including dismissal.
- Any allegation related to Respectful Workplace Conduct, Harassment, or Workplace Violence is to be in accordance with those policies.

1.2. Investigation

- All disclosures of alleged wrongdoing will be investigated by Niagara Region or an independent investigator, where appropriate.
- All disclosures of alleged wrongdoing will be investigated in an objective and thorough manner as expeditiously as possible with fair due process of all persons involved.
- Any individual against whom allegations are being made will be given a reasonable opportunity to respond to the allegations, as part of the investigation.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Whistleblower Policy</i>

- All employees, including the individual making the disclosure of wrongdoing and the individual who is the subject of the investigation, will be required to cooperate.
- No individual shall obstruct or interfere with the investigation.
- If alleged wrongdoing by an employee is substantiated through an investigation, the employee may be subject to disciplinary action up to and including dismissal.
- Upon conclusion of an investigation, recommendations may be made and implemented in order to minimize future risk.

1.3. Appropriate Authority

Respondent of Complaint	Parties Responsible to Receive the Complaint
Employee	Supervisor, Manager, Director
Supervisor or Manager	Director
Director	Commissioner or CAO
Commissioner	CAO or Regional Clerk
Regional Clerk	CAO
CAO	Regional Chair

1.4. Protection from Reprisal

- No person shall reprise against a Niagara Region employee acting in good faith for:
 - Reporting an incident of actual or suspected wrongdoing;
 - Seeking information or advice about making a disclosure;
 - Initiating or cooperating in any subsequent investigation;
 - Appearing as a witness, giving evidence, or participating in any proceeding relating to the wrongdoing;
 - Acting in compliance with this policy

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Whistleblower Policy</i>

- An employee informed of, or who becomes aware of a reprisal against another employee must notify their supervisor, manager, or director, as applicable and appropriate.
- Complaints of reprisal will be investigated and where allegations of reprisal are substantiated, any staff involved in the reprisal will be subject to appropriate disciplinary action, up to and including dismissal.

1.5. Confidentiality

- The name of a complainant and the circumstances related to the complaint will not be disclosed except where disclosure is necessary for the purposes of investigating the complaint or taking disciplinary measures. Every effort will be made to keep the identities, details of the incident and circumstances confidential; however, there cannot be a guarantee of anonymity in association with a complaint.
- All records of workplace wrongdoing including reports and subsequent investigations are considered confidential and will not be disclosed to anyone except to the extent required by law.
- All Niagara Region employees and officials aware of or participating in an investigation of wrongdoing shall treat all information received confidentially.
- It is recognized that in some cases absolute confidentiality cannot be guaranteed and disclosure may be required in order to properly assess and/or investigate any complaint. Any information obtained during any investigation will not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident, or is otherwise required by law.
- Individuals who improperly breach confidential information may be subject to legal action or disciplinary action up to and including dismissal.

2. Purpose

The purpose of this policy is to facilitate the disclosure of wrongdoing with respect to Niagara Region's operations, provide a mechanism where employees who disclose wrongdoings are protected from reprisal and where, under appropriate circumstances, investigations are undertaken in response to disclosures of wrongdoing.

3. Scope

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Whistleblower Policy</i>

This policy applies to all Niagara Region employees. Niagara Region prohibits wrongdoing and reprisals against employees who report wrongdoing. Disclosures of wrongdoing will be investigated in accordance with the provisions set out in this policy and any procedures.

Complaints about members of Regional Council are addressed through the process outlined in the Code of Conduct for Members of Council.

The provisions set out in the policy address those matters that are in the public interest and for which there are no established mechanisms for consideration and investigation. Nothing in this policy is intended to conflict with any existing reporting rights, mechanisms, or procedures established by any other policies of Niagara Region or by any collective agreement. This policy should be interpreted to be consistent with Niagara Region's policies regarding workplace violence and harassment, and with the Ontario *Human Rights Code*.

Individuals who do not comply with the provisions set out in this policy may be subject to legal action or disciplinary action up to and including dismissal.

3.1. Roles and Responsibilities

Employees:

- All employees who become aware or suspect that an act of wrongdoing has occurred will immediately notify their supervisor, manager, or director, as applicable and appropriate
- Follow the internal processes established in making allegations of wrongdoing in the workplace
- Respect the reputation of individuals by not making trivial or malicious allegations or by making disclosures in bad faith
- Report incident(s) of reprisal to the Appropriate Authority if they believe they have witnessed an act(s) of wrongdoing in their work environment
- Fully co-operate during the course of an investigation and will make all reasonable efforts to be available to assist with the investigation.

Supervisors, managers, directors, or persons in a position of authority (i.e. those directing work of others):

- Inform their employees of this policy

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Whistleblower Policy

- Reinforce the opportunity for all employees to report wrongdoing, unethical behaviour or illegal acts, including preventing any acts of retaliation against the whistleblower
- Promote ethical conduct and support ethical decision-making in their areas of responsibility
- Act promptly when information concerning an act of wrongdoing is brought to their attention
- Undertake investigations of alleged wrongdoing seriously and appropriately
- Report the results of investigations of alleged wrongdoing to the Appropriate Authority
- Be familiar with the types of wrongdoing that could occur within their area of responsibility and be proactive in taking steps to guard against such activities.
- Keep the information of a disclosure confidential and bring the matter to the immediate attention of Human Resources who may provide advice, consultation, and support under this policy
- Protect from reprisal the employees who disclose acts of wrongdoings in good faith
- Cooperate with any investigation and ensure that all relevant resources and information are made available

Chief Administrative Officer (CAO):

- Disseminate information on the policy, provide interpretation and related advice on the policy
- Ensure that a Whistleblower whose allegations of wrongdoing are made in good faith is protected from reprisal regardless of the outcome of the investigation process
- Ensure the following process:
 - a) Allegations received are reviewed
 - b) Allegations received are screened for legitimacy and potential investigation
 - c) Appropriate discipline is imposed when an allegation is substantiated
 - d) Adequate resources are made available to support all investigations
 - e) Advise Regional Council of any allegations that, if sustained, may involve significant imminent risk to the Region or may involve past, present or imminent criminal activity that would affect the Region

Regional Council:

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Whistleblower Policy

- Review allegations of wrongdoing made against the CAO and any applicable investigation reports
- Take disciplinary action against the CAO if the CAO is found to have committed acts of wrongdoing

4. Definitions

Allegation: means a complaint submitted under this Policy alleging serious wrongdoings on the part of any employee or alleging that any person has been a victim of retaliation for making a disclosure of wrongdoing.

Disclosure: means an oral or written allegation to an Appropriate Authority by an employee alleging an act of wrongdoing by another employee.

Good Faith: means an act which is done for a proper and honest purpose and is not done trivially, frivolously or for a vexatious purpose.

Misconduct: means intentionally wrongful, improper or unlawful conduct.

Whistleblower: means a person who makes an allegation of wrongdoing.

Wrongdoing: refers to serious actions that are contrary to the public interest, which may include, but is not limited to, the following:

- A contravention of a federal or provincial statute or regulation, or Niagara Region by-law, policy
- An act or omission that results or is likely to result in the misappropriation or misuse of Niagara Region funds or assets
- A contravention of Niagara Region's Code of Ethics / Conflict of Interest Policy for employees that results or is likely to result in unjust profit, advantage, payment or compensation to the employee
- An act or omission that creates or is likely to create a substantial and specific danger or harm to the life, health or safety of any person
- An act or omission that creates or is likely to create a substantial and specific danger or harm to the environment
- Taking reprisal against someone for disclosing wrongdoing or otherwise acting in compliance with this policy
- An abuse of authority
- Breach of public trust
- Directing or counselling someone to engage in wrongdoing

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Whistleblower Policy

Disciplinary Action: means any consequence imposed upon a person as a result of the determination under this policy that they have committed an act of wrongdoing, which may include, but is not limited to, the following:

- Educational training on ethical conduct
- Removal of an employee from any place where the employee represents Niagara Region, including any committee, board, or corporation;
- Removal from any position of responsibility at Niagara Region;
- Suspension of duties;
- Termination of employment with the Region;
- Termination of a contract;
- Legal action depending on the severity of the action
- Other acts of discipline as may be considered appropriate in the circumstances.
- Public or private apology

Reprisal: refers to any action or threat of action that is intended as retaliation for the good faith disclosure of actual or suspected wrongdoing, initiating or cooperating in an investigation into alleged wrongdoing, or otherwise acting in compliance with this policy, including but not limited to, the following:

- The dismissal, suspension, demotion, discipline, harassment or abuse of an employee;
- The denial of a benefit of employment to an employee;
- The intimidation, coercion or attempt to intimidate or coerce an employee.
- Any punitive measure that adversely affects the employment or working conditions of the employee
- Directing or counselling someone to commit a reprisal.
- Reprisal against an employee is any measure taken or threatened as a direct result of disclosing or being suspected of disclosing an allegation of wrongdoing, initiating or co-operating in an investigation into an alleged wrongdoing.

5. References and Related Documents.

5.1. Legislation, By-Laws and/or Directives

5.2. Procedures

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Whistleblower Policy</i>

6. Related Policies

C-A-007 Code of Ethics/Conflict of Interest

7. Document Control

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

Approval History

Approver(s)	Approved Date	Effective Date

Revision History

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

<i>Policy Category</i> <i>Administrative</i>	<i>Name of Policy</i> <i>Code of Ethics / Conflict of Interest</i>
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Policy Owner	Corporate Administration, Office of the Chief Administrative Officer
Approval Body	Regional Council
Approval Date	
Effective Date	
Review by Date	

1. Policy

The Niagara Region (Region) is committed to maintaining excellent ethical conduct and high integrity. Employees are expected to perform their duties in a manner that maintains public trust and confidence trust. Employees should avoid conflicts of interest and unethical behaviour.

2. Purpose

The purpose of this policy is to outline acceptable standards of behaviour and related responsibilities and procedures for Region employees.

This policy is intended as a guide to employees in their dealings on behalf of the Region, and to assist them in identifying and properly responding to potential conflicts of interest. This policy should be applied in conjunction with all applicable collective agreement and contractual provisions, legislative requirements, and/or professional standards, where applicable.

3. Scope

This policy applies to all union and non-union employees, including regular, temporary/contract, and/or paid student/co-op/intern staff with the Region. Employees are encouraged to direct any questions or concerns regarding the policy to their Manager, Director, Commissioner, or Chief Administrative Officer (CAO) (as appropriate).

Serious breaches of this policy must be reported in accordance with the Region's Whistleblower Policy and Procedure. Employees who report such breaches in good faith will be protected from reprisal in accordance with the terms of that policy.

<i>Policy Category</i>	<i>Name of Policy</i>
Administrative	Code of Ethics / Conflict of Interest

3.1. Roles and Responsibilities

3.1.1. Disclosure of Confidential or Personal Information

Employees may not use or disclose confidential, privileged, or personal information belonging to or in the custody or control of the Region except as necessary to perform their duties in accordance with the Region's policies and procedures, and in accordance with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act* and *Personal Health Information Protection Act* or as otherwise required by law. Where an employee is uncertain whether information may be used or disclosed, they are to seek guidance from their Manager, Director, Commissioner or CAO (as appropriate).

3.1.2. Professionalism and Adherence to Core Values

As ambassadors and representatives of the Region, employees are expected to conduct themselves professionally in all of their interactions with clients, community agencies, contractors, suppliers, and the public.

Employees should conduct themselves in a manner consistent with the Region's core values:

Respect: We treat everyone equitably with compassion, sensitivity, and respect.

Serve: We serve Niagara with pride, care, and excellence.

Honesty: We value honest, integrity, and trust.

Choice: We believe in social, environmental and economic choices that support our diverse community.

Partnerships: We foster collaboration and value partnerships.

3.1.3. Respect, Truth, Honesty and Integrity

1. Employees shall respect the values of truth, honesty and integrity in all Region matters, issues, and activities.
2. Employees shall not impose their personal, moral or religious standards on others, as every person is an individual with specific rights, values beliefs, and personality traits to be respected at all times.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Code of Ethics / Conflict of Interest</i>

3. Employees should respect the right to confidentiality and privacy of all clients, volunteers and employees and be aware of their responsibilities under relevant legislation, corporate and departmental policies, ethical standards, and, where appropriate, professional standards. No discussion regarding clients, volunteers or employees will be conducted other than with authorized persons in accordance with corporate and department policy.

3.1.4. Excellence

1. Employees shall act in the best interest of the community, in a responsible manner, and be held accountable for their actions.
2. Employees shall strive to achieve the highest standards of ethical conduct.
3. Employees shall be cognizant of their position within the Region and the trust and influence that may be afforded these positions by the public, including and not necessarily limited to clients, community agencies, etc. Employees shall ensure that they are performing their duties in a manner that does not violate trust relationships or abuses the power of their position.

3.1.5. Conflict of Interest

Employees shall not use their position within the Region to gain any particular interest, personal or family advantage or benefit in utilizing any service provided by the Region or in conducting any business on behalf of the Region.

1. Employees shall not be involved as an official of the Region in judging, inspecting or making a decision on any matter in which they have a personal or familial interest. Any employee involved in such a matter shall declare a conflict of interest as soon as such conflict is identified.
2. Employees of the Region shall not use their position within the Region to gain any particular personal, business, educational, financial or political advantage; this includes a prohibition that employees not use any Region property, assets, resources, tools, materials, staff, etc., for personal matters.

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Administrative</i>	<i>Code of Ethics / Conflict of Interest</i>

3. Employees of the Region who choose to become personally involved in any community board, agency, association or political body must clearly declare that such involvement is not as a representative of the Region. Employees who are requested / required to participate on a committee / board / association or political body as a representative of the Region shall identify themselves as such to the committee / board / association or political body.

3.1.6. Disclosure Process

1. If a potential or real conflict of interest exists because of an employee's personal or familial interests in a matter involving a service provided by the Region, a business dealing with the Region, or similar circumstances, the employee must notify in writing of the situation, detailing their conflict, to their Manager or Director or Commissioner or CAO (as appropriate). The Manager or Director or Commissioner or CAO (as appropriate) will then ensure that someone who is not personally involved in the situation makes the judgment, inspection, or decision using the same objective criteria that would be used for that situation if a non-employee client were using the particular service or involved in the business dealing.
2. If a potential or real conflict of interest exists because an employee is promoting a service or a product in an independent capacity but customers may perceive the employee as a representative of the Region, the employee will notify in writing of the situation to their Manager or Director or Commissioner or CAO (as appropriate). The employee will inform each customer that they are acting in an independent business capacity rather than as an employee or representative of the Region.
3. Whenever an employee considers that he or she could be involved or appear to be involved in a conflict of interest, the employee shall immediately disclose the situation in writing to the Director or Commissioner or CAO (as appropriate).

<i>Policy Category</i> <i>Administrative</i>	<i>Name of Policy</i> <i>Code of Ethics / Conflict of Interest</i>
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3.1.7. Acceptance of Gifts, Favours and Entertainment

Employees shall not seek or accept any gifts, entertainment, payments for services, valuable privileges, etc., or other favours from any external person or business organization except as provided below:

- i) acceptance of promotional items at a nominal dollar value;
- ii) attendance at social events where:
 - a. the event is attended by a broad range of the sponsoring organization's customers or professional association members and does not specifically cater to the Region;
 - b. there is no actual, potential or apparent conflict of interest, and;
 - c. permission to attend has been granted by the department Commissioner
- iii) charitable donations or fundraising for the benefit of the community; and;
- iv) sponsored community/professional events e.g. educational days.

Gifts that do not meet the criteria in (i) above (i.e. entertainment tickets / vouchers) that are given directly to Niagara Region employees for personal use should be returned to sender or redirected with the sender's approval to a charity or non-profit community association of their choice. Employees should communicate the sensitivity of public perception to these individuals. Suppliers should be informed of this policy.

Failure or refusal to adhere to the terms of this policy may result in discipline up to and including dismissal.

4. References and Related Documents

4.1. Legislation, By-Laws and/or Directives

4.2. Procedures

5. Related Policies

- Whistleblower C-xx-xxx

<i>Policy Category</i> <i>Administrative</i>	<i>Name of Policy</i> <i>Code of Ethics / Conflict of Interest</i>
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6. Document Control

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Approval History

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<i>Policy Category</i> <i>Human Resources</i>	<i>Name of Policy</i> <i>Recruitment and Selection</i>
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Policy Owner	Administration, Human Resources, Manager Organizational Development and Talent Acquisition
Approval Body	Regional Council
Approval Date	
Effective Date	
Review by Date	

1. Policy

Niagara Region is committed to the attraction, selection, and retention of a qualified and effective workforce that embraces the vision, values and culture of our organization in order to consistently deliver on operational objectives and the Council Business Plan. We believe in fair, objective, and transparent recruitment and selection practices. For employment and/or promotion opportunities, we seek out and select the best-qualified available candidates at the time of recruitment while promoting a culture of diversity and inclusion.

2. Purpose

The purpose of this policy and its corresponding procedures is to establish a consistent and equitable standard for the recruitment and selection practices at Niagara Region while ensuring equity in recruitment practices, clarity in roles and responsibilities, and promoting career development opportunities for our employees which support our internal succession planning practices.

3. Scope

This policy applies to all union and non-union employees as well as any person engaged in the recruitment function on behalf of Niagara Region. This policy is inclusive of all employee, student, co-op, intern, etc., roles at Niagara Region.

There are to be no acts of favoritism or discrimination in any recruitment process. Members of Council, staff, external vendors and anyone else approved to be part of the recruitment process shall not attempt to influence the hiring of any applicant in a manner that is inconsistent with this policy. This includes that no one shall engage in any behavior that provides an unfair advantage to a candidate during a recruitment process, to assist

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Human Resources</i>	<i>Recruitment and Selection</i>

any candidates by providing inside information, such as but not necessarily limited to, interview questions and suggested answers, presentation materials, information about other candidates, or any information gathered in meetings, conversations, email or any other form of communication or discussion.

Niagara Region is committed to protecting the confidentiality of all candidates seeking employment and advancement regardless of position.

Candidate information confidentially collected through the recruitment and selection process will be restricted to those persons who on behalf of Niagara Region require such information in order to assess those best qualified in each instance and those who administer the recruitment and selection process. All persons involved in the recruitment and selection process shall keep confidential all related information, including in accordance with each person's Confidentiality Acknowledgement or Commitment, where applicable, and shall not release or divulge any information except where required by law or by administration of Niagara Region duties in accordance with this policy and its corresponding procedures.

3.1. Roles and Responsibilities

- a. **Human Resources:** Facilitates the Recruitment and Selection process; serving in a consulting and advisory capacity to Management to ensure effective and efficient hiring/advance of staff and candidates for employment. This includes ensuring, through providing any advice and consultation, including any ancillary recruitment and assessment tools to support the administration of policy and procedure, that a fair and open competition is maintained, particularly with respect to ensuring equal opportunity and adherence to collective agreement, where applicable, and related employment law requirements.
- b. **Hiring Manager:** Accountable for final candidate selection and hiring decisions, except where formal Regional Council approval and/or other regulatory body endorsement or approval is required (e.g. as may be required under the *Municipal Act* or *Health Promotion and Protection Act*). Engages in all policy requirements and procedural elements as outlined in respective procedures. Enforces procedural and policy requirements including confidentiality. Attendance either self or designate at all selection activities, participation in attraction and selection consultations, and engaging in onboarding activities for selected candidate. Consultation with Human Resources on all relevant policy and procedures as required, including the engagement of any

<i>Policy Category</i>	<i>Name of Policy</i>
<i>Human Resources</i>	<i>Recruitment and Selection</i>

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external vendors who may be acquired to support the recruitment and selection process.

- c. Selection Panel Participant: Engages in all procedural elements either self or designate at all selection activities; participation in attraction and selection consultations as required. Understands and adheres to policy and procedural requirements including confidentiality.
- d. Candidate: Fully completes the application process, including accurate representation of their qualifications, experience, skill, and ability. Engages in selection activities through attendance at interviews either in person or by phone/Skype, including completion of any assessment/testing requirements, as well as onboarding activities as a successful applicant. Engages in all policy requirements and procedural elements as outlined in respective procedures, including adherence to confidentiality requirements.

Failure or refusal to adhere to the terms of this policy may result in discipline up to and including dismissal.

4. References and Related Documents.

List related legislation, directives, By-laws and associated procedures

4.1. Legislation, By-Laws and/or Directives

- Employment Standards Act, 2000
- The Ontario Human Rights Code
- Municipal Act, 2001
- Health Protection and Promotion Act, 1990

5. Related Policies

- C-HR-001 Non-Union Compensation Policy
- C-HR-006 Criminal Records Check
- C-HR-011 Extra Professional Services
- C-HR-013 Job Sharing
- C-HR-015 Re-Employment of Former Employees
- C-HR-017 Secondment Policy
- C-HR-020 Temporary Staffing
- C-HR-026 Chief Administrative Officer – Recruitment, Selection, Offer of Employment, and Performance Management

6. Document Control

<i>Policy Category</i> <i>Human Resources</i>	<i>Name of Policy</i> <i>Recruitment and Selection</i>
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Approval History

Approver(s)	Approved Date	Effective Date

Revision History

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

Subject: Request to Write-off Outstanding Amount over \$25,000**Report to:** Corporate Services Committee**Report date:** Wednesday, March 11, 2020

Recommendations

That the write-off of uncollectible accounts receivable totalling \$100,348.58 **BE APPROVED.**

Key Facts

- The purpose of this report is to authorize the write-off of two Long-Term Care facility residents' accommodation fee accounts totalling \$100,348.58.
- The Office of the Public Guardian and Trustee began managing Resident A's finances in September 2017 for current and future charges; however, no payment has been made for the arrears amount of \$29,730.23 accumulated over the period of December 2015 to August 2017.
- Resident B's power of attorney made sporadic payments over the period of July 2011 to February 2020; however, the amounts paid did not cover the monthly accommodation fee charges and as such arrears accumulated in the amount of \$70,618.35.
- Resident A passed away in November 2019, Resident B passed away in February 2020, and in both cases all collection efforts have been exhausted.
- Write-offs in excess of \$25,000 require Regional Council approval, as per C-F-001 (C3-A01) Accounts Receivable policy

Financial Considerations

The financial implication to the 2020 fiscal year related to this write-off is \$6,860.50. Resident A's arrears amount of \$29,730.23 was fully provisioned to the Region's allowance for doubtful accounts between 2018 and 2019. Resident B's arrears amount of \$70,618.35 was provided for in the amount of \$63,757.85 in 2019 and prior; the remaining \$6,860.50 is related to current outstanding accommodation charges.

Analysis

This report is being brought forward in accordance with C-F-001 (formerly C3-A01) Accounts Receivable policy approved by Regional Council. This policy sets the following authorization levels for account write-offs:

- Write-offs not exceeding \$10,000 are authorized by the Manager Accounting Services;
- Write-offs exceeding \$10,000 and not exceeding \$25,000 are authorized by the Deputy Treasurer / Treasurer; and
- Write-offs exceeding \$25,000 require Council approval.

Resident A

During the period of December 2015 to August 2017, this resident of one of the Region's Long-Term Care facilities accumulated accommodation fee account arrears totalling \$29,730.23. In September 2017, the Office of the Public Guardian and Trustee (OPGT) began managing the resident's finances. The OPGT operates within the Victims and Vulnerable Persons Division of the Ministry of the Attorney General and delivers a range of services that safeguard the legal, personal, and financial interests of certain private individuals.

The mandate of OPGT covers charges at the time it takes over a file. As such, OPGT paid for all current and ongoing charges for this resident from September 2017 until the date when the resident passed away in November 2019. Collection efforts made by accounts receivable and facility staff since 2015 were unsuccessful, and with the resident's passing, OPGT has identified that there is no opportunity to recover funds from the estate. As such, all collection efforts have been exhausted.

Resident B

During the period of July 2011 to February 2020, this resident of one of the Region's Long-Term Care facilities accumulated accommodation fee account arrears totalling \$70,618.35. Collection efforts on this resident's account have been ongoing since 2012. Throughout this period, staff from the facility, accounts receivable, and legal have been involved in varying capacities attempting to find a solution to the ongoing shorted and missed payments.

In 2015, staff discussed if a capacity assessment could be ordered for the resident. Typically that avenue is pursued when a resident has no power of attorney (POA) in order to allow OPGT to take over the resident's finances. In this case, the resident had a POA but the individual was unwilling to resign. OPGT was contacted and would not proceed until police were involved. As such, Niagara Regional Police were engaged to investigate suspected financial abuse on the part of the resident's POA; however, the police concluded that there was no evidence of criminal action on the part of the POA. With no criminal findings, OPGT would not take over the resident's finances.

The POA continued to indicate to staff that all funds as provided to the resident by the government were paid toward the account. Facility staff informed the POA that if a Canada Revenue Agency Notice of Assessment was provided to show the resident's

income then the facility could apply for a rate reduction to match. However, the POA refused. The resident was eventually moved to another room with a lesser rate in order to reduce the rate of debt increase. The resident passed away in February 2020 and given the history on the account, legal has advised there are no further opportunities to pursue collection from the estate.

Alternatives Reviewed

Council may choose to not approve this write-off; however, as there are no further opportunities to pursue collection and the amounts have been nearly fully provisioned as of 2019, there is no additional recourse.

Relationship to Council Strategic Priorities

N/A

Other Pertinent Reports

N/A

Prepared by:

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Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner, Corporate Services,
Treasurer
Corporate Services

Submitted by:

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

This report was prepared in consultation with Jenna Gazzellone, Senior Accounts Receivable Clerk, Christine Conron, Senior Accounts Receivable Clerk, and Renee Muzzell, Manager Accounting Services, and reviewed by Helen Chamberlain, Director, Financial Management and Planning, Deputy Treasurer.

Appendices

N/A

Subject: Proposed Procurement Process for Insurance and Risk Management Services RFP

Report to: Corporate Services Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That staff **BE AUTHORIZED** to commence the procurement process for the acquisition of insurance and risk management services utilizing a Request for Proposal (“RFP”) process which employs the same methodology/wording as was issued in 2017, with the exception of engaging the services of a Fairness Advisor Commissioner;
2. That staff **BE AUTHORIZED** to procure the services of a Subject Matter Expert to assist with the RFP process and to provide an objective coverage compliance analysis report for evaluators; and
3. That staff **BE AUTHORIZED** to procure insurance and risk management services for a three year contract period with an option in favour of Niagara Region to extend the contract on the same terms and conditions for an additional term of up to two years.

Key Facts

- The purpose of this report is to seek Council approval of the overall procurement process for a new insurance and risk management services contract which would commence on November 1, 2020.
- The procurement of insurance and risk management services includes Niagara Region as named insured as well as Niagara Regional Police Service and Niagara Regional Housing.
- In 2017 at the direction of Council, Staff engaged both a Fairness Advisor Commissioner and Subject Matter Expert to assist in the facilitation of a procurement process for the insurance and risk management services. This resulted in a two year contract with Jardine Lloyd Thompson Canada Inc. (“JLT”) with an option in favour of Niagara Region to extend the contract on the same terms and conditions for an additional term of up to one year.
- On November 1, 2019, in accordance with Council approval (pursuant to CSD 28-2019), Staff exercised the option to extend the insurance and risk management services contract with JLT for one year. Staff also informed Council of the intention to go out to market for Niagara Region’s insurance and risk management services given the contract with JLT expires on November 1, 2020.

- At the direction of Council, a Fairness Advisor Commissioner oversaw the entire 2017 procurement process from RFP preparation through to award (which included scoring methodology, evaluation and ranking) and attested to the fact that the appropriate procurement practices were used throughout.
- Based on the November 18, 2019 memo from the Director of Procurement and Strategic Acquisitions to the Procurement Advisory Committee, this procurement does not necessitate the services of Fairness Advisor Commissioner. The memo specified that services of a Fairness Advisor Commissioner are required for certain types of procurement, some of which include:
 - Complex and/or high profile and/or high value projects;
 - New/innovative procurement process
 - When public interest demands a higher than normal level of objective scrutiny
- This type of procurement is not overly complex, is valued at less than \$1M, is not a new or innovative procurement process and there is no public interest demanding a higher than normal level of objective scrutiny. In addition, Staff propose an RFP process that employs the same methodology/wording as in the 2017 RFP. Accordingly Staff does not propose to procure the services of a Fairness Advisor Commissioner for the 2020 RFP.
- Staff proposes to procure the services of a Subject Matter Expert to assist with any recommended updates to the RFP and to provide an objective coverage compliance analysis report for evaluators.
- To achieve greater value and financial certainty for Niagara Region (and in keeping with best practices of other municipalities), Staff proposes a longer term contract commitment for the new RFP (three year contract plus the option in favour of Niagara Region to extend on the same terms and conditions for up to two years).

Financial Considerations

The approved budget for 2020 of \$904,100 was prepared to accommodate the impact of a change in insurers as of November 1, 2020. Staff note the current municipal insurance market does present some financial uncertainty.

There are a number of factors affecting the current condition of the municipal insurance market, some of which are as follows:

- in light of the growing number and severity of claims (including medical malpractice claims and other municipal liability claims), municipal insurers are dealing with these losses through corrective pricing, and accounts with good loss histories are seeing increases; and
- a number of municipal insurers are exiting the market while others have been purchased through acquisition (JLT acquired by Marsh and Frank Cowan Company Limited acquired by Intact);

- some insurers are restricting capacity and are unable to take on new business (which is limiting the number of available insurers to bid on municipal business).

It is difficult at this time to accurately predict the impact the hardening market on the insurance industry will have on the 2021 budget which is forecast at \$994,510. Staff have been informed by various sources, including our current insurance incumbent JLT, that municipalities should not expect any decreases in premiums but rather significant increases over the next several years.

As noted in Report CSC-C 17-2019 – Insurance Program Renewal 2019-2020 Update, Staff identified a potential unforeseen budget pressure of approximately \$50,000 for the 2020 budget due to a policy change in the November 1, 2019 renewal. Staff will attempt to mitigate this pressure as well as any consequences of the hardening market to the extent possible within the existing 2020 levy operating budget.

Analysis

Staff was authorized under CSD 28-2019 to exercise the option to extend the insurance and risk management services contract with JLT for the November 1, 2019 to November 1, 2020 policy renewal term. On October 31, 2019 insurance coverage was bound with JLT for the final policy renewal term.

As a part of CSD 28-2019, Staff also indicated the intention to bring a report to Council in the Spring of 2020 to seek instructions and direction with respect to the new competitive procurement process and to go out to market in early Summer 2020. The procurement of insurance and risk management services will include Niagara Region as named insured as well as Niagara Regional Police Service and Niagara Regional Housing.

For the upcoming 2020 RFP, it is Staff's recommendation to commence procurement process for the acquisition of insurance and risk management services utilizing an RFP process which employs the same methodology/wording as was issued in 2017, with the exception of engaging the services of a Fairness Advisor Commissioner.

In a September 14, 2017 report (attached as Appendix 1 to CSD 56-2017), the Fairness Advisor Commissioner reported and attested to the fact that the appropriate procurement practices were used throughout the 2017 RFP process and that care was taken in managing risks involved in providing the necessary structure for an open, fair and competitive process. However, Council should be aware that Committee and Council chose not to accept Staff's recommendation which resulted from the above noted RFP process and awarded to a different vendor.

The 2020 RFP will incorporate the same scoring methodology, evaluation and ranking as previously vetted through the Fairness Advisor Commissioner in 2017 (attached as **Appendix 1** is the Proposed Scoring Methodology, Evaluation and Ranking).

In the November 18, 2019 memo to the Procurement Advisory Committee, Director of Procurement and Strategic Acquisitions identified certain types of procurement that require the services of a Fairness Advisor Commissioner including the following:

- Complex and/or high profile and/or high value projects;
- New/innovative procurement process
- When public interest demands a higher than normal level of objective scrutiny.

Upon review by Staff, this type of procurement does not meet the above criteria to engage the services of a Fairness Advisor Commissioner for the following reasons:

- it is not overly complex and is valued at less than \$1M
- it is not a new or innovative procurement process; and
- there is no public interest demanding a higher than normal level of objective scrutiny.

In light of the above, Staff does not propose to retain the services of a Fairness Advisor Commissioner for the 2020 RFP.

Staff will consider updates to the RFP based on industry trends and best practices as well as information gathered through discussions with other municipalities that have recently undertaken procurement processes for insurance and risk management services.

Similar to the process followed in 2017, Staff proposes to procure the services of a Subject Matter Expert to assist with any recommended updates to the RFP and to provide an objective coverage compliance analysis report for evaluators. These services can be procured by way of an Informal Quotation process (purchases greater than \$10,000 and not exceeding \$25,000 excluding taxes pursuant to section 13 of the Procurement By-law).

In keeping with best practices of other municipalities and to achieve greater value and financial certainty for Niagara Region, Staff recommends a longer term contract commitment for the new RFP (three year contract plus the option in favour of Niagara Region to extend on the same terms and conditions for up to two years). A significant amount of Staff resources are dedicated to an RFP process. A longer contract period would help offset these and other costs (both internal and external) and provide greater financial certainty for the Region given changing market conditions. In addition, a longer commitment will allow Staff the opportunity to engage the insurers in longer term

risk management initiatives (such as developing an enterprise risk management plan) and allow the insurer a chance to gain a better understanding of aspects of our operations that are unique to our municipality in order to provide value added services/targeted risk management advice.

Staff prepared a high level procurement timeline necessary to complete the RFP in advance of the November 1, 2020 insurance expiry date. Staff plans to bring a recommendation report to Council for approval by the September 9 Corporate Services Committee meeting and the September 17 Council meeting (attached as **Appendix 2** is the Proposed Procurement Timeline to complete the procurement process).

Alternatives Reviewed

N/A - The existing contract with JLT does not provide further options to extend, therefore, a new competitive process is required.

Relationship to Council Strategic Priorities

The procurement of Niagara Region's insurance program is consistent with Regional Council's strategic priority focus of a Sustainable and Engaging Government.

Other Pertinent Reports

- CSC-C 17-2019 – December 4, 2019 - Insurance Program Renewal 2019-2020 Update
- PAC-C 4-2019 - November 18, 2019 Response to Councillor Information Requests (PAC)
- CSD 28-2019 – April 17, 2019 - Insurance and Risk Management Services Contract Extension for November 1, 2019 – November 1, 2020
- CSD 56-2017- September 27, 2017 - Results from Insurance RFP

Prepared by:
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Risk Management Program Manager
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Recommended by:
Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:
Ron Tripp, P.Eng.
Acting, Chief Administrative Officer

This report was prepared in consultation with Donna Gibbs, Director Legal and Court Services, and reviewed by Bart Menage, Director Procurement & Strategic Acquisitions.

Appendices

Appendix 1	Proposed Scoring Methodology, Evaluation and Ranking	7 - 8
Appendix 2	Proposed Procurement Timeline	9

Proposed Scoring Methodology, Evaluation and Ranking

Stages of Proposal Evaluation

Niagara Region will conduct the evaluation and ranking process in accordance with the stages set out below.

Stage 1 – Mandatory Requirements

Stage 1 will consist of a review to determine which proposals comply with all of the mandatory requirements. Proposals that do not comply with all the mandatory requirements as of the Submission Deadline will, subject to the express and implied rights of Niagara Region, be disqualified and not evaluated further.

Stage 2 – Rated Criteria

Niagara Region Evaluation Team will evaluate each compliant proposal as set out in Sections 1, 2 and 3 of Rated Criteria (explained below).

Stage 3 – Presentation and Interview – Section 4 of Rated Criteria

All proponents that pass Stage 1 will be invited to present and interview with the Evaluation Committee. Each Proponent will be provided with the same prescribed questions.

Stage 4 – Ranking and Selection of Top-Ranked Proponent

After completion of Stages 2 and 3, Procurement will complete the mathematical calculations and final ranking of the proponents in accordance with the evaluation and ranking method described in the RFP.

The following is a summary of the rated criteria and weightings for the evaluation of proposals.

CRITERIA	Weighting %	Points	Weighted Score
The Regional Municipality of Niagara – Insurance Services Scoring			
Section 1 - Proponent/Qualifications Experience Financial Service for Transition of Policy	10%		
Section 2 - Services and Support (20%) Risk Management Services	5%		
Claims Management Services	15%		
Section 3 - Coverage/Product	30%		
Section 4 - Presentation and Interview	5%		
Section 5 - Total Program Cost (35%)			
Option #1 (NR/NRP)	15%		
Option #3 (NR, NRP + NRH)	20%		
TOTAL	100%		

Scoring Category	Description	Numeric Score Points
Fail	Requirement is not met or is not acceptable.	0
Poor	Minimally addresses the component, but one or more major considerations of the component are not addressed.	1 - 3
Fair	The response addresses some aspects of the component, but minor considerations may not be addressed.	4 - 6
Good	The response addresses the component and provides a reasonably good quality solution.	7
Very Good	There is a high degree of confidence in the proponent's response as a proposed solution to address the component.	8 - 9
Exceptional	The proposed solution goes above and beyond the requirements as well as provides a high degree of confidence in its effectiveness.	10

Proposed Procurement Timeline

RFP Post by:	June 11, 2020
Deadline for Questions:	June 30, 2020
Deadline for Issuing Addenda:	July 2, 2020
RFP Submissions by:	July 10, 2020
Evaluation Process:	July 13 to 30, 2020
Report to CSC/Council:	September 9 CSC/September 17 Council

Following Council approval of CSD 16-2020 – Proposed Procurement Strategy for Insurance and Risk Management Services RFP, certain steps are required by Staff prior to the posting of the RFP, some of which are as follows:

- Prepare Informal Quotation to retain subject matter expert (Consultant), post quotation, evaluate submissions and award - **to be commenced by April 20 and completed by May 20, 2020;**
- Underwriting data (such as property schedules, fleet schedules, driver lists, loss history, etc) needs to be requested and collected from various Niagara Region divisions (as well as NRPS and NRH) - **to be commenced by April 20 and completed by May 25, 2020**
- Staff to review and finalize all schedules and data to be included in the RFP- **to be completed by June 2, 2020**
- Staff to draft RFP – **to be commenced by April 20 and completed by May 22, 2020**
- Kick Off Meeting with Consultant – **May 22, 2020**
- Draft RFP to be reviewed by Procurement/Consultant – **review to be completed by May 29 and any revisions by June 10, 2020**

Subject: CRTC Broadband Fund**Report to:** Corporate Services Committee**Report date:** Wednesday, March 11, 2020

Recommendations

That staff **BE AUTHORIZED** to redirect funding previously committed to the application of Connect to Innovate (CTI) program to fund an application to the federal CRTC Broadband Fund, not to exceed a contribution of \$400,000.

Key Facts

- Improving digital infrastructure (broadband internet) within Niagara region is one of the strategic initiatives identified by Regional Council.
- On November 13, 2019, the Government of Canada's Canadian Radio-television Telecommunications Commission (CRTC) announced a second call for applications to the "Broadband Fund" with additional geographic areas not included in the first call announced in June 3, 2019. This program aims to assist in (i) funding continuing access to the basic telecommunications services that form part of the universal service objective, and (ii) closing the gaps in connectivity across Canada. \$750M is allocated to this fund throughout Canada with \$100M to be spent in 2020
- In eligible geographic areas, projects to build or upgrade fixed access infrastructure, transport infrastructure, mobile wireless infrastructure, or any combination of these, will be eligible.
- Niagara Regional Broadband Network (NRBN) intend to submit an application to the program and have approached Niagara Region, as well as other municipalities in Niagara, seeking support. According the evaluation criteria, the more supplemental funding from other sources (Region, Municipalities, Private) the higher a project is rated.
- NRBN's application is to build \$4,000,000 of infrastructure in eligible areas in Niagara and they are seeking \$400,000 in funding from Niagara Region.
- Deadline for funding applications is March 27, 2020.

Financial Considerations

On February 9, 2017, Regional Council approved participating with local telecom provider Niagara Regional Broadband Network in submitting an application to the Connect to Innovate (CTI) program to bring broadband to underserved communities (report CSD19-2017). Council had committed up to \$1.4 million to deliver up to \$10 million in broadband infrastructure. Unfortunately, on February 3, 2020, we were notified by NRBN that the application was not approved.

	2018	2019	2020	2021
CTI Application Commitment	\$200,000	\$400,000	\$400,000	\$400,000

NRBN's proposal is to build approximately \$4 million in new broadband infrastructure in eligible areas (See appendix A for more details) and have requested a financial contribution of \$400,000 (approx. 10%) in support of their application.

A portion of the funds (\$400,000) that were initially committed to the CTI application would be repurposed to support this new application for funding. These costs would only be incurred if the application to the CRTC Broadband Fund was approved.

If a partial component of the CRTC Broadband Fund application is approved Niagara Region's contribution costs would drop accordingly.

Analysis

Broadband providers will typically only invest where there is an economic benefit to their organization's shareholders. This has resulted in significant gaps in broadband availability outside of well populated areas; a trend that will only continue to increase the digital divide without concentrated efforts by various levels government. The following is a quote from the Government of Canada Press Release on the program:

"All Canadians should be able to participate in the digital economy. We are now accepting additional funding applications to improve access to broadband Internet and mobile wireless services in all underserved regions of Canada. Prospective applicants are encouraged to work with partners and to submit high-quality projects that will make a real difference in the lives of Canadians no matter where they live." Ian Scott, Chairperson and CEO, CRTC

In addition to the Region's current commitment to SWIFT, the CRTC Broadband Fund opportunity will help accelerate the deployment of broadband throughout the region.

While the CRTC Broadband Fund is complimentary to the SWIFT initiative, it differs in the way the funds are allocated. SWIFT has a wide range of stakeholders (15 rural

municipalities in southwestern Ontario, as well as the Town of Caledon, City of Orillia, and Niagara Region) who are sharing in SWIFT funds whereas the CRTC Broadband Fund would be specific to projects in Niagara region.

The proposal being brought forward by NRBN targets eligible areas in Welland, Port Colborne, Fort Erie and Niagara Falls (See appendix A for more details).

Alternatives Reviewed

The Region could pursue the funding opportunity directly however the program requires that applicants have at least three years' experience deploying and operating broadband infrastructure in Canada. The Region would not meet this requirement.

The Region could competitively seek a partner to build, own and manage the network through an RFP process. The timeline from the announcement of the CRTC Broadband Fund program to the application deadline did not allow adequate time to develop and issue an RFP, meet with respondents, score the responses, select an appropriate vendor, negotiate contracts then develop the CRTC Broadband Fund application proposal.

The Region could choose not to pursue this funding opportunity. This could result in funding being directed to competitor regions outside of Niagara.

Relationship to Council Strategic Priorities

Expanding broadband infrastructure and capacity for residents and businesses in rural areas has been identified as a key initiative under Council's Strategic Priority of "Supporting Businesses and Economic Growth".

Other Pertinent Reports

- CAO 18-2015
- CAO 13-2016
- CSC SWIFT - Niagara Region Presentation November 9 2016
- CSD19-2017
- GM 02-2018

Prepared by:

Stuart Hendrie, MBA, PMP
Chief Information Officer
IT Solutions

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

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

Appendices

Appendix 1 NRBN Application Proposal



Niagara Regional Broadband Network
Better Internet is Here!

January 21, 2020

Niagara Region
Stuart Hendrie Chief Information Officer
Regional Municipality of Niagara
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T6

Re: CRTC Broadband Fund Hybrid Fibre Optic/Fixed Wireless Proposal from NRBN

Dear Mr. Hendrie:

Please find attached proposal for your consideration. We very much appreciate Niagara Region's willingness to consider this important project to provide rural residents and small businesses in underserved and unserved areas of Welland, Port Colborne, Fort Erie and Niagara Falls. NRBN has been providing residential service to residents of Niagara using fixed wireless and more recently Fibre-to-the-Home (FTTH) services which means this proposal will enable NRBN to expand those services to areas that we do not currently provide coverage. Thank you for your support.

Warm regards,

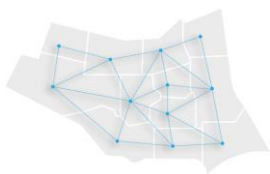
Geoff Heinen

President

Address: 4343 Morrison St. Niagara Falls, ON L2E 6Z9
Tel: 1-877-331-6726
Email: info@nrbn.ca
Web: www.nrbn.ca



1 NRBN'S REGIONAL STRATEGY TO FILL BROADBAND GAPS



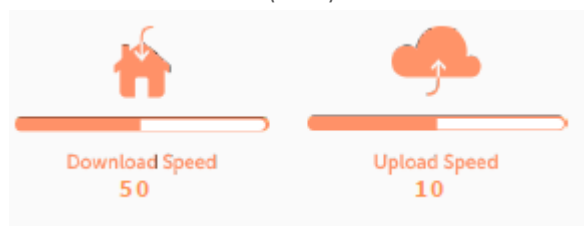
NRBN is municipally-owned and operated by Niagara Falls and Niagara on the Lake. NRBN has been in business for nearly 20-years supporting the community with our ultra-reliable high-capacity fibre optic connectivity to public sector and large commercial enterprises. NRBN has an extensive fibre-optic network throughout Niagara with over 700 route kilometers of fibre cable. We deliver critical connectivity on behalf of national carriers which has led to more competition, better service and lower rates for our customers.

NRBN now plans to bring this successful business model to bear on providing broadband Internet connectivity and other IP services to residents throughout the region, most particularly to unserved and underserved rural areas. In 2019 NRBN launched a pilot Fibre-to-the-Home (FTTH) project delivering residential service as well as launching rural residential fixed wireless broadband services from 4 tower locations in the Niagara region. Our residential service offering continues to grow in 2020 and this Broadband Fund proposal will enable NRBN to expand ubiquitous broadband coverage out to the rural areas of the region where these projects would not normally be viable.

2 CRTC BROADBAND FUND SUMMARY

NRBN believes that every resident in Niagara deserves reliable access to the Internet. Currently, for many rural residents and businesses, FTTH and highspeed fixed wireless Internet connectivity is not available. Therefore, the funding from the CRTC Broadband Fund will play an important role in bridging the digital divide, so that these rural residents and businesses may better contribute to and benefit from our regional economy and society.

Consequently, NRBN is currently submitting a funding application to the [Canadian Radio-television and Telecommunications Commission \(CRTC\) Broadband Fund](#). NRBN plans to provide under-served communities with affordable, scalable and reliable Fibre-to-the-Premise (FTTP) and fixed wireless services to meet and exceed the 50/10 Mbps universal service objective established by the CRTC for this funding program. NRBN will continue to make investments throughout the Region to serve the needs of rural residents and businesses beyond the funding program.



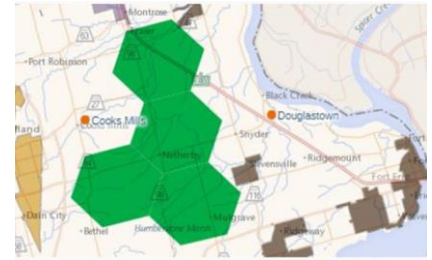
Broadband Fund eligible projects include: transport, access, and mobile wireless infrastructure. The funding application is due to the CRTC by March 27, 2020. Some \$750M has been allocated to this fund, throughout Canada, \$100M is to be spent in 2020. About \$1.7 billion over 13 years has been set aside in 2019 Federal budget for broadband so there will be future funding opportunities.



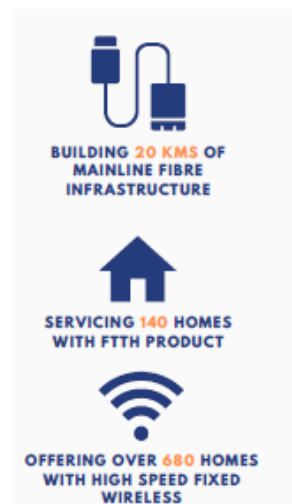
The more supplemental funding from other sources (Region, Municipalities, Private) the higher a project is rated by the fund reviewers. CRTC is looking for efficient use of funds and lower cost per home subsidies. Residential Internet monthly recurring charges to subscribers must be comparable to urban areas (in this case St. Catharines), for 5 years, with additional plans for low-income families according the Broadband Fund Application Guide.

3 CRTC BROADBAND FUND COVERAGE AREAS

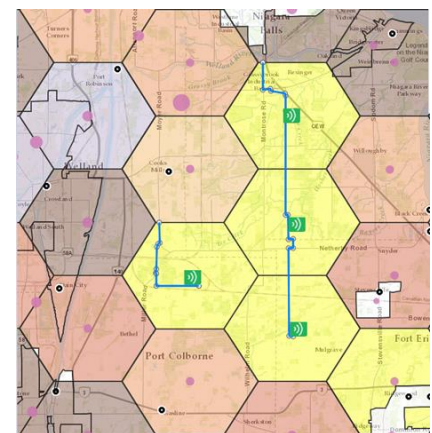
Each Broadband Fund hexagon represents 25 sq. kilometers of inhabited area which are currently without fixed wireline or wireless broadband access that meets the CRTC universal service objective of 50/10 Mbps. Orange dots represent communities that require high-capacity transport. Hexagons identified by the CRTC and selected by NRBN for this application cover the rural areas of Welland, Port Colborne, Fort Erie and Niagara Falls.



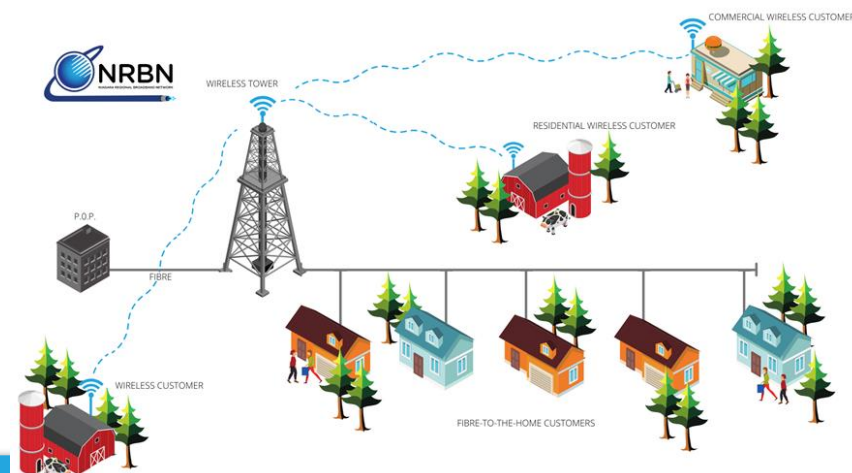
4 FTTH/WIRELESS SOLUTION FOR COVERAGE AREAS



If the funding application is successful, NRBN's initial hybrid Fibre-to-the-Home (FTTH)/Wireless solution will begin in the Cooks Mills area with NRBN offering 4 fixed high-speed wireless towers and construction of FTTH. Over 20 Km of mainline FTTH infrastructure will be built that feeds homes passed on the route as well as every tower.



Service to homes passed will be ~140, with FTTH. All remaining dwellings, ~680, will be serviced by reliable high-speed wireless access. Total coverage of ~820 dwellings throughout all 4 hexagon, which are all the dwellings in the hexes, thereby providing ubiquitous coverage.





5 FTTH/WIRELESS SERVICES AND RATES

The following are the rates for residential fixed wireless and FTTH that meet the universal service objective at rates comparable to St. Catharines and rates for low-income residents.

Residential Fixed Wireless and Fibre-to-the-Home Pricing

FAST 50	50/10	download /upload + Unlimited usage Free Wi-Fi	\$70.00
FAST 50	50/10	download /upload + Unlimited usage Free Wi-Fi	\$70.00

Residential Fixed Wireless and Fibre-to-the-Home Low Income Pricing

FAST 10	10/5	download /upload + Unlimited usage Free Wi-Fi	\$10.00
FAST 10	10/10	download /upload + Unlimited usage Free Wi-Fi	\$10.00

6 TOTAL COSTS TO BUILD THE FTTH/WIRELESS NETWORK

The total cost for NRBN to build the hybrid FTTH/Wireless network is about \$4 million.

"The CRTC determined in Telecom Regulatory Policy 2018-377 that funding will be provided under the Broadband Fund only for eligible costs, which include costs that are directly associated with project activities such as engineering and design, environmental scans and assessments, and the purchase and installation of equipment and infrastructure (including the provisioning of backhaul capacity and other one-time access-driven costs)."¹

7 FINANCIAL CONTRIBUTION REQUEST FROM NRBN TO NIAGARA REGION

The request to Niagara Region is for \$400,000 equal to about 10% of the total eligible project costs.

In addition, NRBN is requesting a letter of support for the project. Niagara Region's support will greatly increase the attractiveness of our proposal by demonstrating to the CRTC review committee that there is strong community support for our project and the project partners are sensitive to the CRTC's requirement to spend their limited funding dollars most efficiently as possible.

8 SUPPORT FROM OTHER REGIONAL PARTNERS

To date NRBN has received many letters of support from municipalities, CIO Consortium members and the public as follows:

¹ <https://crtc.gc.ca/eng/Internet/guid.htm>, page 37.



- City of Niagara Falls
- Town of Niagara on the Lake
- Niagara Health
- Town of West Lincoln
- Town of Lincoln
- Spark Niagara

NRBN will continue to solicit letters of support from remaining potential partners and will update Niagara Region on the status of the letters of support on March 26 prior the Regional Council meeting on March 27. The Broadband Funding application is due March 28.

Subject: Initiation Report for 2020 Capital Funds – 911 Backup Rationalization

Confidential Report to: Corporate Services Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That financing in the amount of \$1,000,000, **BE INITIATED** from the capital budget for 911 Backup Rationalization (20001271) and that the project **BE FUNDED** as follows:
 - Capital Levy: \$1,000,000; and
2. That staff **BE AUTHORIZED** to amend Recommendation #2 of CSD 4-2017, the existing agreement with Niagara Regional Police Services (NRPS) respecting the Region's commitment to maintain 68 Church Street, St. Catharines as an interim backup 911/NRPS Communications Centre, to reflect that the NRPS 3 District facility be outfitted and maintained as the temporary and interim backup 911/NRPS Communications Centre until such time as a permanent backup centre is established.

Key Facts

- The purpose of this report is to seek Council approval to initiate funding in the amount of \$1,000,000 from the 911 Backup Rationalization project (20001271) to move the backup 911 infrastructure from 68 Church Street, St. Catharines to 5 Lincoln Street, Welland until the permanent backup 911 site is determined.
- NRPS 1 District is scheduled to move out of their current facility located at 68 Church Street, St. Catharines by the end of 2020.
- The NRPS backup 911 infrastructure is also located in the 68 Church facility. Once this building is vacated at the end of 2020, the infrastructure is at risk of being stolen, damaged, or rendered unusable.
- The Niagara Region in collaboration with the NRPS has identified 5 Lincoln Street, Welland (3 District Police Facility) as a suitable relocation site for the temporary backup 911 infrastructure.
- The capital funds will be used to renovate 5 Lincoln in order to accept the backup 911 infrastructure.
- At the present time Regional staff, local municipal staff and NRPS staff are planning for 5G 911 backup. The change to next generation capabilities is required by July 1, 2023. The project to transfer the existing 911 backup to District 3 provides an opportunity for all stakeholders to carefully plan and implement an optimal solution.

- The move of backup 911 to District 3 will allow Regional staff to identify opportunities to repurpose the 68 Church Street property.
- In the 2020 capital budget, this project was uninitiated because a full business case was still being reviewed and developed. As per section 4.2 of the Capital Asset Management Policy, an initiation report is required to allocate funding to the approved capital project and begin spending.

Financial Considerations

As part of the 2020 Capital Budget, a project budget of \$1,000,000 was approved to be initiated in the future by Council for 911 Backup Rationalization (Project #20001271). This project was approved to be funded 100% by capital levy. The construction costs for outfitting 5 Lincoln Street are dependent on final layout and detailed design, but are not expected to exceed \$650,000. The remaining funds under this project will be used toward the pursuit of the permanent backup 911 location.

The 2020 operating budget for the 68 Church facility that currently houses the 911 backup centre is \$573,438. This facility is to be vacated upon completion of the new 1 District Police Facility in St. Catharines in the fall of 2020. As part of the multi-year 2021 budget, Facilities staff forecasted an operating budget for 68 Church of \$645,838 assuming the building would be required to stay open to house the 911 backup infrastructure. It is anticipated that moving to 5 Lincoln Street in Welland will eliminate the need for this full operating budget at 68 Church Street beyond 2020.

It is anticipated that there will be no increase in operating costs for 5 Lincoln associated with relocating the 911 backup infrastructure.

Analysis

The Region is recommending the relocation of the backup 911 infrastructure to 5 Lincoln before 68 Church Street is vacated at the end of 2020.

Beginning in September 2019, Region staff began investigating possible relocation options for the backup 911 infrastructure at 68 Church Street. All promising locations were identified (including Niagara Region Headquarters) and site visits were conducted in order to take measurements and assess each building. After evaluating all locations, the 3 District Facility at 5 Lincoln Street in Welland was the only site that met all requirements for relocation:

- Different city than primary backup 911 infrastructure (Niagara Falls)
- Outside of downtown core and accessible by multiple routes

- Facilities staff member assigned to site on a full time basis
- Secure and unlikely to be a target of theft or vandalism
- Ample parking
- Accessible by elevator
- Amenities on site (locker rooms, washrooms, lunch room, break area)
- Backup generator in place with available capacity

In January 2020, Region and NRPS staff cataloged all components of the backup 911 infrastructure at 68 Church Street and verified that relocation is a viable option with the reuse of all equipment. Upon receiving this information, the NRPS confirmed that it was their preference to relocate the backup 911 infrastructure to 5 Lincoln Street in Welland.

On February 13, 2020, Niagara Region Clerk's Office was notified by NRPS Police Services Board of a Confidential Accommodations Steering Committee meeting that was held on the same day, where a motion was passed to amend the existing agreement with the Niagara Region to maintain 68 Church as an interim backup 911/NRPS Communications Centre, to reflect NRPS 3 District be outfitted and maintained as the temporary interim backup 911/NRPS Communications Centre.

The Niagara Region's Construction, Energy, and Facilities Management department believes that moving forward with this amendment is in the best interest of both the NRPS and Niagara Region. It will enable the Region to better maintain the security of the backup 911 infrastructure, while also investing in a long-term capital improvement to an owned facility, benefiting the NRPS and Region even after the interim backup 911 is no longer required.

Future of 68 Church Street

Before 68 Church Street is deemed surplus, staff from the Region and the City of St. Catharines are currently reviewing the future opportunities for the site. 68 Church Street is located within the St. Catharines *Downtown Creative Cluster Master Plan (2008)* and provides a redevelopment opportunity within the Downtown core for a more integrated mixed-use site.

Alternatives Reviewed

Another alternative reviewed was to leave the backup 911 infrastructure at 68 Church Street and make capital improvements to the building in order to keep it operational. In order to leave the infrastructure at its current location (68 Church Street), the building would require a capital investment toward the roof, HVAC, and security systems in the amount of approximately \$200,000. The operational costs to maintain the vacant building (heating, cooling, lighting, etc.) would also be fully incurred. Most importantly, housing this critical infrastructure in a vacant building presents a significant risk of theft

or vandalism. Even with a 24/7 security presence, the Region would not be able to guarantee the safety of the equipment.

Relationship to Council Strategic Priorities

This report aligns with Council's Strategic Priorities:

Strategic Priority 03 – Responsible Growth and Infrastructure Planning

Strategic Priority 04 – Sustainable and Engaging Government

Other Pertinent Reports

CSD 4-2017

Corporate Services Committee

November 29, 2017

Prepared by:

Brad Ray, P. Eng., MBA
Associate Director, Facilities Projects,
Assets & Energy Management
Construction, Energy & Facilities
Management

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P. Eng
Acting, Chief Administrative Officer

This report was prepared in consultation with Donna Gibbs, Director Legal and Court Services.

Appendices

Appendix 1

CSD 4-2017 - NRPS 1 District Project Update

Appendix 2

CSD 22-2020 - Confidential Memo - Appendix 2

Subject: NRPS 1 District Project Update

Report to: Corporate Services Committee

Report date: Wednesday, November 29, 2017

Recommendations

1. That the approach for moving forward with the design of 1 District, as outlined in this report, **BE APPROVED**.
2. That the commitment to maintain the NRPS and 911 back-up communications centre at 68 Church Street until the latter date of January 1, 2023 or two years from the occupancy of the new 1 District building **BE APPROVED**.
3. That staff **BE AUTHORIZED** to enter into discussions with appropriate parties in order to develop a multi-user communication centre that would house primary or backup communications capacity for a variety of emergency based users.
4. That the Chief Administrative Officer **BE DIRECTED** to prepare and issue the necessary correspondence and agreements to the Police Service Board ("PSB") outlining details and timelines for maintaining a suitable NRPS back-up communication location, until such time that a permanent solution is provided.

Key Facts

- The purpose of this report is to ensure that Committee and Council are supportive of the approach for moving forward with the design of 1 District. The new approach includes a total building program of between 30,000 to 31,000 square feet. The new program does include a communications centre. The new program allows for the potential for future expansion of the building to accommodate modest growth in the future.
- The proposed approach has been vetted through and approved by the NRPS Steering Committee and Police Service Board Accommodations Committee.
- The proposed design solution has a high likelihood of coming in at or under budget guidance established by Council and allows for an efficient, cost effective expansion to the facility in the future.
- Removal of the 911 back-up communications centre from the 1 District program will allow the Region to explore a multi user back-up centre solution with NRPS, EMS, Fire and Region EOC.
- As part of design approach moving forward, the Region will need to allow for continued operation of the 911 back-up communications centre at 68 Church Street

until such time that a regional back-up centre is established or an alternate, suitable location is provided.

Financial Considerations

For each of the 1 District design options that have been developed to date, estimates of probable cost were prepared by the Architect's Cost Consultant. Cost estimates at this stage of design have inherent risks, as such these costs are provided with a potential variance of plus or minus 15%

The proposed recommendation for moving forward with the 1 District design has a high likelihood of coming in at or under budget guidance based on costing information provided by the Cost Consultant. While no additional capital funding is anticipated, consideration needs to be given to maintaining the existing back-up communications centre at 68 Church Street while a Region based solution is being investigated. Ongoing maintenance and operational costs will be incurred to maintain the back-up centre at 68 Church once the new 1 District facility has been built and until such time that a new multi-user back-up centre (NRPS, EMS, Fire & Niagara Region EOC) is designed and constructed. It is expected that the total cost to the Region would be reduced if a multi-user back-up centre can be developed in lieu of providing separate back-up facilities for each user group.

Analysis

Several design options were investigated in response to direction received from the NRPS Project Steering Committee ("Steering") and PSB Accommodations Committee ("PSB") to bring the project within budget guidance of \$17.2M while maintaining NRPS operational requirements. As part of the analysis for each option, estimates of probable cost and associated risks were determined.

The first option considered (Option 1 A) provided for increased capacity for NRPS operational requirements and accommodation for future growth and expansion, however it was significantly over the approved project budget by \$2.55M. In an effort to bring the project within budget guidance successive value engineering exercises were carried out by the project team eliminating program area, circulation space and ultimately the 911 back-up centre, as directed by the PSB. The most recent design iteration (Option 1C), while meeting the project budget, presented some operational concerns for NRPS. One of the primary concerns highlighted was that future expansion space had been removed from the building program, limiting the ability to accommodate any growth or any operational changes in the future.

In an effort to move the design process forward, the Region submitted to NRPS a recommendation to prepare an updated design that builds off of Option 1C, where the 911 back-up communications centre and future expansion space have been removed from the building program. In the updated option, the design team would conceptually plan a building addition to accommodate future growth and expansion and then only incorporate the necessary structural provisions into the design, at a minimal upfront cost of approximately \$50K. This approach has a high likelihood of coming in at or under budget guidance and allows for an efficient, cost effective expansion to the facility in the future, if required. Retaining flexibility in the design for future expansion did help allay NRPS concerns of not having the ability to manage operational changes or growth in the future. Also, by removing the 911 back-up centre from the 1 District program affords the Region the ability to explore a regionally based back-up communication centre. As part of this recommendation the property at 68 Church Street will need to be maintained by the Region to allow for the continued operation of the current NRPS 911 back-up until such time that a regional back-up centre is established or an alternate, suitable location is provided.

The recommendation has been endorsed by the NRPS Steering Committee and was presented to the PSB Accommodations Committee for approval on November 9, 2017. The PSB were in support of the recommendation, but requested written confirmation from the Region outlining the details and timelines for maintaining the back-up communications centre at 68 Church Street. The resolution passed at the November 9, 2017 PSB Accommodations Committee was as follows:

PSB Resolution:

- 1. That the Board's Accommodation Steering Committee approve the recommendation to proceed with a modified Option 1C as outlined in the report;*
- 2. And further, that the approval of the recommendation is subject to a written agreement from the Regional Chief Administrative Office to put a firm timeline in place on the interim secure and controlled use of the 68 Church Street building as a communications back-up centre*
- 3. And further, that the 68 Church Street building will not be used beyond the latter of January 1, 2023 or two (2) years from occupancy of the new 1 District facility;*
- 4. And further, that the Committee's decision be reported publically at the November 23, 2017 Regional Council meeting.*

Alternatives Reviewed

Several design options for 1 District have been investigated by the project team in an effort to meet budget guidance while maintaining NRPS operational requirements. As part of the analysis for each option, estimates of probable cost and associated risks have been considered. Through this investigation it has been established that in order to meet budget guidance, a facility of no more than 31,000 square feet can be constructed. The project team has developed an option that meets these criteria, Option 1C, and will proceed with refining this plan.

Prepared by:

Mislav Koren
Project Manager Buildings
Construction, Energy & Facilities
Management

Recommended by:

Jason Burgess
Acting Commissioner
Enterprise Resource Management
Services

Submitted by:

Carmelo D'Angelo, BSc, MPA
Chief Administrative Officer

MEMORANDUM

CSC-C 5-2020

Subject: Statement of Remuneration and Expenses for Members of Council and Council Appointees for 2019

Date: March 11, 2020

To: Corporate Services Committee

From: Todd Harrison, Commissioner/Treasurer

The purpose of this memo is to comply with legislation as follows:

- Section 283 the Municipal Act provides the authority for Council to pass by-laws to pay remuneration and expenses to council members and appointees to local boards.
- Section 284(1) of the Municipal Act requires that in each year, on or before March 31, the Treasurer provide to the Council of the municipality, a statement on remuneration and expenses paid to members of Council and Council appointees in the previous year.
- Section 284(2) requires the identification of the by-law under which the remuneration or expenses were authorized.

The current approved Council compensation methodology resulting from a citizen advisory committee review, was passed in 2019 through report HR 02-2019 and confirmed by Bill 2019-85.

In 2017, the Government of Canada enacted changes to the *Income Tax Act*, which eliminated the tax-exempt Municipal officers' expense allowance across Canada as of January 1, 2019.

Council and Council appointees' remuneration and expense are provided for in the operating budget of the Niagara Region, the agency, board or commission of the appointed member.

In the attached schedules, remuneration is summarized in the column(s) to the left and expenses are detailed and/or summarized in the right hand columns. The first schedule summarizes all remuneration and expenses by Council member and the remaining schedules summarize payments to Council appointees.

Respectfully submitted and signed by

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Attachments

Schedule 1 – Statement of Remuneration and Expenses for Members of Regional Council

Schedule 2 – Statement of Remuneration and Expenses for other Niagara Region Appointed Board Members – NRH and NRPS

Schedule 3 – Statement of Remuneration and Expenses for other Niagara Region Appointed Board Members - NPCA

The Regional Municipality of Niagara
Statement of Remuneration and Expenses for Members of Regional Council
Including: Niagara Regional Police Service (NRPS), Niagara Regional Housing (NRH), Niagara Peninsula Conservation Authority (NPCA), Niagara Escarpment Commission (NEC), and Niagara Parks Commission (NPC) Boards
For the Twelve Month Period January 1, 2019 to December 31, 2019

Remuneration							Expenses												Total Expenses	Total Remuneration & Expenses
Council Members	Regional Council	NRPS	NRH	NPCA*	NPC	NEC	Total Remuneration	Total Benefits 7	Mileage 8	Conference Related Expenses	Other 9	Total Regional Expenses	NRPS	NRH	NPCA*	NPC	NEC			
Baty, Brian (Former Member)	-	-	-	-	-	2,124.00	2,124.00	-	-	-	0.62	0.62	-	-	-	-	303.90	304.52	2,428.52	
Bellows, Sandie 1 10	37,685.70	-	-	-	-	-	37,685.70	7,094.14	247.50	2,099.78	551.89	2,899.17	-	-	-	-	-	2,899.17	47,679.01	
Bradley, James (Regional Chair) 2 5	132,986.28	-	-	-	-	-	132,986.28	4,463.49	20,343.90	5,019.64	914.98	26,278.52	-	-	-	-	-	26,278.52	163,728.29	
Butters, Barbara	37,685.70	-	1,806.91	-	-	-	39,492.61	8,873.85	398.67	-	-	398.67	-	-	-	-	-	398.67	48,765.13	
Bylsma, David (Mayor)	37,685.70	-	-	12,013.94	-	-	49,699.64	9,667.57	-	-	24.90	24.90	-	-	2,129.72	-	-	2,154.62	61,521.83	
Campion, Frank (Mayor) 2	37,685.70	-	-	-	-	-	37,685.70	8,838.61	641.88	5,978.94	10.00	6,630.82	-	-	-	-	-	6,630.82	53,155.13	
Chiocchio, Pasquale M 1 2	39,677.95	-	-	913.20	-	-	40,591.15	9,221.47	-	2,683.21	554.01	3,237.22	-	-	292.50	-	-	3,529.72	53,342.34	
Darte, George O 4	37,685.70	-	-	-	-	-	37,685.70	8,838.61	-	1,354.43	-	1,354.43	-	-	-	-	-	1,354.43	47,878.74	
Diodati, Jim (Mayor)	37,685.70	-	-	-	1,012.50	-	38,698.20	8,838.61	652.99	-	6.19	659.18	-	-	-	50.92	-	710.10	48,246.91	
Disero, Betty (Mayor) 4	37,685.70	-	-	-	-	-	37,685.70	8,838.61	367.30	-	-	367.30	-	-	-	-	-	367.30	46,891.61	
Easton, Sandra (Mayor)	37,685.70	-	-	-	-	-	37,685.70	4,389.98	1,326.83	-	72.28	1,399.11	-	-	-	-	-	1,399.11	43,474.79	
Edgar, Kelly 3	37,685.70	-	-	-	-	-	37,685.70	8,838.61	-	2,838.74	227.66	3,066.40	-	-	-	-	-	3,066.40	49,590.71	
Fertich, Wayne F 4	37,685.70	-	-	-	-	-	37,685.70	4,018.47	1,582.27	2,501.73	1,032.04	5,116.04	-	-	-	-	-	5,116.04	46,820.21	
Foster, Robert 1 4 6	39,677.95	-	-	1,750.30	-	-	41,428.25	6,420.16	1,837.13	3,865.82	369.61	6,072.56	-	-	340.90	-	-	6,413.46	54,261.87	
Gale, Bob 2	37,685.70	6,873.59	-	-	-	-	44,559.29	9,624.35	637.24	2,822.63	38.27	3,498.14	2,135.55	-	-	-	-	5,633.69	59,817.33	
Gibson, Kevin L (Mayor) 4	37,644.66	7,047.90	-	532.70	-	-	45,225.26	9,297.51	1,446.22	1,744.20	20.27	3,210.69	4,152.63	-	193.00	-	-	7,556.32	62,079.09	
Greenwood, Barbara 1 4	39,677.95	-	-	684.90	-	-	40,362.85	4,070.68	2,310.98	2,990.60	1,353.67	6,655.25	-	-	186.00	-	-	6,841.25	51,274.78	
Grenier, Paul (Former Member)	-	-	-	-	-	-	-	-	-	-	6,823.45	6,823.45	-	-	-	-	-	6,823.45	-	
Heit, Brian 3	37,685.70	-	-	532.70	-	-	38,218.40	8,791.58	1,010.11	2,683.65	571.19	4,264.95	-	-	225.00	-	-	4,489.95	51,499.93	
Huson, Diana 1 4	39,677.95	-	-	3,449.96	-	-	43,127.91	9,396.50	240.72	3,201.56	20.71	3,462.99	-	-	522.60	-	-	3,985.59	56,510.00	
Insinna, Thomas S 4	37,685.70	-	1,806.91	684.90	-	-	40,177.51	8,921.11	602.25	2,361.50	256.88	3,220.63	-	-	574.00	-	-	3,794.63	52,893.25	
Ip, Laura 4	37,685.70	-	-	-	-	-	37,685.70	8,838.61	-	2,642.33	-	2,642.33	-	-	-	-	-	2,642.33	49,166.64	
Jordan, Jeffery A (Mayor) 4	37,685.70	-	-	608.80	-	-	38,294.50	8,858.01	956.80	2,490.04	324.18	3,771.02	-	-	215.00	-	-	3,986.02	51,138.53	
Junkin, Marvin (Mayor)	37,685.70	-	-	-	-	-	37,685.70	8,838.61	-	63.67	-	63.67	-	-	-	-	-	63.67	46,587.98	
Nicholson, Peter D	37,685.70	-	-	-	-	-	37,685.70	8,838.61	-	-	-	-	-	-	-	-	-	-	46,524.31	
Redekop, Wayne (Mayor)	37,685.70	-	-	-	-	-	37,685.70	8,838.61	-	-	72.28	72.28	-	-	-	-	-	72.28	46,596.59	
Rigby, Tim 1	39,677.95	-	-	600.00	-	-	40,277.95	4,440.53	-	-	917.52	917.52	-	-	64.00	-	-	981.52	45,700.00	
Sendzik, Walter (Mayor) 2	37,685.70	-	2,388.50	-	-	-	40,074.20	8,891.27	538.35	1,261.00	64.35	1,863.70	-	223.62	-	-	-	2,087.32	51,052.79	
Steele, William (Mayor) 3	37,685.70	6,687.50	-	1,750.30	-	-	46,123.50	9,390.63	1,454.61	3,285.44	-	4,740.05	1,949.96	-	796.00	-	-	7,486.01	63,000.14	
Ugulini, Terry P (Mayor)	37,685.70	-	-	-	-	-	37,685.70	8,838.61	-	-	72.28	72.28	-	-	-	-	-	72.28	46,596.59	
Villella, Leanna	37,685.70	-	1,806.91	-	-	-	39,492.61	7,129.38	192.91	-	-	192.91	-	27.74	-	-	-	220.65	46,842.64	
Whalen, Timothy J	37,685.70	-	-	913.20	-	-	38,598.90	7,467.42	-	-	-	-	-	-	358.00	-	-	358.00	46,424.32	
Witteveen, Albert W 4	37,685.70	-	-	-	-	-	37,685.70	8,838.61	1,803.85	1,846.85	1,314.69	4,965.39	-	-	-	-	-	4,965.39	51,489.70	
Zalepa, Gary J	37,685.70	-	2,388.50	913.20	-	-	40,987.40	8,954.28	310.83	-	81.29	392.12	-	-	407.00	-	-	799.12	50,740.80	
Sub Total	1,311,163.19	20,608.99	10,197.73	25,348.10	1,012.50	2,124.00	1,370,454.51	256,607.09	38,903.34	53,735.76	15,700.04	108,339.14	8,238.14	251.36	6,303.72	50.92	303.90	123,487.18	1,750,548.78	

Notes:
1 Regional Council remuneration includes \$2,000 for Committee Chairs
2 Conferences include 2019 Federation of Canadian Municipalities (FCM) and Association of Municipalities of Ontario (AMO)
3 Conferences include 2019 FCM conference related expenses
4 Conferences include 2019 AMO conference related expenses
5 Mileage includes car allowance (Chair Bradley \$20,343.90)
6 Member of AMO board. No related remuneration. Associated expenses processed through Niagara Region
7 Benefits (CPP, provincial health tax, OMERS, life & AD&D insurance, health, dental & travel coverage) vary according to circumstances of each council member (age, dependents, spousal plans) that may change throughout the year.
8 Mileage was based upon a two-tier reimbursable mileage rate of \$0.55 per kilometer for the first 5,000 kilometers driven and \$0.49 per kilometer for any kilometers in excess of 5,000 (Report CSD 120-2013).
9 Other includes non-conference related meals, event & functions, telephone, internet, legal fees, advertising, books & publications and miscellaneous expenses
10 Councillor reimbursed 2019 Mileage Expenses of \$247.50. The reimbursement will be reported on the 2020 remuneration report

*Please refer to the Niagara Peninsula Conservation Authority website for additional information

The Regional Municipality of Niagara

Statement of Remuneration and Expenses for Niagara Regional Police Service Board and Niagara Regional Housing Board Members
For the Twelve Month Period January 1, 2019 to December 31, 2019

Police Services Board	Remuneration*	Benefits	Mileage	Expenses	Total
Ken Gansel ①③④⑤⑥⑦⑧	9,947.29	323.95	2,708.20	2,263.83	15,243.27
Bill Steele ①⑧	6,687.50	431.25	1,583.26	366.70	9,068.71
Terry Bonhan	1,636.80	63.34	154.00	0.00	1,854.14
Henry D'Angela ⑧	5,087.96	328.47	765.60	183.35	6,365.38
David Eke ⑥⑧	4,055.15	140.69	506.55	1,045.21	5,747.60
Bob Gale ⑥	6,873.59	439.40	486.20	1,649.35	9,448.54
Kevin Gibson ①③⑥⑧	7,047.90	431.25	1,996.37	2,156.26	11,631.78
Tara McKendrick ⑧	6,871.90	298.46	689.15	0.00	7,859.51
Vaughn Stewart ①②	2,805.95	107.43	690.25	0.00	3,603.63
Total	51,014.04	2,564.24	9,579.58	7,664.70	70,822.56

Notes:

- ① OAPSB Zone 4 Meeting, Hamilton, ON
- ② OAPSB Zone 4 Meeting, Paris, ON
- ③ OAPSB Spring Conference & AGM, Windsor, ON
- ④ OAPSB Board Meeting, Mississauga, ON
- ⑤ OPC March Past & Review Ceremony, Aylmer, ON
- ⑥ CAPG Annual Conference, Calgary, AB
- ⑦ National Police Memorial, Ottawa, ON
- ⑧ OAPSB Labour Seminar, Mississauga, ON

*Remuneration amount also includes per diems paid in the year

Totals reflected are inclusive of taxes

Niagara Regional Housing	Remuneration	Benefits	Mileage	Expenses	Total
Baker, Betty Ann	1,827.70	35.64	0.00	0.00	1,863.34
Blackley, Karen	2,409.29	46.98	0.00	0.00	2,456.27
Butters, Barbara	1,806.91	35.24	0.00	0.00	1,842.15
Hyatt, James	2,409.29	46.98	420.50	0.00	2,876.77
Insinna, Thomas	1,806.91	35.24	0.00	0.00	1,842.15
Sendzik, Walter	2,388.50	52.66	137.20	86.42	2,664.78
Souter, Betty-Lou	1,806.91	35.24	0.00	0.00	1,842.15
Villella, Leanna	1,806.91	35.24	27.74	0.00	1,869.89
Zalepa, Gary	2,388.50	52.66	0.00	0.00	2,441.16
Total	18,650.92	375.88	585.44	86.42	19,698.66

The Regional Municipality of Niagara

Statement of Remuneration and Expenses for Niagara Peninsula Conservation Authority Board Members
For the Twelve Month Period January 1, 2019 to December 31, 2019

Niagara Peninsula Conservation Authority*	Remuneration	Benefits	Mileage	Total
Beattie, Stewart	2,967.90	57.87	1,400.00	4,425.77
Shirton, Rob	1,598.10	110.27	247.00	1,955.37
Bylsma, Dave ① ②	12,013.94	828.96	2,129.72	14,972.62
Chiocchio, Pat	913.20	63.01	292.50	1,268.71
Clark, Brad	1,445.90	99.76	717.20	2,262.86
Foster, Rob	1,750.30	120.76	340.90	2,211.96
Gibson, Kevin	532.70	36.76	193.00	762.46
Greenwood, Barb	684.90	13.36	186.00	884.26
Heit, Brian	532.70	36.75	225.00	794.45
Huson, Diana ③	3,449.96	238.04	522.60	4,210.60
Insinna, Tom	684.90	47.26	574.00	1,306.16
Johnson, Brenda	1,598.10	31.16	452.50	2,081.76
Jordan, Jeff	608.80	19.40	215.00	843.20
Metcalfe, John	1,522.00	105.02	1,242.00	2,869.02
Steele, Bill	1,750.30	120.77	796.00	2,667.07
Whalen, Tim	913.20	17.81	358.00	1,289.01
Wright, Brian	1,750.30	148.36	925.50	2,824.16
Zalepa, Gary	913.20	63.01	407.00	1,383.21
Corbett, Bernie	152.20	2.97	20.00	175.17
Feor, Leah	837.10	57.75	623.00	1,517.85
Ingrao, John	1,217.60	23.74	361.50	1,602.84
Mackenzie, Bruce	761.00	52.51	331.00	1,144.51
Smith, Ed	1,065.40	73.52	0.00	1,138.92
Brady, Rick	837.10	57.76	371.50	1,266.36
Coon-Peterson, Deborah	228.30	15.75	105.00	349.05
Hellinga, Jack	684.90	47.26	326.50	1,058.66
Cridland, Donna	761.00	52.50	349.00	1,162.50
Kawall, Ken	684.90	47.26	89.00	821.16
Woodhouse, Malcolm	532.70	10.39	164.00	707.09
Rapley, Bill	608.80	11.87	209.00	829.67
Bator, Robert	800.00	55.20	156.00	1,011.20
Dalimonte, Anthony	600.00	41.40	270.00	911.40
Willems, Adrin	600.00	41.40	66.00	707.40
Semple, Drew	1,000.00	19.50	133.00	1,152.50
Bodimeade, Carl	600.00	41.40	20.00	661.40
Michaud, Annie	400.00	27.60	68.00	495.60
Fry, Darren	600.00	41.40	150.00	791.40
Rigby, Tim	600.00	11.70	64.00	675.70
Total	49,201.40	2,891.21	15,100.42	67,193.03

Notes:

Remuneration is based on per diem of \$76.10/regular meeting and \$200.00/Source Protection Committee meetings

① Mileage includes other expenses of \$122.72

② Includes Chairman's honorarium of \$6763.04

③ Includes Chairman/Vice Chairman's honorarium of \$1319.16

*Please refer to the Niagara Peninsula Conservation Authority website for additional information

Minute Item No. 3.1
Lake Ontario Express Inc.

That the Regional Chair **BE DIRECTED** to send a letter to the City of Toronto requesting a meeting with Mayor John Tory to express support of a dedicated dock in the Inner Harbour to support the Lake Ontario Express project; and

That staff **PROVIDE** an update on the project as it moves forward including coordination with Metrolinx and Niagara Regional Transit.

Minute Item No. 5.1
PDS 7-2020
Cannabis Workshop Summary

That Report PDS 7-2020, dated March 11, 2020, respecting Cannabis Workshop Summary, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **ENDORSE** the letter to Ontario Ministry of Agriculture, Food and Rural Affairs (attached as Appendix 2 of Report PDS 7-2020);
2. That staff **CIRCULATE** this letter to the Ontario Ministry of Agriculture, Food and Rural Affairs, Ministry of Health, Association of Municipalities of Ontario (AMO), and all local Members of Parliament (MPs); and
3. That staff **CIRCULATE** a copy of Report PDS 7-2020 to the Local Area Municipalities.

Minute Item No. 6.1
PDS 4-2020
Development Applications Monitoring Report – 2019 Year End

That Report PDS 4-2020, dated March 11, 2020, respecting Development Applications Monitoring Report - 2019 Year End, **BE RECEIVED** and **BE CIRCULATED** to Local Area Municipalities, the Niagara Peninsula Conservation Authority, Niagara Home Builders Association, Niagara Industrial Association, local Chambers of Commerce and School Boards.

Minute Item No. 6.2
PDS 5-2020
Development Applications Monitoring Report – 2019 Year End

That Report PDS 5-2020, dated March 11, 2020, respecting Niagara Region 2019 Employment Inventory Results, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities, Local Economic Development Offices, Niagara Workforce Planning Board and the Niagara Chambers of Commerce.

Minute Item No. 6.3

PDS 9-2020

Niagara Official Plan – Consultation Details and Revised Framework

That Report PDS 9-2020, dated March 11, 2020, respecting Niagara Official Plan - Consultation Details & Revised Framework, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities.

Minute Item No. 6.4

PDS 8-2020

Overview of Regional Involvement in Port Colborne Quarry Proposal

That Report PDS 8-2020, dated March 11, 2020, respecting Overview of Regional Involvement in Port Colborne Quarry Proposal, **BE RECEIVED** for information.

Minute Item No. 6.5

PDS 10-2020

Niagara Falls GO Station Area Zoning Update

That Report PDS 10-2020, dated March 11, 2020, respecting Niagara Falls GO Station Area Zoning Update, **BE RECEIVED** for information.

Minute Item No. 6.6

PDS 11-2020

Background of Town of Niagara-on-the-Lake New Adopted Official Plan

That Report PDS 11-2020, dated March 11, 2020, respecting Background of Town of Niagara-on-the-Lake New Adopted Official Plan, **BE RECEIVED** and **BE CIRCULATED** to the Town of Niagara-on-the-Lake, prescribed agencies and interested parties.

Minute Item 7.2

Economic Development Memorandum of Understanding

1. That staff **BE DIRECTED** to gather feedback from the local area municipalities and the local economic development officers to explore:
 - a. what is currently working well with the current model;
 - b. where there is room for improvement;
 - c. what resources may be needed to make the economic development relationship more effective and of greater impact in Niagara;

2. That staff **BE DIRECTED** to prepare a report summarizing their findings and develop a new draft Memorandum of Understanding for consideration by Niagara's twelve municipalities; and
3. That this report **BE PROVIDED** at the September Planning and Economic Development Committee meeting for discussion.

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

**PEDC 3-2020
Wednesday, March 11, 2020
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Bylsma, Campion, Darté (Committee Vice-Chair), Easton, Fertich, Foster, Greenwood, Huson (Committee Chair), Junkin, Rigby, Ugolini, Zalepa

Absent/Regrets: Bellows, Heit, Redekop, Sendzik, Witteveen

Staff: E. Acs, Manager, Community Planning, P. Busnello, Manager, Development Planning, M. Casciani, Senior Planner, M. Evely, Legislative Coordinator, D. Heyworth, Official Plan Policy Consultant, V. Kuhns, Acting Director, Economic Development, P. Lambert, Director, Infrastructure Planning & Development Engineering, D. Morreale, Director, Development Approvals, M. Murphy, Associate Director, Budget Planning and Strategy, S. Norman, Senior Planner, A.-M. Norio, Regional Clerk, C. Selig, GO Implementation Project Planning Lead, R. Tripp, Acting Chief Administrative Officer

1. CALL TO ORDER

Committee Chair Huson called the meeting to order at 1:01 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 Lake Ontario Express Inc.

Bruno Caciagli, President, Lake Ontario Express Inc., provided information respecting Lake Ontario Express Inc. Topics of the presentation included:

- Our Strategy
- Timetable
- Background
- Benefits
- The Water Link Needs
- Determining Daily Total Demand
- Study: Conditions on Lake Ontario

Moved by Councillor Zalepa
Seconded by Councillor Darte

That the Regional Chair **BE DIRECTED** to send a letter to the City of Toronto requesting a meeting with Mayor John Tory to express support of a dedicated dock in the Inner Harbour to support the Lake Ontario Express project; and

That staff **PROVIDE** an update on the project as it moves forward including coordination with Metrolinx and Niagara Regional Transit.

Carried

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 PDS 7-2020
Cannabis Workshop Summary

Moved by Councillor Zalepa
Seconded by Councillor Bylsma

That Report PDS 7-2020, dated March 11, 2020, respecting Cannabis Workshop Summary, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **ENDORSE** the letter to Ontario Ministry of Agriculture, Food and Rural Affairs (attached as Appendix 2 of Report PDS 7-2020);
2. That staff **CIRCULATE** this letter to the Ontario Ministry of Agriculture, Food and Rural Affairs; and
3. That staff **CIRCULATE** a copy of Report PDS 7-2020 to the local area municipalities.

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

2. That staff **CIRCULATE** this letter to the Ontario Ministry of Agriculture, Food and Rural Affairs, ***Ministry of Health, Association of Municipalities of Ontario (AMO), and all local Members of Parliament (MPs).***

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

That Report PDS 7-2020, dated March 11, 2020, respecting Cannabis Workshop Summary, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **ENDORSE** the letter to Ontario Ministry of Agriculture, Food and Rural Affairs (attached as Appendix 2 of Report PDS 7-2020);
2. That staff **CIRCULATE** this letter to the Ontario Ministry of Agriculture, Food and Rural Affairs, Ministry of Health, Association of Municipalities of Ontario (AMO), and all local Members of Parliament (MPs); and
3. That staff **CIRCULATE** a copy of Report PDS 7-2020 to the Local Area Municipalities.

Carried

6. CONSENT ITEMS FOR INFORMATION

6.1 PDS 4-2020

Development Applications Monitoring Report - 2019 Year End

Aimee Alderman, Development Planner, provided information respecting Development Applications Monitoring Report - 2019 Year End. Topics of the presentation included:

- Regional Development Planning Context
- Development Applications Monitoring Report
 - Total Applications (2013-2019)
 - Total Applications by Type (2019)
 - Total Applications by Municipality (2019)
 - Preconsultation Meetings (2013-2019)
 - Preconsultation Meetings by Municipality (2019)
 - Regional Review Fees Collected (2013-2019)
- 2019 Development Planning Key Facts

Moved by Councillor Bylsma
Seconded by Councillor Ugolini

That Report PDS 4-2020, dated March 11, 2020, respecting Development Applications Monitoring Report - 2019 Year End, **BE RECEIVED** and **BE CIRCULATED** to Local Area Municipalities, the Niagara Peninsula Conservation Authority, Niagara Home Builders Association, Niagara Industrial Association, local Chambers of Commerce and School Boards.

Carried

6.2 PDS 5-2020

Niagara Region 2019 Employment Inventory Results Report

John Docker, Planner, and Darcy Persad, Intern, Inventory Data, provided information respecting Niagara Region 2019 Employment Inventory Results Report. Topics of the presentation included:

- 2019 Employment Inventory Rate
- Distribution of Jobs and Businesses by Municipality
- Partnerships and Collaboration
- Preferred Recruitment Methods
- Engaging the Business Community
- Next Steps

Moved by Councillor Foster

Seconded by Councillor Zalepa

That Report PDS 5-2020, dated March 11, 2020, respecting Niagara Region 2019 Employment Inventory Results, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities, Local Economic Development Offices, Niagara Workforce Planning Board and the Niagara Chambers of Commerce.

Carried

6.3 PDS 9-2020

Niagara Official Plan - Consultation Details and Revised Framework

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

- Summary of Engagement to Date
- Digital Communication and Engagement Techniques
- Refinements Consultation Timeline
- Making our Mark Branding

Moved by Councillor Bylsma

Seconded by Councillor Easton

That Report PDS 9-2020, dated March 11, 2020, respecting Niagara Official Plan - Consultation Details & Revised Framework, **BE RECEIVED** and **BE CIRCULATED** to the Local Area Municipalities.

Carried

6.4 PDS 8-2020

Overview of Regional Involvement in Port Colborne Quarry Proposal

Moved by Councillor Foster

Seconded by Councillor Butters

That Report PDS 8-2020, dated March 11, 2020, respecting Overview of Regional Involvement in Port Colborne Quarry Proposal, **BE RECEIVED** for information.

Carried

6.5 PDS 10-2020

Niagara Falls GO Station Area Zoning Update

Moved by Councillor Rigby

Seconded by Councillor Fertich

That Report PDS 10-2020, dated March 11, 2020, respecting Niagara Falls GO Station Area Zoning Update, **BE RECEIVED** for information.

Carried

6.6 PDS 11-2020

Background of Town of Niagara-on-the-Lake New Adopted Official Plan

Moved by Councillor Ugolini

Seconded by Councillor Butters

That Report PDS 11-2020, dated March 11, 2020, respecting Background of Town of Niagara-on-the-Lake New Adopted Official Plan, **BE RECEIVED** and **BE CIRCULATED** to the Town of Niagara-on-the-Lake, prescribed agencies and interested parties.

Carried

7. **OTHER BUSINESS**

7.1 Regional Site Alteration By-law

Councillor Butters enquired if there is a Regional site alteration by-law. Phill Lambert, Director, Infrastructure Planning & Development Engineering, advised that the Region does not have a site alteration by-law, as this is a local area municipality function and each municipality has their own by-law. He noted that the issue of site alteration is frequently raised at the Chief Building Officials meetings and is one that they are very concerned about.

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

7.2 Economic Development Memorandum of Understanding

Moved by Councillor Huson
Seconded by Councillor Bylsma

WHEREAS the existing MOU between the Niagara Region and the local area municipalities was signed in 2012 and there is a need to renew this agreement;

WHEREAS the Niagara Region is currently conducting outreach with the local area municipalities to inform a 10 year strategic plan;

WHEREAS there is a current opportunity to reflect upon, re-evaluate, and renew the economic development relationship between the Region and the local area municipalities;

NOW THEREFORE BE IT RESOLVED:

1. That staff **BE DIRECTED** to gather feedback from the local area municipalities and the local economic development officers to explore:
 - a. what is currently working well with the current model;
 - b. where there is room for improvement;
 - c. what resources may be needed to make the economic development relationship more effective and of greater impact in Niagara;
2. That staff **BE DIRECTED** to prepare a report summarizing their findings and develop a new draft Memorandum of Understanding for consideration by Niagara's twelve municipalities; and
3. That this report **BE PROVIDED** at the September Planning and Economic Development Committee meeting for discussion.

Carried

8. **NEXT MEETING**

The next meeting will be held on Wednesday, April 8, 2020 at 1:00 p.m. in the Council Chamber, Regional Headquarters.

9. ADJOURNMENT

There being no further business, the meeting adjourned at 3:19 p.m.

Councillor Huson
Committee Chair

Mark Evely
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

LAKE ONTARIO EXPRESS Inc.

**The environmentally friendly EXPRESS SERVICE SOLUTION to a
major traffic congestion prone area**

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AND THE CITY OF TORONTO**

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MISSION

- TO DEVELOP AND UTILIZE THE POTENTIAL OF LAKE ONTARIO AS A TRANSPORTATION RESOURCE, BEING MINDFUL, FIRST AND FOREMOST, OF THE HEALTH AND SAFETY OF OUR CLIENTS, CREWS, AND COMMUNITIES, WHILE BEING PROTECTIVE OF THE ENVIRONMENT.

OUR STRATEGY ^(1/2)

- The “**Water Link**” provides the “**EXPRESS**” service that GO TRAIN cannot provide.

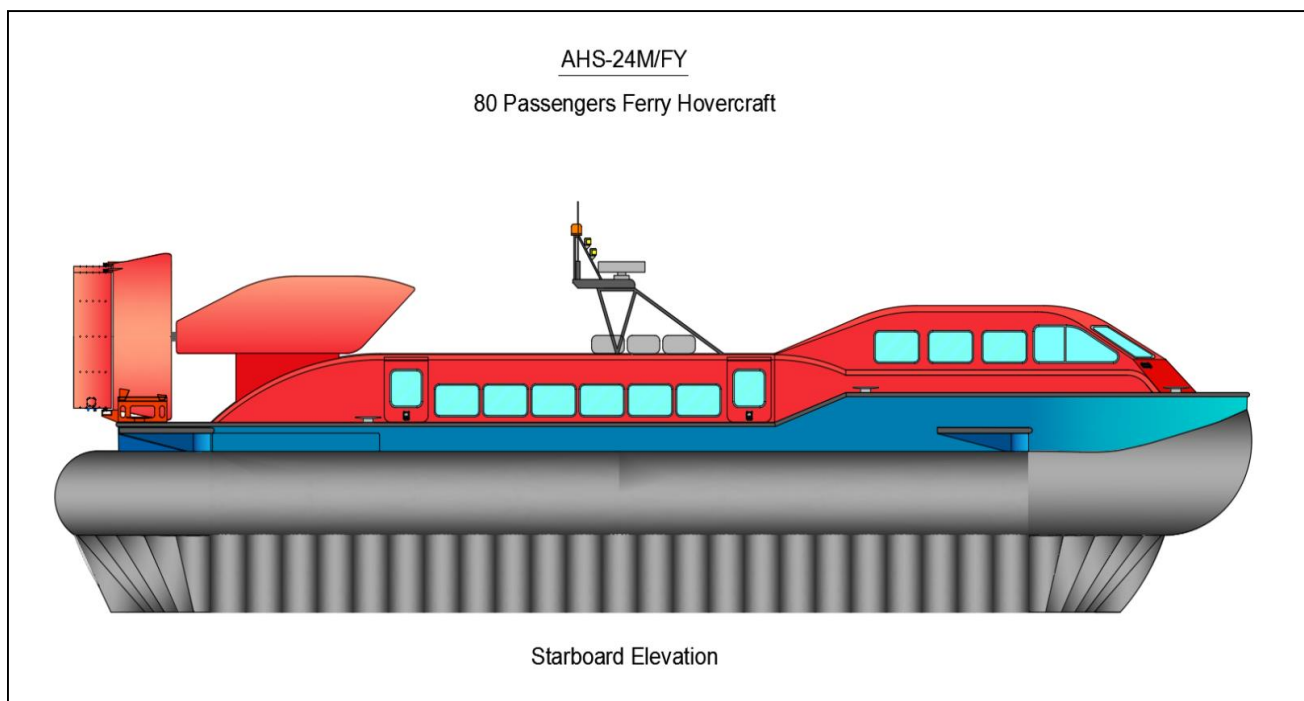
The “**Water Link**” complements the GO TRAIN service. Studies undertaken by Metrolinx estimate the ridership between the Lower Niagara Region and Toronto to be about 31000 passengers/day (p/d). For the ferry we are predicting 2100 p/d or 0.07%

OUR STRATEGY (2/2)

- **Two 80 passengers** vessels (Hovercraft) making **14 crossings** /day divided between NOTL, Port Dalhousie and the Beacon Harbour. These vessels will be powered by a diesel engine with Hydrogen injection, in order to reduce consumption and emissions.
- Crossings will be 7 d/w , 12 m/y with a loss of no more than 15 non-consecutive days/year for unfavorable weather conditions (reference our Lake Conditions Study).
- **Price per one way ticket \$25.00**
- Arrivals and Departures to be coordinated and integrated with Metrolinx and all local Transportation Services



**80-Passengers Ferry Hovercraft for Lake Ontario:
Fast all-year link between Toronto and the Lower Niagara Peninsula**



The high speed of the AHS-24M/FY hovercraft offers an attractive alternative to cars for the Niagara - Toronto corridor, while its amphibious capability provides an all-year link not limited by icing conditions on the lake. The very high stability of its exclusive lift system technology allows this hovercraft to stay operational in all but the severest weather conditions. Finally, its low fuel consumption and its low-emissions Hydrogen Injection system make this an environment friendly system, sparing many thousands of liters of polluting fuel that would otherwise be burnt by the car connection alternative.



The **AHS-24M/FY** has been especially designed for all-year operations on the Great Lakes of North America as a fast amphibious ferry. It is equipped with Argos Hover-Systems' exclusive lift system, which offers very high stability. The standard layout offers seating for 80 passengers, divided into 4 handicapped seats, 68 coach-class seats and 8 first-class seats, plus 2 control seats and 4 cabin attendant seats.

The hull will be made of strong marine aluminium alloys that will resist any possible impacts with ice ridges. Furthermore, the catamaran-like rounded bottom hull forms offer high structural efficiency. Also, its high freeboard provides greater buoyancy and safety.

SPECIFICATIONS

Dimensions:

Length (overall): 23.55 m.

Beam (overall): 11.03 m.

Air Cushion Height: 1.40 m.

Load Capacities:

Total load (including fuel): 12,000 Kg.

Standard fuel capacity: 4,000 liters.

Standard payload: 8,600 Kg.

Seating:

-Passengers:

--- 68 Coach seats.

--- 8 First Class seats.

--- 4 Handicapped seats.

- Crew: Commander, First Officer, 2 Cabin Assistants.

Speed:

Top speed over calm water, no wind: 45 knots.

Cruise speed: 35 knots.

Range & Endurance:

Standard Endurance : 8.6 hours.

Standard Range: 555 Km / 300 nautical miles.

Operational Limits:

Maximum wave height: 2.1 m (Sea State 4).

Maximum Wind: 7 Beaufort.

Maximum Solid Obstacle Height: 1.2 m.

Maximum gradient with speed: 10%.

Engines:

Propulsion: 3 Diesel engines .

Lift: 2 Diesel engines.

Total installed power: 3,200 HP.

All engines comply with US Tier 4f emissions and have Hydrogen Injection systems.

Propulsion power is provided by three diesel engines and lift power by two smaller diesel engines with a total maximum combined power of 3200 HP. All five engines will comply with US Tier 4f emissions regulations and are also fitted with a **Hydrogen Injection** system that reduces both carbon and other emissions as well as fuel consumption. With that power this hovercraft can reach a maximum speed of about 45 knots or a cruise speed around 35 knots and even higher speeds over ice.

The wheelhouse or control cabin is located at an elevated position at the front end of the hovercraft, offering 360° visibility. The standard layout has two adjustable seats for the captain and the second officer or navigator. In front of these seats is the control panel, with the instruments, the rudder wheel and the control levers. Eight first-class seats are installed on the elevated deck behind the control station.





The main cabin is located between the propulsion and the lift machinery compartments, around the longitudinal centre of the hovercraft. This way the payload lies near the centre of gravity and therefore longitudinal trim is very little affected by variations in the number of passengers. The available area in this cabin for seats and services (toilets and galleys) is 7.5 m (24 ft 7 in) long and 8.4 m (27 ft 7 in) wide with headroom of about 2 m (6 ft 7 in). Access is through two main doors at their front ends, one on each side of the craft. There are also two emergency exits at the rear end of the cabin. The standard layout features two toilet cabinets in this cabin, but its layout can be configured following the client's requirements.

At the front end of the main passenger cabin there is a service area with two toilet cabinets and a small galley area with lockers. Each of the toilet cabinets will be fitted with a toilet and a sink with pressurized fresh water.

MAINTENANCE PROGRAMS:

Argos Hover-Systems can provide both routine (planned) and corrective maintenance on site at the operational bases of the hovercraft. These services will be provided on the basis of maintenance contracts that can be signed at the same time or at a later date of the main construction and delivery contract.

The maintenance can be carried out either by personnel sent by **Argos Hover-Systems** or by local personnel trained by our company. Training of the hovercraft maintenance personnel can be done either at our premises in Mexico while the hovercraft is being built and tested, or on site after the hovercraft has been delivered.

Argos Hover-Systems will also provide a list of recommended spare parts to be kept at the hovercraft operational bases. These spare parts are usually included in the main construction contract and they are delivered together with the hovercraft.



ARGOS HOVER-SYSTEMS S.A. de C.V.

Terminal Marítima, Muelle #3 - Puerto El Sauzal

Ensenada - Baja California - México 22760

Tel.: +52 646 175 0429 / 52 646 175 0403

Cell.: +52 646 101 1546

e-mail: info@argoshoversystems.com

<http://www.argoshoversystems.com>



AHS-14/FY
751



Representative in Canada

LAKE ONTARIO EXPRESS

P.O. Box 144, Beamsville, Ontario,
L0R 1B0, Canada

Tel.: +1 416-508-3449

e-mail: info@lakeontarioexpress.ca

<http://www.lakeontarioexpress.ca>

TIMETABLE

- We want to be operational by **MAY 2021** in order to be an asset to our municipalities for the CANADIAN SUMMER GAMES.

BACKGROUND (1/3)

On Friday December 16th, 2016 we held a meeting in the offices of the Hon. MP Chris Bittle. After reviewing our proposed project it was deemed that “... this type of project will reduce CO2 emissions (a government priority) and aligns with the government priority of transportation infrastructure.”

On June 7, 2017 Mayor Sandra Easton endorsed on behalf of the **Town of Lincoln** the Lake Ontario EXPRESS ferry service to Toronto from the Ramada Beacon Harbour. This Harbour was already permitted for a ferry operation.

On June 26th, 2017 the City Council of **Saint Catharines**, unanimously approved a motion in principle, to establish the “water link” to Toronto ,as proposed by Lake Ontario EXPRESS, operating out of the Port Dalhousie Pier Marina.

BACKGROUND (2/3)

- July & August 2017 , series of meetings with **Toronto Port Authority** (TPA) in order to obtain docking permit at the “International Ferry Terminal” (at the bottom of Cherry St.)
Conclusion: TPA deemed that this **ferry terminal** was in an area deemed **NOT SUITABLE for Ferry Operations**.
- 13 October 2017 , Lake Ontario EXPRESS (LOE) responded to the call for submissions of proposal for the West Island of Ontario Place. (Suggestion of MPP Jim Bradley)
- 14 December 2017, Lake Ontario EXPRESS was notified that the **RFP for the West Island of Ontario Place was put on hold**, however the Ministry of Tourism, Culture and Sport was interested in the project and directed LOE to start talks with the Toronto Waterfront Secretariat.

BACKGROUND (3/3)

- 16 March , 2018 Niagara Region Office of Economic Development endorsed the project.
- 1 May, 2018 MPP Sam Oosterhoff endorsed the project.
- 4 May, 2018 MP Rob Nicholson endorsed the project.
- 10 May, 2018 MP Dean Allison endorsed the project
- 16 July, 2018 MPP Wayne Gates endorsed the project
- 30 August, 2018 MPP Jeff Burch endorsed the project.
- 9 December, 2019 **NOTL** City Council gave conditional approval to the project.

BENEFITS _(1/3)

- **TIME**

We can make the crossing in 45 minutes.

Car & Buses: 1H.15 minutes with no congestion.

Car & Buses: 2H + with congestion.

Train: 2H 20 min

Assuming that each passenger saves 1H/Crossing,

Operational Days per Year: 350/y , then 2000 p/d = are saving
700,000 hours /year from this commute! If we apply the
Ontario Min. Wage for Gen. Workers at \$14/hr = \$9,800,000/y
(an hypothetical person would save \$4,900/y)

BENEFITS (2/3)

- **FOSSIL FUEL USAGE REDUCTION**

2018 Data for Canada shows that the average car uses 10.8L/100km. Let's assume that the distance from our area to Toronto is just 130km or a fuel consumption of 14L/car. We further estimate that at 2000 passenger/d we are taking out between 600 to 900 cars/day from our highways, using an average of 750c/d this saves:

a) **Liters/day = - 10,530** b) **Liters/y= - 3,685,500**

However, the normal fuel consumption for this type of hovercraft is 450 L/ hour (Diesel). With Hydrogen Injection we save about 30% so we utilize **315 L/ H** or about **236 Liters/ each trip, each Hovercraft.**

a) **Liters/day (2 HC)= +6,608** b) **Liters/year (2HC) = +2,312,800**

TOTAL SAVING= -3,922 Liters/Day Liters/ year= -1,372,700

BENEFITS (3/3)

- **JOBS CREATION**

Each Hovercraft requires a Crew of 6 FTE/shift : Captain, Navigator, and 4 cabin attendants. 4 shift/week + Security + Cleaning crews+ Office Personnel = About **50 FTE** Direct
Indirect job creation: **200 to 500** in the General Services, Construction, Entertainment, and Security sectors of our economy.

LAST BUT MOST IMPORTANT:

SAFER COMMUTE

THE WATER LINK NEEDS

- **APPROVAL by the City of Toronto** to have a dedicated dock in the Inner Harbour for the ferry service to the Lower Niagara Peninsula .
- **COORDINATION WITH METROLINK** in order to provide seamless service.
- **COORDINATION WITH LOCAL LAND TRANSPORTATION SERVICES**

REFERENCE SECTION

- LAKE ONTARIO EXPRESS Inc. TEAM
- DETERMINING DAILY TOTAL DEMAND
- CONDITIONS ON LAKE ONTARIO

LAKE ONTARIO EXPRESS TEAM

**LMM Engineering Inc.....Transportation consultants,
Oakville , ON**

Argos Hover Systems.....Hovercraft , Ensenada, Mexico

**Coastwise Management...Marine advisory services ,St.
Catharines, ON.**

**Chimpanzee...Marketing planning & implementation, St.
Catharines, ON.**

**Taylor Leibow, LLP ... Accountants and Advisors,
Hamilton, ON.**

Baird...Coastal and Harbour Engineers, Oakville, ON

Redrock Power Systems, Charlottetown. PEI...H2 Power

Determining Daily Total Demand (From the 2011 GO TRAIN STUDY)

Commuter	Tourist	Total
----------	---------	-------

11,314		
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	20,120	
--	--------	--

		31,434
--	--	--------

<i>Forecast 2017 Daily Trips*</i>		
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	1,660	
--	-------	--

<i>Forecast 2027 Daily Trips**</i>		
------------------------------------	--	--

	1,840	
--	-------	--

NOTE: from the study of our consultants LMM ENGINEERING, all figures are one way trips

** Based on 5% Capture Rate (absolute minimum)*

***Based on 5% capture rate and 1% annual growth rate*

STUDY: Conditions on Lake Ontario

Hourly Data from buoy c45139, Department of Oceans & Fisheries,
Government of Canada, from 1991 to 2015 (25 years):

Wave height(meters)	(# of entries)	%	Cum. #	Cum. %
0-1.0 m	117000	96.74	117000	96.74
1.0-2.5	3718	3.07	120718	99.82
2.5- 3.0	119	0.10	120837	99.92
>3.0m	101	0.08	120938	100.00

Data Analyzed by Dr. Alfred DeMaris, Bowling Green University , OH ,USA
(From his “Report on Lake Ontario Wave Heights “ prepared for
Lake Ontario EXPRESS, December 11, 2017).

Conditions on Lake Ontario (cont.)

After reviewing the data we have concluded :

1- Navigation will be allowed when Wave Height do not exceed 2.0 meters:

Wave height(meters)	(# of entries)	%	Cum. #	Cum. %
0 to 1.99 m	120420	99.57	120420	99.57
> 2.00 meters	518	0.43	120938	100.00

2- From December 15 to March 15, there may be small ice floes that may impede navigation by conventional vessels. Small harbors and bays may be iced over. Lake Ontario itself is known to be ice free. Winter time is when gale force winds are more frequent:

Wind speed >6.4meters/second from NE direction, are more likely to generate high waves.

Subject: Cannabis Workshop Summary

Report to: Planning and Economic Development Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That Regional Council **ENDORSE** the letter to Ontario Ministry of Agriculture, Food and Rural Affairs (Attached as Appendix 2 of Report PDS 7-2020);
2. That staff **CIRCULATE** this letter to the Ontario Ministry of Agriculture, Food and Rural Affairs; and
3. That staff **CIRCULATE** a copy of this report to the local area municipalities.

Key Facts

- The purpose of this report is to share feedback heard from the facilitated Cannabis Workshop held on December 11, 2019, as directed by Planning and Economic Development Committee.
- The workshop consisted of two presentations and table discussions moderated by Regional staff. Table discussions focussed on concerns municipalities have related to growth of the cannabis industry, regulatory tools being used to permit development, and what Provincial guidance for the industry could include.
- There were approximately 40 attendees including elected officials and regional and local representatives from planning, by-law, building, fire departments.

Financial Considerations

Costs associated with the workshop were accommodated within the Planning and Development Services 2019 Operating Budget.

Analysis

Background

At the October 9, 2019 Planning and Economic Development Committee meeting, staff were authorized to coordinate a facilitated cannabis workshop with local municipalities to discuss operational and land-use concerns related to cannabis cultivation and production facilities and identify regulatory tools to address these concerns.

The half-day workshop was held at Balls Falls Centre of Conservation on Wednesday, December 11, 2019 from 1:30-3:30pm. The workshop was facilitated by Niagara Region's Innovation and Business Excellence staff.

Attendees included elected officials and planning, by-law, building, and fire staff from the following local area municipalities:

- Town of Fort Erie
- Town of Grimsby
- Town of Lincoln
- City of Niagara Falls
- Town of Pelham
- City of Port Colborne
- City of St. Catharines
- City of Thorold
- Township of Wainfleet
- City of Welland
- Township of West Lincoln

Workshop Format

The workshop consisted of two presentations and moderated table discussions.

- Economic Development staff presented on the "Current Status of Cannabis Operations in Niagara" providing a general overview of federal licenses for cannabis, commercial licensed producers in Niagara, the roles and responsibilities of all levels of government for regulating cannabis, and designating a person to produce medical cannabis.
- The workshop heard a presentation from Dr. Sara Epp, Assistant Professor in Rural Planning and Development at the University of Guelph on a research-funding proposal to OMAFRA: "Assessing Land Use Planning Tools to Mitigate Odour and Lighting Nuisances Related to Cannabis Production." If funded, this research would commence in May 2020 and conclude April 2023.

Regional staff, working through a series of questions with stakeholders, moderated the table discussions. Questions included concerns municipalities have with cannabis, the tools municipalities have used to regulate cannabis, and provincial guidance material municipalities would like to see. Highlights of the responses heard at each table were reported back to all attendees through a general discussion.

Table Discussion Feedback

The following is a summary of the feedback received during the table discussions. Please refer to Appendix 1 for a full summary of the feedback.

The concerns that municipalities highlighted included the following:

- lack of information and regulations;
- traffic concerns with large production facilities;
- enforcement concerns;
- odour and light concerns;
- cannabis and its compatibility to rural character;
- water and wastewater implications;
- crime and security concerns;
- retrofitting buildings for cannabis use;
- tax implications;
- concern with cannabis as a 'normal farm practice'; and
- concern with growing cannabis in greenhouses.

The tools municipalities have been using to regulate cannabis facilities include site plan control, interim control by-laws, and zoning. Overall, there is a mixed consensus on the effectiveness of these tools due to a number of reasons, including:

- no unified approach to regulation across Niagara;
- the tools have not been implemented for long enough to measure effectiveness;
- uncertainty of the land classification for cannabis; and
- the expense and difficulty of enforcement.

Guidance material or provincial clarification that municipalities would like to see include:

- clarification on enforcement;
- best practices for managing odour and light;
- clarification on how cannabis fits within the agricultural sector;
- clarity on production facilities vs. growing operations;
- land use compatibility with cannabis; and
- consistency with rules across the sector.

Conclusion

The workshop provided stakeholders a collective opportunity to identify concerns related to cannabis cultivation and production facilities experienced across Niagara and identify opportunities that require clarification from the Province.

Recognizing the regulation of cannabis occurs at the local municipal level, the Region, on behalf of Niagara local area municipalities, encourages the Province to develop guidance materials on cannabis cultivation and production facilities (see Appendix 2). Guidance materials for cannabis would provide greater clarity and consistency for municipalities across Ontario and benefit growers, producers, local area municipalities, and residents.

Alternatives Reviewed

The alternative would be for Committee and Council to not endorse and direct the attached letter to the Ministry of Agriculture, Food, and Rural Affairs and the Ministry of Municipal Affairs, and not circulate this report to the local area municipalities. This is not recommended.

Relationship to Council Strategic Priorities

This report supports Council's strategic priority of Supporting Businesses and Economic Growth by working together with local area municipalities' planning departments and leveraging partnerships with post secondary institutions.

Other Pertinent Reports

CWCD 420-2019 Facilitated Cannabis Workshop

Prepared by:

Katie Young
Planner
Planning and Development Services

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Erik Acs, MCIP, RPP, Manager of Community Planning, Kelly Provost, Economic Development Officer, and reviewed by Doug Giles, Director of Community and Long Range Planning.

Appendices

- | | |
|------------|---|
| Appendix 1 | Cannabis Workshop Consultation Summary |
| Appendix 2 | Letter re: Guidelines Needed to Reduce Cannabis Facility Land Use Conflicts |

Cannabis Facilitated Workshop Summary



Planning and Development Services
March 11, 2020



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Executive Summary

On December 11, 2019, the Region's Planning and Economic Development staff coordinated a cannabis workshop facilitated by the Region's Innovation and Business Excellence staff, as directed by Planning and Economic Development Committee at the October 9, 2019 meeting. The purpose of this workshop was to discuss the impact of the cannabis industry in Niagara.

The workshop had approximately 40 attendees ranging from elected officials, planning staff, by-law staff, building staff and fire staff. Eleven of the 12 local municipalities attended, including Fort Erie, Grimsby, Lincoln, Niagara Falls, Pelham, Port Colborne, St. Catharines, Thorold, Wainfleet, Welland, and West Lincoln.

The workshop consisted of presentations and facilitated table discussions. The first presentation outlined the current status of the cannabis industry in Niagara. A second presentation outlined a research proposal from the University of Guelph to the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) related to developing guidance tools for land use planners related to cannabis facilities.

Table discussions were focused on concerns municipalities have related to the growth of the industry, regulatory tools being used to permit development, and what Provincial guidance for the industry could include.

The concerns that municipalities highlighted included the following:

- Lack of information and regulations
- Traffic concerns with large production facilities
- Enforcement concerns
- Odour and light concerns
- Cannabis and its compatibility to rural character
- Water and wastewater implications
- Crime and security concerns
- Retrofitting buildings for cannabis use
- Tax implications
- Cannabis as 'normal farm practice' and using greenhouses for growing cannabis

The tools municipalities have been using to regulate cannabis facilities include site plan control, interim control by-laws, and zoning. Overall, these tools have had mixed results for a number of reasons, including:

- no unified approach across Niagara
- the tools have not been implemented for long enough to measure effectiveness
- uncertainty of the land classification for cannabis
- the expense and difficulty of enforcement

Guidance material or provincial clarification that municipalities would like to see include:

- Clarification on enforcement
- Ways to manage odour and light
- Clarification on how cannabis fits within the agricultural sector
- Clarity on production facilities vs. growing operations
- Land use compatibility with cannabis
- Consistency with rules across the sector

1.0 Introduction

This report summarizes the discussions from a half day workshop held at Balls Falls Centre of Conservation on Wednesday, December 11, 2019, from 1:30-3:30pm to discuss operational and land use concerns related to cannabis growing facilities.

The purpose of the workshop was to:

- Understand the different types of licensing that currently exists for cannabis growing facilities
- Bring together local municipalities staff and councillors to discuss challenges, tools, and opportunities, including:
 - concerns municipalities have with cannabis facilities
 - tools (site plan control, zoning, interim by-laws, etc.) that can or are being used to regulate these facilities
 - suggestions for best practice or guidance materials that the Province could provide
- Summarize the top themes and circulate them to the group for use
- Consolidate relevant items into a report to the Regional Planning and Economic Development Committee.

This report is a select summary of the findings from the workshop.

2.0 Presentation 1- Current Status of Cannabis Operations in Niagara

Economic Development staff presented on the “Current Status of Cannabis Operations in Niagara”. This presentation provided a general overview regarding federal licenses, commercial licensed producers in Niagara, the roles and responsibilities of all levels of government, and designating a person to produce medical cannabis. This presentation was intended to highlight the most relevant information from the Cannabis Regulation Framework Presentation by Cannabis Compliance Inc. at the October 9, 2019 Planning and Economic Development Committee. Key points by subject are below:

Federal Licences:

- A federal licence is required to cultivate, process, or sell cannabis for medical or non-medical purposes
- One must have a licence to grow, sell, or test cannabis, as well as make cannabis products or do research with cannabis

Commercial Licensed Producers in Niagara:

- Health Canada only publishes information on commercial cultivation, processing, and selling licenses; there is very little information on personal use or designated growing operations
- There are six commercial licensed producers in Niagara as of December 2019 (RedeCan Pharm-two sites, CannTrust, Tweed Farm Inc., Hexo Corp, Cannacure Corp), with two more facilities seeking/in process for licensing from Health Canada

- As of June 14, 2017, the only entity in Canada that is legally permitted to sell medical cannabis as a commercial good and as a registered business is a licensed producer.

Table 1. Roles and Responsibilities at the Federal, Provincial, and Municipal Levels:

Federal	Provincial/Territorial	Municipal
Cannabis production	Wholesale and retail distribution of cannabis	Zoning (density, location)
Cannabis possession limits	Selection of retail distribution model	Retail locations
Trafficking	Workplace safety	Home cultivation
Advertising	Discretion to set more restrictive limits for:	Business Licensing
Minimum age limits (18)	<ul style="list-style-type: none"> • minimum age for consumption • possession amount 	Building Codes
Oversight of medical cannabis regime, including personal cultivation registration		Nuisance
		Smoking restrictions
		Odours
		Municipal workplace safety
		Enforcement
		Regulations around public consumption
		Personal possession
		Municipal cost considerations related to local policing

Designating a Person to Grow Medical Cannabis:

- An individual will be issued a registration certificate by Health Canada which indicates the number of plants one can grow, the amount of dried cannabis one can store, the production site (indoor or outdoor), and the storage site
- A designated grower can grow for up to 4 individuals with medical licenses;
- The Allard Decision of 2016 (federal court ruling that there is no ability to prevent designated growers from growing cannabis) is now rolled into the Cannabis Act (Access to Cannabis for Medical Purposes Regulation ACMPR) which allows individuals to grow for themselves
- Based on information relayed by Health Canada, growing on behalf of a patient is not operating as a “business” because there is no “commercial” exchange.

2.1 Presentation 1 Feedback- Current Status of Cannabis Operations in Niagara

Following the presentation staff opened up the floor for discussion, comments, or questions. The comments and discussions included challenges with enforcement, different regulations for different licenses, and difficulty of defining cannabis as a normal farm practice, as summarized below:

Enforcement	<ul style="list-style-type: none"> • Problems at the local level for enforcement; • Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) refuses to define normal farm practice and says to treat these facilities on a case-by-case (complaint) basis; • Lack of Health Canada resources for enforcement.
Licensed Producer vs. Designated Grower Regulations	<ul style="list-style-type: none"> • Designated storage area for non-licensed producers is different than for licensed growers even though the facilities can be just as large as licensed facilities; • There is a lack of enforcement for designated growers.
Definition of Normal Farm Practice	<ul style="list-style-type: none"> • OMAFRA recognizes growing cannabis as a regular agricultural practice, which is an issue/restriction because placing regulations on the cannabis industry may impact other agricultural products that are being produced; • There is an opportunity to define cannabis now, as there have been many challenges/issues with cannabis as a regular agricultural practice; • Processing has some different definitions than growing. This will affect how municipalities can challenge the different elements.

3.0 Table Questions

The table discussions included answering the following questions:

- (1) Concerns related to light and odour are frequently associated with the cannabis industry. Beyond these items, what other concerns have you experienced in your municipality?
- (2) There are a number of existing tools that are being utilized by municipalities in Ontario to regulate cannabis facilities under mechanisms like the Ontario Building Code, Ontario Planning Act, the Municipal Act, the Ontario Fire Code, etc.
 - a) What tools has your municipality implemented to regulate cannabis facilities (e.g. site plan, interim control by-law, zoning, etc.)?
 - b) Have these approaches been effective?
 - c) Are there additional tools that you can envision to regulate cannabis facilities?
- (3) For certain land-use topics, the Province prepares guidance materials (i.e. Permitted Uses for Agriculture, Land Needs Assessment Methodology, etc.). If the Province was to prepare land-use guidance materials or best practices for cannabis facilities, what do you think should be included?

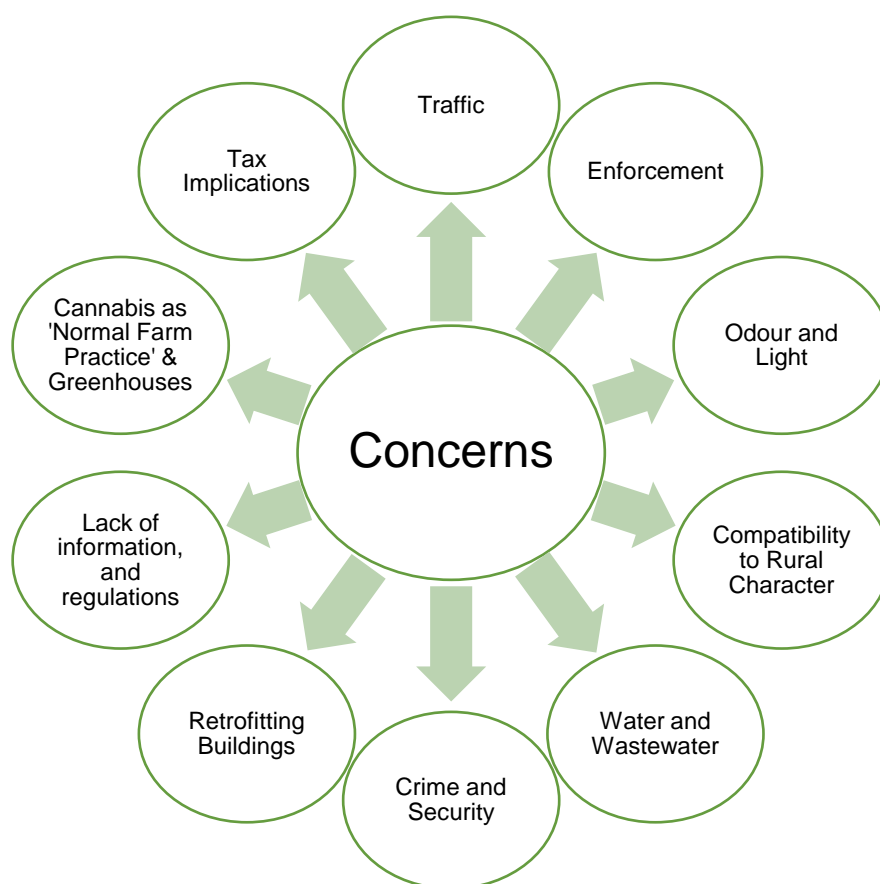
3.1 Table Feedback

The moderators of each table recorded the table feedback, and presented the highlights to the participants of the workshop. Responses to the questions above were recorded and are summarized below.

3.1.1 Concerns Experienced by Municipalities

The second question asked participants to explain what concerns they have experienced in their municipality other than odour and light. Despite this, odour and light were a top concern and have been included. The concerns have been categorized into 10 different themes, as shown Table 2 below.

Table 2. Concerns Experienced by Municipalities



Lack Of Clearly Defined Rules/Regulations/Information:

- Lack of available information
 - Ability to connect with Health Canada is difficult and they will not provide a list of personal license holders
 - Legal opinions of legislation and rules can differ between those giving the interpretation

- Facilities that were not subject to site plan control or building codes before getting their license may not be in compliance with newer requirements
- Designated growers (DGs) vs. licensed producers (LPs)
 - DGs are held to a much lower standard than LPs
 - LP facilities must comply with building and fire code and DGs are not required to be.

Enforcement Concerns:

- Frustration from residents regarding by-laws that cannot be enforced (DGs)
- Expensive for municipalities to enforce all of the by-laws related to cannabis
- Lack of monitoring for compliance, for instance
 - Licenses list how many plants you are allowed to grow, but enforcement is not ensuring the operations have the correct number of plants
 - Chicken barns are being purchased and turned into growing operations and by-laws are not enabling enforcement to confirm these are licensed operations
- Concern about communication between by-law officers, police, and the provincial and federal government
- Concern about how municipalities penalize non-compliance

Tax Implications:

- Concern about economic implications, where in some cases residential owners are paying more in taxes than producers, e.g., agriculture does not have a high tax base compared to residential
 - Concern regarding residents “subsidizing” the cannabis industry
 - Concern regarding residents moving out of an area when cannabis operations move in
- Concern about additional cost to municipalities when producers don’t pay their ‘share’ of taxes
 - Low agriculture tax rates
 - High use of infrastructure but no development charges
 - Other exemptions to producers

Odour/Light Concerns:

- Light and odour are by far the most frequent concerns.
 - Treatment chemicals for odour and the negative affect on nearby crops and human health
 - Odour complaints that are blamed on licensed producers but are usually regarding designated growers
- Setbacks from a facility do not work for odour/light, which travel, impacting residential areas
- Impact to quality of life, e.g., children being exposed to cannabis and allergies

Traffic Concerns:

- Concern about increased traffic volume on the roads surrounding LP facilities due to increased levels of employment in the area
 - Negative impact to rural road conditions
 - Parking issues
 - Increased noise levels

Rural Character:

- Concern about the location of these facilities in relation to sensitive land uses such as schools and residential areas
- Decreased land value, especially on rural properties
- Change to character of rural landscape (e.g., high fencing around cannabis crops, which contributes also to perceptions of safety, potential criminality)

Water and Wastewater:

- Concern about the infrastructure for water demands, water treatment and disposal
 - Concern of excess water that is contaminated
 - Concern that these facilities will run residents' wells dry
 - Implications of septic with high employment at a facility

Security/Crime:

- Concern about how material is being disposed of and whether there is illegal dumping taking place
- Concern about the safety and security of these facilities
 - Residents concerned about facilities increasing crime rates, stemming from a stigma around the industry
- Concern about designated growers operating as a business supplying the black market

Retrofitting Concerns:

- Concern about cannabis facilities that are retrofitting existing buildings
 - New as opposed to retrofitted spaces – difference in what is required; the latter may not require a building permit
 - Ensure retrofitted buildings are subject to site plan agreements to trigger appropriate review

Cannabis as 'Normal Farm Practice':

- Concern about cannabis as a 'normal farm practice'
 - Need to challenge cannabis being defined as a 'normal farm practice' at the normal farm practice protection board (OMAFRA)
 - Concern if outdoor growing would be restricted if it is considered a 'normal farm practice'
- Agricultural impacts
 - Spores contaminating other crops, e.g., cannabis spores can change the gender of hops plants
 - Cannabis is not good land use in prime agricultural areas

- Creating cannabis-specific regulations may result in unintended consequences for other agricultural crops
 - Concerned about servicing cannabis facilities that are within greenbelt lands
- Greenhouse concerns
 - Greenhouses being used to grow cannabis because they are cheap and located in agricultural areas
 - Difficult to regulate greenhouses being used for cannabis as this will have impact on other growers, e.g. flower growers
 - Building code does not do enough to address fire codes for facilities/greenhouses, e.g., construction detailing does not address fire wall specifications/requirements

3.1.2 Tools for Cannabis Regulation

Question 3 is broken down into three sub-questions asking participants about what tools their municipality has implemented to regulate cannabis, if these tools have been effective, and if there are any additional tools that could be used.

Tools municipalities have implemented to regulate cannabis facilities

Site plan control, interim control by-laws, and zoning have all been used to regulate cannabis facilities in various municipalities across Niagara. Additionally, the Town of Pelham has created a 'Cannabis Control Committee' to help regulate cannabis facilities. Recommendation from participants in Pelham suggest including growers in these committees to have a full range of perspective on the issues.

Table 3. Three Tools Used to Regulate Cannabis Facilities in Niagara Municipalities

Site Plan Control	Interim Control By-Law	Zoning
<ul style="list-style-type: none"> • Site plan control used for new facilities in some municipalities. Allows staff to address concerns raised by members of the public • Issues such as light, servicing, buffering, and screening, can be addressed at this stage to mitigate concerns • Pre-consultation checklists for site plans require specific studies to be conducted • Medical licenses have been subject to site plan control • License permits have been issued through municipalities. 	<ul style="list-style-type: none"> • The most popular tool used. If a municipality currently does not have one, they are considering it • Used to prevent new facilities, including recreation • Ensure facilities are enclosed • Ensure no greenhouses or outdoor storage is used • Interim control by-law being used in both Pelham and Lincoln that expire in July 2020 	<ul style="list-style-type: none"> • A zoning by-law amendment was passed in 2014 that added stricter requirements for any new facilities (Port Colborne) • E.g. Minimum separation to sensitive land use: 150 metres • E.g. Minimum lot size/frontages • E.g. Outdoor storage not permitted • E.g. Servicing requirements • Official plan zoning-location for larger scale facilities • Medical licenses have been subject to zoning; • Minimum lot sizes • In industrial zones-distance from sensitive land

Effectiveness of tools implemented

There were mixed views on the effectiveness of these tools amongst the participants. However, some reasons for ineffectiveness provided were:

- Municipalities across Niagara are implementing different tools, with no unified approach
- Most regulations are new and no new facilities have been approved under these regulations
- Interim control by-laws are effective until they are challenged, and are only a temporary solution as they expire
- Zoning is difficult because of the uncertainty of what the land use is for cannabis
- Difficult to defend by-laws, making the tools less effective
- Expensive for smaller municipalities to enforce by-laws

There was discussion that a nuisance by-law is on the cusp of implementation and that it may have greater enforcement potential.

Table 4. Additional Tools to Regulate Cannabis Facilities

Administrative Monetary Penalty System	<ul style="list-style-type: none"> •Go after taxes to fine •Increase fines for non-compliance so it does not become ‘the cost of doing business’ •Would likely need to be able to enforce the Cannabis Control Act •Municipal Act fines would likely not be large enough to control large producers •Additional work on how it would be administered and enforced would be required
Creating Industry Standards	<ul style="list-style-type: none"> •Aligning rules for new vs. existing facilities •The development of a ‘Good Neighbour Policy’ •Business licensing
Local Enforcement	<ul style="list-style-type: none"> •The need to work closely with the NRP for safety when entering a growing facility •Have NRP help figure out how enforcement can enter buildings so they can ask to see a license. Unclear if there is support for enforcement officers to enter •Need to have federal government delegate the authority to enforce the Cannabis Control Act to municipalities •More oversight of Health Canada licenses by local municipalities and other local authorities
Common language and tools across Niagara	<ul style="list-style-type: none"> •Communication across Niagara to have a common language for regulating these facilities •Engagement sessions and education •Following up with federal and provincial governments •Create easier way to communicate with authorities
Land Use/Site Plans/Zoning	<ul style="list-style-type: none"> •Have a minimum distance separation (MDS) formulae for cannabis •Have zoning and site plan control well thought out and enforced •Requiring facilities to monitor and be conscious of the surrounding area •Ask that approval is only given to newly built facilities •Set back controls •Develop zoning by-laws that brings all agricultural operations under site plan control. This would enable control of fire, water, access, building height, etc. •Amending Official Plans; zoning; site plan control to include both new and existing facilities; •Land use planning for regulating designated growers •Further designate agricultural lands •Don’t put locations of growing together •Determine whether designated grower areas can be zoned

3.1.3 Guidance Material

Question 4 had participants share what they would like to see included in a provincial guidance document if one is created. Participants shared both what they would like to see clarification on and what local experience has shown.

In general local area municipalities (LAMs) are interested in understanding the tools available to municipalities for regulating cannabis cultivation and production and how best to work with these operations.

Table 5. Provincial clarification categories



Enforcement

- Need clear definitions for cannabis as policies can be appealed
- How to penalize facilities for non-compliance for:
 - Licensing at municipal level
 - Licensing at federal level
 - Renewal process

Odour & Light

- Odour control standards for both cannabis growing and production facilities
 - How to address facilities that seem to be worse than others
 - How outdoor facilities are observed when it comes to odours
 - Can low odour cannabis plants be required in certain facilities?
 - Best management practices (BMPs) for mitigating impacts on residential neighbourhoods- what are the setback requirements for outdoor growing

- Light mitigation measures
 - How to better incorporate lighting standards into zoning by-laws

Cannabis and Agriculture

- Need OMAFRA to clearly recognize cannabis as an agricultural category and come up with guidelines. There are previous examples where OMAFRA has dealt with related issues pertaining to other agricultural areas, e.g., MDS, livestock odor, tobacco drying odor that may be relevant to cannabis; same with technology, e.g., bird bangers, anti-frost machines also were controversial but became regulated
- Tighten-up and clarify “Value Added Uses” in terms of cannabis production
- Guidelines for Greenhouses
 - Facility size
 - Construction standards
 - Maximum amount of glass
 - Rules for when greenhouses are converted for any type of cannabis facility

Production Facilities

- How to define production facilities
 - Growing is agriculture: How do we categorize production facilities
- The Province should update the D6 Guidelines Compatibility between Industrial Facilities, to include consideration of cannabis.

Land Use Compatibility

- What is the best land use compatibility with cannabis facilities? If cannabis is being produced in a greenhouse, you don’t necessarily want it within prime agricultural areas, but if it becomes a commercial/industrial use, it may be too close to the urban areas. What would be the best practice for this?
- Inform us through guidance material what is the best practice for:
 - Setbacks - What is an appropriate setback for this type of facility?
 - Zoning - How should we zone these types of facilities?
 - Traffic studies - When is it necessary to conduct a traffic study on a licensed production facility?
 - Waste (septic) - When is it necessary to look at the impact of water/wastewater to the surrounding area?
 - Light mitigation measures
 - Infrastructure - water demands (aquifer), municipal water supply, disposing of water (treatment).

Consistency across the sector

- Come up with feasible calculations based on, for instance, the number of plants – regulations should be based on large-scale growing as this would address the critical issues for both DGs and LPs
- Scale of the facilities (licensed producers vs. designated growers)
- When growers move from one municipality to another, there is a new set of standards/bylaws that they must now abide by

- Clarity on who is in charge of what, as the land owner is not necessarily the farmer/producer
- Need a guidance document outlining best practice to help staff, members of the public and prospective cannabis facility owners
- Province needs to make advice on a tailored complaints process

Other:

- Technological innovation needs to be used to mitigate odour and concerns
 - Reaching out to other countries that have experience, e.g., The Netherlands
 - Making sure that regulations take into account advances in technology
- The Weed Control Act could be looked at for potential solutions
 - Cannabis to be considered a weed that is impacting a neighbours crops
- The need for all designated license holders to be publicized to the Niagara Regional Police (NRP) and municipalities by Health Canada

Local experience has shown that:

- Greater enforcement needs to come from the federal government for the licensed producer facilities when complaints are made
- Problems and uncertainties need to be addressed immediately as they are occurring now
- There is a need for the College of Physicians and Surgeons to consider criteria and number of prescriptions they provide for medical cannabis
- If publishing information on cannabis tourism, the local municipalities should be involved with the published materials
- Need to have provincial clarification on cannabis cultivation and production so that there is consistency for municipalities across Ontario
- Education is important; it may be possible to leverage work being done in research and programs (Niagara College, University of Guelph) and to have those working in the cannabis sector involved

Regional level:

- Could there be a by-law regarding the odour for these facilities, e.g. similar to the Region enforcing the smoking by-law? There may be an opportunity to combine with Public Health initiatives
- Suggestion that Region takes over
 - Business licensing
 - By-laws enforcement
 - Inspections
 - Site plans (similar to tobacco)

4.0 Presentation 2- Cannabis Research

Dr. Sara Epp, Assistant Professor in Rural Planning and Development at the University of Guelph presented on a research-funding proposal that has been submitted to

OMAFRA as of November 2019: “Assessing Land Use Planning Tools to Mitigate Odour and Lighting Nuisances Related to Cannabis Production.”

There are multiple research objectives associated with this research proposal, which includes continuing to support the expansion of the cannabis sector in Ontario; bring consistency to municipal decision making and land use planning approvals related to cannabis; and to reduce nuisance complains and issues between cannabis operations and neighbouring land uses through effective siting and development of cannabis production operations

The deliverables for this project (pending OMAFRA funding) are:

- Jurisdictional scan and literature review exploring planning tools/practices for cannabis production within Ontario and broadly
- Toolkit of best land use planning policies, strategies, practices, procedures that support standard farm practices related to cannabis production
- Creation of a “Good Neighbour Policy” to be used by farmers and municipalities to mitigate/reduce potential nuisance complaints

The timeframe for this project is May 1, 2020 to April 30, 2023, should the funding application be successful. Best practices will be discussed with appropriate stakeholders through a series of workshops throughout the project timeline.

4.1 Presentation 2 Feedback -- Cannabis Research

The feedback following the presentation emphasized the need to have this information available sooner. There were also questions and comments regarding how people could stay up to date on the project and a request to have Dr. Epp come back to Niagara to hold a workshop during the timeframe of the project.

5.0 Conclusion

The workshop brought together local area municipalities’ staff and elected officials for a productive discussion on issues surrounding the cannabis industry and focussed on working together to find solutions.

The feedback heard from the workshop on December 11, 2019 will be shared with the Regional Planning and Economic Development Committee, local area municipalities, the Ontario Ministry of Agriculture, Food, and Rural Affairs, and the Ontario Ministry of Municipal Affairs and Housing.

March 11, 2020

Delivered Electronically

Hon. Ernie Hardeman
Minister
Ministry of Agriculture, Food and Rural Affairs
11th Flr, 77 Grenville St
Toronto, ON
M7A 1B3

Hon. Mr. Hardeman,

Re: Guidelines Needed to Reduce Cannabis Facility Land Use Conflicts

The purpose of this letter is to request the development of Provincial guidelines to reduce cannabis facility land use conflicts.

Greenhouse, nursery and floriculture production is the highest grossing agricultural industry in Niagara, with a GDP impact of \$691 million. The industry is well-established locally; however, the addition of cannabis as a crop has presented new regulatory challenges particularly related to siting facilities and operational considerations.

There are opportunities for improved approaches to land-use planning that would ensure licensed facilities are appropriately situated and regulated within the region to leverage the significant investment, value and job creation opportunities associated with the cannabis industry. The development of a set of land use guidelines pertaining to this crop is necessary to support both the industry and communities.

At a recent workshop with local municipal stakeholders and elected officials, land-use issues related to odour and light emissions as well as concerns pertaining to outdoor cropping of cannabis were discussed to compare approaches being applied across local area municipalities that support the industry.

This session confirmed that approaches are inconsistent among municipalities. Feedback from the stakeholders identified the need for the development of Provincial guidance materials, such as factsheets, pertaining to cannabis cultivation and production. The following topics were highlighted as priority items for inclusion in guidance materials:

- clarification on licensing and enforcement options for municipalities;
- standards and thresholds for odour and lighting emissions;
- best management practices for cannabis cultivation and production facilities; and

- land use compatibility (similar to MDS, or D Series Guidelines).

The creation of guidance materials to inform cannabis cultivation and production represents an opportunity to add clarity, efficiency and consistency across the province in this area, to the benefit of growers, producers, local municipalities and their residents.

The Region understands that some of the above materials may already be in development, and encourages the Ministry to support the development of additional materials as suggested.

The Region would also be pleased to participate in any technical advisory groups or consultations with respect to any topics related to cannabis land use, including guidance materials or proposed regulations.

Sincerely,

Diana Huson
Regional Councillor
Chair, Planning and Economic Development
Committee

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

cc:

Hon. Steve Clark, Minister of Municipal Affairs and Housing

Jim Bradley, Regional Chair, Niagara Region

Sam Oosterhoff, MPP Niagara West

Development Applications Monitoring Report

2019 Year End

March 11, 2020 – Planning & Economic Development Committee

Regional Development Services Planning Process Overview

Regional Development Planning Context

Approval authority for: Regional Official Plan Amendments and Local Official Plan Amendments (unless they are site-specific or otherwise exempt)

Commenting agency for: Local Zoning By-laws and Zoning By-law Amendments, Plans of Subdivision/Condominium, Site Plans, Consents and Minor Variances

Provincial and Regional interests:

- Growth management (e.g. where growth will be directed)
- Rural and agricultural land protection
- Protection of the natural environment (e.g. wetlands, watercourses, woodlands)
- Regional transportation (including active transportation)
- Cultural heritage and archaeological resources

Regional Official Plan Amendment (ROPA)

ROPA

OPA

ZBLA

MV

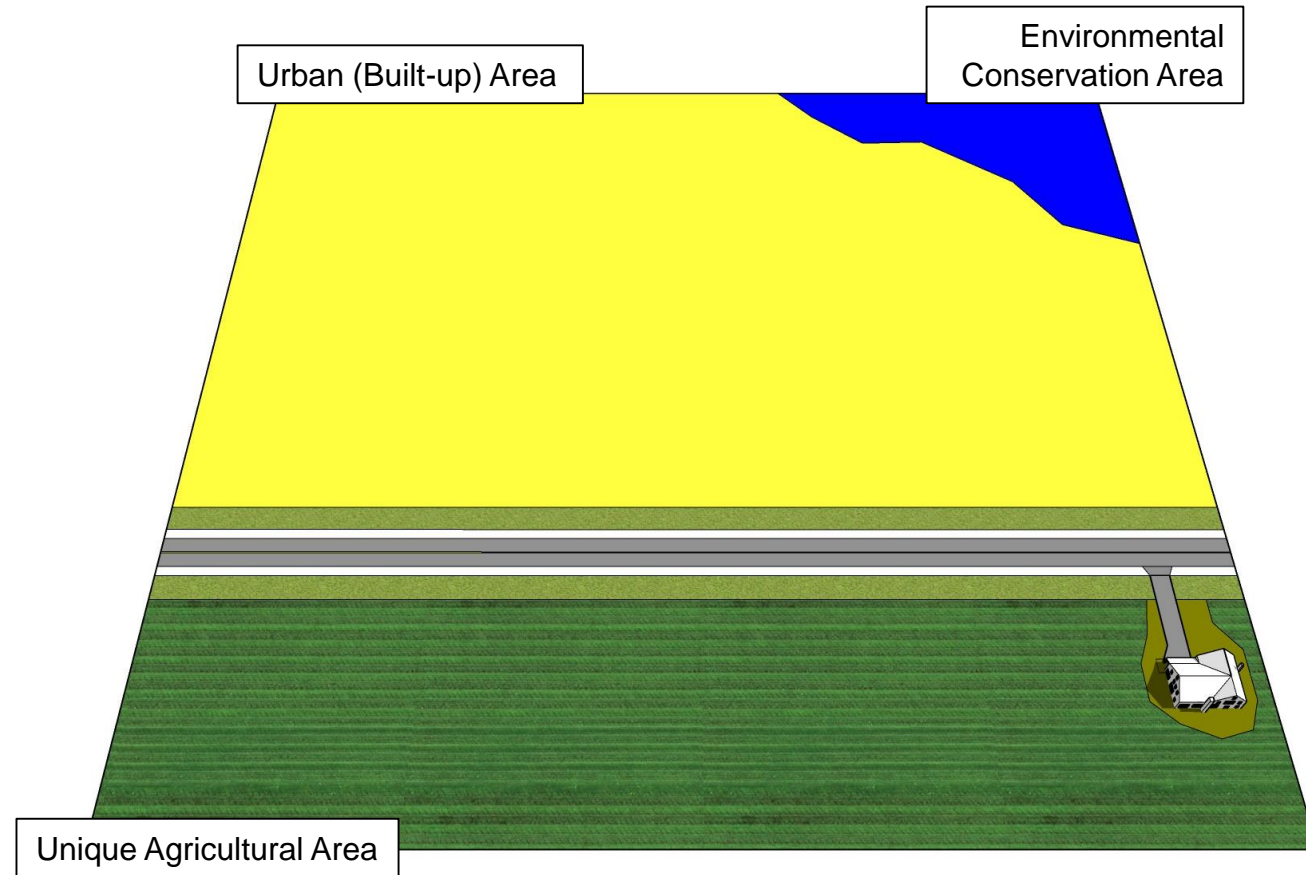
SD

CS

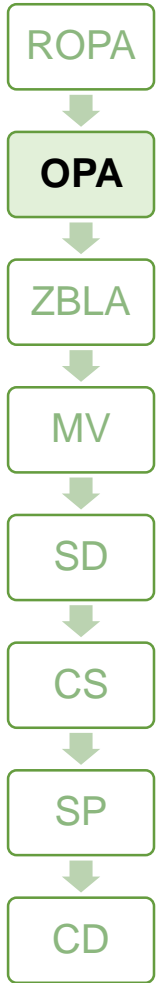
SP

CD

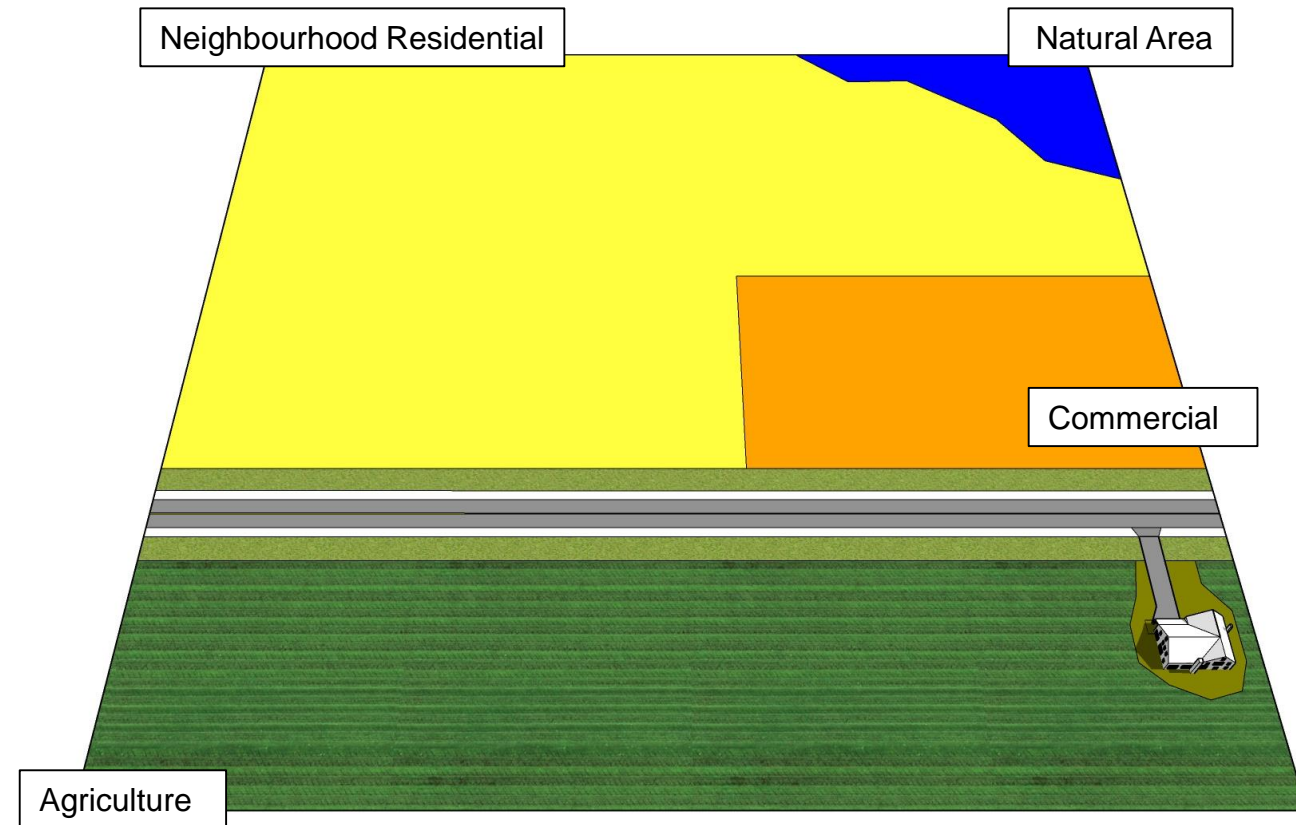
- Amend Regional designation policies
- Regional Official Plan (ROP) identifies land use designations and contains related planning policies
- ROP is a long-range community planning document to guide the physical, economic and social development of the Region



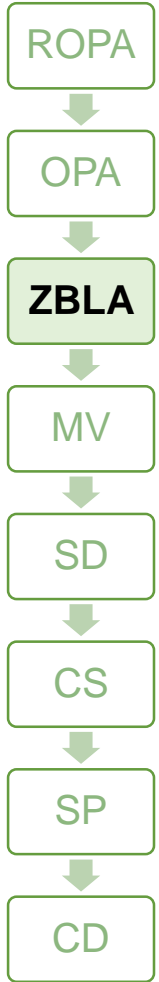
Local Official Plan Amendment (OPA)



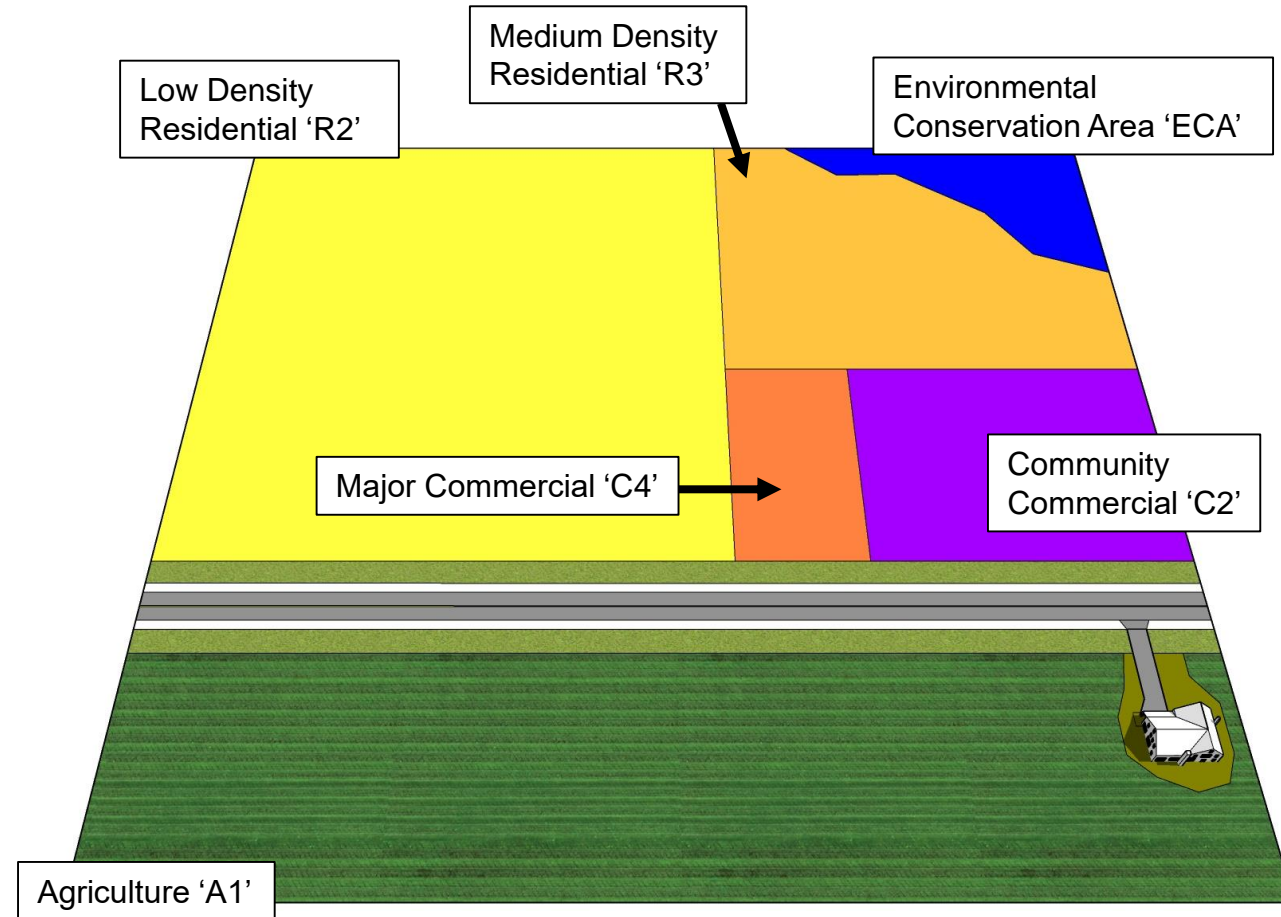
- Amend Local designation policies
- Local Official Plans (OPs) identify land use designations and contain relevant policies to guide development
- Policies in Local OPs must conform to the ROP
- Local OPs provide a framework for establishing zoning by-laws, and ensure that coordinated growth meets the needs of the community



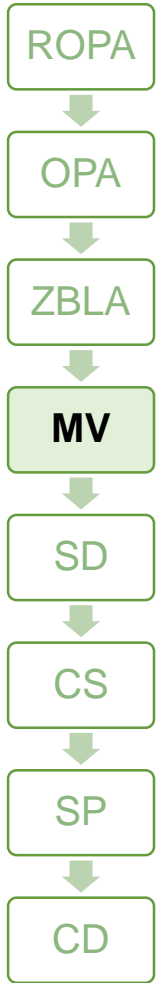
Zoning By-law Amendment (ZBLA)



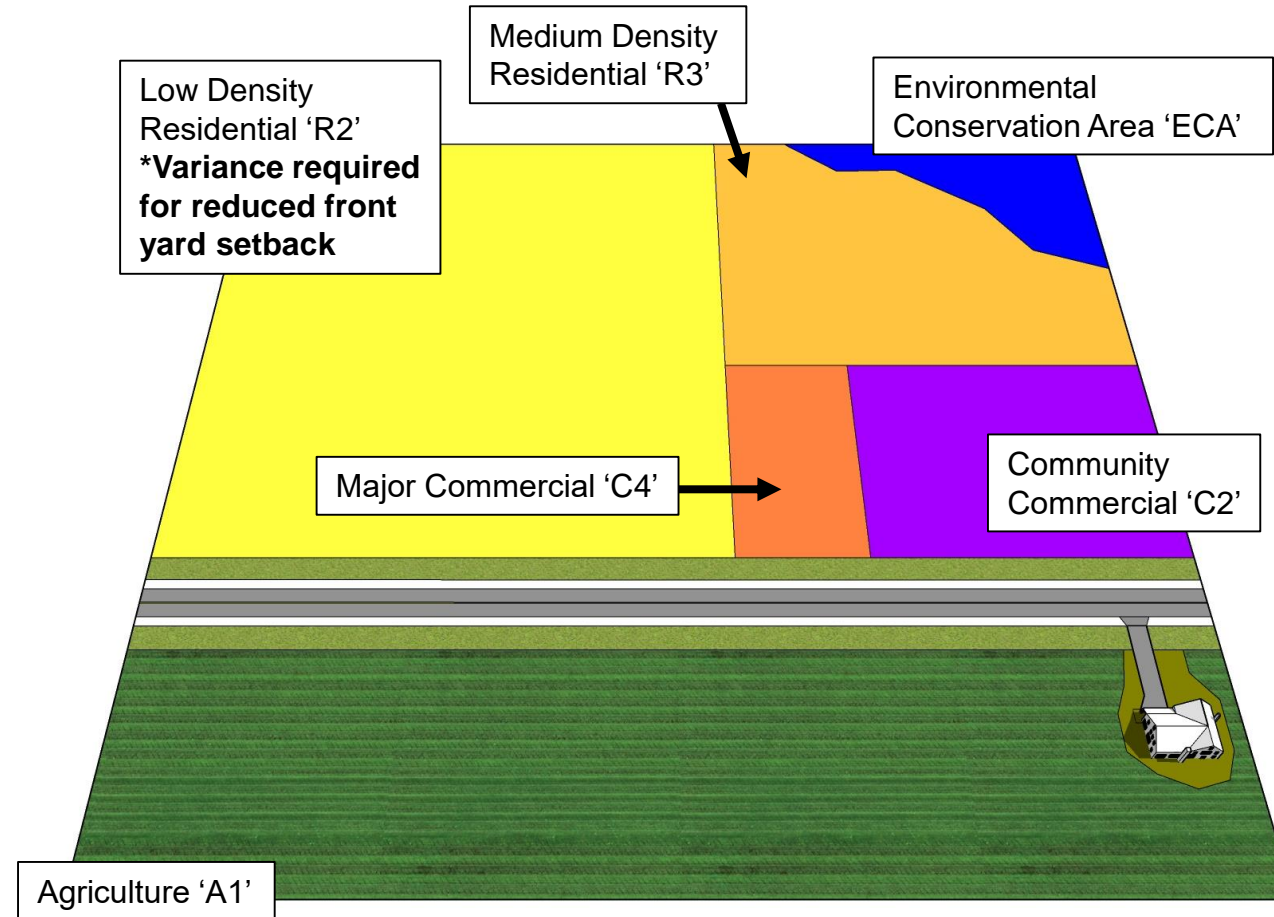
- Amend a Local Zoning By-law (ZBL) for general or site specific purposes, including use permissions or building regulations
- ZBLs provide requirements including:
 - How land may be used;
 - Where buildings and structures can be located; parking requirements, building heights, and setbacks from the street
- ZBLs put the Local OP into effect



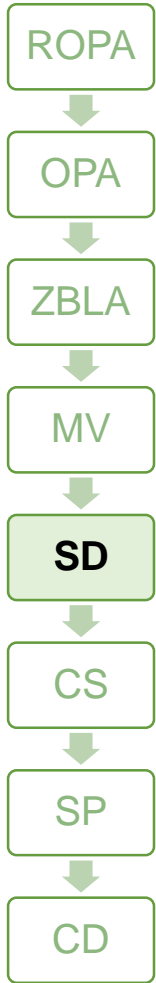
Minor Variance (MV)



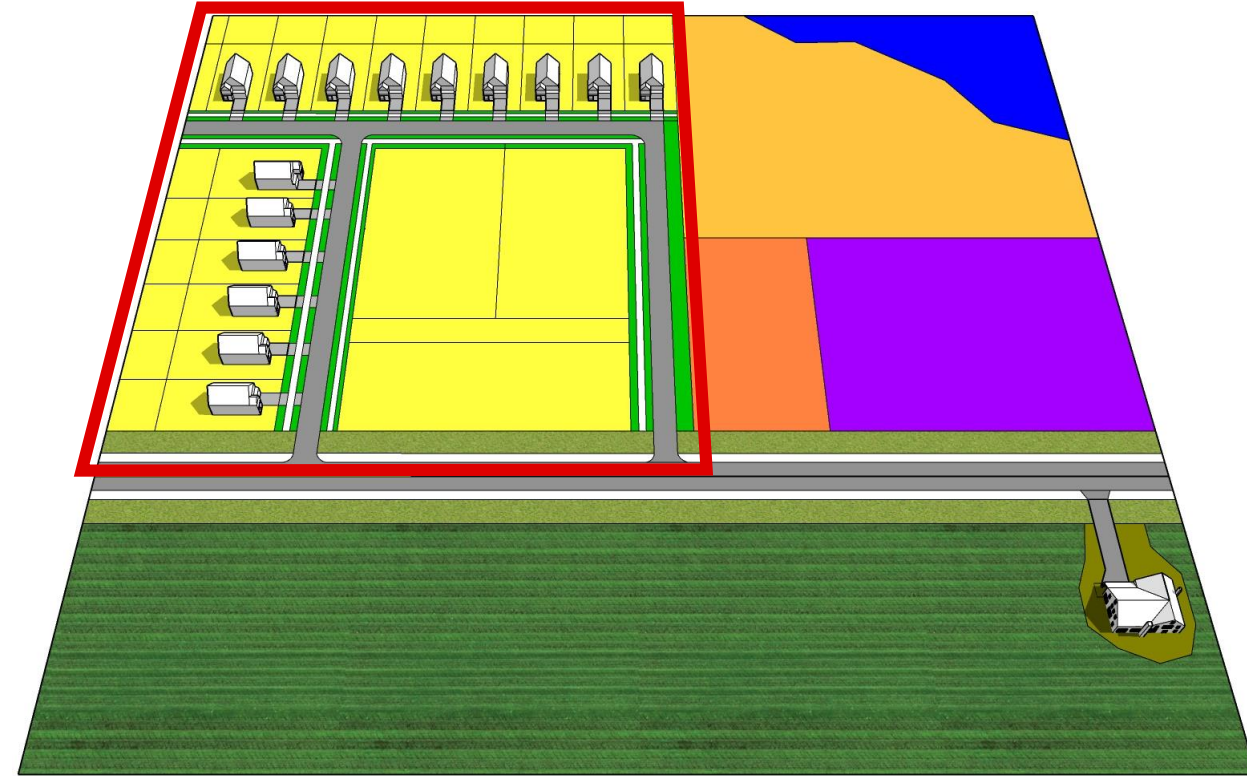
- Minor Variances (MVs) permit changes or adjustments to Local ZBLs for use permissions and building regulations
- A Variance must be considered minor to be processed as a MV application; otherwise, the change or adjustment would require a ZBLA



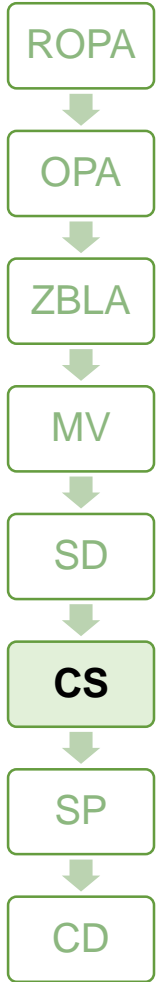
Draft Plan of Subdivision (SD)



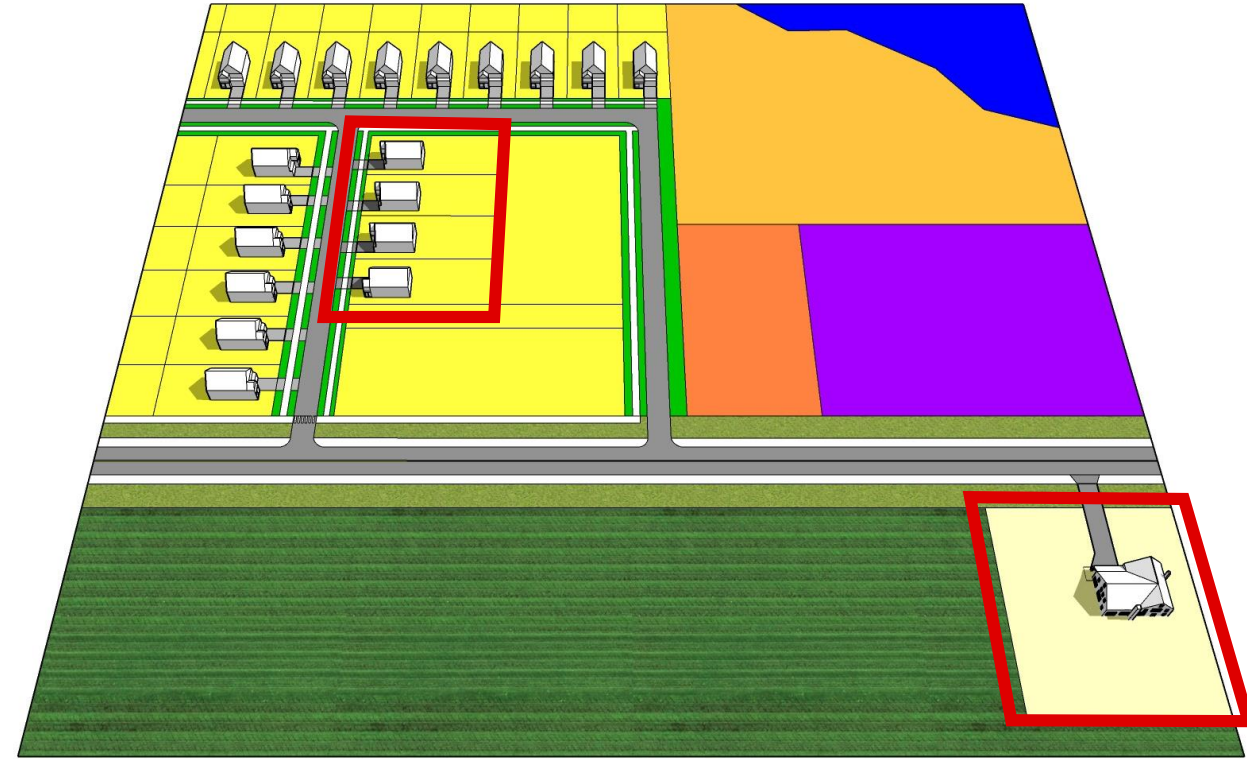
- Draft Plans of Subdivision (SD) provide for land division, and show the boundaries and dimensions of lots, and the location, width and names of streets, and the sites of any blocks
- Land division includes the creation of lots and blocks
- Approval is subject to conditions



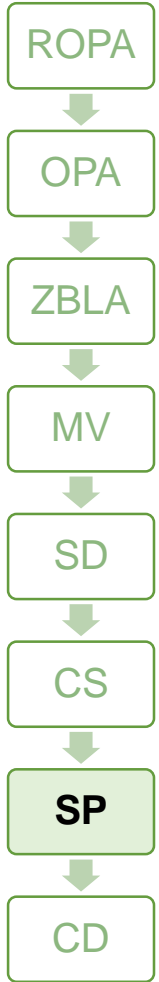
Consent (CS)



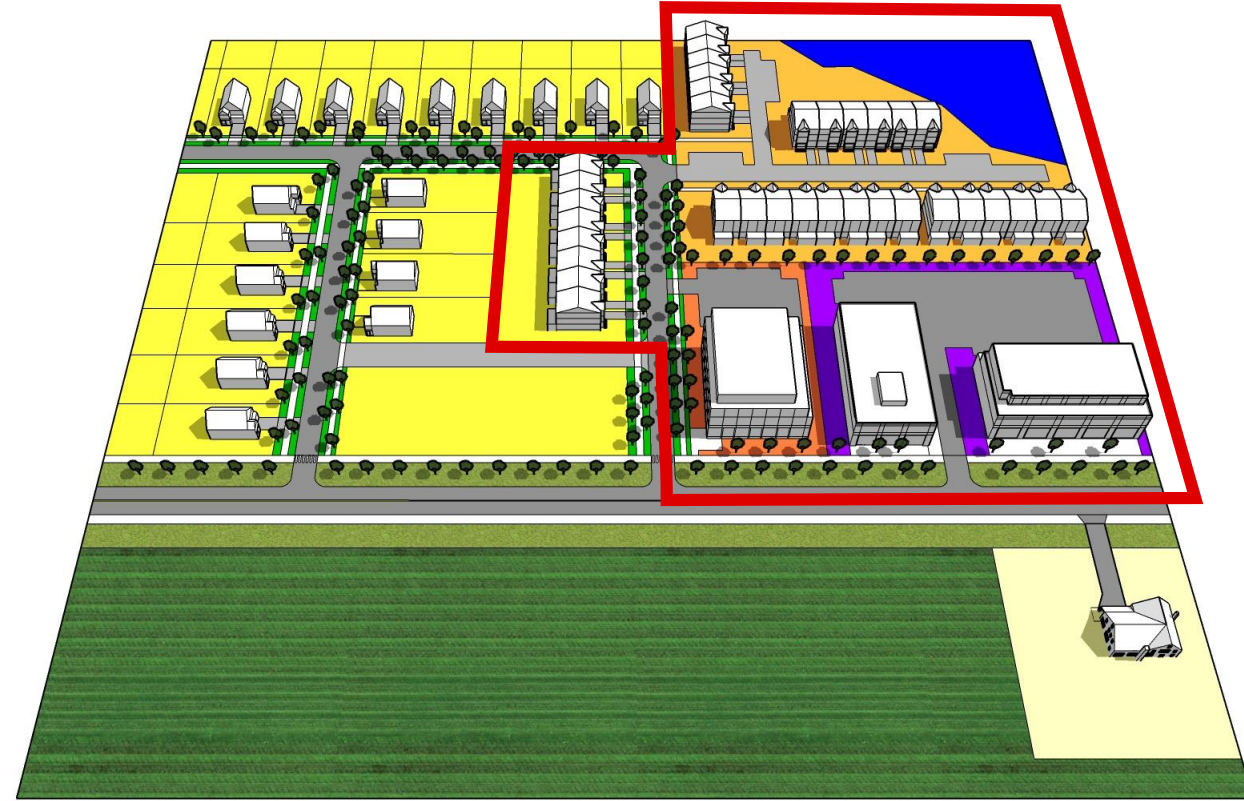
- Consents (CS) separate a piece of land to form a new lot or a new parcel of land, including boundary adjustments
- Compatibility with adjacent land uses and suitability of the land for the proposed use is evaluated
- Approval is subject to conditions



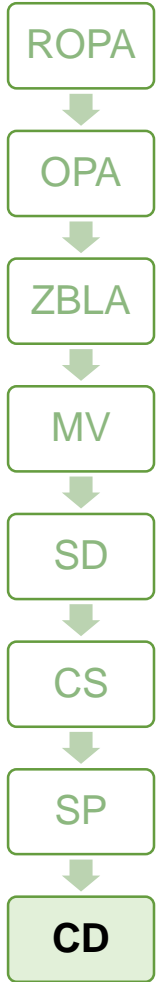
Site Plan Approval (SP)



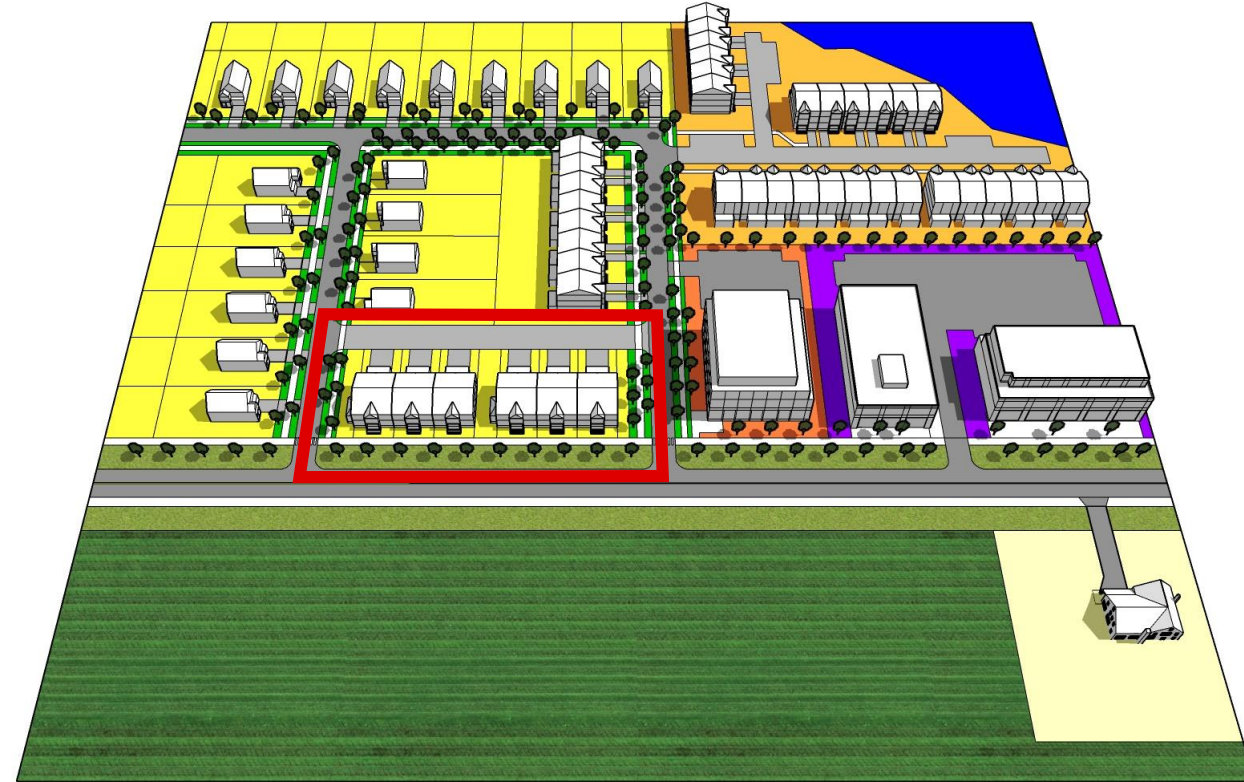
- Site Plan Approval (SP) is a local process that establishes site design and implements the provisions of the Local ZBL
- Site design and the following features are determined through the SP process:
 - Placement of buildings;
 - Landscaping;
 - Grading, drainage and stormwater management;
 - Parking, vehicular access and maneuvering;
 - Pedestrian movement



Draft Plan of Condominium (CD)



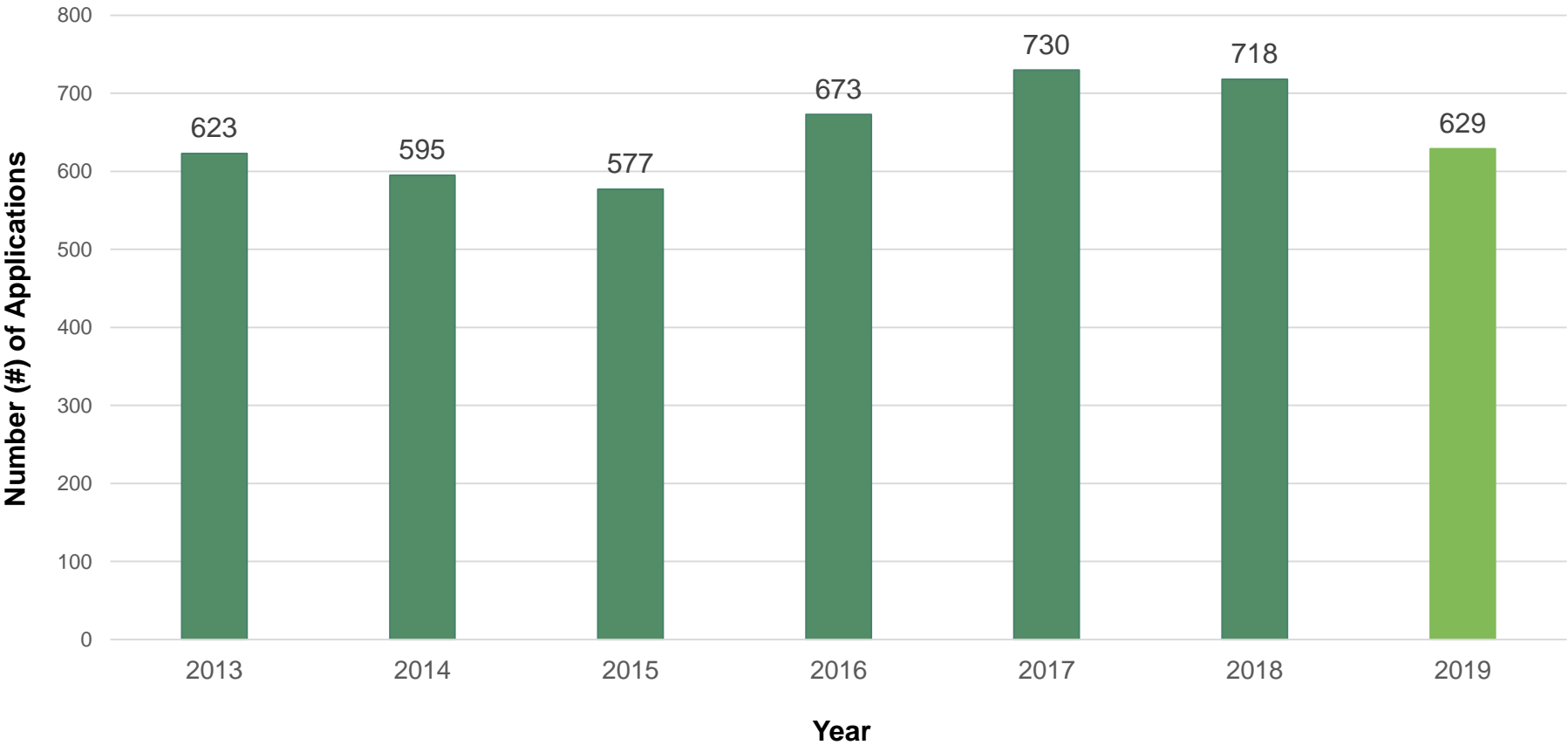
- Draft Plan of Condominium (CD) establishes condominium tenure
- Property owners may own part of a property, building, or unit, and have access to common amenity space(s)
- Approval is subject to conditions



Development Applications Monitoring Report

Total Applications (2013-2019)

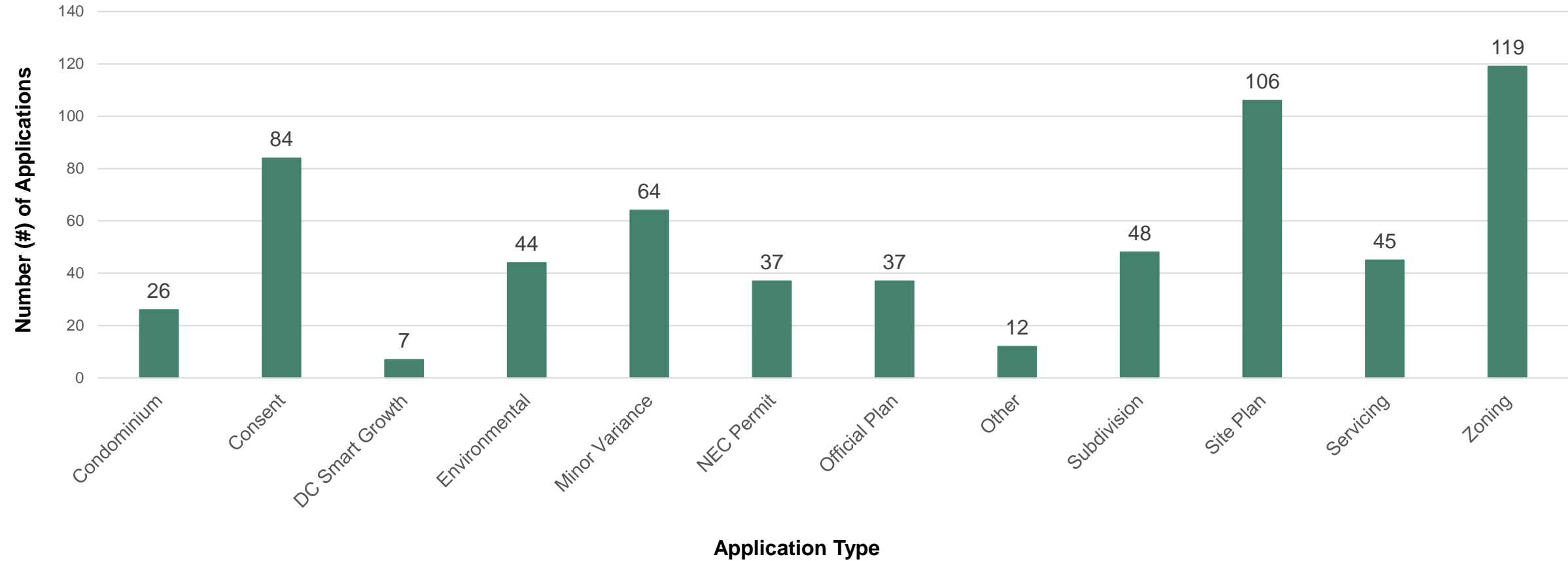
Figure 1 - Total Applications (2013-2019)



↓ 12.4% in 2019
(from 2018)

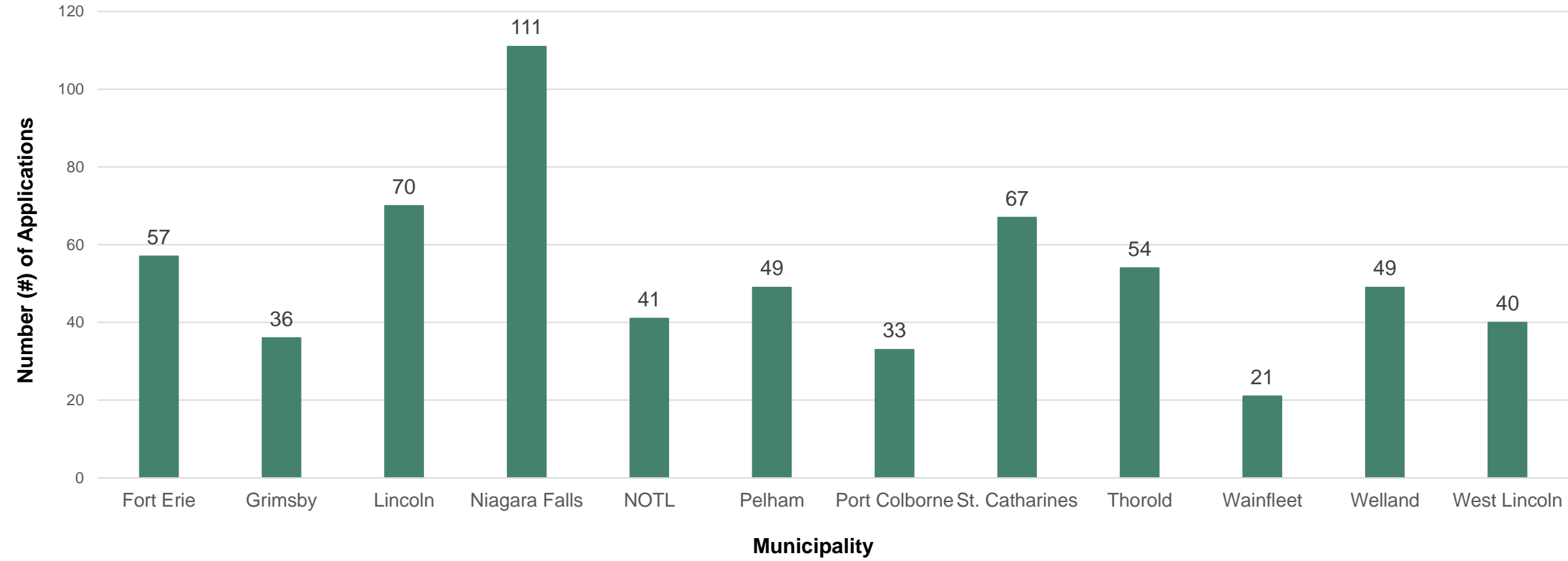
Total Applications by Type (2019)

Figure 2 - Total Applications by Type (2019)



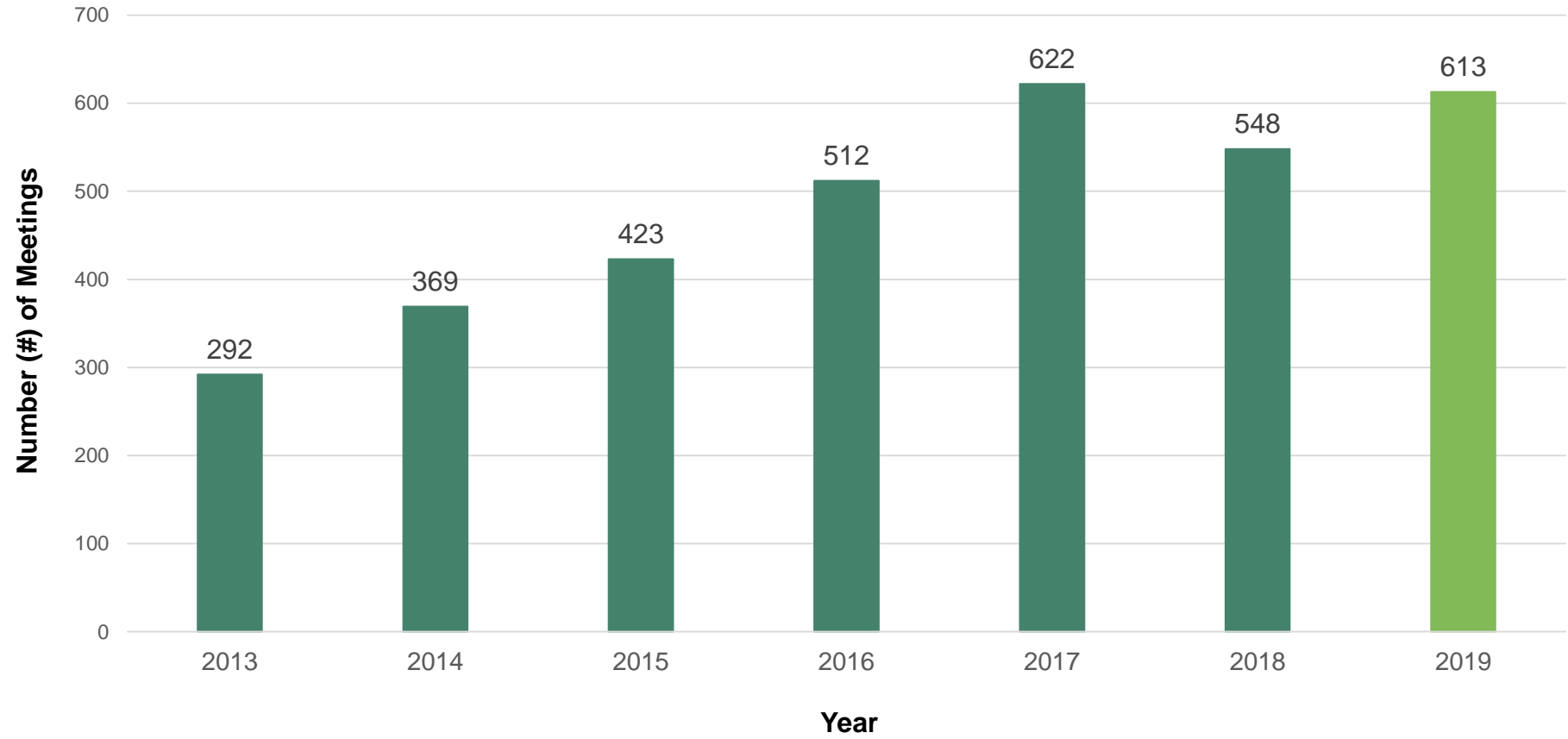
Total Applications by Municipality (2019)

Figure 3 - Total Applications by Municipality (2019)



Preconsultation Meetings (2013-2019)

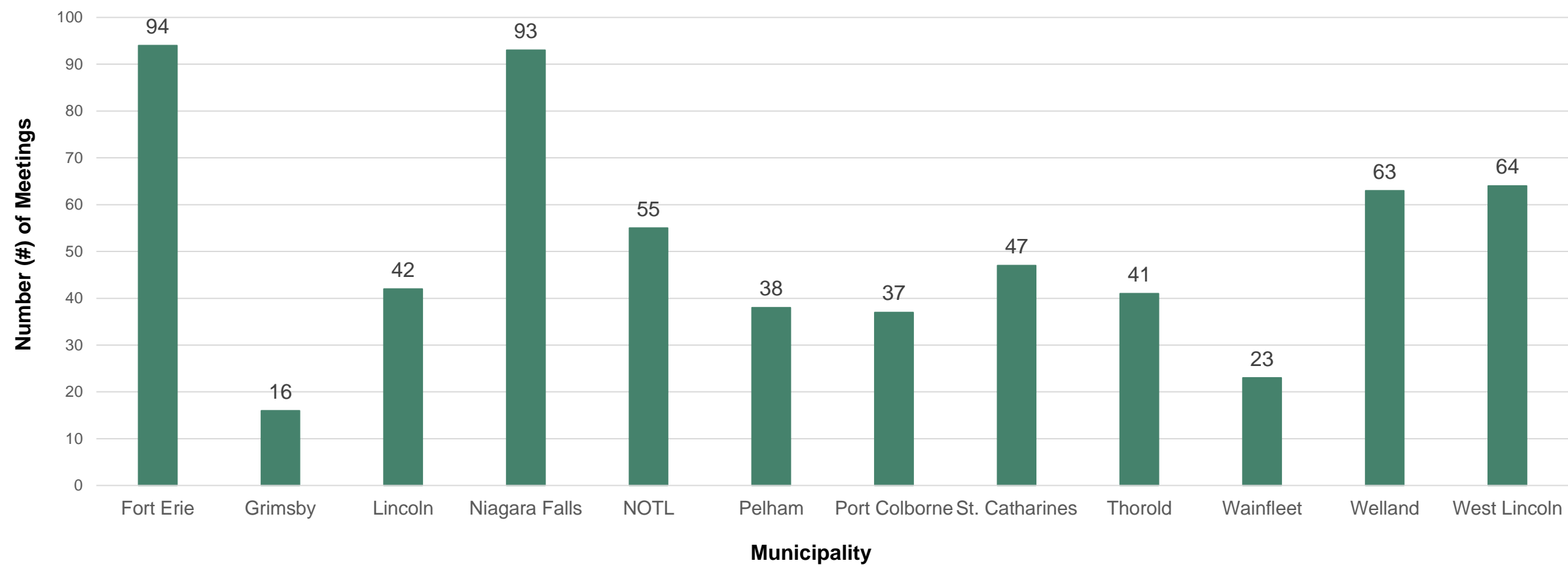
Figure 4 - Preconsultation Meetings (2013-2019)



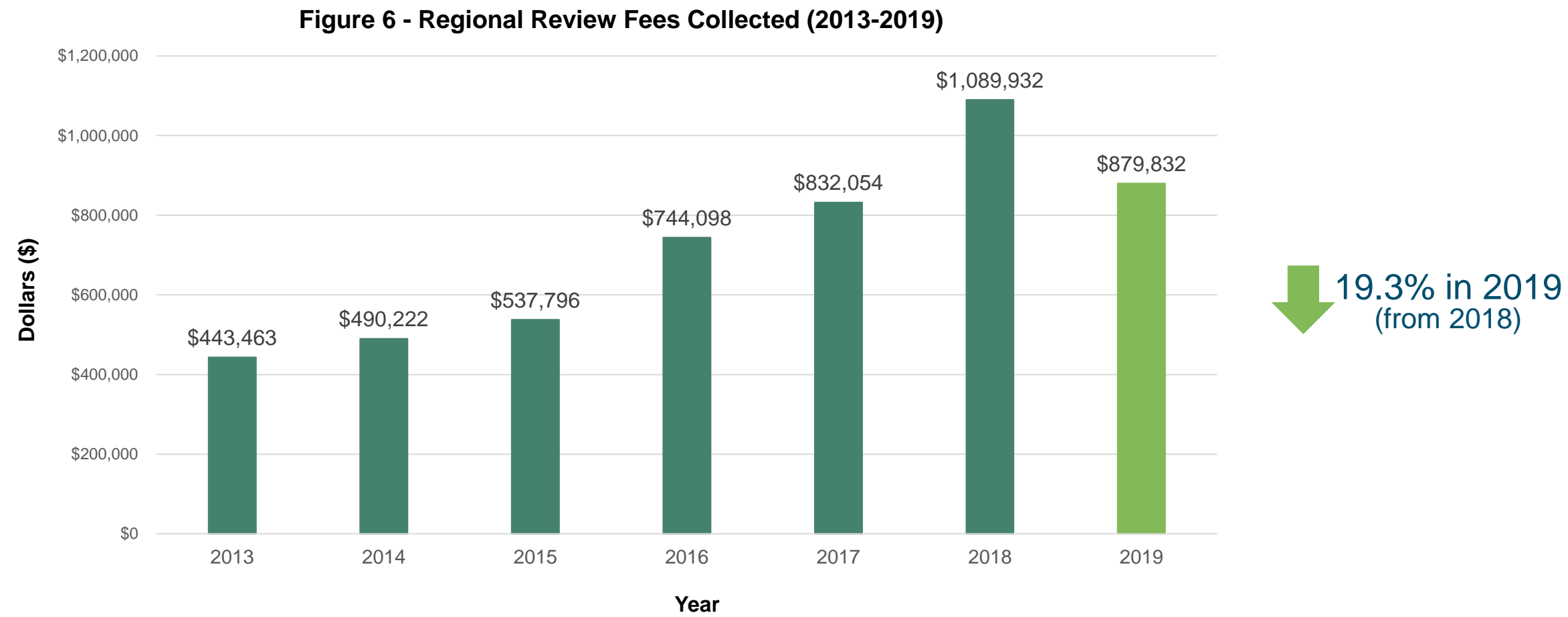
↑ 11.9% in 2019
(from 2018)

Preconsultation Meetings by Municipality (2019)

Figure 5 - Preconsultation Meetings by Municipality (2019)



Regional Review Fees Collected (2013-2019)



2019 Development Planning Key Facts

613 pre-consultation meetings

629 development applications reviewed

\$879,832 collected in application fees

Subject: Development Applications Monitoring Report - 2019 Year End

Report to: Planning and Economic Development Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That Report PDS 4-2020 **BE RECEIVED** for information; and,
2. That a copy of Report PDS 4-2020 **BE CIRCULATED** to Local Area Municipalities, the Niagara Peninsula Conservation Authority, Niagara Home Builders Association, Niagara Industrial Association, local Chambers of Commerce and School Boards.

Key Facts

- The purpose of this report is to inform Regional Council of 2019 development application activity in Niagara Region.
- Regional Development Planning and Engineering staff reviewed 629 development applications in 2019.
- Regional Development Planning and Engineering staff provided comments for 613 pre-consultation meetings in 2019.
- The Region received \$879,832 in review fees for development applications in 2019 (19% decrease from 2018 fees).

Financial Considerations

There are no direct financial implications associated with this report.

Analysis

Development Applications

Regional Development Services staff reviewed 629 development applications in 2019, representing a 12% decrease from the 2018 total of 718. Figure 1 illustrates the number of applications considered by Development Planning and Engineering staff from 2013 to 2019. These development applications are circulated to the Region based on Provincial legislation requirements and the existing Memorandum of Understanding (MOU) between the Region and Local Area Municipalities for planning in Niagara. This may be attributed, in part, to uncertainty in the development industry as a result of local interim control by-laws passed by certain municipalities and to the development industry wanting to see the proposed Provincial changes to the Development Charges Act.

Staff expects the total number of development applications to be higher in 2020 than in 2019. It should also be noted that in 2020 and beyond, Planning and Development Services has the ability to waive its review function on certain types of minor development applications in local municipalities. This represents an effort to increase efficiency in the planning review function in Niagara and is a result of recent changes to the Memorandum of Understanding between the Niagara Region and Local Area Municipalities.

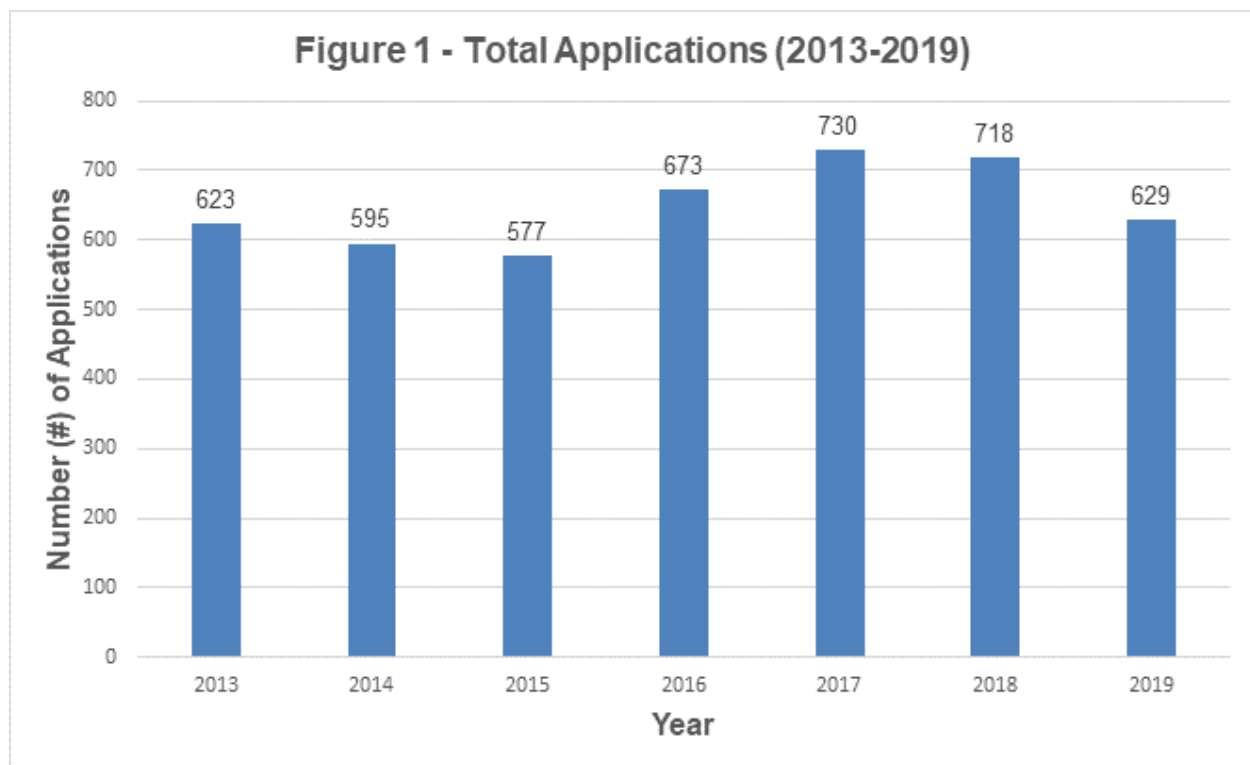
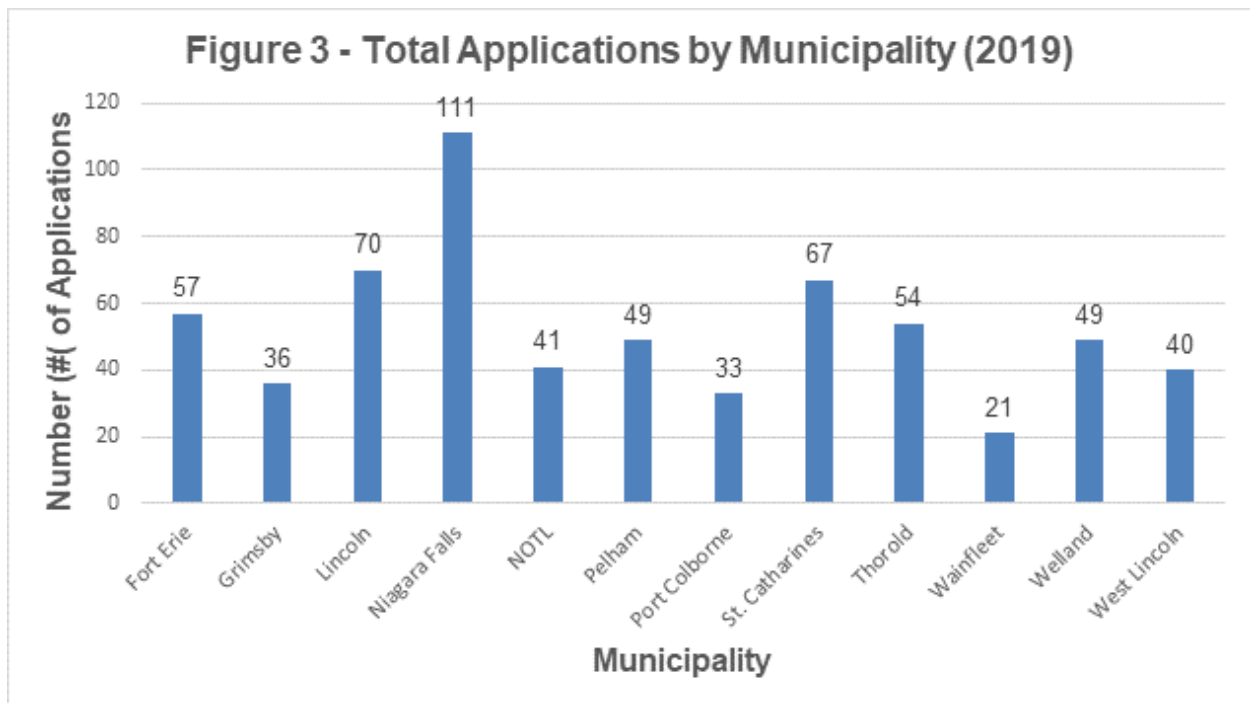
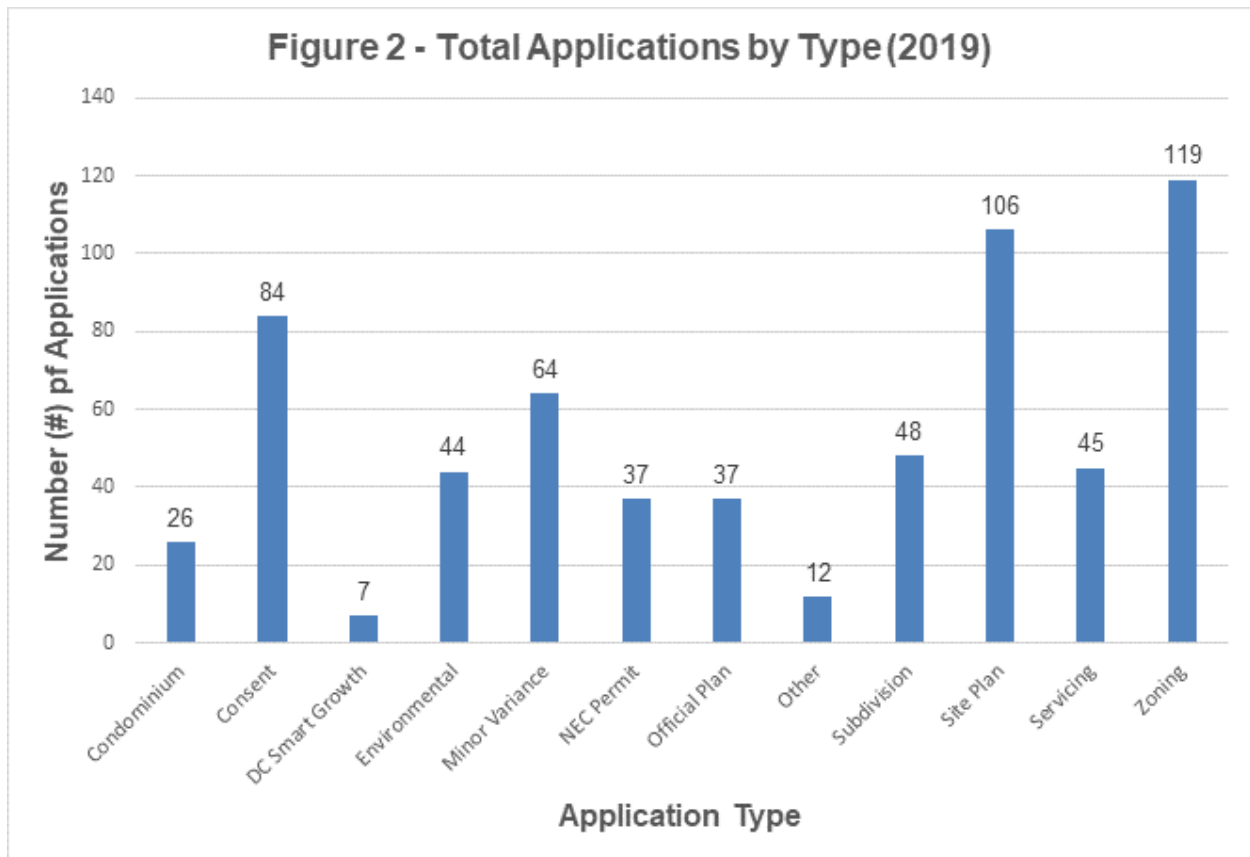


Figure 2 below provides the breakdown of development applications, by type, reviewed by Regional staff in 2019. Some complex development proposals often require multiple planning approvals. As an example, subdivision and condominium applications may also need amendments to the municipal Official Plan and/or Zoning By-law to facilitate the development. The categories with the most applications considered by Regional staff were Zoning By-law Amendments (119), followed by Site Plans (106), Consents (84), and Minor Variances (64).



The distribution of applications circulated to the Region by local municipalities during 2019 is shown on Figure 3. This information indicates relatively high levels of development activity in several communities. The municipalities with the most applications circulated to the Region in the year were Niagara Falls (111), Lincoln (70), St. Catharines (67), Fort Erie (57) and Thorold (54). As stated previously, application volumes were lower in 2019 compared to recent years; few municipalities experienced an increase in volume from 2018 to 2019.

Despite the reduced application volumes, Regional Development Services staff was involved in reviewing several complex development applications, as highlighted later in this report, which often requires more extensive review functions. This can include, among other tasks, internal staff discussions as well as meetings/discussions with the local area municipality, developer and/or consulting team to discuss and resolve issues that can result in the submission and review of revised plans and/or technical studies, and preparation of follow-up Regional comments.

Pre-consultation Meetings

Development Services staff are scheduled to attend regular pre-consultation meeting sessions two days each month in each local municipal office. These meetings are intended to determine complete application submission requirements and assist in the processing of applications. Developers, property owners, local staff and agencies are normally present at pre-consultation meetings. In 2019, Regional staff attended 613 pre-consultation meetings which is a 12% increase from the 2018 total (see Figure 4). Generally, the number of pre-consultation meetings is an indicator of future development applications; accordingly, staff expect development application numbers to increase in 2020 from 2019.

Figure 5 illustrates the number of pre-consultation meetings by municipality in 2019 that involved Regional staff. The municipalities with the highest levels of pre-consultation activity were Fort Erie and (94) and Niagara Falls (93), followed by West Lincoln (64) Welland (63) and Niagara-on-the-Lake (55).

Figure 4 - Preconsultation Meetings (2013-2019)

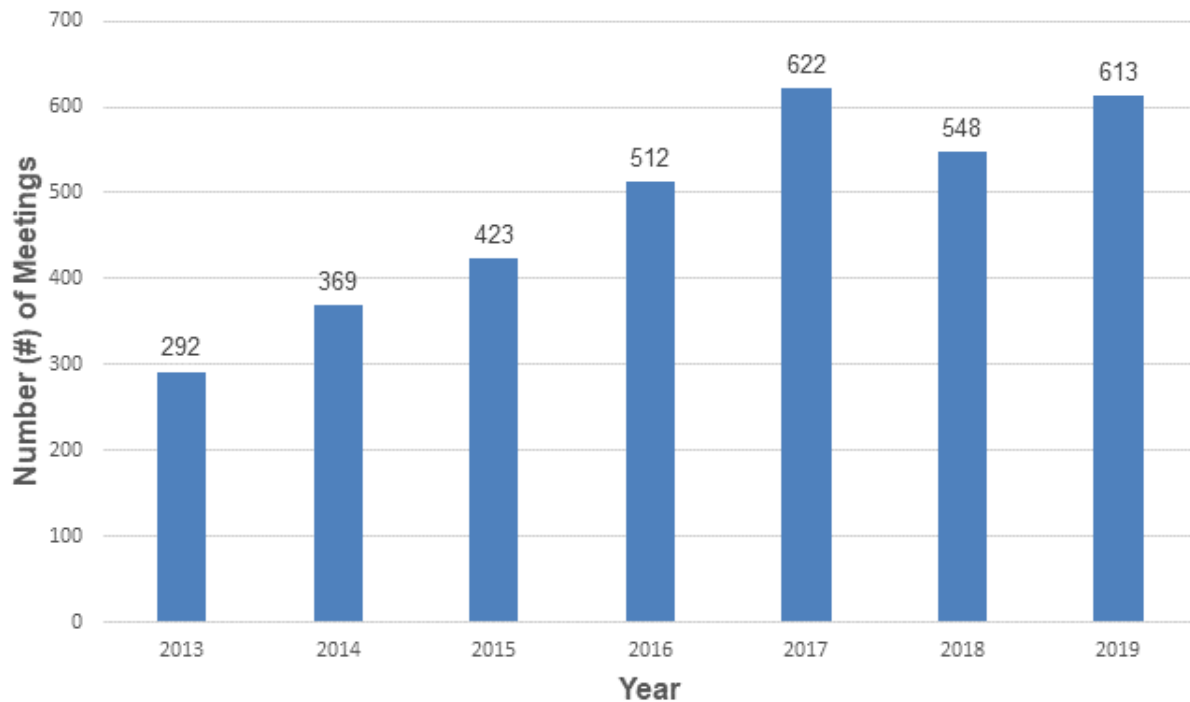
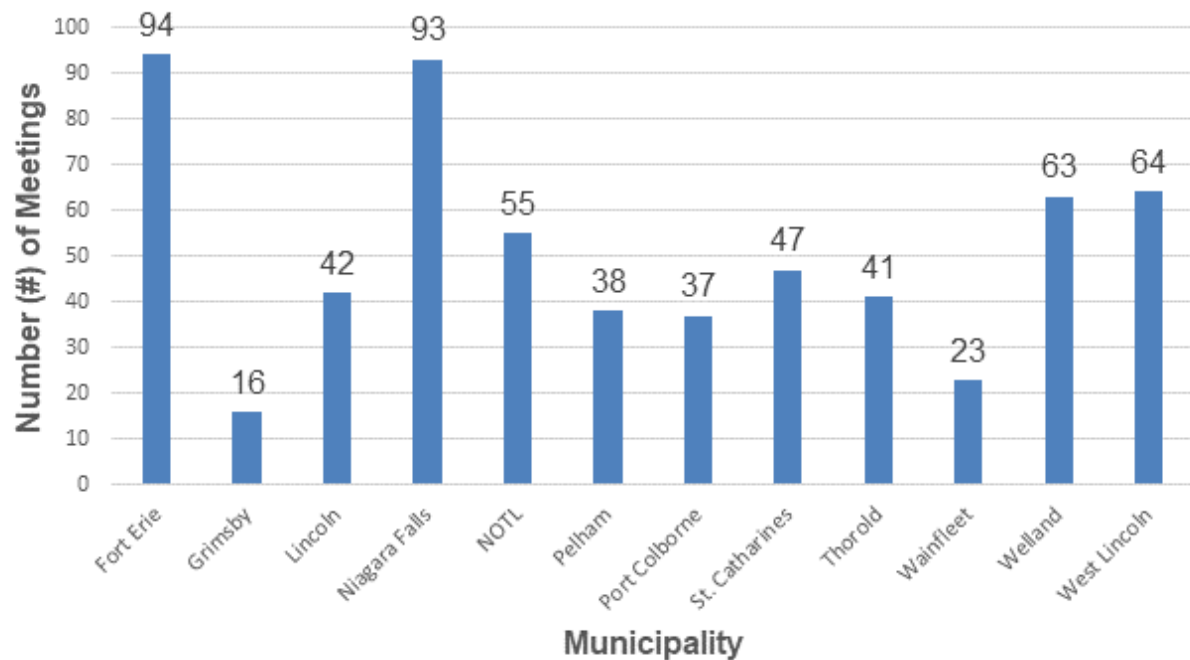
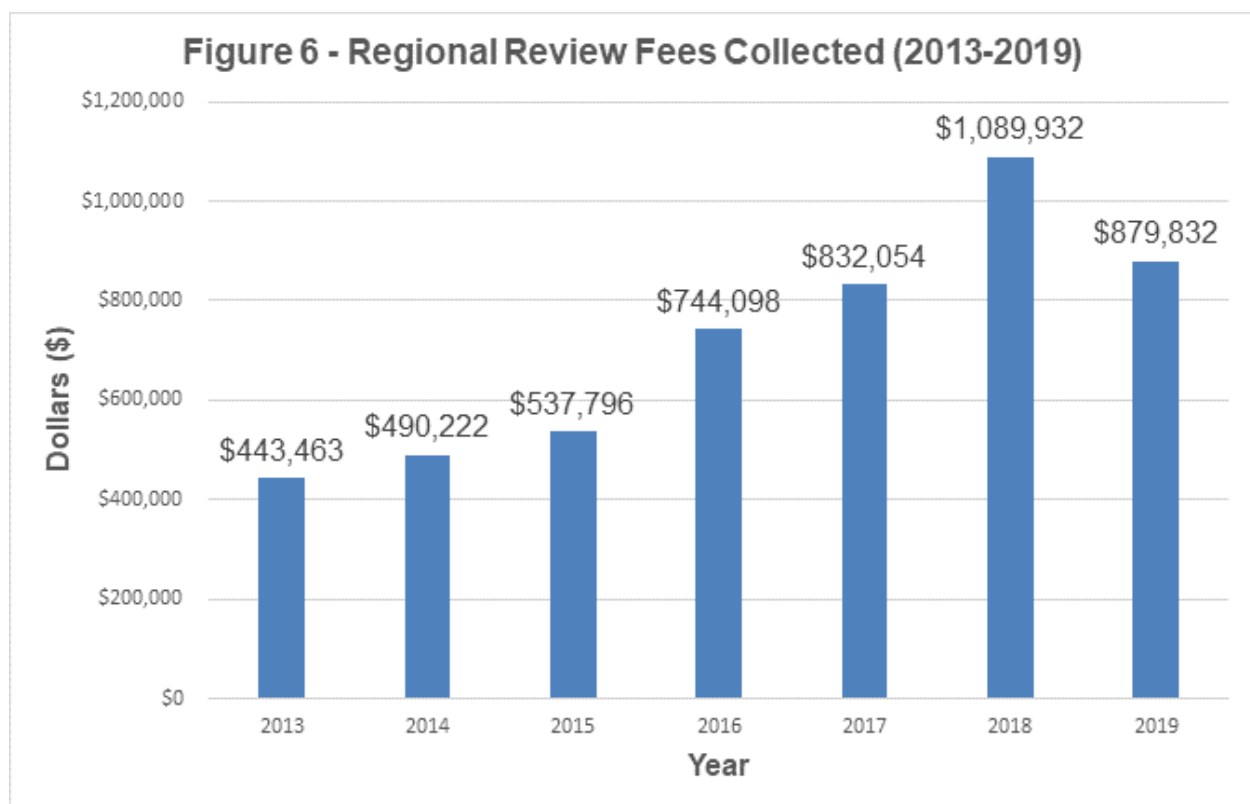


Figure 5 - Preconsultation Meetings by Municipality (2019)



Regional Review Fees

Regional review fees are intended to offset Regional costs for the development review service. Figure 6 summarizes the fees collected between 2013 and 2019 for the Regional review of development applications. The 2019 total of \$879,832 represents a decrease of 19% from 2018, which relates to the decrease in total number of applications. As the total volume of development applications will likely increase from 2019 to 2020, development review fees are also expected to increase, although not to the 2018 level.



Application Review Timelines

Timeline response targets for municipal and agency files vary according to application type (complexity) and are established by Planning Act regulations and the Memorandum of Understanding between the Region and the Local Area Municipalities. The Region consults with municipal staff to establish local priorities and in several cases, extensions were granted to initial comment periods. This arrangement allowed for the resolution of issues, submission of additional information where required and addressed workload demands. Based on this consultation and cooperation with local municipal staff, Regional staff provided review comments satisfying timeline targets for

90% of all Development Planning and Engineering applications with due dates in 2019. Committees of Adjustment applications (i.e., consent and minor variances) represented almost one-third of responses which were past the timeline target. Committee of Adjustment review processes are often condensed and commonly result in delayed comments. In all cases, Regional staff communicate with local staff when timeline targets will not be met.

Current Major Development Applications

Planning and Development Services Staff participated in the review of a number of major development applications in 2019, highlighted in the table below.

Municipality	Application	Developer	Details	Status
Grimsby	Fifth Wheel site redevelopment; Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision	Losani Homes	6 mixed use buildings with 1,240 residential units and 46,000 ft ² of employment space; 36 townhouse units; 19,500 ft ² of commercial space; 2.25 ha of parkland and open space	In process; Public Meeting held on January 28, 2020
Lincoln	Prudhommes Landing site Redevelopment; Zoning By-law Amendment and Draft Plan of Subdivision	FBH Ontario Inc.	Estimated total of 1,173 residential units; single-detached, semi-detached, townhouse and apartment units; 3.92 ha of open space; 3.88 ha of natural area	Draft Plan of Subdivision Approved

Municipality	Application	Developer	Details	Status
Niagara Falls	Riverfront Residential Community; Zoning By-law Amendment and Draft Plan of Subdivision	GR (CAN) Investments Ltd.	Estimated total of 1,045 residential units; single-detached, semi-detached, townhouse and apartment units; 1.86 ha of parkland and open space; 17 ha of natural area	In process; Public Meeting to be scheduled
Niagara Falls	Splendour Residential Development; Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision	Cobas Developments Inc.	104 single-detached dwellings; 16 semi-detached; 148 townhouses; 1 block for future school(s) site	Draft Plan of Subdivision Approved
Niagara Falls	New South Niagara Hospital; Campus Plan	Niagara Health System	Campus Planning for new Niagara South Hospital site	Campus Plan finalized in September 2019; incorporated into Ministry of Health Functional Program Submission
Thorold	Canada Summer Games Complex; Site Plan	Games Operations, 2021 Canada Summer Games	Canada Summer Games Building and Playing Fields	Site Plan Approved; site works in progress

Municipality	Application	Developer	Details	Status
Welland	Hunter's Pointe Golf Course Redevelopment; Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision	2599587 Ontario Ltd.	735 single-detached dwellings; 250 townhouses; 170 residential units and 60,000 ft ² of commercial space within mixed use buildings	In process; Public Meeting to be scheduled

Commissioner Comments

In order to review service delivery and ensure Regional Planning continues to add value to the application review and approval process for local municipalities and developers/investors, an update to the Memorandum of Understanding (MOU) with the Local Area Municipalities was completed in 2019 and is now endorsed by all municipalities and in effect.

The increased level of development in recent years represents a “*new normal*” for the Region. Regional Development Planning has adjusted its approach and practices to be solution oriented and proactive. By providing ongoing support to our local Municipalities, the Region strives to realize complete community planning outcomes that encourage the best possible development throughout the Region. The Urban Design review function within Development Planning is a key component to elevate the quality of development in Niagara and achieve industry leading results, reflecting positively on the Niagara brand.

It is important to keep in mind that the development approval process is not intended to be a substitute for community planning. In the past, some municipalities have only relied on the development approval to achieve their land use objectives, mainly due to resource and staffing constraints. This is not a best practice and undesirable on a go forward basis. Municipalities should anticipate more growth and invest and increase their capacity for proactive planning such as Secondary Plans and Neighbourhood Plans in order to manage that growth, achieve desirable results and meet community expectations. In the coming years, local municipalities will also be challenged to respond to updated Provincial plans and policies as well as the new Regional Official Plan, likely causing even further demand for staffing and resources.

Alternatives Reviewed

None.

Relationship to Council Strategic Priorities

This report provides information on development application activity that contributes to strong economic prosperity throughout the communities within the Niagara Region and supports a sustainable and engaging government through ensuring high quality, efficient and coordinated core services.

Other Pertinent Reports

- PDS 3-2019: Development Applications Monitoring Report - 2018 Year End
- PDS 21-2019: 2018 End of Year Growth Report

Prepared by:

Aaron Butler, MCIP, RPP
Senior Planner
Planning and Development Services

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

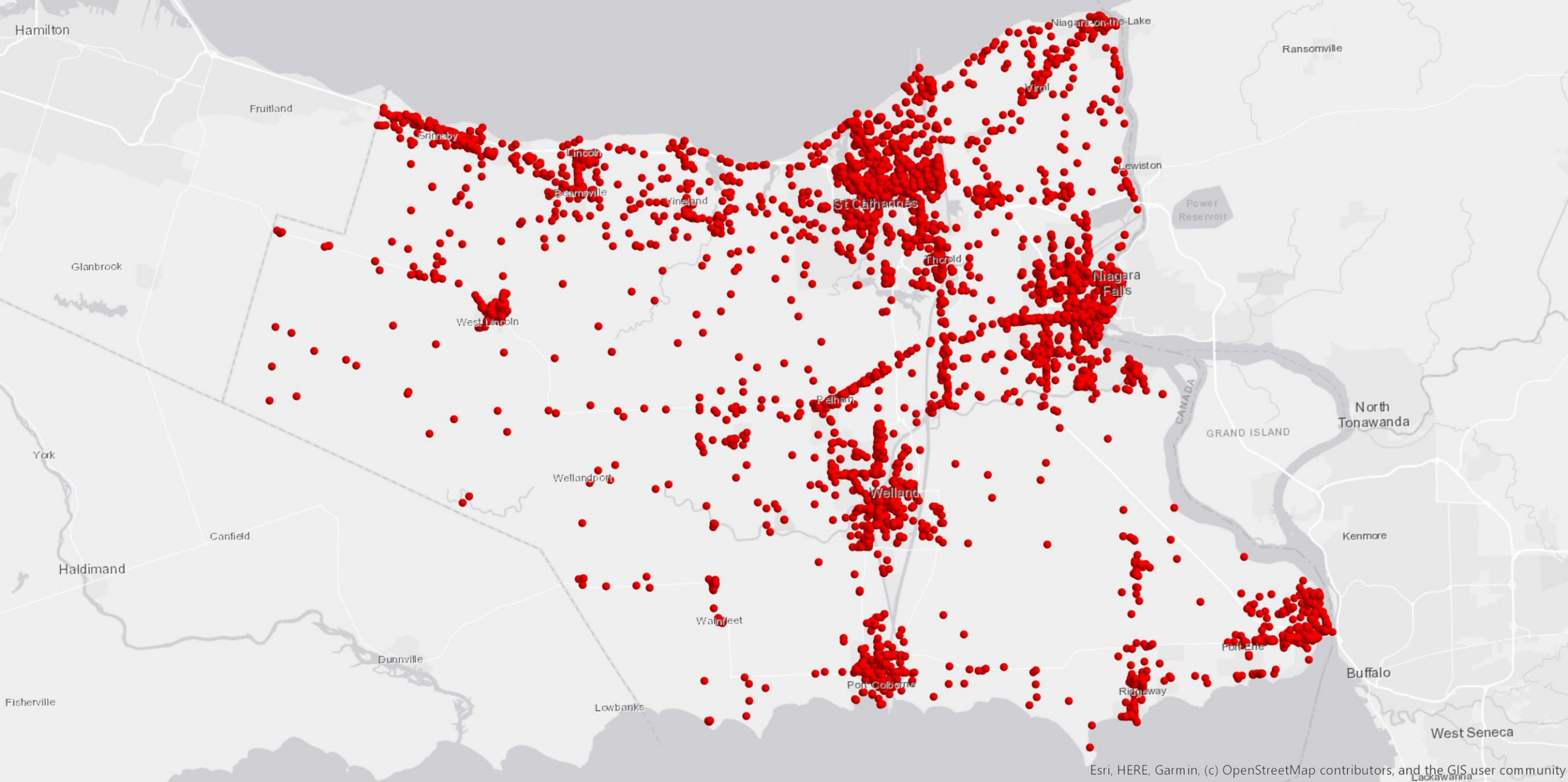
This report was prepared in consultation with Pat Busnello, MCIP, RPP, Manager, Development Planning and Diana Morreale, MCIP, RPP, Director, Development Approvals.

2019 Niagara Region Employment Inventory Results

Planning and Economic Development Committee
March 11, 2020

Employment Inventory Overview

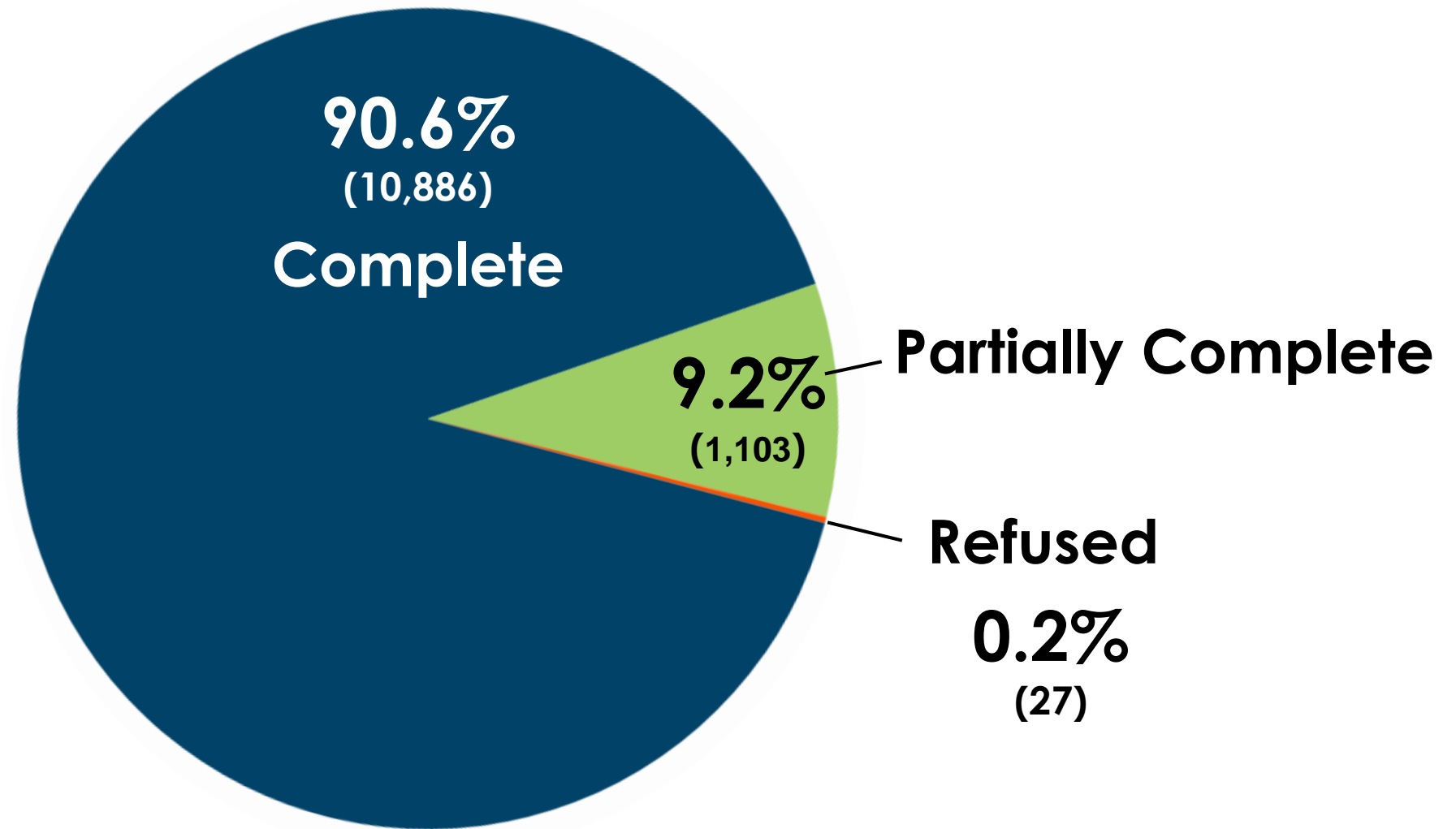
- Annual primary data collection exercise (May – September)
- Team of six post secondary students conduct door-to-door surveys
- Targets all signed businesses in Niagara, in urban and rural areas



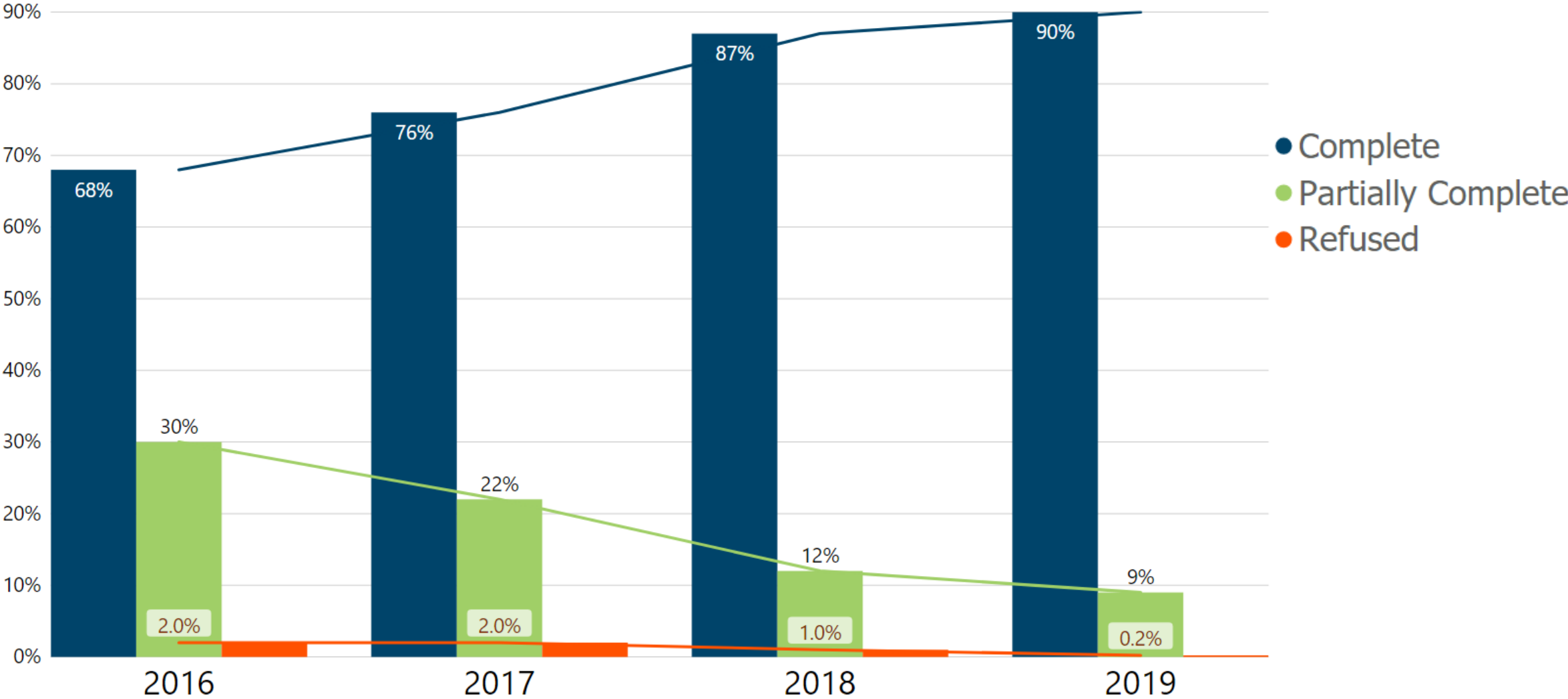


Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

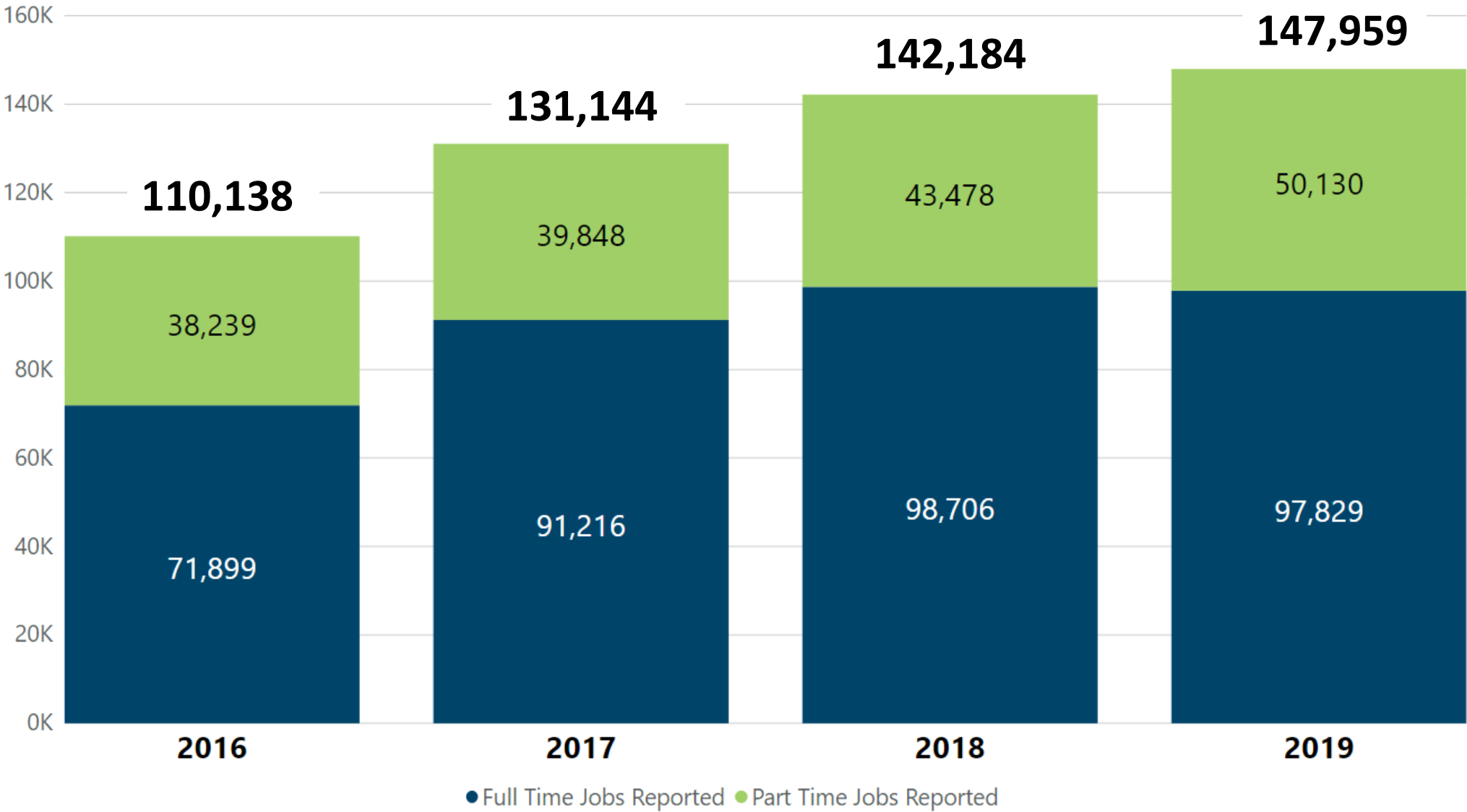
2019 Inventory Participation Rate



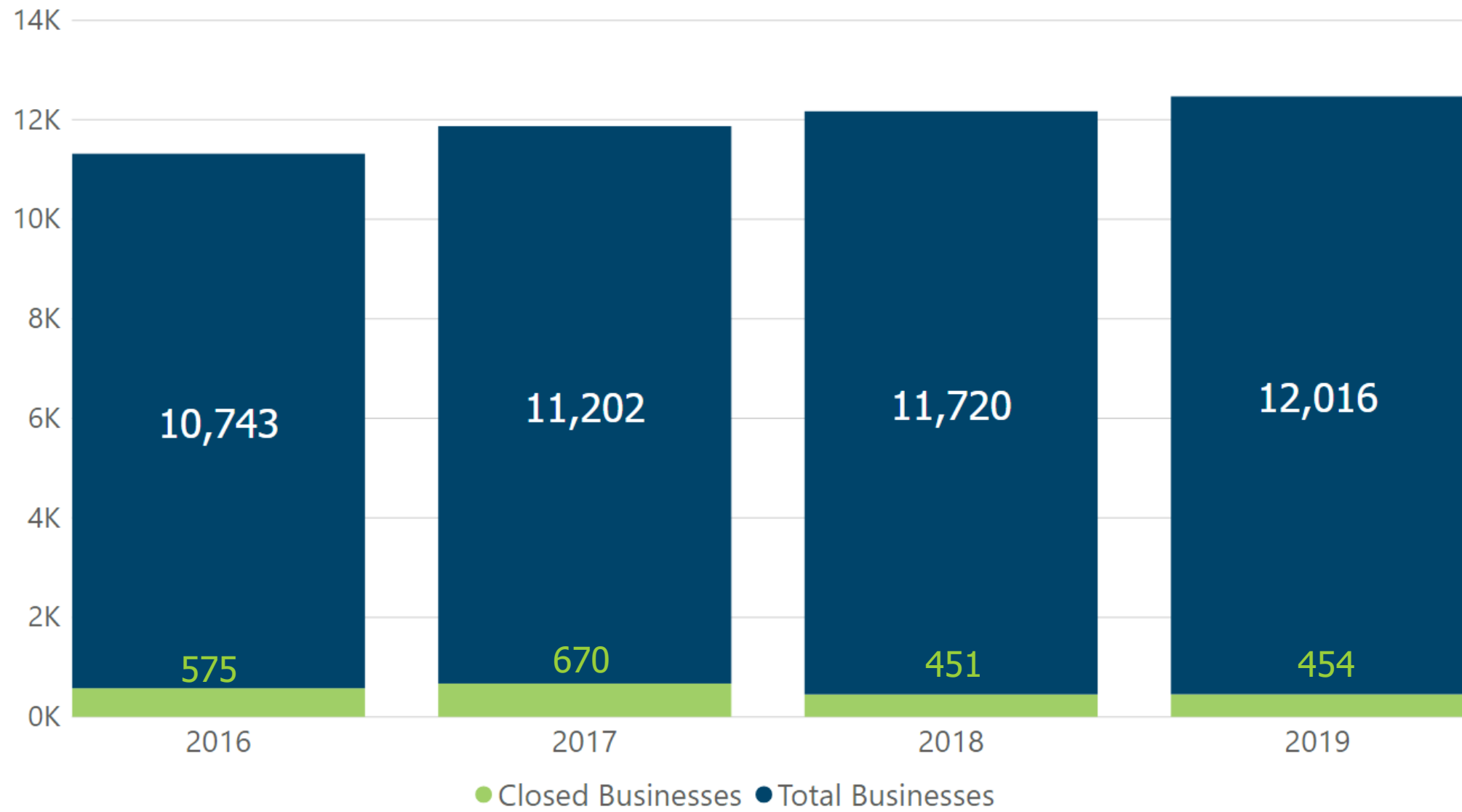
4-Year Participation Rate Trend



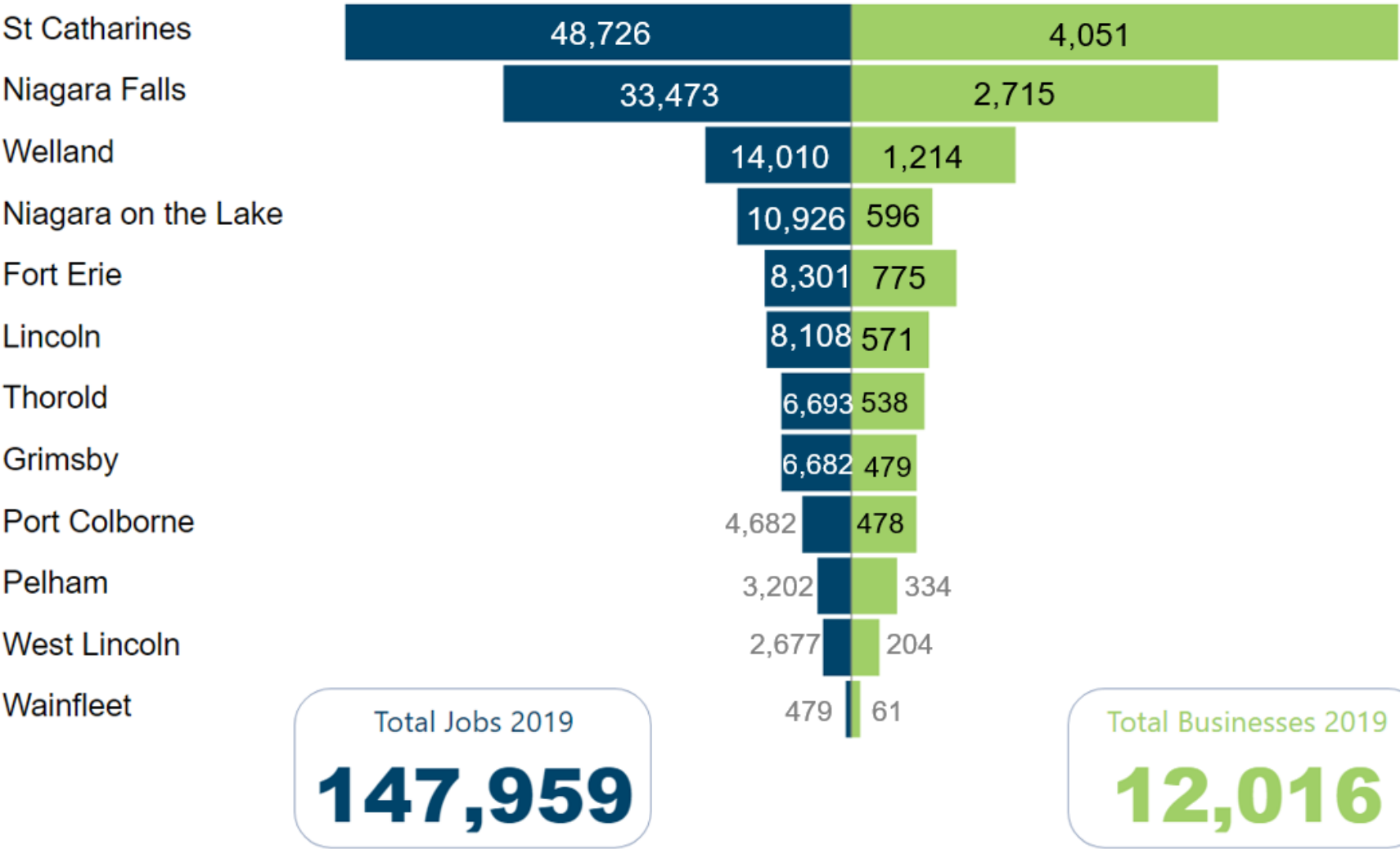
4-Year Job Counts



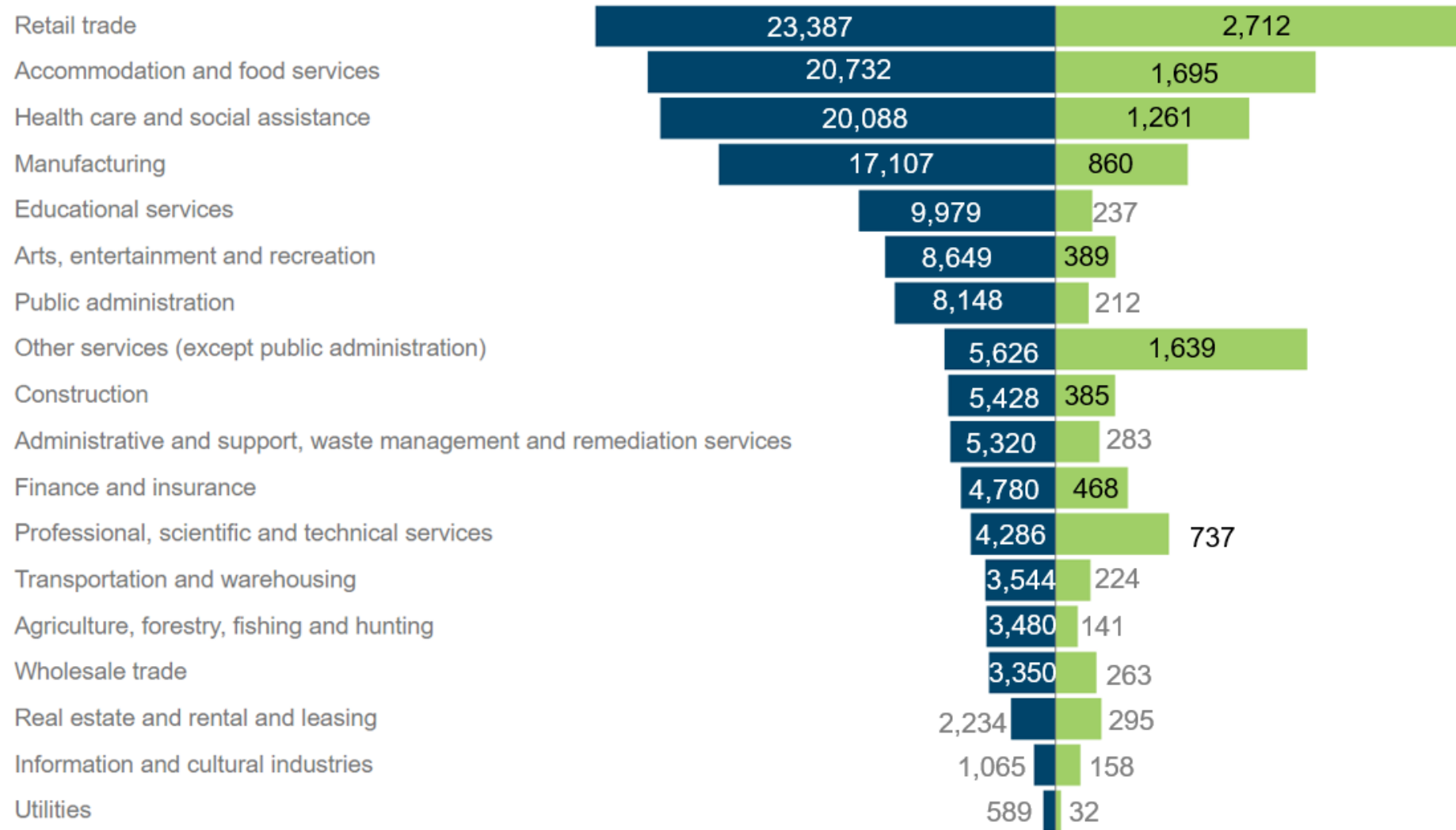
4-Year Business Counts



Distribution of Jobs and Businesses by Municipality



Number of Jobs and Businesses by NAICS Sector



Partnerships and Collaboration

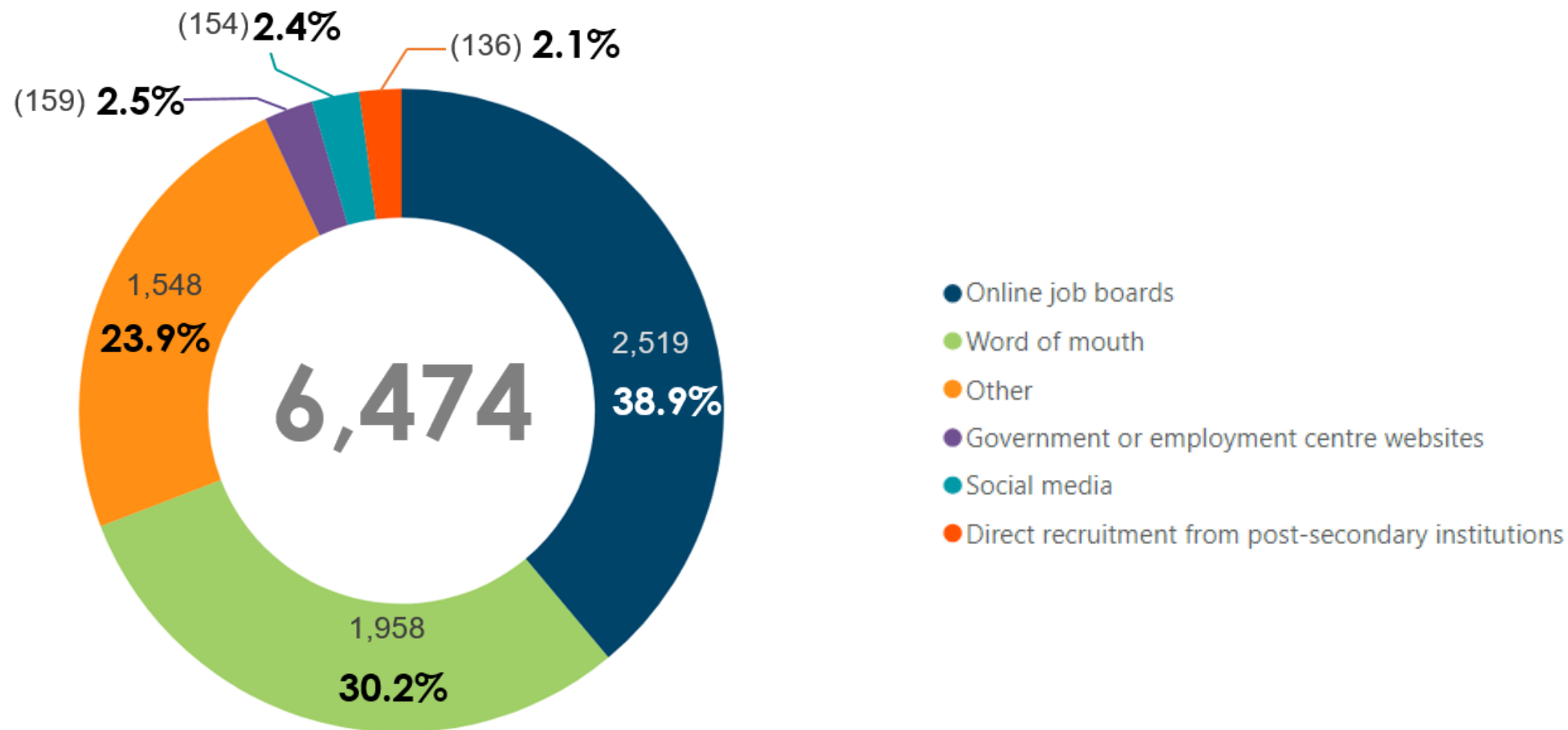


Partnerships and Collaboration

Which recruitment method do employers find most effective?



Preferred Recruitment Methods

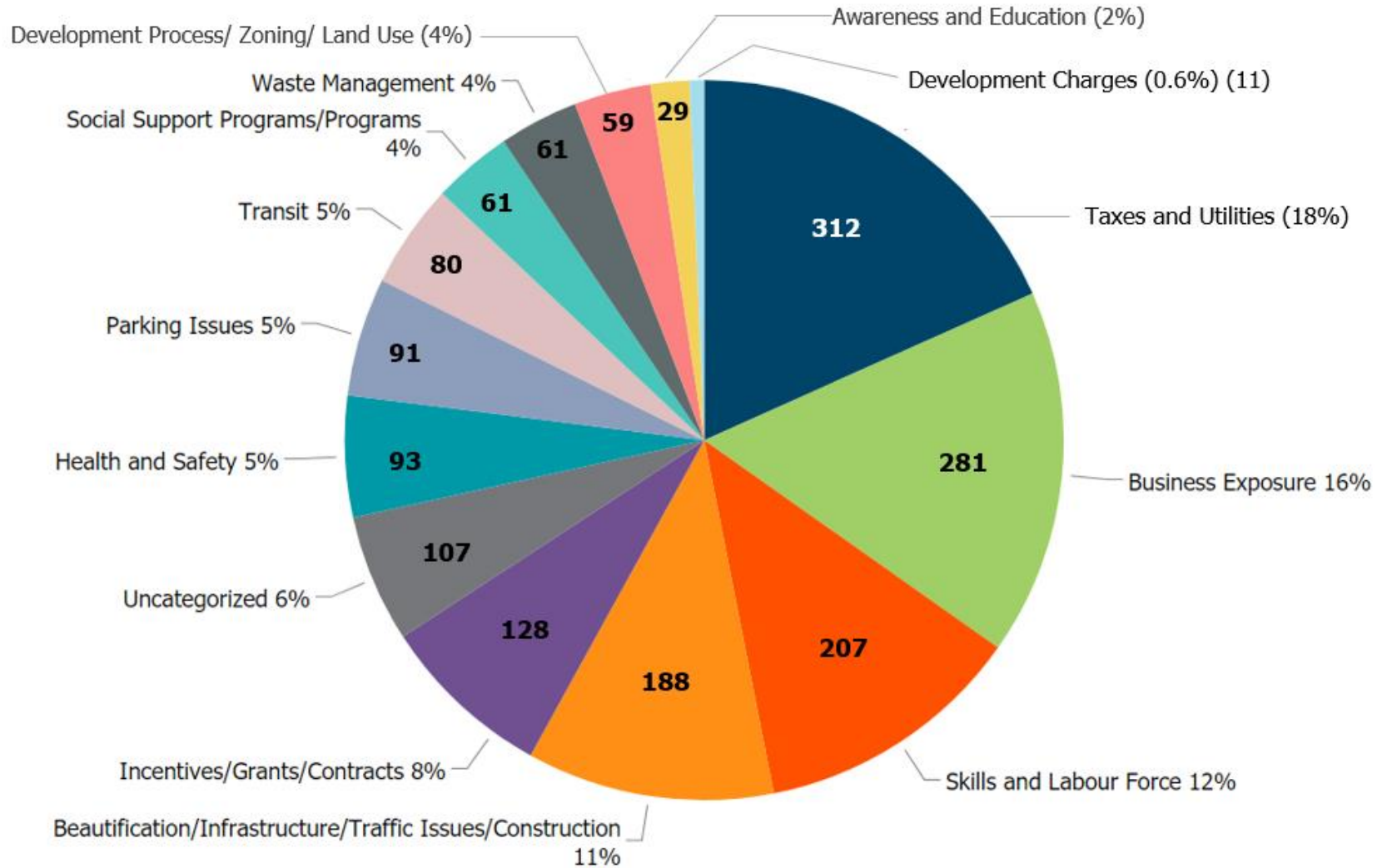


Engaging the Business Community

“Is there anything Niagara Region can do to support your business?”

1,713 responses received and classified into themes (15)

How Can Niagara Region Support Your Business 2019?



Projects, Initiatives

[Moving Niagara Forward](#)[Agricultural, Local Food](#)[Culture](#)[Niagara Community Design Awards](#)

Niagara's Employment Inventory

2019 Employer Survey

We're conducting our annual inventory of local employers from May 13 - Aug. 30

[Employment survey](#)[Business Services](#)

Regional and local business and economic development services

[2018 Survey Results](#)

Review the 2018 summary of results for Niagara's employment inventory

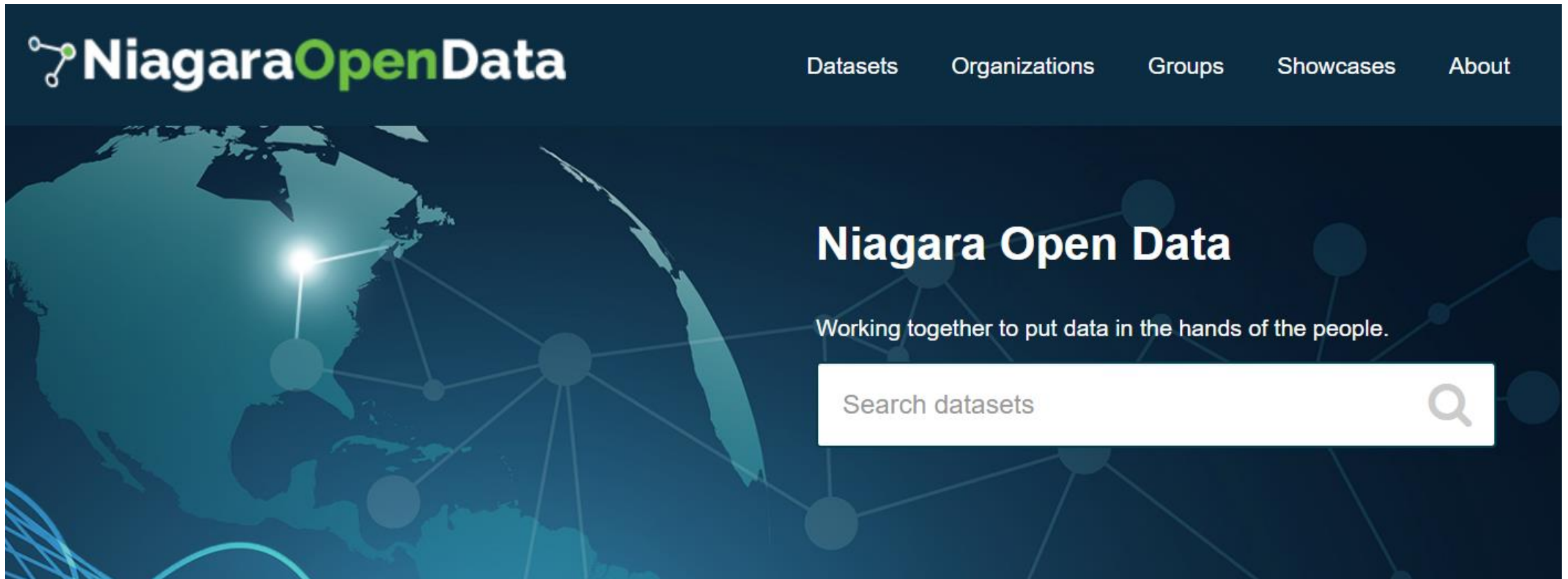
[Open Data](#)

Access, use, copy and redistribute anonymous data through our open data initiative

Contact Us

John Docker
905-980-6000 ext. 3388
[Email John Docker](#)

www.niagaraopendata.ca



1,200 download events since 2017

Next Steps

- Disseminate 2019 results to local municipal partners (March 2020)
- Publish to Niagara Region Open Data Portal (March 2020)
- 2020 Team deployment (active surveying) (May 2020)

Questions?

Subject: Niagara Region 2019 Employment Inventory Results

Report to: Planning and Economic Development Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That Report PDS 5-2020 respecting the 2019 Niagara Region Employment Inventory Results report **BE RECEIVED** for information; and
2. That a copy Report PDS 5-2020 **BE CIRCULATED** to the Local Area Municipalities, Local Economic Development Offices, Niagara Workforce Planning Board and the Niagara Chambers of Commerce.

Key Facts

- This report highlights the key performance indicators of the data collected during the 2019 Employment Inventory period.
- The Employment Inventory is an annual primary data collection exercise where a small team of post-secondary students visits all publically accessible (signed) business within Niagara during the summer months.
- In 2019, the Employment Inventory team inventoried a total of 12,016 businesses throughout the urban and rural areas of Niagara and collected the location of 147,959 full and part-time jobs.
- This year's data collection resulted in a 90% full participation rate, which is an increase of over 20% since 2016. This increase is attributed to ongoing support from local municipal partners and other special interest stakeholders.
- Data captured through the Employment Inventory is a key asset for:
 - Internal Regional departments
 - Local area municipalities
 - Local Economic Development offices
 - Niagara Workforce Planning Board
 - Local Employment Ontario agencies

Financial Considerations

The Niagara Employment Inventory was funded through the Council-approved 2019 operating budget and has been included in the approved 2020 Planning & Development Services base budget. The total cost of the project was \$93,700.

Analysis

Niagara Region is among several municipalities in Ontario that collect employment data on an annual basis. Since 2016, Planning and Development Services has worked closely with Regional Economic Development to collect primary data on the types and sizes of businesses operating in Niagara. The data collected has become vital to monitoring the Region's economic health, as well as aiding in decision and policy making.

Each year, the Employment Inventory is conducted by a small team of post-secondary students between the months of May and September. The primary method of data collection is through door-to-door interviews with local business owners, with additional follow-up engagement conducted through email and telephone communication.

In 2019, the Employment Inventory team visited 12,016 businesses and collected the physical location of 147,959 full and part time jobs. Compared to the 2018 results, this is an increase of nearly 300 surveyed businesses and over 5,000 additional jobs identified.

The Employment Inventory is a comprehensive dataset of business information that indicates: number of jobs, business locations, business size, type of business activity, level of foreign investment, and exporting patterns relating to each business. The inventory is a geo-coded, spatially enabled dataset, which facilitates analysis at the street-address level.

The Employment Inventory has become a key dataset for informing a wide variety of Regional policies and service delivery decisions. The dataset is currently being used to help inform the following initiatives:

- Supporting development of ongoing District Plan studies
- Informing Niagara Region Employment Areas Strategy
- Facilitating Economic Development investment inquiries
- Providing up-to-date employer data for the Building Employment Networks Niagara (BENN) application
- Informing Economic Prosperity Dashboard indicators

Participation in the Employment Inventory is voluntary. Despite best efforts, the inventory team is unable to make direct contact with all business owners or, occasionally, a business refuses to participate. Due to these factors, the reported results may not fully align with other surveys conducted by Statistics Canada or other interest groups.

The business questionnaire (included as Appendix 1) was developed based on best practices from other municipalities in the Greater Toronto and Hamilton area as well as through consultation with the following stakeholders:

- Internal Regional departments
- Local area municipalities
- Local Economic Development offices
- Local Employment Ontario agencies
- Niagara Workforce Planning Board

With assistance from local municipal partners and other stakeholders, the inventory response rate continues to steadily grow. In 2019, it was a 90% participation rate.

Each year, the inventory questionnaire features a unique subset of questions that are specifically tailored to gain further insight into the local business community. This year, the Niagara Workforce Planning Board developed a question designed to better understand the recruiting methods used by local businesses. The results of these questions will directly inform the extent to which local employers are hiring through non-public channels.

Results

Table 1 (below) illustrates the proportion of complete and partially complete survey responses from 2016 to 2019. 2019 resulted in a 90% full participation rate, which has increased 22% since 2016. A full participation rate indicates that a business provided responses to all survey questions from beginning to end.

Table 1 – Inventory Response Rate

Year	Complete Survey Response	Partially Complete Survey Response	Refused to Participate
2016	68%	30%	2%
2017	76%	22%	2%
2018	87%	12%	1%
2019	90%	9%	<1%

The steady increase in the completion rate can be attributed to greater familiarity with the survey team, a streamlined data entry methodology, and joint communication outreach conducted by our local Chambers of Commerce and other interest groups. The Employment Inventory continues to see a low refusal rate of less than 1%.

Partially completed responses still capture several key attributes in the survey record. Data points, such as physical location and the associated industry code, are logged by the survey team despite not making direct contact with a business representative. Project staff continually work with local area municipalities and other partners to reduce the number of partially completed responses.

Table 2 (below) illustrates the number of businesses inventoried and the number of jobs reported from respondents over the 4-year survey period.

It is important to note that the totals reported do not reflect an overall increase in the number of business and jobs per year. Rather, the increase is the result of improved inventory participation rate.

Table 2 – Number of Businesses and Jobs Reported

Year	Businesses Inventoried	Full Time Jobs Reported	Part Time Jobs Reported	Total Jobs Reported
2016	10,743	71,899	38,239	110,138
2017	11,202	91,216	39,848	131,144
2018	11,720	98,706	43,478	142,184
2019	12,016	97,829	50,130	147,959

** Home-based and mobile businesses were not inventoried.*

Table 3 (below) illustrates the municipal breakdown of the number of businesses and jobs over the 4-year survey period.

Table 3 – Distribution of Businesses and Jobs by Municipality

	2016		2017		2018		2019	
	Total Businesses	Total Jobs	Total Businesses	Total Jobs	Total Businesses	Total Jobs	Total Businesses	Total Jobs
Fort Erie	709	6,351	719	6,867	763	8,414	775	8,301
Grimsby	443	4,009	455	4,750	465	5,204	479	6,682
Lincoln	440	4,198	543	6,650	564	6,964	571	8,108
Niagara Falls	2,514	22,929	2,553	32,982	2,642	32,687	2,715	33,473
NOTL	456	7,082	513	9,707	560	11,238	596	10,926
Pelham	271	1,743	301	2,275	318	2,677	334	3,202
Port Colborne	461	2,912	465	3,917	468	4,176	478	4,682
St.Catharines	3,657	43,045	3,771	44,254	3,966	48,130	4,051	48,726
Thorold	460	4,980	491	5,307	523	5,674	538	6,693
Wainfleet	43	179	58	402	60	507	61	479
Welland	1,161	11,221	1,158	12,122	1,188	14,149	1,214	14,010
West Lincoln	128	1,489	175	1,911	203	2,364	204	2,677
Niagara Region	10,743	110,138	11,202	131,144	11,720	142,184	12,016	147,959

Other Data Sources

The data collected each year through the Employment Inventory provides detailed local business information that is not available through Statistics Canada data. In most cases, Statistics Canada data is updated once every 5 years, whereas the Employment Inventory is updated on a yearly basis.

Statistics Canada data remains the authoritative data source for performing analysis at regional and municipal level geographies, but lacks the ability to analyze raw business data at the street address level. Collecting annual business data at the street address level allows for micro analysis to be done at custom geographies and time series.

The Employment Inventory results are used in conjunction with Statistics Canada data and other data sources to accurately monitor the Regional economy to better understand where the Region can take action to help facilitate economic growth.

Reliable business data is an integral resource to better understand the Region's employment context. This dataset plays a significant role in supporting decisions related to: population and employment growth, infrastructure investment (including public transit), economic development inquiries, and the ongoing monitoring of economic conditions and trends.

Job Type Results

Table 4 (below) illustrates the number of businesses and jobs captured in 2019 based on the 2-digit North American Industry Classification System (NAICS). NAICS is a standardized industry classification system used to sort business establishments according to type of economic activity or industry.

The top three number of businesses inventoried by NAICS code in 2019 were in the categories of: Retail trade, followed by Accommodation and food services, and finally Other services (such as repair shops, personal care facilities and laundry services). These sectors consist of over half (50.3%) of all the Region's businesses.

If we look at employment numbers, rather than number of businesses, the 2019 top three NAICS code jobs was for Retail trade, Accommodation and food services, and Health care and social assistance. Together, these types of businesses provided jobs for 43.4% of Niagara's workforce.

Table 4 – Number of Businesses and Jobs by NAICS Sector

NAICS Industry Sector (2-Digit)	Number of Businesses 2019	Number of Businesses Proportion of Region	Number of Jobs 2019	Number of Jobs Proportion of Region
Retail trade	2,712	22.6%	23,387	15.8%
Accommodation and food services	1,695	14.1%	20,732	14.0%
Health care and social assistance	1,261	10.5%	20,088	13.6%
Manufacturing	860	7.2%	17,107	11.6%
Educational services	237	2.0%	9,979	6.7%
Arts, entertainment and recreation	389	3.2%	8,649	5.8%
Public administration	212	1.8%	8,148	5.5%
Other services (except public administration)	1,639	13.6%	5,626	3.8%
Construction	385	3.2%	5,428	3.7%
Administrative and support, waste management and remediation services	283	2.4%	5,320	3.6%
Finance and insurance	468	3.9%	4,780	3.2%
Professional, scientific and technical services	737	6.1%	4,286	2.9%
Transportation and warehousing	224	1.9%	3,544	2.4%
Agriculture, forestry, fishing and hunting	141	1.2%	3,480	2.4%
Wholesale trade	263	2.2%	3,350	2.3%
Real estate and rental and leasing	295	2.5%	2,234	1.5%
Information and cultural industries	158	1.3%	1,065	0.7%
Utilities	32	0.3%	589	0.4%
Management of companies and enterprises	10	0.1%	99	0.1%
Mining, quarrying, and oil and gas extraction	8	0.1%	68	0.0%
Undetermined	7	0.1%	0	0.0%
Total	12,016	100%	147,959	100%

Relationship Building

The Employment Inventory also provides a key opportunity for the Region to personally connect with local businesses in order to further develop partnerships and foster an environment for innovation and development within the Niagara business community.

Addressing concerns of business owners is an important step in building and maintaining strong working relationships with the community. In an effort to address concerns raised, the inventory team distributed over 3,000 communication flyers directing businesses to an online directory of available Regional and local business support services. The online directory had over 250 page views since its launch in May 2019.

On occasion, concerns expressed by business owners required immediate action from Regional staff. In 2019, the inventory team received 18 concerns that required immediate follow-up. These concerns ranged from providing assistance for way-finding signage, to seeking help to recruit staff for skilled positions.

Table 5 (below) highlights the responses received when business owners were asked “Is there anything Niagara Region could do to help support your business?”

For reporting purposes, the responses have been categorized into theme only. The raw comments are shared with internal staff and local municipal partners, as needed.

Table 5 - “Is there anything Niagara Region could do to help support your business?”

Response Theme	Responses Received	Proportion 2018	Proportion 2019
Taxes and Utilities	312	15%	18.2%
Business Exposure	281	14.5%	16.4%
Skills and Labour Force	207	10.2%	12.1%
Beautification/Infrastructure/Traffic Issues/Construction	188	14.2%	11.0%
Incentives/Grants/Contracts	128	13.5%	7.5%
Uncategorized	107	3.6%	6.3%
Health and Safety	93	1.9%	5.4%
Parking Issues	91	3.9%	5.3%
Transit	80	5.3%	4.7%
Social Support Programs/Programs	61	4.9%	3.6%
Waste Management	61	3.4%	3.6%
Development Process/Zoning/Land Use	59	2.6%	3.4%
Awareness and Education	29	4.7%	1.7%
Development Charges	11	0.8%	0.6%
Minimum Wage Increase Concerns	5	1.5%	0.3%
Total	1713	100%	100%

In keeping with Niagara Region's corporate values on partnerships and collaboration, this year's inventory featured a question developed by the Niagara Workforce Planning Board (NWPB). The question was designed to determine the extent to which employers are hiring through non-public channels.

The responses to this question will support NWPB's work on sharing job demand data, and the analysis of in-demand skill requirements. It also helps support those employers, who do not hire through public-facing tools, to better understand the labour market and be more successful in their hiring efforts leading to better staffing outcomes.

Table 6 (below) illustrates the responses from businesses from the following question:

"Among the following recruitment methods, which do you find the most effective: word-of-mouth recruitment, online job boards, social media recruitment, or government employment centres/websites"?

Table 6 – Preferred recruitment methods

Method	Number of Businesses	Proportion
Online Job Boards	2,519	39%
Word of Mouth	1,958	30%
Other	1,548	24%
Government of employment centre websites	159	3%
Social Media	154	2%
Direct Recruitment from post-secondary institutions	136	2%
Total	6,474	100%

Open Data

Each year, a subset of the Employment Inventory results are released to the public through the Niagara Region Open Data Portal. Open Data places information in the hands of the public, promoting innovation and fostering greater transparency and accountability.

Since the dataset was initially released to the public in May 2017, it has generated a total of over 1,200 download events. This significant uptake demonstrates the importance of this information as it relates to our general public users.

The following attributes from the Employment Inventory dataset are made available to the public:

- Business Name
- Street Address, Unit #
- Municipality
- Postal Code
- Business Website
- 6-digit North American Industry Classification System (NAICS) code
- Employee Size based on Statistics Canada, Canadian Industry Statistics.
 - Micro 1-4 employees
 - Small 5-99 employees
 - Medium 100-499 employees
 - Large 500 + employees

Alternatives Reviewed

The goal of the Employment Inventory is to update the data on an annual basis to monitor, understand, and track trends over time. With successive years of data collection, historic trends analysis of the data will show how specific businesses, business sectors and geographic areas of employment in Niagara evolve over time as our economy changes.

Continuing to collect this level of data annually provides a baseline to analyze historical trends, forecast employment growth, supplement other employment sources and provide a resource back to the community.

Relationship to Council Strategic Priorities

The Employment Inventory is a key tool that the Niagara Region uses to strengthen its economic competitiveness by better understanding its current employment landscape and workforce composition.

Data collected through the Employment Inventory plays a significant role towards informing future decisions related to population and employment growth, infrastructure investment, public transit planning, economic development, and the ongoing monitoring of economic conditions.

The Niagara Region and Area Municipalities rely on this dataset as a valuable asset when developing robust business cases designed to attract investment, innovation, and entrepreneurship to Niagara and strengthen the Region's position globally.

Other Pertinent Reports

- PDS 13-2016 – Niagara Region Employment Survey
- PDS 1-2017 – Niagara Region Employment Inventory Preliminary Results
- PDS 5-2018 – Niagara Region 2017 Employment Inventory Results
- PDS 6-2019 – Niagara Region 2018 Employment Inventory Results

Prepared by:

John Docker
Planner
Planning and Development Services

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Darcy Persad, Employment Inventory Data Intern, and reviewed by Isaiah Banach, Manager, Long Range Planning.

Appendices

Appendix 1 2019 Employment Inventory Questionnaire

Page 12

2019 Niagara Region Employment Inventory

Niagara Region is conducting an annual inventory of businesses to gather information for planning policy and economic development purposes. Information collected through this inventory will be grouped together and publicly reported to Regional Council in 2019. Information collected through this inventory will also be shared with Niagara's local municipal governments, economic development offices and Employment Ontario agencies. A subset of the information collected will be released publicly through Niagara Region's open data program, observing your rights and freedoms outlined in the Municipal Freedom of Information and Protection of Privacy Act. For more information about this initiative please visit www.niagararegion.ca/employmentinventory.

Business Identification

Business Name:			
Business Contact Name:			
Business Street Address:			
Unit/Suite #:	Municipality:	Postal Code:	
Public Business Telephone #:	Business Contact Email:		
Business Website:			
Business Mailing Address: (only if different from above)			

What year did this business open in Niagara?

Is business involved in the tourism sector? Yes ☐ No ☐

Is business engaged in e-commerce activities, i.e. selling online and/or sourcing online? Yes ☐ No ☐

Does business sell goods or services outside Canada? Yes ☐ No ☐

Does business import goods from outside Canada? Yes ☐ No ☐

Does business have foreign or international ownership? Yes ☐ No ☐

***If yes**, what is the primary country of origin of the foreign ownership?*

Provide details about the specific services and/or agricultural activities associated with this business. (e.g. Full-service restaurant, Home furnishing store, Insurance agency, Machine shop, Engineering services, Roofing contractor, Vineyard, Dairy cattle farm, etc).

What is the INDOOR floor size (GFA) of this business?

What is the OUTDOOR operating area of this business (if applicable)?

☐ Feet ☐ Metres ☐ Estimate

☐ Acres ☐ Hectares ☐ Estimate

Please return completed form to Niagara Region, Planning and Development Services at your earliest convenience.

E-mail: employmentinventory@niagararegion.ca **Fax:** 905-641-5208 **Mail:** Employment Inventory, 1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

How many people are presently employed (including owners) at THIS location?

	# of Full Time Employees (work more than 30 hours per week)	# of Part Time Employees (work less than 30 hours per week)
PERMANENT		
SEASONAL (between 4-6 months per year)		
CONTRACT		

Do your employees work shift work?
(Work outside the hours of 7:00 am to 6:00 pm)

☐ Yes ☐ No

Do your employees work weekends? ☐ Yes ☐ No

Educational required to work for this business (payroll employees)

Do ALL positions (excluding students) within your business require a minimum grade 12 diploma or equivalency?

☐ Yes ☐ No

Recruitment Methods

Among the following recruitment methods, which do you find the most effective (Select One):

- ☐ Word-of-mouth recruitment
 ☐ Online job boards
 ☐ Social media recruitment
☐ Government employment centres/websites
 ☐ Direct recruitment from post-secondary institutions
 ☐ Other (Please specify below)

Additional Information

Is there anything the Niagara Region could do to help support your business?

Consent

Do you consent to receive email communication from NIAGARA REGION on specific regional programs or services that may be related to your business? Yes ☐ No ☐

Please return completed form to Niagara Region, Planning and Development Services at your earliest convenience.

E-mail: employmentinventory@niagararegion.ca Fax: 905-641-5208 Mail: Employment Inventory, 1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7



making our mark

NIAGARA

OFFICIAL PLAN

Niagara Official Plan

Consultation Details & Revised Framework

Planning and Economic Development Committee

March 11, 2020

PDS 9-2020



Summary of Engagement To Date

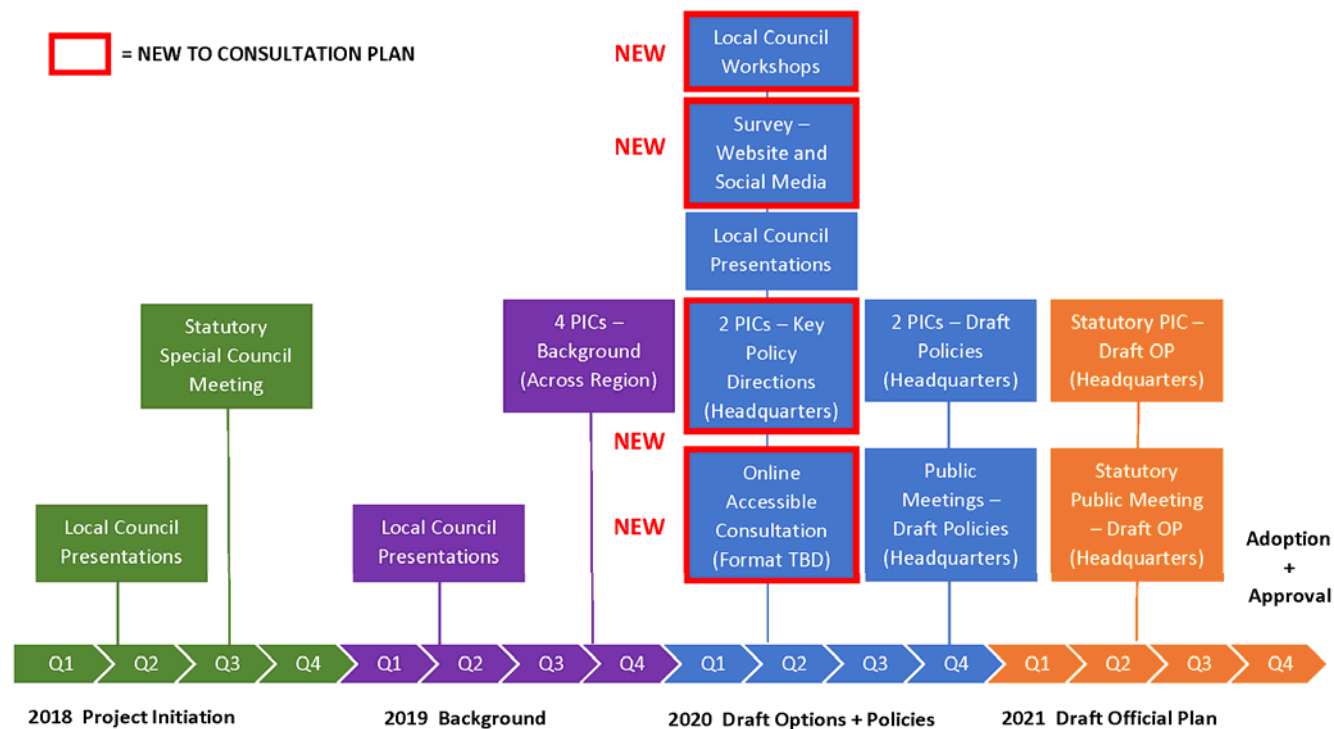
Group	Number
Area Planners	15+ meetings
Planning Advisory Committee	6 meetings
Niagara Peninsula Conservation Authority	4 meetings + 1 presentation
Stakeholder/Municipal Workshops	8 workshops
Public Information Centres	6 PICs
Local Councils	2 presentations / Council
Indigenous Groups	8 meetings

Digital Communication and Engagement Techniques To Date

- Website and Online Feedback Form
- Project Subscriber List for Email Updates
- Digital and Print Newspaper Ads for Consultations
- Facebook and Twitter Posts for Consultations
- Staff Videos in Social Media Posts
- Online Sharing Portals



Refinements to Consultation Timeline



Engagement with Area Planners, Indigenous Partners and Stakeholders Ongoing

12

Making our Mark Branding

- Consistent design theme across OP materials
 - Reports, Presentations, PIC materials, Brochures, etc.



Subject: Niagara Official Plan - Consultation Details & Revised Framework

Report to: Planning and Economic Development Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That Report PDS 9-2020 **BE RECEIVED** for information; and
2. That a copy of Report PDS 9-2020 **BE CIRCULATED** to the Local Area Municipalities.

Key Facts

- This report is a follow up to Report PDS 1-2020 and provides further details on consultation that has occurred to date and additional consultation that will occur and that will contribute to the preparation of draft policy.
- A revised Consultation Timeline Framework is provided which adds local Council workshops, two Public Information Centres (PICs), online surveys and social media engagement.
- Preliminary vision statements and higher level directives, which have been derived from input received to date, have been drafted and will be presented for input as part of the additional consultation outlined above.
- To supplement this report a presentation will be made to the Planning and Economic Development Committee highlighting the contents of the Niagara Official Plan website.

Financial Considerations

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

Analysis

This Report follows up on Report PDS 1-2020 which summarized the public/stakeholder consultation gathered to date on the Niagara Official Plan with a focus on the consultation received at the four Public Information Centres in November 2019. At this

meeting the Commissioner of Planning and Development indicated a report would be provided to the Planning and Economic Development Committee highlighting the consultation in further details such as the amount of consultation with Area Planners, local Councils, stakeholder groups and public, as well as provide an overview of the Niagara Official Plan website.

Gathering input from the public and stakeholder groups is an important component of the preparation of the Niagara Official Plan. Another important component is to involve those who will be making recommendations on Plan's adoption and ultimately implementing the Plan. Therefore considerable effort is made to involve Area Planners and local Councils in the process.

Consultation To Date

Consultation details are organized by category in Appendix 1 relative to local Council meetings, meetings with Area Planners, Planning Advisory Committee meetings, workshops with stakeholder groups, indigenous consultation and Public Information Centre (PIC) sessions. However, the following are key consultation detail highlights:

- The key themes that the public identified as being important to address were identified through Imagine Niagara (October 2013 – June 2014). This outreach involved 4,000+ survey responses, 3,700 comments through community events. The results were identified in Appendix 1 of Report PDS 1-2020 and confirmed through much of the Public Information centres carried out in November 2019.
- Throughout 2017, one on one meetings took place with local municipal planners to discuss policy planning issues in general relative to the Regional Official Plan.
- In February 2018, individual meetings took place with local planners to gather input to frame the priority background studies.
- 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 was provided in Appendix 2 of Report PDS 1-2020.
- Throughout the summer of 2019, there were individual Meetings with local municipal planners and in some cases Economic Development staff to discuss: growth scenarios; urban boundary expansion; and employment land conversion.

- There have been over 15 Area Planners meetings, from 2017 to 2020, where the new Niagara Official Plan, related background studies and related provincial policies have been discussed.
- The Region's Planning Advisory Committee has met six times so far, starting September 2018 providing comments on background work and directives to inform the new Official.
- There have been four meetings with NPCA staff on the Natural Environment Work Program and a presentation to the NPCA Board on September 18, 2019.
- In 2019, eight specific workshop sessions took place with stakeholder groups relative to either the Natural Environment, Housing or Employment Lands Work Plans.
- During 2019 there were two Public information Centre sessions on the Natural Environment Work Program and four on the Official Plan process and background work.
- Staff have travelled to consult with Indigenous groups. There have been eight different meetings in 2019.
- A Climate Change Discussion paper was released in November 2019 for comment. The following groups were contacted to provide input: Climate Change Working Group; Area Planners; stakeholder groups; Indigenous groups; Planning Advisory Committee; subscribers for updates to the Official Plan; Brock University and Niagara Peninsula Conservation Authority.

Refinements to Consultation Timeline Framework

The Consultation Timeline Framework was approved by Council in March 2019. At that time staff indicated that adjustments might be made as the Niagara Official Plan project proceeds. In light of considering the consultation to date, staff have made refinements by adding the following consultation steps during the end of second quarter/beginning of third quarter 2020:

- Workshops with Mayors, Local and Regional Council members to inform on growth allocations, land needs and natural environment options and discuss related issues.

- Two extra PICs to be held at Regional Headquarters on key options, directives/initiatives anticipated to be incorporated in to draft policy.
- Public surveys to gather input on key options, directives/initiatives anticipated to be incorporated in to draft policy. These surveys will be promoted through social media in an attempt to reach people and different demographics who do not attend traditional PICs. Other social media platforms will be explored if the survey responses are not satisfactory.

A revised Consultation timeline framework is attached as Appendix 2.

Preliminary Vision Statements and Higher Level Directives

Planning staff have developed preliminary vision statements and higher level directives for the main sections of the Niagara Official Plan in consideration of all the public input received. Appendix 3 outlines the vision statements and directives relationship to public feedback and Council's Strategic Plan. Planning staff anticipate making these available for public comment during the next public input sessions for the Niagara Official Plan.

New Niagara Official Plan Website

In coordination with the Region's Communications department, a website has been established to support all stages of development of the Niagara Official Plan and provide a platform for staff to share with and gather information from the public and stakeholders. The website is in a constant state of update as work is completed and compiled in support of the Plan's development process. The layout of the website is integrated with the "Making our Mark" branding aesthetic previously developed with the Communications team at the commencement of the project. The website provides a user-friendly platform with options for users to learn about the process of developing the Plan, view materials produced as part of the background work, provide feedback, and subscribe to circulated updates on the Plan's progress.

All submissions made through the website are sent to an email inbox monitored by the Official Plan team members. As Public Information Centres (PICs) are planned, dates and notices are posted at the top of the website homepage. Once the events have occurred, all materials are immediately made available for viewing through the webpage. Additionally, links to topic area specific project pages are also featured on the

website, to allow users to easily find information relevant to certain topic areas such as growth management, rural and natural systems, and archaeology. Contact information is provided on these pages as well.

Alternatives Reviewed

There are no alternatives to this report which provides further consultation details to Report PDS 1-2020 and highlights additional consultation, relative to options and key policy directives, to add to the Consultation Timeline Framework approved by Council in March 2019. Vision statements and high level directives are preliminary and are drafted to receive public input.

Relationship to Council Strategic Priorities

The Niagara Official Plan is important to address Council's priority as a Sustainable Engaging Government. The Plan will address Council's other priorities, being: Supporting Businesses and Economic Growth; Healthy and Vibrant Community; and Responsible Growth and Infrastructure Planning.

Other Pertinent Reports

PDS 1-2020 New Niagara Official Plan-Public Consultation Summary
PDS 33-2019 Growth Management Program Update for New Official Plan
PDS 9-2019 New Official Plan Consultation Timeline Framework
CWCD 421-2019 New Niagara Official Plan Updates

Prepared by:

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

Recommended by:

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

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

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

Appendices

Appendix 1	External meetings and consultations	Page 6
Appendix 2	Consultation Timeline Framework	Page 12
Appendix 3	Alignment of Draft Vision and Directives	Page 13

Appendix 1 –

Niagara Official Plan: External Meetings and Consultations

Meetings with Local Planners: Planning Issues for new Niagara Official Plan

Meeting Date	Municipality
September 15, 2017	Niagara-on-the-Lake
September 28, 2017	Fort Erie
September 29, 2017	Niagara Falls
September 29, 2017	Thorold
October 12, 2017	West Lincoln
October 12, 2017	Pelham
October 16, 2017	Lincoln
October 16, 2017	Grimsby
October 17, 2017	Welland
October 29, 2017	St. Catharines
November 3, 2017	Wainfleet

*September 15, 2017 Greater Niagara Chamber of Commerce

*October 19, 2017 Niagara Peninsula Conservation Authority

Area Planners Meetings

Meeting Date	Official Plan Topic(s)
July 24, 2017	<ul style="list-style-type: none"> • Municipal Comprehensive Review • Niagara Official Plan • Growth Plan – Employment Lands Strategy
August 25, 2017	<ul style="list-style-type: none"> • Provincial Policy • Greater Golden Horseshoe – Agricultural System and Natural Heritage System
October 27, 2017	<ul style="list-style-type: none"> • Niagara Official Plan Update – Employment Areas and Employment Lands Strategy
November 17, 2017	<ul style="list-style-type: none"> • Land Needs Methodology • Growth Plan – Agricultural Impact Assessment and Natural heritage System
January 26, 2018	<ul style="list-style-type: none"> • Land Needs Assessment • Process for Individual Urban Boundary Expansion Requests • Urban Structure • Employment Lands Strategy

Meeting Date	Official Plan Topic(s)
	<ul style="list-style-type: none"> • Housing • Natural Environment • Aggregates • Agriculture • Climate Change
March 16, 2018	<ul style="list-style-type: none"> • Natural Environment Framework • Agriculture Framework • Climate Change Framework • Watershed Planning • MNR Species at Risk
June 22, 2018	<ul style="list-style-type: none"> • Greenbelt Alternative Land Use Analysis • Urban Boundary Expansion Requests
September 28, 2018	<ul style="list-style-type: none"> • Niagara Official Plan – Open Houses • Secondary Plans • 2016 Census Population
January 25, 2019	<ul style="list-style-type: none"> • Regional Official Plan Amendment – Exemptions from Approval • Niagara Official Plan Update • Rural Lots
March 22, 2019	<ul style="list-style-type: none"> • Niagara Official Plan Consultation Strategy • Growth Plan Comments
July 11, 2019	<ul style="list-style-type: none"> • New Growth Plan – Employment Land Conversion and Urban Expansion Criteria
July 26, 2019	<ul style="list-style-type: none"> • Niagara Official Plan Update • Employment Land • Housing • Urban Strategy • Land Needs • Natural Environment • Agriculture • Aggregates • Climate Change
September 27, 2019	<ul style="list-style-type: none"> • Niagara Official Plan – Public Information Centres • Employment Land Strategy and Regional Official Plan Amendment 16 • Provincially Significant Employment Zones

Meeting Date	Official Plan Topic(s)
January 24, 2020	<ul style="list-style-type: none"> • Niagara Official Plan – Update on Consultation • Employment Land Strategy and Regional Official Plan Amendment 16

Meetings with Local Municipal Planners

Meeting Date	Official Plan Topic(s)
February 2018 (Various Dates)	<ul style="list-style-type: none"> • Individual Meetings with Local Municipal Planners to discuss: <ul style="list-style-type: none"> ○ Key Issues Relative to Framing of Background Studies
June 27, 2018	<ul style="list-style-type: none"> • Meeting with Niagara Parks Commission Senior Staff to discuss: <ul style="list-style-type: none"> ○ Background Studies for Official Plan
Summer 2019 (Various Dates)	<ul style="list-style-type: none"> • Individual Meetings with Local Municipal Planners (and in some cases Economic Development) to discuss: <ul style="list-style-type: none"> ○ Growth Scenarios ○ Urban Boundary Expansion ○ Employment Land Conversion

Niagara Peninsula Conservation Authority Meetings

Meeting Date	Official Plan Topic(s)
February 2018	Meeting with NPCA Staff – Natural Environment Work Program
June 6, 2019	Meeting with NPCA Senior Staff – Natural Environment Work Program
June 13, 2019	Meeting with NPCA Technical Staff – Natural Environment Work Program
July 23, 2019	Meeting with NPCA Technical Staff – Natural Environment Work Program
September 18, 2019	Presentation to NPCA Board – Natural Environment Work Program

Local Council Presentations

Meeting Date	Municipality
May 22, 2018	Pelham
May 29, 2018	Wainfleet
June 4, 2018	Niagara-on-the-Lake

Meeting Date	Municipality
June 5, 2018	Thorold
June 12, 2018	Welland
June 18, 2018	Fort Erie
June 19, 2018	Niagara Falls
June 25, 2018	Port Colborne
July 9, 2018	Lincoln
July 23, 2018	West Lincoln
August 13, 2018	St. Catharines
September 11, 2018	Grimsby
April 15, 2019	St. Catharines
April 23, 2019	Fort Erie
May 6, 2019	Grimsby
May 7, 2019	Thorold
May 13, 2019	Niagara-on-the-Lake
May 14, 2019	Niagara Falls
May 27, 2019	Port Colborne
May 28, 2019	Wainfleet
June 3, 2019	Pelham
June 10, 2019	West Lincoln
June 11, 2019	Welland
June 17, 2019	Lincoln

Workshops/Sessions

Meeting Date	Official Plan Topic(s)
March 25 and 26, 2019	Niagara Housing Data Consultation Sessions with Local Municipal Planners
May 3, 2019	Natural Environment Workshop with Development Community, Consultants, and Local Planning Staff
May 16, 2019	Natural Environment Workshop with Agricultural Community
May 16, 2019	Natural Environment Workshop with Environmental Stakeholder Groups
June 6, 2019	Housing Database/Market Analysis and Scenario Development Workshop with Area Planners and Local Municipal Staff
October 8, 2019	Employment Strategy Municipal Workshop with Area Planners
October 10, 2019	Employment Strategy Industry Workshop with Industry Stakeholders

Meeting Date	Official Plan Topic(s)
February 25, 2020	Employment Area Strategy Update and Q/A Session with Industry Stakeholders

Public Information Centres

Meeting Date	Official Plan Topic(s)
May 30, 2019	Natural Environment – Public Information Centre (West Lincoln)
June 6, 2019	Natural Environment – Public Information Centre (Welland)
November 6, 2019	Niagara Official Plan Background Initiatives – Public Information Centre (Thorold)
November 7, 2019	Niagara Official Plan Background Initiatives – Public Information Centre (Niagara Falls)
November 13, 2019	Niagara Official Plan Background Initiatives – Public Information Centre (Grimsby)
November 14, 2019	Niagara Official Plan Background Initiatives – Public Information Centre (Fort Erie)

Planning Advisory Committee Meetings

Meeting Date	Official Plan Topic(s)
September 12, 2018	<ul style="list-style-type: none"> • Welcome and Introductions • Planning Areas of Responsibility • Planning Advisory Committee – Points of Interest • Official Plan Framework and Document Structure • Official Plan Themes – Key Priority Background Studies • Urban Structure
November 14, 2018	<ul style="list-style-type: none"> • Provincial Workshop Overview • Natural Environment • Urban Structure • Secondary Plans – Content and Performance Measures
March 20, 2019	<ul style="list-style-type: none"> • Provincial Planning Policy Restructuring • Update on Employment Lands Strategy • Performance Measures/Urban Structure and Secondary Plans
August 14, 2019	<ul style="list-style-type: none"> • Housing Strategy • Draft Vision and Directives
October 23, 2019	<ul style="list-style-type: none"> • Archaeological Management Plan

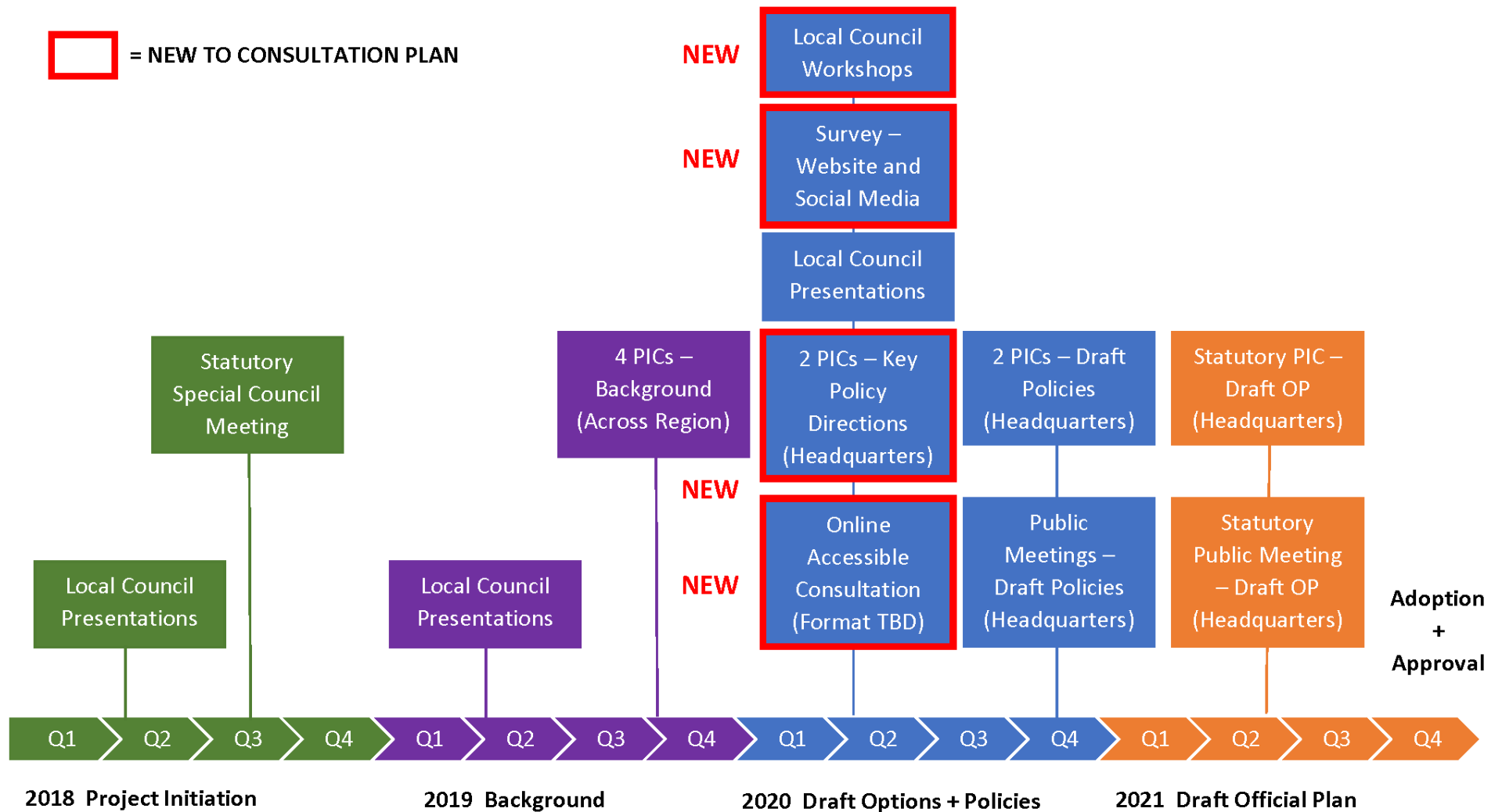
Meeting Date	Official Plan Topic(s)
	<ul style="list-style-type: none"> • Employment Lands Strategy • Vision and Directives • Proposed Provincial Policy Changes
January 15, 2020	<ul style="list-style-type: none"> • Climate Change • Official Plan Consultation Feedback

Meetings with Indigenous Groups

Meeting Date	Indigenous Group and Topic(s)
May 1, 2019	Six Nations Elected Council – Niagara Official Plan
May 1, 2019	Haudenosaunee Development Institute – Niagara Official Plan
May 7, 2019	Fort Erie Friendship Centre – Niagara Official Plan
May 29, 2019	Niagara Region Métis Council – Niagara Official Plan
June 5, 2019	Niagara Regional Native Centre – Niagara Official Plan
June 11, 2019	Mississauga of the Credit First Nation – Niagara Official Plan
August 21, 2019	Mississauga of the Credit First Nation – Regional Archaeological Management Plan
August 21, 2019	Haudenosaunee Development Institute – Regional Archaeological Management Plan

Appendix 2 – Niagara Official Plan – Consultation Timeline

 = NEW TO CONSULTATION PLAN



Engagement with Area Planners, Indigenous Partners and Stakeholders Ongoing

Appendix 3

Alignment of Draft Vision and Directives with Public Consultation Results and Council Strategic Plan

Draft Vision and Directives	Public Consultation Results Public Information Centres – Nov. 2019	Council Strategic Plan 2019-2022
Draft Vision:		
EXCEPTIONAL development and communities	<ul style="list-style-type: none"> Interest in well-planned, high quality development in appropriate locations that improves our communities, while protecting what's valuable 	<ul style="list-style-type: none"> Objective 2.1- enhance community wellbeing
DIVERSE housing types, jobs and population	<ul style="list-style-type: none"> Significant focus on achieving a greater mix of housing types, including affordable housing, for individuals and families living, studying and working in Niagara 	<ul style="list-style-type: none"> Objective 2.3- addressing affordable housing needs
THRIVING agriculture and tourism	<ul style="list-style-type: none"> Interest in leveraging the GO Train to boost tourism and advancing economic opportunities associated with agriculture and nature-based ecotourism 	<ul style="list-style-type: none"> Objective 1.1- economic growth and development Objective 1.4- strategically target industry sectors
RESILIENT urban and natural areas	<ul style="list-style-type: none"> Strong emphasis on the importance of protecting the natural environment and enhancing resilience of urban areas to mitigate and adapt to climate change 	<ul style="list-style-type: none"> Objective 3.2- environmental sustainability and stewardship
Draft Directives:		
GROWING REGION #1 Manage growth strategically and diversify the housing stock to accommodate all ages and incomes	<ul style="list-style-type: none"> Interest in directing growth to appropriate locations supported by infrastructure and servicing, and achieving a greater mix of housing types to support affordability, such as semi-detached dwellings, row housing and apartment buildings 	<ul style="list-style-type: none"> Objective 2.3- addressing affordable housing needs

Draft Vision and Directives	Public Consultation Results Public Information Centres – Nov. 2019	Council Strategic Plan 2019-2022
VIBRANT REGION #2 Elevate the livability and engaging qualities of communities, facilities and attractions	<ul style="list-style-type: none"> • Interest in proactive planning and design excellence that improves community livability, while celebrating Niagara's unique features and cultural assets 	<ul style="list-style-type: none"> • Objective 2.1- enhance community wellbeing
CONNECTED REGION #3 Provide connections within and between communities and outside of the region	<ul style="list-style-type: none"> • Strong emphasis on the importance of infrastructure to support growth, and enhancing public transit and active transportation opportunities 	<ul style="list-style-type: none"> • Objective 3.1- advancing regional transit and GO rail service • Objective 3.3- maintain existing infrastructure • Objective 3.4- facilitating the movement of people and goods
COMPETITIVE REGION #4 Plan and manage growth to position Niagara for economic prosperity	<ul style="list-style-type: none"> • Significant interest in managing resource extraction and rehabilitation wisely, as well as protecting employment lands and supporting economic opportunities through investments in transit and tourism 	<ul style="list-style-type: none"> • Objective 1.1- economic growth and development • Objective 1.4- strategically target industry sectors
SUSTAINABLE REGION #5 Enhance the sustainability and resilience of Niagara's built and natural environment	<ul style="list-style-type: none"> • Strong emphasis on protection and enhancement of the natural environment and opportunities within urban areas to both mitigate and adapt to climate change to build resilience 	<ul style="list-style-type: none"> • Objective 3.2- environmental sustainability and stewardship

Subject: Overview of Regional Involvement in Port Colborne Quarry Proposal

Report to: Planning and Economic Development Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That Report PDS 8-2020 **BE RECEIVED** for information

Key Facts

- The purpose of this report is to respond to a request for information that was made at the Planning and Economic Development Committee meeting on January 15, 2020.
- Information was requested regarding the Region's involvement in the Port Colborne Quarry proposal and any action taken as part of the Region's obligations under Provincial policies.

Financial Considerations

The cost associated with preparing this report were accommodated within the Planning and Development Services 2020 Operating Budget.

Analysis

At the Planning and Economic Development Committee on January 15, 2020, Council 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"*.

To date, Region staff's involvement has included providing information, advice, and formal comments related to a range of issues including:

1. Long-term planning/redevelopment of the quarry lands
2. Interpretation of aggregate definitions and policies
3. A provincial ANSI designation
4. The City of Port Colborne Site Alteration By-Law

5. The role of Regional Public Health in the protection of private drinking water systems
6. Source water protection planning
7. The implementation of O. Reg. 153/04
8. The identification of a water resource system in the new Niagara Official Plan

1. Long-Term Planning / Redevelopment of the Quarry Lands

Region planning staff have participated in periodic discussions over the past several years regarding the long-term redevelopment of the Port Colborne Quarry lands. This has included the potential for employment uses in the area and the need to ensure an appropriate interaction with surrounding land uses. Region planning staff provided comments on a proposed zoning by-law amendment and official plan amendment in December 2016. Discussions have included Port Colborne planning staff as well as the owner of the quarry lands. The position of Region planning staff continues to be that a secondary planning process would be the appropriate mechanism to ensure the development of a long-term comprehensive plan. To support the secondary planning process a range of environmental and water resource studies could potentially be required.

2. Interpretation of Aggregate Definitions and Policy

In March 2019, Region planning staff were contacted by planning staff at the City of Port Colborne to provide support in the interpretation of aggregate definitions and policy as it related to the City's zoning by-law and the Port Colborne Quarry Lands.

As the definitions were the implementation of provincial policy and direction, Region planning staff reached out to the Ministry and Municipal Affairs and Housing (MMAH) for support. A clarification on the definition was provided to the City as requested.

3. Provincial ANSI Designation

In March 2019, Region planning staff were contacted by planning staff at the City of Port Colborne regarding a provincially-identified ANSI (area of natural and scientific interest) within Pit 1 of the Port Colborne quarry.

Region planning staff completed research into the matter which lead to contacting staff at several provincial ministries, including the Senior Conservation Geologist at the

Province. The original earth science inventory checklist from 1980 was provided to Port Colborne planning staff to provide the requested information.

4. City of Port Colborne Site Alteration By-Law

The Municipal Act identifies that the preparation and implementation of Site Alteration By-Laws are a local responsibility. It is Region planning staff's understanding that a site alteration permit application has been made to the City for the Pit 1 lands. The Ministry of Environment, Conservation, and Parks (MECP) provided comments related to that application. It is Region staff's understanding that discussion around this site alteration permit have triggered the City to consider updates to its Site Alteration By-Law. It is our understanding that a site alteration permit has not been granted, and that the City has not yet passed a new by-law.

The Region does not have a Site Alteration By-Law. Because the proposed filling of Pit 1 does not require Planning Act approval, the policies of the Regional Official Plan are not triggered.

5. Role of Regional Public Health in the Protection of Private Drinking Water

Over the course of mid-2019, Niagara Region Public Health received several inquiries regarding the role of the department in the protection of groundwater as it related to private drinking water wells (in reference to the proposed filling of Pit 1). There were inquiries from both local residents and Councillors. It was advised that Niagara Region Public Health did not have a role in permitting and would only become involved if a contamination of groundwater was detected. Niagara Region Public Health will continue to provide support if there are questions on any potential health impacts.

6. Source Water Protection Planning

Source water protection is a process for the protection of municipal drinking water sources (i.e. not individual private wells). In Niagara, all municipal drinking water is lake-based. In November 2019, Region planning staff met with Councillor Butters regarding the protection of drinking water in south Niagara. As a follow-up to that meeting, Region planning staff had a detailed discussion with Source Water Protection Coordinator (an NPCA staff person) to learn more. Councillor Butters was provided follow-up information and a point of contact for the source water protection program.

7. O. Reg. 153/04 – Environmental Protection Act: Records of Site Condition

In March 2019, Region planning staff had discussions with staff at the Ministry of Environment, Conservation, and Parks (MECP) regarding O. Reg 153/04 as it pertains to the proposed filling of Pit 1. At that time it was confirmed by MECP that O. Reg. 153/04 only applies if there is a change to a more sensitive use, which is not being triggered by the proposed filling of Pit 1. MECP staff advised that the Excess Soil Best Management Practices document should be followed, and that land owners need to ensure that filling does not cause adverse effects.

8. The New Niagara Official Plan

A relatively new direction from the Province is the requirement for Municipalities to identify and protect a water resource system. A water resource system, including groundwater resources will be identified in the new Niagara Official Plan. Over the past several months Region planning staff have had numerous discussion with Councillors and members of the public regarding ground water resources in south Niagara. This has included discussions at PEDC, public information centres, and other events attended by Region planning staff.

Alternatives Reviewed

Not applicable – this report is in response to a request for information

Other Pertinent Reports

None

Prepared by:
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Senior Planner
Planning and Development Services

Recommended by:
Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

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

This report was prepared in consultation with Erik Acs, MCIP, RPP, Manager, Community Planning, Pat Busnello, MCIP, RPP, Manager, Development Planning, Phill Lambert, P. Eng, Director, Infrastructure Planning & Development Engineering, and Anthony Habjan, MEd, B.A., B.A.Sc., C.P.H.I.(C), Manager Environmental Health, and reviewed by Doug Giles, Director, Community and Long Range Planning.

Subject: Niagara Falls GO Station Area Zoning Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, March 11, 2020

Recommendations

That Report PDS 10-2020 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to update Planning and Economic Development Committee with respect to a land use planning project to be completed in partnership with the City of Niagara Falls to implement GO Hub and Transit Station Secondary Plan policies.
- Niagara Region and City of Niagara Falls collaborated to complete the GO Hub and Transit Station Secondary Plan in 2018.
- To fully implement the policies of the Secondary Plan and establish appropriate land use and built-form zoning regulations, an update to the local zoning by-law is required.
- Zoning is a local matter. However, Niagara Region through the GO Implementation Office, is collaborating with City of Niagara Falls to update the zoning around the GO Station.
- GO Implementation Office staff with support from Planning and Development Services staff will work with City of Niagara Falls staff to draft an amending by-law for zoning in a key priority area around the station.

Financial Considerations

There are no financial considerations with respect to this report. Work required to undertake the review is being done in-house by the current staffing complement. It is not envisioned that any consultants will be required. Any costs associated with public engagement would be the responsibility of the City of Niagara Falls.

Analysis

In June 2015 Niagara Region and the City of Niagara Falls executed a Memorandum of Understanding to work together to develop and adopt a Secondary Plan for the City of

Niagara Falls GO Hub and Transit Station area. This project was undertaken to ensure that Niagara region would be prepared to take advantage of GO Train service and to demonstrate to the Province and Metrolinx that Niagara Region was committed to the project. Enabling land use policies that provide for appropriate densities to support transit service is a critical component of achieving sustainable levels of ridership which is the cornerstone for successful transit service. Typically, once Official Plan policies are in place the next step is to update the Zoning By-law to align the land use policies and zoning regulations. The Secondary Plan was adopted and approved in the summer of 2018.

The GO Implementation Office has agreed with the City of Niagara Falls that updating the zoning by-law to reflect the land use policies set out in the GO Station Secondary Plan is a critical next step in ensuring that the City of Niagara Falls is ready for development that will support GO Train service. Higher densities around the station is critical for transit sustainability; allowing for these densities by updating the zoning by-law removes a barrier to development in this priority area.

Zoning is a local planning function, therefore, all approvals will be the responsibility of the City of Niagara Falls. The role of Niagara Region staff is to provide assistance to the City of Niagara Falls in undertaking the work which will facilitate adoption of zoning regulations that implement the land use policies of the Secondary Plan. The work plan that has been agreed to includes preparation of a draft zoning by-law amendment, public engagement with the Downtown Business Association, and public engagement with the broader community.

Niagara Region staff will provide technical planning expertise with the GO Implementation Office Planning Lead being responsible for drafting the zoning amendment and assisting with public consultation as directed by the City of Niagara Falls Director of Planning. In addition, Niagara Region Planning and Development Services staff will provide urban design and 3D visualization assistance.

The zoning amendment will focus on the priority area of the downtown where the highest densities are planned. The current zoning of this area does not allow the uses and built-form anticipated by the Secondary Plan. The updated zoning will ensure a quality built environment that accommodates future businesses, residents, and tourists to the City of Niagara Falls.

Alternatives Reviewed

Niagara Region could choose to not offer planning assistance to the City of Niagara Falls for the zoning bylaw update but this would delay adoption of important zoning regulations that will guide and facilitate future growth around the transit station. The GO Implementation Office was specifically created to facilitate delivery of GO service to

Niagara, enabling land use regulations to promote transit oriented development are a key component of making Niagara Region ready for increased levels of GO service.

Relationship to Council Strategic Priorities

This project 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

[PDS 24-2018—Official Plan Amendment No. 125 \(OPA 125\) Niagara Falls Transit Station Secondary Plan—City of Niagara Falls](#)

Prepared by:

Cheryl Selig, MCIP, RPP
Planning Lead
GO Implementation Office
Public Works

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

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

This report was prepared in consultation with Ken Mech, Manager, Current Planning, City of Niagara Falls and reviewed by Diana Morreale, Director, Development Approvals; Matt Robinson, Director, GO Implementation Office.

Subject: Background of Town of Niagara-on-the-Lake New Adopted Official Plan

Report to: Planning and Economic Development Committee

Report date: Wednesday, March 11, 2020

Recommendations

1. That Report PDS 11-2020 **BE RECEIVED** for information; and
2. That report PDS 11-2020 **BE CIRCULATED** to the Town of Niagara on the Lake, prescribed agencies and interested parties.

Key Facts

- The purpose of this report is to update Council on the status of the new Niagara on the Lake Official Plan, which was received for Regional review on January 30, 2020.
- Niagara Region is the approval authority for all local municipal Official Plans within the Region and typically must make a decision with respect to the approval or refusal of a plan within 120 days.
- The Town's Manager of Planning has provided the Region with a statement that indicates the Town's new Official Plan is not consistent with Provincial Policy and does not conform to the Regional Official Plan.
- The Planning Act provides an exception to the 120 day timeframe by allowing for a temporary pause when a local Official Plan does not conform to an upper tier (Regional) Official Plan.
- Appendix I is a Statement of Opinion of Non-conformity with the Regional Official Plan signed by Niagara Region's Commissioner of Planning and Development Services.
- The Region has met with Town staff and elected officials regarding a path forward to bring the plan into Regional conformity so that Regional Council can consider it for approval.

Financial Considerations

Costs associated with the review are accommodated within the Planning & Development Services 2020 Operating Budget.

Analysis

The Town of Niagara on the Lake (NOTL) began their Official Plan project in 2012 with the development of a Community Vision and draft policy direction. Regional staff were consulted throughout this process and provided substantive feedback related to Provincial and Regional conformity. However, since 2012 the Provincial policy planning framework has changed considerably.

The Changing Policy Framework:

- 2014 - release of the 2014 Provincial Policy Statement;
- 2015 – Royal Ascent of Bill 73: Smart Growth for our Communities Act (2015)
- 2015-2017 Coordinated Policy Review:
 - release of the 2017 Growth Plan for the Greater Golden Horseshoe;
 - release of the 2017 Greenbelt Plan; and
 - release of the 2017 Niagara Escarpment Plan;
- 2019 - Royal Ascent of Bill 108, More Homes, More Choice: Ontario's Housing Supply Action Plan;
- 2019 - release of the current 2019 Growth Plan as part of the Housing Supply Action Plan;
- 2019 - changes to the *Planning Act*, R.S.O. 1990, as amended;
- 2019 - changes to existing regulations issued under the *Planning Act*; and,
- 2019 – proposed changes to the Provincial Policy Statement.

Despite the rapid changes to the land use planning policy framework, the *Planning Act* (1990) continues to require local Official Plans and decisions related to planning matters to be consistent with Provincial policies and plans, be consistent with the Provincial Policy Statement, meet the requirements of the *Planning Act* (1990) and conform to the upper tier (Regional) Official Plan.

Throughout the changing planning policy framework, Regional and Town staff met on several occasions (see Appendix II) to discuss conformity matters between the Town's draft OP and the Regional Official Plan, the 2017 Provincial plans and 2019 Growth Plan. Regional staff also noted that the Region is currently preparing a new Regional Official Plan and encouraged the alignment of these OP programs to achieve improved and coordinated policy outcomes. Regional staff has developed a comprehensive OP program to ensure conformity with new Provincial planning directions released as part

of the suite of policy and legislative changes over the last several years. This OP program has been messaged to both Town staff and Council.

On October 22, 2019, NOTL Town Council adopted its new Official Plan through By-law 5180-19. This new Official Plan will replace the in effect Official Plan adopted on March 14, 1994 through By-law 2735-94, and any amendments made thereto, once approved by the Region.

The Region is the approval authority for all local Official Plans. Submission of a Record for the adopted NOTL Official Plan was hand delivered to Niagara Region on January 14, 2020, with an addendum item sent by e-mail on January 30, 2020.

On February 13, 2020, Regional Planning staff circulated a letter to the Town Clerk acknowledging that requirements under Section 7 of Ontario Regulation 543/06 (as amended) issued under the *Planning Act (1990)* with respect to submission of a complete record had been satisfied. The Region's review and approval process commenced as of this date.

As the approval authority for the Town's new adopted Official Plan, Niagara Region has 120 days after the day the Record is deemed complete to review the Official Plan for conformity and consistency and for Council to either give a decision to approve, modify and approve, or refuse the Official Plan. If Council fails to give a decision within 120 days, an appeal may be filed for non-decision with the Local Planning Appeal Tribunal.

As an exception, subsection 17(40.2) of the *Act* allows a temporary pause in processing timeframe of a local OP when in the opinion of the approval authority, the Plan does not conform to the upper-tier municipality's Official Plan. Provided the opinion is stated within the legislated 120 days after receiving the local Official Plan, no appeal of the approval authority's opinion of non-conformity is allowed. Additionally, no appeals for a non-decision can be filed until the non-conformity is resolved.

Subsection 17(40.2) was added to the *Act* through a suite of reforms under Bill 73, *Smart Growth for Our Communities Act*, (2015) in an effort to ensure better coordination between various levels of government.

As the upper-tier of government and approval authority, Niagara Region is responsible for reviewing and determining local Official Plan conformity and consistency. Regional Council is responsible for making decisions with respect to approval or refusal of local

Official Plans. Upon resolving matters of conformity and consistency with the NOTL new Official Plan, staff will prepare a report for consideration recommending a decision with respect to the Official Plan.

In addition to the Town's statement that the new adopted Official Plan is not consistent with Provincial Policy and does not conform to the Regional Official Plan, Regional staff have identified multiple areas where conformity with the Regional Official Plan has not been achieved. These include, but are not limited to:

- the identification of and permitted uses within the Natural Heritage System;
- the identification of and permitted uses within agricultural lands;
- growth management; and,
- proposed employment land conversions and permitted uses within the employment areas.

A statement of opinion of non-conformity with the Regional Official Plan has been attached as Appendix I. The statement is intended for circulation to all prescribed agencies and all persons who have requested to be circulated on matters related to the NOTL Official Plan.

In discussion with Town staff, the development of a work program has been prioritized as a means to ensure that non-conformity is resolved and the Official Plan continues through the approvals process. The 120-day processing period under subsection 17(40.4) will not begin until the issues related to non-conformity have been resolved.

Alternatives Reviewed

None.

Relationship to Council Strategic Priorities

This report advances Council's strategic priority of a sustainable and engaging government by ensuring delivery of high quality, efficient and coordinated core services (i.e. the review and approval of local Official Plans).

Other Pertinent Reports

N/A

Prepared by:

Morgan, Casciani, MCIP, RPP
Senior Planner
Community Planning

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Erik Acs, Manager of Community Planning, and reviewed by Doug Giles, Director of Long Range and Community Planning and Rino Mostacci, Commissioner of Planning and Development Services.

Appendices

Appendix I: Statement of Opinion of Non-Conformity with the Regional Official Plan

Appendix II: Niagara on-the-Lake Official Plan Background – Timelines and Regional Staff's Points of Engagement (2012 – 2020)



Planning and Development Services

1815 Sir Isaac Brock Way, Thorold, ON L2V 4T7
905-980-6000 Toll-free: 1-800-263-7215

DELIVERED BY MAIL

March 11, 2020

To All Prescribed Agencies and All Persons Who have requested
Notice of the Region's Decision of the
Town of Niagara-on-the-Lake Official Plan
File: D.10.M.18.12

**RE: Statement of Opinion of Non-Conformity with the Regional Official Plan under
Subsection 17(40.2) of the *Planning Act***

On October 22, 2019, Niagara-on-the-lake City Council adopted its new Official Plan (the "Plan"). On January 30, 2020, the record pursuant to subsection 17(31) of the Planning Act was received by Niagara Region as the approval authority to make a decision on the Plan. On February 13, 2020 Niagara Region circulated a letter of acknowledgement of complete record to the Town.

Beginning in 2012 the Town of Niagara-on-the-Lake commenced a three-phase Official Plan project. As part of the project, the Town retained consulting services in 2015 for the preparation of the new Official Plan. Over the years, a number of draft versions of the Plan have been circulated to Niagara Region's Planning staff for review and comment. Through the Region's review, staff have identified a number of issues with respect to the Plan's conformity with the Regional Official Plan. The Plan does not conform to the Regional Official Plan with respect to policies and mapping related to, among other matters:

- the identification of and permitted uses within the Natural Heritage System;
- the identification of and permitted uses within agricultural lands;
- growth management; and,
- proposed employment land conversions and permitted uses within the employment areas.

The identified matters above is not an exhaustive list of non-conformity, but reflect a sample of matters that need to be resolved prior to the approval authority making a decision on the Plan. Regional Planning staff will continue to work closely with Niagara-on-the-Lake Planning staff to ensure matters of non-conformity with the Regional Official Plan are resolved and that the Town's Official Plan continues through the approvals process.

Respectfully,

A handwritten signature in black ink, appearing to read "R. Mostacci".

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

cc: Craig Larmour, Director of Community and Development Services, Town of Niagara-on-the-Lake

Niagara on-the-Lake Official Plan Background – Timelines and Regional Staff’s Points of Engagement (2012 – 2020)

2012: The Town of Niagara on-the-Lake commenced a Community Vision process as a first phase in the OP project to guide the future development of the Town over the next 20 years. The process resulted in the formation of eight (8) strategic pillars and associated goals, which would be implemented through the Town’s new Official Plan.

2013 – 2014: Following the development of the community vision, the Town commenced Phase 2 background work on the new Official Plan, including producing a series of issues papers and draft policy development for various introductory sections of the new OP. Regional Planning staff were provided the opportunity to comment on background papers during this phase of the OP project.

March 2015: The Town moved to the third phase of the project with a request for proposal for consulting services for a new Official Plan. Through the procurement process, Planscape was the successful proponent and awarded the contract.

November 2015: The Town circulated first draft of the Official Plan prepared by the consultant to the Region for comment. Regional and Town staff met to discuss high-level comments on the first draft OP.

March 2016: The Town circulated Draft 2 of the Official Plan to the Region for comment. A third draft was circulated to the Region for review and comment in June 2016.

Summer 2016: The Region circulated Draft 3 of the Town’s OP to the Province through the One Window Planning Service to obtain comments from the respective ministries on Provincial conformity.

December 23, 2016: The Province provided written comment on Draft 3 of the OP to both the Region and Town, identifying concerns with the general organization of the Official Plan, issues with terminology, and a series of non-conformity matters with Provincial policies.

January 2017: Regional staff consolidated Provincial and Regional comments into a matrix detailing over 215 itemized non-conforming draft policies in the third draft of the local OP. The matrix was provided to the Town for its review and consideration.

January 23, 2019: Niagara Region was circulated Draft 5 of the Town’s Official Plan with a request for comment by March 6, 2019. (An interim fourth draft version of the OP was not circulated to the Region for comment.)

February 13, 2019: In an effort to scope the review and meet the requested comment deadline, Regional staff requested the Town provide a “track changes” document for the over 350-page draft OP. Regional Planning also requested comment responses detailing how past Provincial and Regional comments provided in the Draft 3 comment matrix had been incorporated into Draft 5 of the Town’s OP and how matters of non-conformity with Provincial and Regional policy had been addressed.

February 2019: The Town hosted an Official Plan Open House and Public Meeting, pursuant to the *Planning Act*.

March 6, 2019: Niagara Region Planning staff provided the Town with preliminary comments on Draft 5. Preliminary comments highlighted a letter in February 2019 from the Minister of Municipal Affairs and

Housing Minister, Steve Clark. The Minister's letter was sent to municipal Heads of Council advising of anticipated changes to the *Planning Act*, the Provincial Policy Statement, along with other provincial legislation and policies. The Minister's letter indicated that the upcoming changes may help to inform local actions and therefore, municipalities may wish to consider an interim "pause" on major planning documents (i.e. Official Plans and Zoning By-laws).

Regional staff re-iterated in both written comments and in-person meetings with Town staff the uncertainty of the changing policy context relative to completion of the Town's new Official Plan. Regional staff highlighted that the Town's OP would need to demonstrate conformity with all in effect Provincial plans and policies and the Region's Official Plan.

Regional Planning staff also discussed timing of the new Niagara Region Official Plan project and opportunities for coordinating these major planning projects to achieve policy conformity.

The Region is currently preparing the new Niagara Official Plan to guide growth and development in Niagara over the long-term and to conform to the suite of new policy documents released by the Province, including the 2014 PPS, the 2019 Growth Plan for the Greater Golden Horseshoe, the 2017 Greenbelt Plan and the 2017 Niagara Escarpment Plan. Regional staff is also reviewing existing Regional Official Plan policies against the proposed changes to the Provincial Policy Statement. In light of these recent and on-going policy changes, Regional and Town staff discussed the option and advantages of synchronizing the local and Regional Official Plan projects.

June 4, 2019: Niagara Region circulated Draft 5 of the Town OP to the Province for a One Window Planning Service review and comment.

August 1, 2019: The Town of Niagara on-the-Lake held a Special Council Meeting with an update on the Town's new Official Plan from their consultant, Planscape.

August 15, 2019: The Town held another Special Council Meeting on the new OP (Draft 5). During the meeting, more than 35 changes were made by resolution to this draft of the Official Plan. Town Council adopted the Official Plan with the changes to the document made during the Special Council meeting.

October 22, 2019: Town Council passed By-law No. 5180-19, being a By-law to adopt the new Official Plan under Section 17 of the *Planning Act*.

January 13, 2020: The Region received comments from the Province through the One Window Planning Services on Draft 5 of the Town's Official Plan. Provincial comments outlined a series of issues and concerns with the Plan's alignment and conformity to Provincial policies. Regional staff provided Town staff with an e-mailed copy of the province's comments on January 30, 2020. The Province had not circulated the Town a copy of the comments as they had done with the December 23, 2016 comments.

January 14, 2020: The Town forwarded the official record for the Niagara on-the-Lake Official Plan to the Region for review and approval.

January 30, 2020: The Town forwarded Region additional materials requested as part of the complete record package.

January 31, 2020: Region and Town Planning staff met to discuss the Town's Official Plan, including Provincial comments dated January 13, 2020 and concerns of the adopted Official Plan's non-conformity with Provincial policies and the Regional Official Plan.

February 13, 2020: Regional Planning staff circulated a letter to the Town acknowledging completeness of the OP record under subsection 7 of Ontario Regulation 543/06 (as amended) issued under the *Planning Act* and commencement of the review and approvals process.

In accordance with the notice and submission deadline requirements of Sections 18.1(a) and 11.3, respectively, of Niagara Region’s Procedural By-law, the Regional Clerk received from Councillor Sendzik a motion to be brought forward for consideration at the March 26, 2020 Council meeting respecting Climate Change.

WHEREAS rising global carbon emissions has resulted in the UN's Intergovernmental Panel on Climate Change (IPCC) declaring that global warming would likely reach 1.5 degrees Celsius above pre-industrial levels between 2030 and 2052;

WHEREAS the IPCC recommends cutting fossil fuel emissions by 45% by 2030 and reaching net zero by 2050;

WHEREAS Niagara has seen the effects of rising temperatures, water levels, increase in extreme precipitation events and invasive species;

WHEREAS Bill 68—the *Modernizing Ontario’s Municipal Legislation Act, 2017*— now states that “*economic, social, and environmental well-being of the municipality, including respecting climate change*” (Paragraph 10(2) 5 and 11 (2) 5 of the Municipal Act);

WHEREAS “*Municipalities can now provide for, or participate in, long-term energy planning, which may include, among other considerations, climate change, and green energy.*” (Bill 68, section 147 (1));

WHEREAS Section 2 of the *Planning Act* makes “*mitigation of greenhouse gas emissions and adaptation to a changing climate*” a matter for provincial interest providing grounds for planning matters;

WHEREAS responding to climate change requires a collective approach from all levels of government, industry and private sector, the community and individual actions;

WHEREAS locally the City of St. Catharines and the Niagara Peninsula Conservation Authority have declared a Climate Emergency;

WHEREAS adaptation (minimizing and preventing the impacts of climate change) and mitigation (reducing emissions that contribute to climate change) are both vital components for Climate Change planning;

WHEREAS seven municipalities in the Niagara Region are working on adaptation plans in joint partnership with Niagara Adapts, a collaboration led by Brock University, and two municipalities are working on mitigation plans;

WHEREAS climate change planning is relatively new to the Niagara Region and there is opportunity to organize and collaborate together for educating all municipalities on best practices and climate action together;

NOW THEREFORE BE IT RESOLVED:

1. That Niagara Region **COMMIT** to organizing and hosting a climate summit for the purpose of evaluating best practices, coordinating climate action and ensuring all of Niagara is committed to climate change adaptation and mitigation, by fall, 2020; and
2. That Niagara Region **DECLARE** a climate emergency.